T.C.
MMARMARA UNIVERSITY
İNGİLİZCE İŞLETME ANABİLİM DALI
ÜRETİM YÖNETİMİ VE PAZARLAMA (İNGİLİZCE) BİLİM DALI

THE IMPACT OF SOCIAL MEDIA AND ITS ROLE ON SMES' B2B MARKETING

Yüksek Lisans Tezi

MOHAMED HASSAN MOHAMED EDWAN

İstanbul, 2019

T.C.
MMARMARA UNIVERSITY
İNGİLİZCE İŞLETME ANABİLİM DALI
ÜRETİM YÖNETİMİ VE PAZARLAMA (İNGİLİZCE) BİLİM DALI

THE IMPACT OF SOCIAL MEDIA AND ITS ROLE ON SMES' B2B MARKETING

Yüksek Lisans Tezi

MOHAMED HASSAN MOHAMED EDWAN
Danışman: PROF. DR. İREM EREN ERDOĞMUŞ

İstanbul, 2019

T.C.
MARMARA ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ

TEZ ONAY BELGESİ

İŞLETME (İNGİLİZCE) Anabilim Dalı ÜRETİM YÖNETİMİ VE PAZARLAMA (İNGİLİZCE) Bilim Dalı TEZLİ YÜKSEK LİSANS öğrencisi MOHAMED HASSAN MOHAMED EDWAN'nın THE IMPACT OF SOCIAL MEDIA AND ITS ROLE ON SMES' B2B MARKETING adlı tez çalışması, Enstitümüz Yönetim Kurulunun 25.04.2019 tarih ve 2019-11/10 sayılı kararıyla oluşturulan jüri tarafından oy birliği / ~~oy çokluğu~~ ile Yüksek Lisans Tezi olarak kabul edilmiştir.

Tez Savunma Tarihi 09/05/2019

Öğretim Üyesi Adı Soyadı			**İmzası**
1.	Tez Danışmanı	Prof. Dr. ZEYNEP İREM ERDOĞMUŞ	
2.	Jüri Üyesi	Prof. Dr. EMİNE ÇOBANOĞLU	
3.	Jüri Üyesi	Dr. Öğr. Üyesi HÜSEYİN SAMİ KARACA	

ACKNOWLEDGEMENTS

After an age of time studying, socializing, learning, attending courses, grouping projects and so much more, this master thesis has been the last footstep towards my master's degree in Production Management and Marketing at Marmara University. I would like to grab this opportunity to address the people who have stand by me throughout my master thesis.

First, I am deeply grateful to my valued supervisor, Prof. Dr. Zeynep Irem Erdoğmuş, for granting me valuable feedback, continuous academic support and guidance, assistance with finding ideas, making the model, helping with translations, creating questionnaires during the whole research time and much more. I am also thankful to my dissertation committee Prof. Dr. Emine ÇOBANOĞLU, Dr. Öğr. Üyesi Hüseyin S. KARACA, Doç. Dr. Taşkin DİRSEHAN and Dr. Öğr. Üyesi Gülberk Gültekin SALMAN for offering generously their valuable time in reviewing and adding intellectual contributions. Furthermore, I would like to thank the following who have helped me in language auditing and translations:

- Arabic Translation: Mohammad Elbaba,
- English Auditing: Jennie Hanson, Misarh Advan,
- French Translation: Rania Jalloul,
- Spanish Translation: Rim Adwan, Gabriel Gaspar Figuero Y Grande, and Bader Abdelkhalek,
- Turkish Translation: Volkan Kaya, and Ümit Gürses.

I thank my family and friends who have been supporting me psychologically during the thesis phases and the entire master program at Marmara University. Finally, I want to recognize the staff of Marmara University and everyone who has participated with this study. I express my sincerest gratitude for those I have mentioned and including everyone who kept giving me support and guidance throughout the research project. I can't thank them enough.

Istanbul, 2019 Mohamed Hassan Mohamed EDWAN

ABSTRACT

THE IMPACT OF SOCIAL MEDIA AND ITS ROLE ON SMES' B2B MARKETING

Social Media Marketing (SMM) is still going through the hype stage while widely used to encourage either individual or organizational communication and marketing trends. In the era of social media (SM), a necessity arose to contribute to the literature by studying the emerging business-to-business (B2B)'s SMM. However, studies that investigate how SMM has been utilized in the B2B context and being compared with Business-to-Consumer (B2C) in small-medium enterprises (SMEs), are lacking. Hence, this study presents a holistic model that draws on industrial-organization (I/O) and resource-based-view (RBV) theories to come up with an overview of implementing SMM by SMEs in terms of its notion, antecedents, and consequences. The model was tested by utilizing structural equation modeling (SEM) technique to investigate 288 B2B and 226 B2C SMEs' data, which was collected through a cross-sectional online survey from 35 different industrial sectors in 9 regions representing 49 countries.

The empirical results support the positive relationship between SMM implementation and organizational performance suggesting that SMEs are achieving better sales results, an enhanced Customer Relationship Management (CRM), and more presentable brand within the industrial B2B market. Furthermore, the model proves significant results in that SMM depends on the internal strengths of B2B SMEs, and on the SMM engagement level of the competitors. The findings reveal that B2B SMEs are applying a marketing strategy that focuses more on competitors than customer in the Age of the Customer since the SMM engagement level of the customers did not have an influence on SMM implementation of these B2B SMEs. On the other hand, the holistic model found to be workable for B2C SMEs context.

KEYWORDS

Social Media Marketing (SMM), Small and Medium-sized Enterprises (SMEs), Business-to-Business context (B2B), Engagement in Social Media, and Organizational Performance.

ÖZET

KOBİLERİN ÖRGÜTSEL PAZARLAMA FAALİYETLERİNDE SOSYAL MEDYANIN ETKİSİ VE ROLÜ

Sosyal Medya Pazarlaması (SMP), bireysel veya kurumsal iletişim ve pazarlama eğilimlerini desteklemek için yaygın olarak kullanılıyor olmasına rağmen yazında hala gelişme-aşamasında olarak tarif edilmektedir. Yaşadığımız Sosyal Medya (SM) Çağı'nda, örgütsel (B2B) pazarlarda faaliyet gösteren firmaların SMP stratejilerini inceleyerek literatüre katkıda bulunma zorunluluğu ortaya çıkmıştır. Özellikle SMP'nın Küçük ve Orta Ölçekli İşletmeler (KOBİ) tarafından B2B tarafında nasıl kullanıldığını araştıran ve Tüketici 'den Tüketici (B2C) KOBİ'leriyle karşılaştırılan araştırmalar yazında eksiktir. Bu nedenle, bu çalışma, kavramı, öncülleri ve sonuçları açısından, SMP'nın KOBİ'ler tarafından uygulanmasına genel bir bakış açısı getirecek endüstriyel örgütlenme (I/O) ve kaynak tabanlı görüş (RBV) teorileri üzerine bütünsel bir model sunmaktadır. Model, 9 bölgedeki 35 farklı sanayi sektöründen kesitsel çevrimiçi bir anket aracılığıyla toplanan 288 B2B ve 226 B2C KOBİ'nin verilerini araştırmak için Yapısal Eşitlik Modelleme (SEM) tekniği kullanılarak test edilmiştir.

Ampirik sonuçlar, KOBİ'lerin SMP uygulaması ile organizasyonel performansı arasındaki pozitif ilişkiyi desteklemektedir. KOBİ'ler, SMP uygulaması ile endüstriyel B2B pazarında daha iyi satış sonuçları, gelişmiş bir müşteri ilişkileri yönetimi (MIY) ve daha saygın bir marka elde etmektedirler. Ayrıca, model, B2B KOBİ'lerin etkin SMP yapmaları için örgüt içinde pazarlama oryantasyonuna sahip olmaları ve çalışanların SM yetkinliğine ihtiyaç duyduklarını göstermiş ve rakiplerin SM ile yakından ilgili olmalarının B2B KOBİ'lerin SMP uygulamalarını olumlu yönde etkilediğini göstermiştir. Bu bulgular, B2B KOBİ'lerin, müşteriden çok rakibe odaklanan bir pazarlama stratejisi uyguladığını ortaya koymaktadır. Diğer yandan, söz konusu bütünsel model B2C KOBİ'ler açısından da uygulanabilir bulunmuştur.

ANAHTAR KELİMELER

Sosyal Medya Pazarlaması (SMM), Küçük ve Orta Büyüklükteki İşletmeler (KOBİ'ler), İşletmeler arası İçerik (B2B), Sosyal Medyada Katılımı ve Örgütsel Performans.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

AMA	American Marketing Association
AVE	Average Variance Extracted Value
ASV	Average Squared Variance Value
B2B	Business-to-Business
B2C	Business-to-Customer
CMS	Content Management System
e-procurement	Electronic Procurement
EDI	Electronic Data Interchange
EU	European Union
GOF	Goodness-of-Fit
ICT	Information and Communication Technology
MSV	Maximum Shared Squared Variance Value
OECD	Organization for Economic Co-operation and Development
PU	Perceived Usefulness
PEU	Perceived Ease of Use
RSS	Rich Site Summary (Really Simple Syndication)
SBA	U.S. Small Business Administration
SCE	Square Correlation Estimated Value
SM	Social Media
SMC	Squared Multiple Correlation Value
SME	Small and Medium-sized Enterprise
SMM	Social Media Marketing
TAM	The Technology Acceptance Model
TRA	The Theory of Reasoned Action
UGC	User-generated Content
UTAUT	The Unified Theory of Acceptance and Use of Technology
WOM	Word-of-Mouth

1. INTRODUCTION

The revolution of social media (SM) is changing the business models and becomes a topic of great discussion in the press. Today's firms are lucky to take advantage of SM's offered low-cost advertising features (Evan & McKee, 2015). The viral nature of the SM gives the ability to reach more people instantaneously (Tsimonis & Dimitriadis, 2013), and to promote brand-related content that increasing audience and growing businesses (Michaelidou et al., 2011). Add to that the practical manner of keeping firms synchronized all the time with current and prospect customers as it never was before in traditional channels (Houtari et al., 2015; Trainor et al., 2014). Businesses which have been freed from many restrictions, became more familiar with their competitive position in the marketplace (Guesalaga, 2016; Bridges et al., 2005), where many environmental circumstances of increased competition, slowed world economy, commoditization of products and qualified lead generation are overwhelmed (Rodriguez et. Al., 2012).

The story began with tracking the antiquity of SM that is finite to be an endless, dynamic adventure and not a fad soon to vanish. The historical part of SM as a communication device has been tied with ancient human's social networking culture for centuries ago. During the last decades, a newly developed technological infrastructure for online sociality and creativity has emerged to penetrate every layer of culture (Dijck, 2013). In this manner, many attempts doubtlessly identify SM in the literature based on different dimensions to be summarized in a common elaboration as a group of internet-based technological and ideological applications of Web 2.0 foundations that offer two-way communication to facilitate transactions and relationship building functions. SM users became able to identify themselves, share contents, relate to each other, form communities, communicate with each other, and build a reputation (Csordas et al., 2014; Kietzmann et al., 2011; Kaplan & Haenlein, 2010). Human interaction has been deeply influenced in the shade of SM at the individual and community level while the world of online and offline are increasingly interpenetrating.

With the passage of time, businesses' eyes jumped toward the various benefits offered by SM after it has already extended beyond the individual (Kaplan et. al., 2010). The fast prevalence of SM changed the communication rules so that businesses are now more foreseeable to interact with customers while each aspect of the conversation (i.e. timing, channel, and

content) is controlled by customers (Mangold & Faulds, 2009). The SM sophisticated customer-obsessed roles helped to establish stronger relationships and trust, (Wang et al., 2016; Sashi, 2012), to share electronic-word-of-mouth (eWOM) about certain product or service (Kozinets et al., 2010; Bernoff & Li, 2008), and so to identify prospective partners (Shih, 2009). On behalf of performance, the process of promoting brands become easier to support the creation of brand communities (Kaplan, 2012; Leek & Christodoulides, 2011; Kaplan & Haenlein, 2010; Mangold & Faulds, 2009), to generate product demand, and so increase sales achievements (Andzulis et al., 2012; Guesalaga 2016; Wang et al., 2016). SM commenced being utilized widely as an integral part of companies' resources in relationship management, news gathering, creativity, and entertainment (Killian & McManus, 2015) to build social capital maintaining their sales force (Agnihotri et al., 2016; Andzulis et al., 2012).

Adopting and implementing social media marketing (SMM) became later one of the organizational necessities to enjoy better business outcomes. In literature, research that has been conducted on the perspective of market type and firm size constitute a good investigation for SMM. A great deal of research has focused on the value of SMM in business-to-consumer (B2C) context (Iankova et al., 2018; Jussila et al., 2014; Michaelidou et al., 2011). Because of the hundreds of millions of individual consumers who maintain SM accounts (Moore et al., 2013), and the empowerment of supporting B2C firms to exchange real-time updates and maintain top-of-mind awareness for greater loyalty (Rapp et. al., 2013; Leek & Christodoulides, 2011) . In contrast, few scholars who realized the important of SMM in B2B arena agreed for its immature phase (e.g. Itani et al., 2017; Salo, 2017; Siamagka et al., 2015), and call for further research (Iankova et al., 2018; Wiersema, 2013).

In B2B context, research on SMM is discussed considering the adoption process of SMM, the use of different tools of SMM, or the marketing and performance outcomes of SMM. Adoption process of SMM by B2B firms has been an area of interest in the early research (i.e., Lacka & Chong, 2016; Keinänen & Kuivalainen, 2015; Siamagka et al., 2015) since it was acknowledged that B2B firms were slower than B2C firms in adoption, and the reasons were to be understood (Iankova et al., 2018; Jussila et al.,2014; Michaelidou et al., 2011). However, research on SM usage in B2B context has matured, the research has shifted from adoption to using and influences of SM on business outcomes (Salo, 2017). The usage of

SMM was considered in terms of how it is utilized in relationship building and sales process (Moore et al., 2013; Schultz et al., 2012), and across different channels (Swani et al., 2017). The impact of SMM on business outcomes such as sales performance, customer relationship building, branding or digital marketing performances were also considered in the extant literature (e.g. Wang et al., 2016; Nguyen et al., 2015; Trainor et al., 2014; Järvinen et al., 2012) .

For small and medium-sized enterprises (SMEs), on the other hand, research of implementing SMM is investigated seeing the lack of knowledge in marketing activities and the limited resources of expertise, time and finance (e.g. Reijonen, 2010; Moss et al., 2003; Gilmore et al., 2001). Few previous studies within the B2B field have investigated the implementation of SMM by SMEs and the related consequences (Brink, 2017; Siamagka et al., 2015; Järvinen et al., 2012; Cragg et al., 2011). The challenge of the weak positioning against larger competitors is indicated to be the force that moves SMEs from conventional to more integrated, interactive, and affordable marketing practices that deliver competitive advantage (Odoom et al., 2017; Mäläskä et al., 2011). The practical usage of SMM and its rich set of features, accordingly, were measured in SMEs settings for better organizational performance (e.g. Brink, 2017; Odoom et al., 2017; Tajudeen et al., 2017; Rodriguez et al., 2016; Wang et al., 2016; Dahnil et al., 2014; Järvinen et al., 2012).

However, there is yet no research of holistic model that considers the antecedents and outcomes of SMM usage in B2B context, although of the emergence studies that recognize and mention the use of SMM techniques by B2B organizations based on various dimensions (e.g. Guesalaga 2016; Wang et al., 2016; Andzulis et al., 2012). One aim of this research, therefore, is to fill this gap in literature by explaining the antecedents and outcomes of SMM in B2B context. The model of this research is constructed by drawing both theories of Industrial Organization (IO) and Resource Based View (RBV) to understand the role of external environmental factors and organizational elements on SMM strategy formulation and the consequencing outcomes. The organizational outcome performance was gathered from previous studies and measured based on three dimensions of sales, customer relationship management (CRM) and brand performances (Rodrigues et al., 2012; Tajudeen et al., 2017; Siamagka et al., 2015; Wang et al., 2016). The antecedents of implementing SMM by B2B

SMEs were also grouped under two dimensions of organizational readiness and environmental conditions. The organizational readiness consist of two elements which are organizational competence was adapted from Guesalage (2015), and marketing orientations modified from Pelham & Wilson (1996). The environmental settings covers the customer engagement in using SM which adopted from Hollebeek et al. (2014). Whereas the competitor engagement in using SM was created by author and added to the model in purpose to maintain a balanced interaction environment. All the proposed dimensions were created and modified in order to serve theoretically the study objectives.

Additionally, the research also aims to test the model in B2C SME context to develop an understanding of the differences between B2C and B2B markets and whether the same model can work for both contexts. Previous research made comparative studies on SMM in B2B and B2C contexts, assuming that the practice of SM is different and requires alternative theories (e.g. Moore et al., 2013; Swani et al., 2014; Swani et al., 2017; Iankova et al., 2018). Initially, Moore et al. (2013) studied B2B and B2C differences and focused on SMM based on selling activities across the markets. Their results showed that B2B firms preferred professional networks such as LinkedIn whereas B2C firms preferred mass social media channels such as Facebook. Their results also revealed that B2B sales professionals use SMM for prospecting, handling objections, and after sale follow-up, whereas B2C salespeople value their connection with individual consumers. Swani et al. (2014, 2017), on the other hand, researched the content of B2B and B2C firms on Facebook and Twitter, and found out that B2B firms focus more on product information and sending emotional messages to their clients. Finally, Iankova et al. (2018) tested a model of SMM effectiveness across B2B, B2C and mixed and B2B2C firms; and their results indicated that B2B firms perceive SMM low in terms of effectiveness and mostly use it for customer acquisition rather than retention. Therefore, it is believed that testing our model in both contexts may add to the extant literature, which lacks comparative model testing in SMM usage. In light of the above declared objectives of the proposed model, the following research questions have been identified:

- What are the factors that drive SMEs in a B2B context to implement SMM strategy?
- What are the waiting business outcomes for B2B SMEs after implementing SMM?

- Can there be a holistic model, including antecedents and outcomes of SMM for B2B SMEs?
- Can this model work for B2C context as well?
- Are there comparative parameters that distinguish B2B and B2C contexts in terms of SMEs SMM implementation?
- What are the theoretical and practical implications drawn from this study ?

Additionally, the study also sought to find answers to the following questions:

- Why customers and competitors are engaged in using SM within their B2B or B2C business activities?
- In terms of the B2B and B2C contexts' difference, which SM channel has been frequently used considering the industrial sectors and to which function it was mostly used for?

1.1. THE SCOPE OF THE STUDY

The scope of this study is confined by contributing to the growing literature on the impact of SMM in B2B SMEs with a better comprehensible datum. The author intended to research the SMM in accordance to its notion, antecedents, and consequences in B2B SMEs, while other studies are majorly focused on B2C consumer market. Filling this literature voids would manipulate a varied spectrum of today's business activities. The research focuses on SMEs as major economic growth drivers occupy a massive industrial area within the B2B context. The SMEs' knowledge insufficiency and their shortage of resources have been taken into consideration. Even though SM has been adopted widely by large enterprises after proven its merits, SMEs are still facing a hard time to implement successfully SMM strategies especially in B2B context. The goals of this study, therefore, started by analyzing the role of SMM on B2B SMEs considering inclusive dimensions of the engagement in using SM, the organizational readiness, the usage intensity, the functionality, the industrial sectors and the regions; to conclude with an added-value argument combining of numerous related theoretical and managerial implications.

The investigation in SM as a wide range topic would be affected by the research methodology and approach. Quantitative research methodology and approach, therefore, is applied to study majorly three types of correlations, which are the internal organizational elements to implement SMM, the environmental circumstances in using SM, and the SMEs' organizational outcome performance. The quantitative approach facilitates identifying the research problem, increasing the understanding of the SM usage challenges versus potentials in B2B SMEs performance, and establishing future research directions. The research to be conducted worldwide via an online survey to cover the maximum possible number of responses and to highlight the most accurate situation explaining the impact of SMM on B2B SMEs in shorter period of time. The study is designed to analyze practically companies' responses relying on theoretical materials gathered deeply from literature. The survey is conducted actively for four months to collect in total 922 responses. The participants were social networking users, SMEs, and large enterprises from both B2B and B2C marketplaces in 35 different industrial sectors of 9 regions representing 87 countries listed in Table (1-1). Considering the time restraints of the thesis, the rising obstacles were accepted as elements to determine the success of the study.

Table (1-1) List of the respondent countries (Region-wise)

- **AFRICA REGION** *(Country and number of respondents)*

1. Benin……....	*3*	2. Chad……	*1*	3. Côte d'Ivoire……	*1*
4. Djibouti…….	*1*	5. Ethiopia……...	*1*	6. Mauritania……	*2*
7. Namibia……	*1*	8. Nigeria……	*3*	9. Rwanda……	*1*
10. Republic of Congo….....	*1*	11. Sierra Leone……	*1*	12. Senegal…….	*2*
13. South Africa……..…	*3*	14. Tanzania……..	*1*		

Total Responses: *22*

- **AUSTRALIA & OCEANIA REGION** *(Country and number of respondents)*

15. Australia……	7	16. New Caledonia……....	1

Total Responses: *8*

- **CENTRAL & SOUTH AMERICA REGION** *(Country and number of respondents)*

17. Antigua and Barbuda…	*1*	18. Argentina……	*3*	19. Brazil……...	*37*
20. French Guiana……..	*1*	21. Haiti……	*1*	22. Mexico…….	*2*
23. Panama…….	*1*	24. Puerto Rico…….	*1*	25. Turks & Caicos Islands	*1*
26. Venezuela…….	*1*	27. British Virgin Islands..	*1*		

Total Responses: *50*

Table (1-1) List of the respondent countries (Region-wise)

- **WEST, CENTRAL & SOUTH ASIA REGION** *(Country and number of respondents)*

28. Afghanistan……..	*2*	29. Georgia……..	*1*	30. India…….	*18*
31. Iran…….....	*4*	32. Pakistan……..	*3*		

- **Total Responses:** *28*

- **EAST ASIA REGION** *(Country and number of respondents)*

33. China……	*7*	34. Hong Kong…..……	*6*	35. Indonesia…….	*2*
36. Japan……	*1*	37. South Korea……	*3*	38. Malaysia……...	*5*
39. Singapore…….	*3*	40. Thailand…….	*1*		

- **Total Responses:** *28*

- **EUROPE REGION** *(Country and number of respondents)*

41. Albania……	*1*	42. Armenia……..	*1*	43. Bosnia & Herzegovina.	*1*
44. Belgium……...	*4*	45. Bulgaria……..	*1*	46. Cyprus……..	*1*
47. Denmark…….	*2*	48. Finland……	*1*	49. France……..	*179*
50. Germany……...	*14*	51. Greece…….	*2*	52. Ireland……..	*3*
53. Holy See Vatican City..	*1*	54. Italy…….	*9*	55. Luxembourg…….	*3*
56. Malta……..…	*1*	57. Monaco……...	*2*	58. Netherlands……..	*2*
59. Norway…….	*1*	60. Poland…….	*1*	61. Portugal……	*1*
62. Romania……	*2*	63. Sweden……	*3*	64. Switzerland……..	*5*
65. Spain…….	*17*	66. United Kingdom…….	*14*		

- **Total Responses:** *272*

- **MIDDLE EAST & NOTH AFRICA REGION** *(Country and number of respondents)*

67. Algeria……..	*20*	68. Bahrain……	*6*	69. Egypt……	*12*
70. Iraq……	*2*	71. Israel……...	*2*	72. Jordan……...	*6*
73. Kuwait……..	*1*	74. Lebanon……..	*2*	75. Libya……	*1*
76. Morocco……	*6*	77. Palestine……..	*2*	78. Qatar……	*16*
79. Saudi Arabia…….	*94*	80. Syria……	*2*	81. Tunisia…….	*32*
82. Turkey……..	*243*	83. United Arab Emirates.	*18*	84. Yemen……..	*1*

- **Total Responses:** *466*

- **NORTH AMERICA REGION** *(Country and number of respondents)*

85. Canada……..	*13*	86. United States……...	*31*

- **Total Responses:** *44*

- **RUSSIA REGION** *(Country and number of respondents)*

87. Russia……...	*4*

- **Total Responses:** *4*

1.1.1. General Statistics on SMEs

SMEs are not only representing approximately 90% of businesses, 60-70% of employment and 55% of GDP in developed economies (WTO, 2016), but SMEs are also key for more inclusive global net growth (IFA, 2018). In OECD countries, SMEs represent approximately 99% of all firms (OECD, 2018). The new SMEs creations are continually increasing from lowest crisis to higher record achievements as shown in Figure (1-1) that lead to a considerable economic importance.

Figure (1.1) New enterprise creation including SMEs in all OECD countries 2018, Index: number of new creation in 2012 = 100 (Resource OECD Entrepreneurship at a Glance 2018 Highlights: http://www.oecd.org/sdd/business-stats/EAG-2018-Highlights.pdf)

SMEs are the vital engine for equitable growth, poverty mitigation, the social stability backbone of the middle class in most countries and the supportive driver for large-scale enterprises (World SME Forum, 2016; IFC, 2012). For instance, 30.2 million American SMEs provide goods and services across the nation and play a significant role in today's economies and societies (SBA, 2018). They are presenting the largest job source of employment in OECD countries as shown in Figure (1-2).

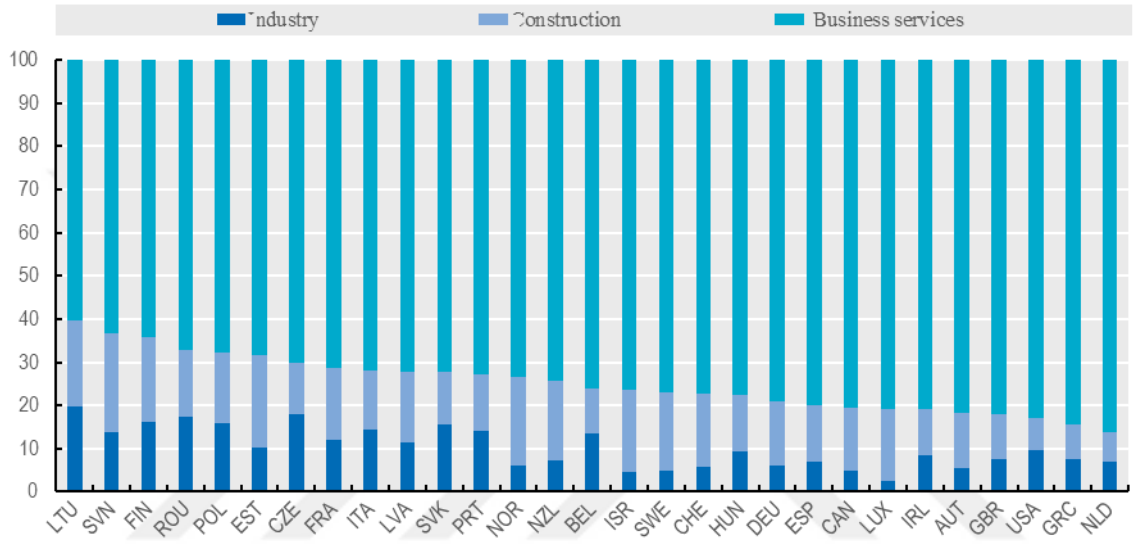


Figure (1-2) Share of sectors in employment creation by employer enterprise births, Percentage of employment (persons employed) created by births, business economy, 2016 or latest available year (Resource OECD Entrepreneurship at a Glance 2018 Highlights: http://www.oecd.org/sdd/business-stats/EAG-2018-Highlights.pdf).

A study examining the reasons of failing U.S. business indicates that 82% of failure SMEs experience cash flow problem; 42% have no market for their products or services; 29% run out of cash; 23% do not have the right team and employee; while 19% are outcompeted (Visual Capitalist, 2017). Even though of the many reasons that SMEs face excessively in most crucial cases and lead to failure of the limited access to markets, finance, talent, skills, and innovation shown in Figure (1-3), they were still seen in the highest job creation ports as presented in Figure (1-4) in leisure based activities (i.e. art, entertainment, and recreation); professional, scientific and technical activities; or real estate, food, and accommodation across OECD countries (OECD, 2018).

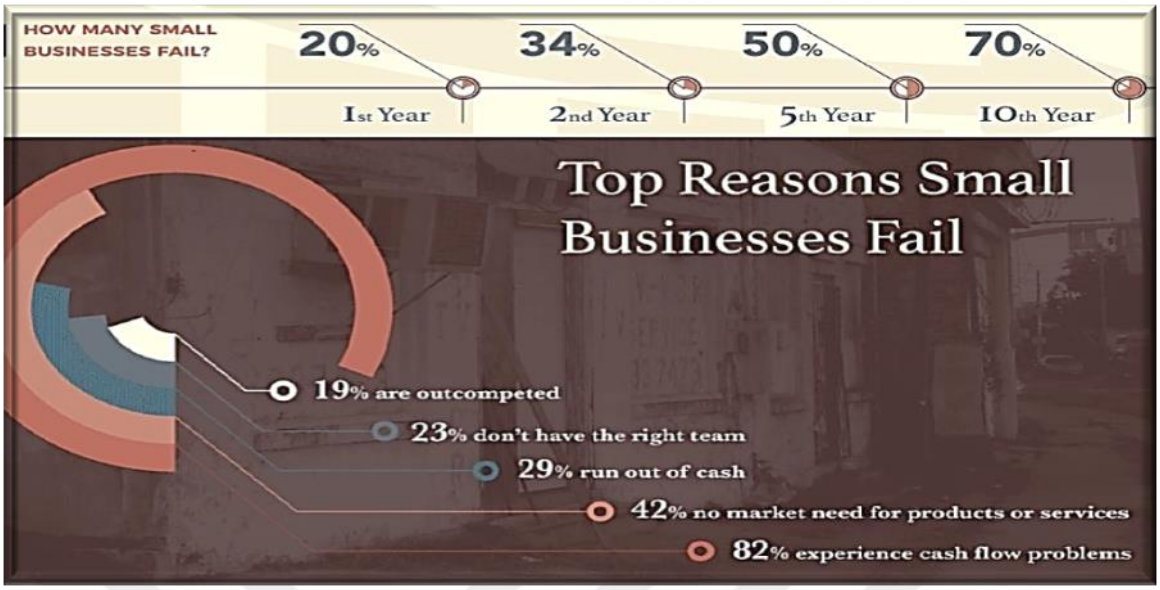


Figure (1-3) Top reason failing U.S. SMEs, Why do business fail? Visual Capitalist, 2017 by Desjardins, J. (Resource: https://www.visualcapitalist.com/why-do-businesses-fail/)

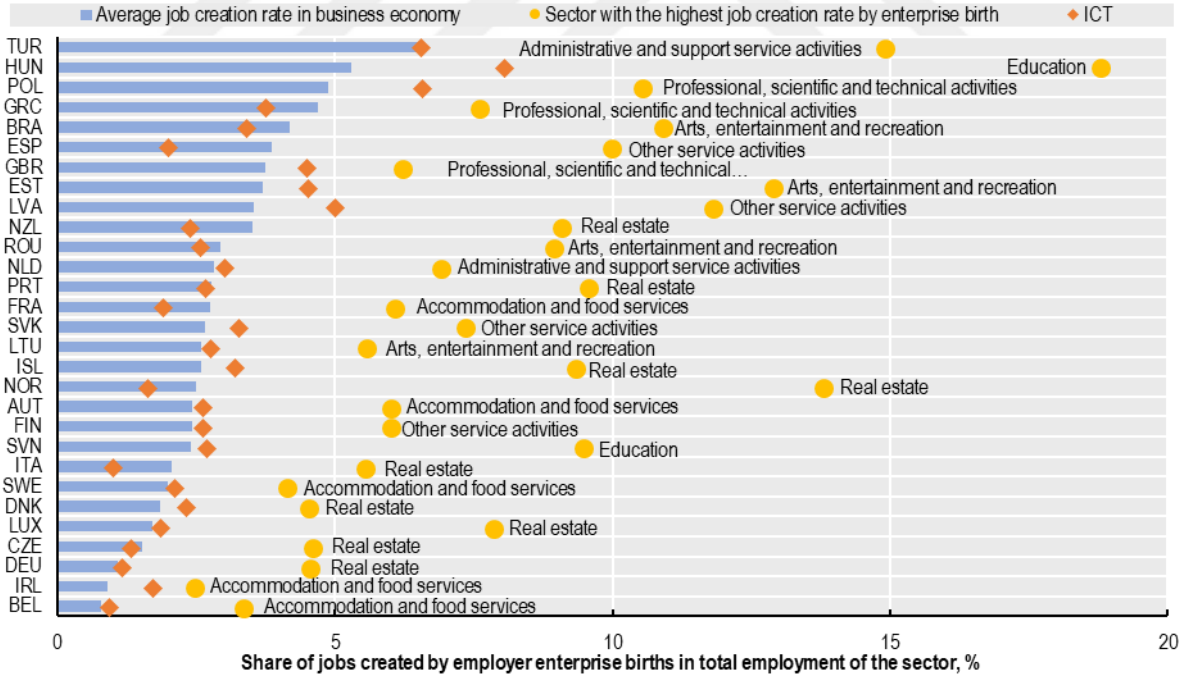


Figure (1-4) Job creation rate by top sectors, 2016 or latest available year (Resource OECD Entrepreneurship at a Glance 2018 Highlights: http://www.oecd.org/sdd/business-stats/EAG-2018-Highlights.pdf).

Therefore, SMEs occupy almost for over half of all employment and the value added of business sector in all OECD economies as revealed in Figures (1-5) & (1-6).

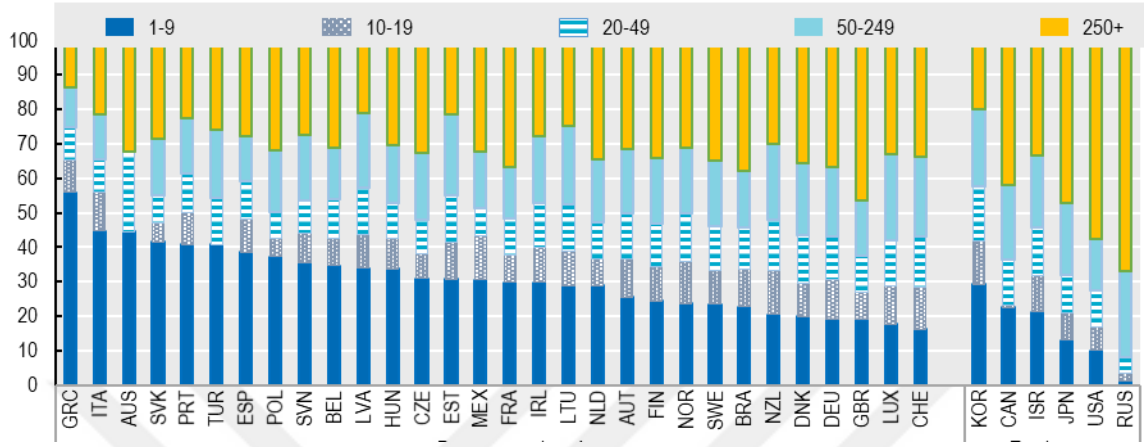


Figure (1-5) Employment by enterprise size and business economy, Percentage of all persons employed, 2016 or latest available year (Resource OECD Entrepreneurship at a Glance 2018 Highlights: http://www.oecd.org/sdd/business-stats/EAG-2018-Highlights.pdf).

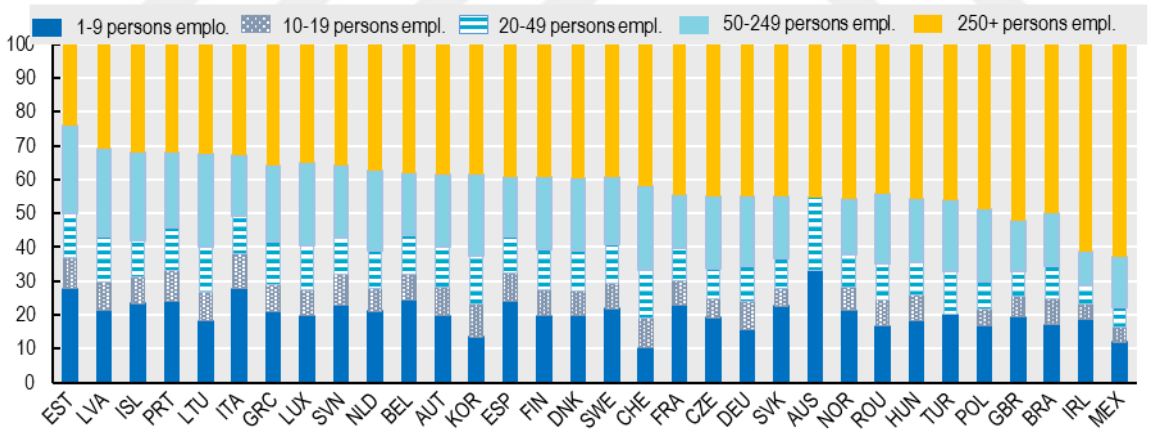
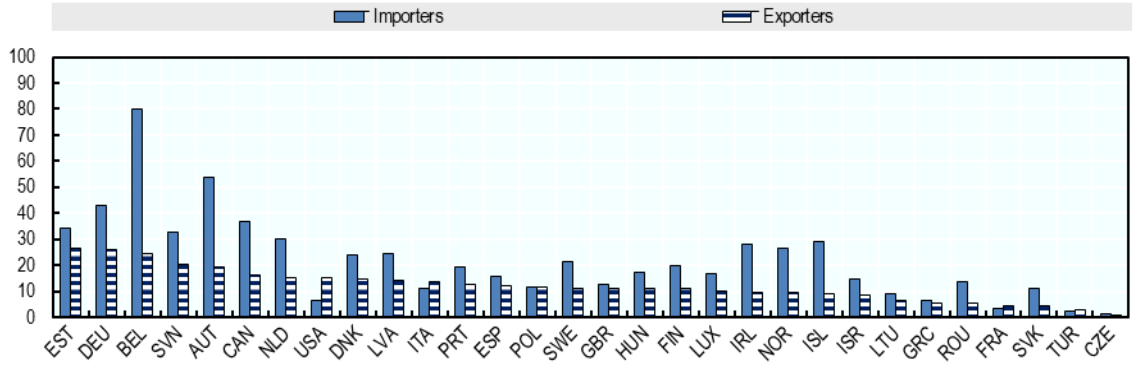


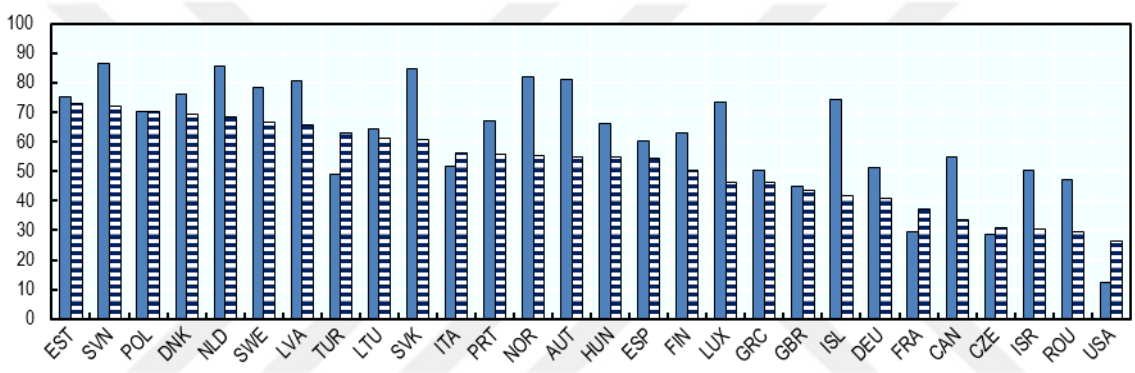
Figure (1-6) Value added by enterprise size and business economy, Percentage of all persons employed, 2016 or latest available year (Resource OECD Entrepreneurship at a Glance 2018 Highlights: http://www.oecd.org/sdd/business-stats/EAG-2018-Highlights.pdf).

In addition, SMEs significantly differ in international trade participation based on enterprise size (employee number) as publicized in Figure (1-7) that gave them supplementary international status.

Micro enterprises (0-9)



Small enterprises (10-49)



Medium enterprises (50-249)

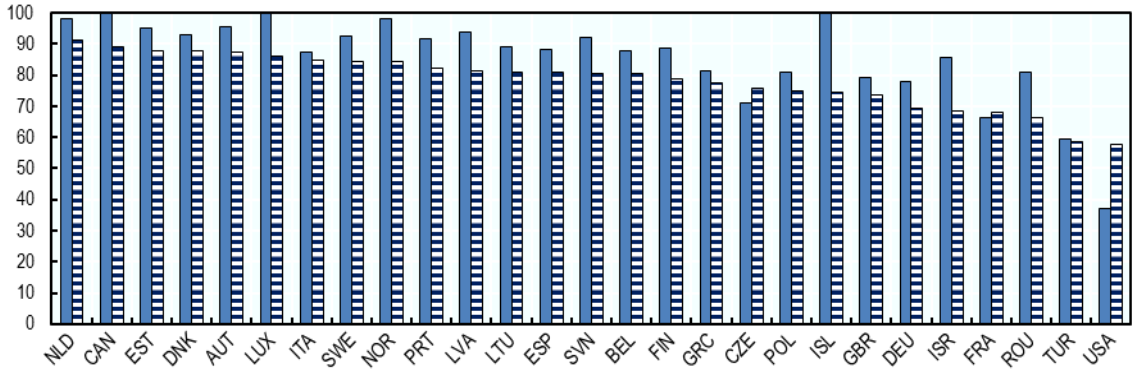


Figure (1-7) The incidence of traders by enterprise size and sector, Percentage of enterprises trading share in the total number of enterprises in each size class, 2016 or the latest available year (Resource OECD Entrepreneurship at a Glance 2018 Highlights: http://www.oecd.org/sdd/business-stats/EAG-2018-Highlights.pdf).

1.1.2. General Statistics on SMEs SM usage

Digitalization nowadays offers high occasions for SMEs to participate within the global economy. The number of universal internet pioneers in 2019 reached to 4.39 billion users including of 3.48 billion of SM users with 9% rise from last year (Hootsuite, 2019) as exposed in Figure (1-8).

Figure (1-8) Digital around the world in 2019, 130+ Social Media Statistics that Matter to Marketers in 2019 (Resources Hootsuite 2019: https://blog.hootsuite.com/social-media-statistics-for-social-media-managers/).

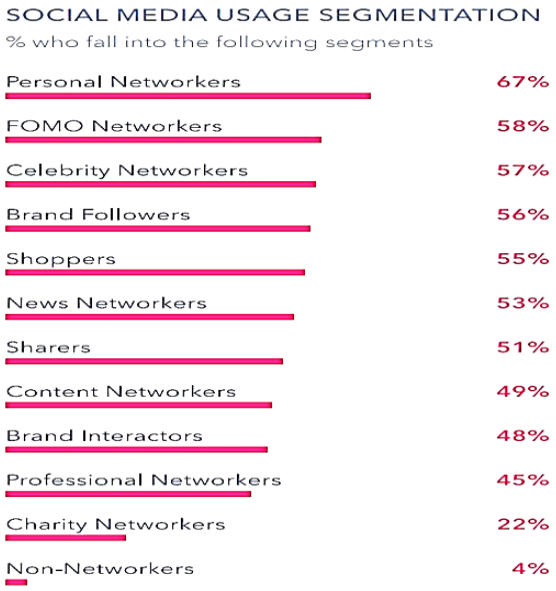


Figure (1-9) Social media usage segmentation, Social Global Web Index's flagship report on the latest trends in social media (Resource FGI 2018: https://www.globalwebindex.com)

SM offers digital consumers an opportunity for social engagement, at all times of the day and in various locations, into entertainment and commerce platforms where 40% of users confirm that they are able to follow the news as they are keeping in touch with friends (GWI, 2018). SM users are classified, therefore, in accordance to how they engage in using SM as shown in Figure (1-9). The largest group recognized as news followers and the remaining majority were brand followers. These social networks enlighten users to distinguish between social platforms that have developed to share

photos and keep up with friends; and other platforms that have been created to keep up with the news, watch videos, and to research products to buy (GWI, 2018). Thus, businesses eyes jumped toward the SM's offered potential to be closer with customers and registered higher online connectivity rates recognized by OECD and presented in Figure (1-10).

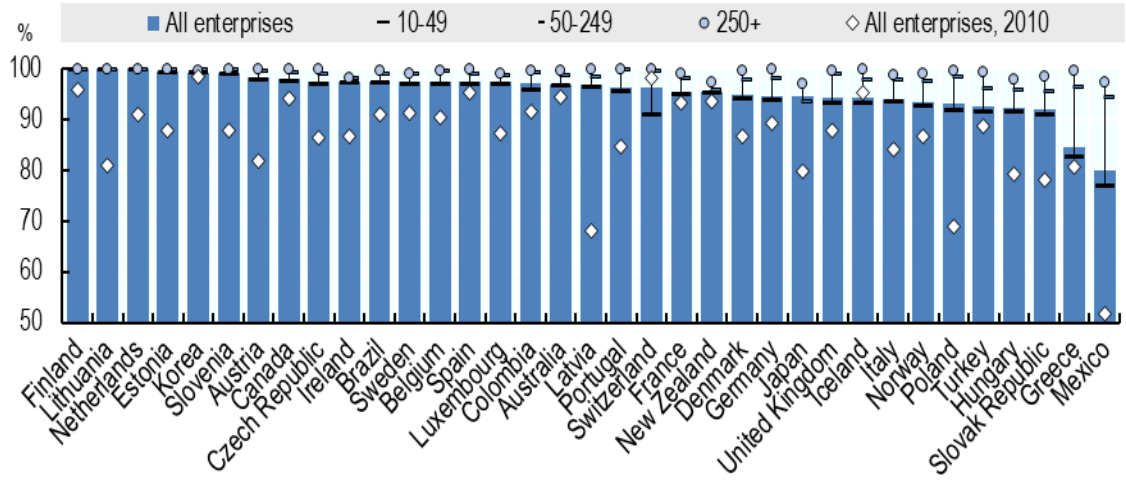


Figure (1-10) Enterprises' broadband connectivity by firm size, 2016 or the latest available year (Resource OECD Digital Economy Outlook 2017: https://www.oecd.org/internet/oecd-digital-economy-outlook-2017-9789264276284-en.htm)

However, the World Bank (2016) linked the firms who mostly use digital technologies intensively with high-productivity firms' characteristics that tend to be larger, fast-growing, skill intensive, export-intensive, and located in the capital city as shown in Figure (1-11).

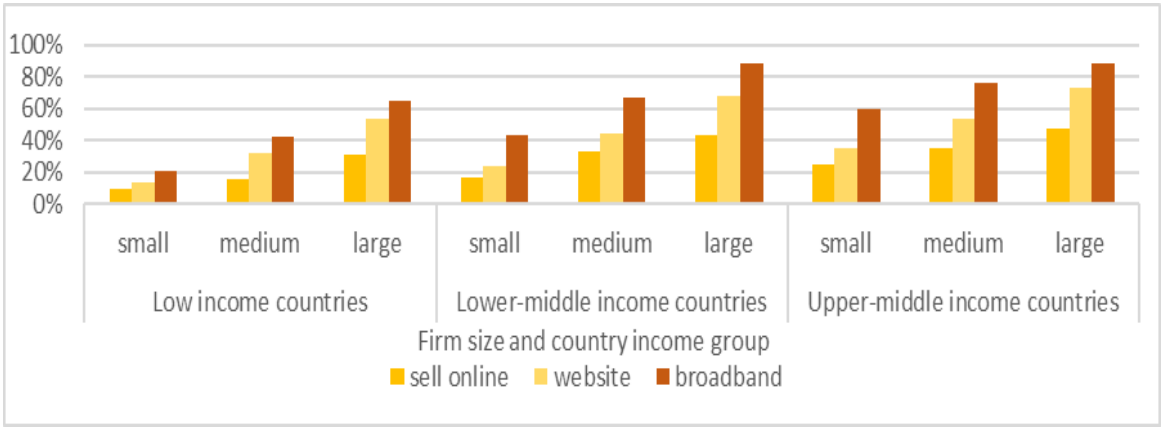


Figure (1-11) Larger firms use the internet more intensively across all income groups (2006–2014), Digital Dividends, World Bank Report (Resource WorldBank 2016: http://www.worldbank.org/en/publication/wdr2016).

In return, using the SM's various set of features created a noticeable potential for social commerce which sustains the online purchasing activities for all ages in high level as shown in Figure (1-12).

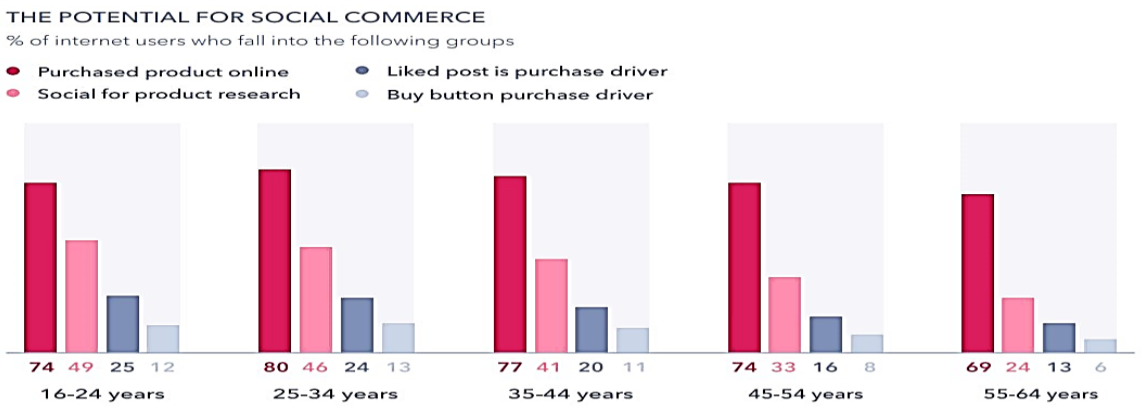


Figure (1-12) The potential for social commerce, Social Global Web Index's flagship report on the latest trends in social media (Resource FGI 2018: https://www.globalwebindex.com)

A recent study has been conducted by Marketing Chart (2018) to reveal in which channels the most industrial marketers are spending. A majority responded to invest mostly in the channels where their target audiences make presence. The online marketing channels indicated for slowdown where SM efforts swing between branding and content delivery as shown in the Figure (1-13).

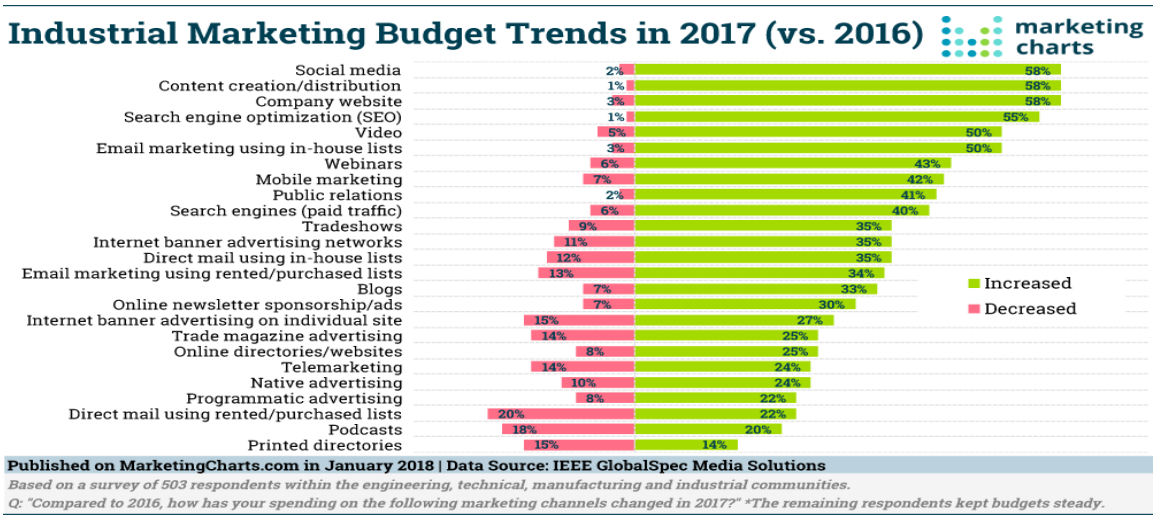


Figure (1-13) Most industrial marketers upped their spending on content, social and SEO last year 2018 (Resource Marketing Charts 2018: https://www.marketingcharts.com/industries/business-to-business-81865).

Yet, SMM continued to be the most effective marketing tactic for 2018 that drive for more B2C consumer sales as cited in the Figure (1-14).

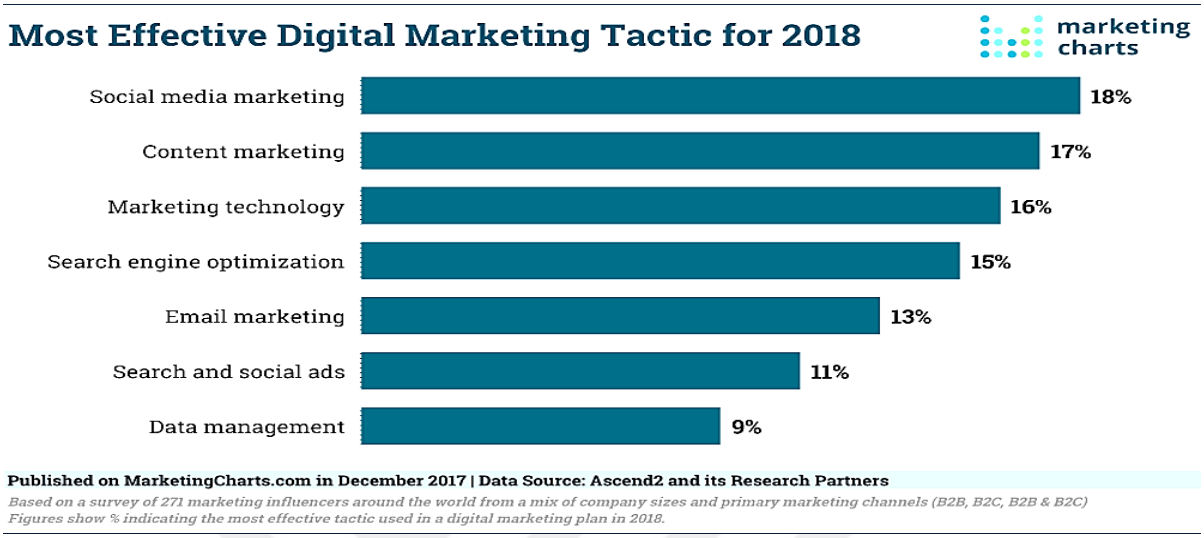


Figure (1-14) Social media marketing tops Email in perceived effectiveness 2018 (Resource Marketing Charts 2018: https://www.marketingcharts.com/digital/social-media-81567).

While keeping slightly less effective for B2B buyers' preferred resource for purpose of solving problems when they are not fully convinced by salespeople as publicized in Figure (1-15).

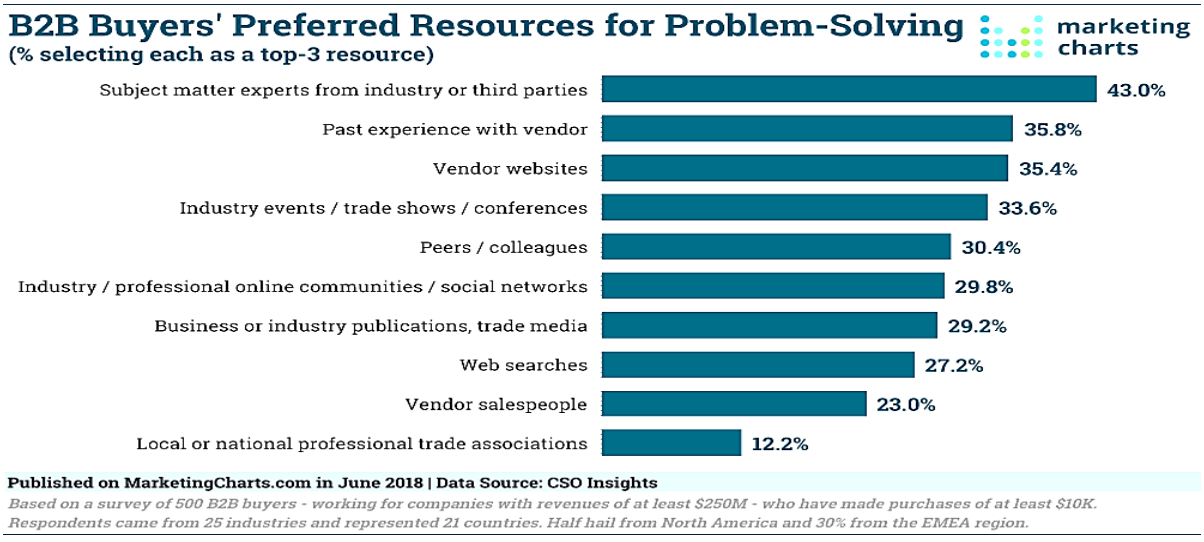


Figure (1-15) Are B2B sales reps connecting with buyers? 5 Insights (Resource Marketing Charts 2018: https://www.marketingcharts.com/industries/business-to-business-83698).

In terms to differentiate in between B2B and B2C marketplaces, MarketingProfs (2018) conducted a survey looking for the most used SM channels. Facebook found to be the most commonly used social network in wide range of B2B and B2C industries while LinkedIn occupied more attention for B2B, and Instagram followed for B2C marketing activities as shown in Figure (1-16).

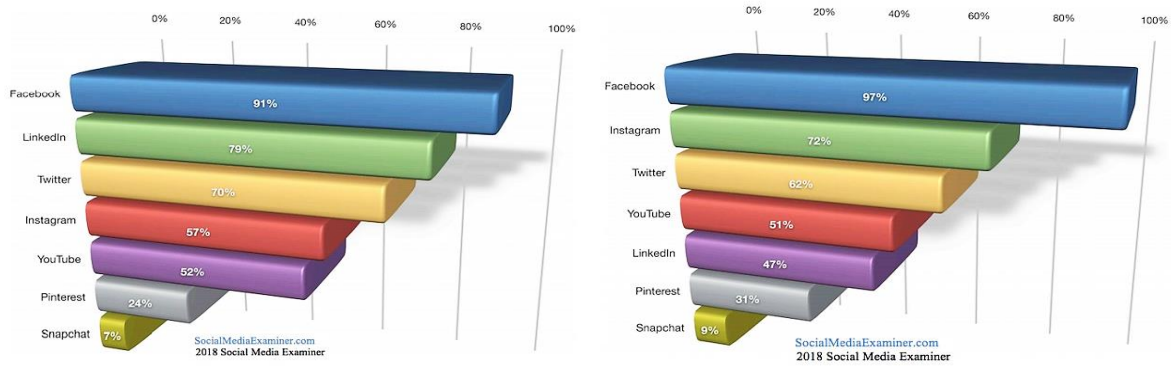


Figure (1-16) Most used social networks by B2C vs B2B marketers, The social networks B2B and B2C Marketers value most (Resource Marketing Profs 2018: https://www.marketingprofs.com/charts/2018/34811/the-social-networks-b2b-and-b2c-marketers-value-most).

On the other side, three-quarter of B2C assort Facebook as the most important for their marketing activities, while 28% of B2B rank LinkedIn as the second important channel after Facebook revealed in Figure (1-17).

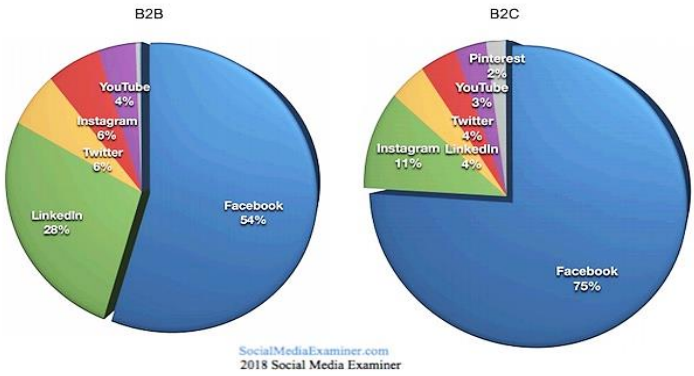


Figure (1-17) Most important social networks for B2C vs B2B marketers, The social networks B2B and B2C Marketers value most (Resource Marketing Profs 2018: https://www.marketingprofs.com/charts/2018/34811/the-social-networks-b2b-and-b2c-marketers-value-most).

1.2. THE SIGNIFICANCE OF THE STUDY

Marketing more than a function, is an integral part of the 21st century's business model. It keeps businesses closer to the communities to manage profitable customer relationships through proper communication channels. The marketing objectives enable businesses to attract new customers by promising superior value or even to maintain current customers by delivering satisfaction (Kotler & Armstrong, 2012). In a recent age characterized by a highly competitive atmosphere, marketplaces have been categorized into different types based on the variances in market structure, demand or marketing practice, and buying behavior (Constantinides, 2014; Brennan et al., 2011; Porter, 2001). Maintaining and developing successful organizational marketing strategies in different business contexts carry many significant goals comprising of, but not limited to, surviving, extending the business network and reaching maximum customer data, acting inimitably among rivals, building a presentable brand, developing products or services to satisfy customer needs, and so maximizing profit (Siamagka et al., 2015; Jussila et al., 2012; Kaplan & Haenlein, 2011; Michaelidou et al., 2011; Han et al., 1998).

Recently, the Internet and SM have reformed new marketing trends and communication settings for the firms (Kotler & Armstrong, 2012). The two-ways novel interactive communication tools allow businesses to engage in a timely basis and interact directly with customers at relatively low cost, and higher levels of efficiency (Guha et al., 2017; Mangold & Faulds, 2009). These tools encourage the current customers' network and prospect clients to promote a co-creation value in growing ecosystem marketplaces where technology plays increasingly an important role compared to traditional communication tools (Constantinides, 2014; Hanna et al., 2011; Webster et al., 2005; Barwise & Styler, 2003). The crucial role of the dual interactivity feature enhances the ongoing collaboration between businesses, customers, and employees (Tajudeen et al., 2017; Moser et al., 2016; Kaur, 2015). Behind the numerous benefits derived from SMM, B2C marketers have clearly recognized those benefits and increasingly adopt SM to support their marketing strategies. However, B2B marketing professionals do not seem to share their enthusiasm in implementing SMM with the B2C context, as their adoption of SM for marketing purposes is rather slow (Iankova et al., 2018; Jussila et al., 2014; Michaelidou et al., 2011).

1.2.1. Theoretical Significance

In comparison with the B2C context, B2B has been characterized by a high degree of interaction and a naturally long-term of business relationships. The B2B transactions are huge in number with an economical importance and higher risk deals with fewer customers (Homburg et al., 2009). In addition, the SMEs' organizational function in B2B context are rarely exist due to the limited resources of time, expertise and finance (Gilmore et al., 2001; Reijonen, 2010; Moss et al., 2003). The B2B SMEs marketing activities, therefore, are informal, unstructured, spontaneous, and used reactively for immediate needs with little attention to strategies and more sales-focused (Reijonen, 2010; Walsh & Lipinski, 2009; Gilmore et al., 2001; Grant et al., 2001; Stokes, 2000). A growing body of literature in B2B context has lately realized the importance of SMM but claimed to be very limited for SMEs (Itani et al., 2017; Salo, 2017; Siamagka et al., 2015), and called for more research (Wiersema, 2013; Iankova et al., 2018). Therefore, this study intended to answer this call by investigating empirically the SMM implementation by B2B SMEs in terms of its notation, antecedents, and consequences. It Also aimed to evolve general conception distinguishing B2B SMEs from B2C SMEs marketplaces.

This study holds significantly an attractive position in the literature that looks forward to exploring the new age of SMM within the emerging research on B2B's SMEs. The proposed model was drawn using IO by (Bain, 1968; Mason, 1953) to illustrate how B2B environmental market conditions influence SMEs strategy and decision making (Tirole, 1988), and RBV by (Barney, 1991) to determine why SMEs should look inside the box to generate competitive advantage's sources among rivals. The pragmatic results of the study, concerning the SMEs' organizational outcome performances as a unit of analysis, demonstrated that this theoretical model was effectively workable with (I/O) and (RBV) theories in terms of better sales achievements, integrated CRM, and more presentable brand. From now on, B2B SMEs executives are more eligible to develop and implement fruitful SMM strategies and more attentive to customers' expectations. The study regardless of the industrial conditions, supports significantly any market-oriented SME tend to learn how and over which platforms they make use of SM to serve them better among rivals.

1.2.2. Practical Significance

It is important to adopt and implement SMM and enjoy its business outcomes. In recent years, an increasing number of studies have conducted to investigate the impact of using SM on different businesses fields. Most of the research on the field is still focused on B2C context (e.g. Iankova et al., 2018; Jussila et al., 2014; Michaelidou et al., 2011). Even though there is a growing literature on SMM in B2B context, and its importance is realized, understanding of this important area in B2B is still limited and argued to be in the embryonic stage (Itani et al., 2017; Salo, 2017; Siamagka et al., 2015), and further research is called for (Wiersema, 2013; Iankova et al., 2018). The research on SMM in B2B context, on the other hand, is focused on the adoption process of SMM, the use of different tools of SMM, or the marketing and performance outcomes of SMM. Adoption process of SMM by B2B firms has been an area of interest in the early research (i.e., Siamagka et al., 2015; Keinänen & Kuivalainen, 2015; Lacka & Chong, 2016) since it was acknowledged that B2B firms were slower than B2C firms in adoption and the reasons were to be understood (Iankova et al., 2018). However, as the research on SM use in B2B context has matured, the research has shifted from adoption to use and influences of SM on business outcomes (Salo, 2017). SMM use was considered in terms of how it is utilized in relationship building and sales process (Moore et al., 2013; Schultz et al., 2012), and across different channels (Swani et al., 2017). The impact of SMM on outcomes such as sales performance, customer relationship building, branding or digital marketing performance were also considered in the extant literature (e.g.; Trainor et al., 2014; Järvinen et al., 2012; Wang et al., 2016; Nguyen et al., 2015). Despite the emergence of studies that examine the use of SMM techniques by B2B organizations, there is yet no holistic model that considers the antecedents and outcomes of SMM usage in B2B context.

Additionally, the research also aims to test the model in B2C SME context to develop an understanding of the differences between B2C and B2B markets and whether the same model can work for both contexts. Previous research made comparative studies on SMM in B2B and B2C contexts, assuming that the use of SM usage is different and requires alternative theories (Moore et al., 2013; Swani et al., 2014; Swani et al., 2017; Iankova et al., 2018). Moore et al. (2013) was the first to study B2B and B2C differences and focused on selling activities SMM across the markets. Their results showed that B2B firms preferred professional networks such

as LinkedIn whereas B2C firms preferred mass SM channels such as Facebook. Their results also revealed that B2B sales professionals use SMM for prospecting, handling objections, and after sale follow-up, whereas B2C salespeople value their connection with individual consumers (Moore et al., 2013). Swani et al. (2014, 2017), on the other hand, researched the content of B2B and B2C firms on Facebook and Twitter, and found out that B2B firms focus more on product information and send emotional messages to their clients. Finally, Iankova et al (2018) tested a model of SMM effectiveness across B2B, B2C and mixed and B2B2C firms; and their results indicated that B2B firms perceive SMM low in terms of effectiveness and mostly use it for customer acquisition rather than retention. Therefore, it is believed that testing our model in both contexts may add to the extant literature, which lacks comparative model testing in SMM usage.

The empirical results of this study support the positive relationship between SMM implementation and organizational performance suggesting that SMEs are achieving higher sales results, a boosted CRM, and more well-dressed brand within the industrial B2B market. However, the results also uncover the fact that B2B SMEs are acting more competitor-centric than customer-centric when they construct their SMM strategies. Also, the holistic model found to be viable for B2C SMEs context with stronger relationships than it is in B2B context.

1.3. OUTLINE OF THESIS

This research is structured into eight chapters. The **1st chapter** introduces the research problem to the reader by providing briefly the necessary background information to illustrate the research purpose and questions. In the **2nd chapter**, literature reviews related to the study was discussed in detail to fully support the study's concept. The theoretical background and conceptual model were presented in the **3rd chapter**. The relationships between the research's variables were proposed theoretically in terms of antecedents and organizational performance outcomes to investigate the B2B SMEs' SMM implementation. The **4th chapter** is on the research methodology. The research design, instrument development and sampling strategy were exhibited and discussed to answer the research questions. The **5th chapter** is displayed to analyze and discuss the findings of the research. Multiple analyses stages conducted in this chapter started from descriptive, passing by exploratory and confirmatory factor analysis and

continuing to structural equation modeling. The thesis results were discussed in the **6th chapter** where important implications and possible future works are concluded to follow the results. Finally, references and other required detail appendices are presented in the **7th** and **8th chapters** respectively.

2. LITERATURE REVIEW

This study would conceptualize and fill the knowledge gap of how social media (SM) can drive small and medium-sized enterprises (SMEs) in business-to-business (B2B) context for higher competitive advantages and better performance in terms of sales, customer relationships management (CRM), and branding. Few previous studies within the B2B field have investigated the implementation and usage of SM by SMEs (Brink, 2017; Siamagka et al., 2015; Järvinen et al., 2012; Cragg et. al., 2011). In this study, the impact of using SM networks on B2B SMEs is determined by a combined performance of sales, CRM, and brand outcomes which may be influenced by antecedents including organizational readiness of being competent and market-orientated, while both customers and competitors of B2B SMEs are concerned to use SM networks.

2.1. BUSINESS TO BUSINESS (B2B) MARKETING

Marketing, more than other business functions, is managing profitable customer relationships by either promising superior value to attract new customers or, by delivering satisfaction to keep and grow current customers (Kotler & Armstrong, 2012, P. 5). In 2005, the American Marketing Association (AMA) defined *Marketing* in accordance to what it accomplishes and who it benefits as" *an organizational function and a set of processes for creating, communicating and delivering value to customers, and for managing customer relationships in ways that benefit the organization and its stakeholders*" (Richard, 2008, P. 7). Hence, marketing can be understood as strategy, culture and philosophy, tactic and method, and market intelligence (Reijonen, 2010). Consequently, market types were segmented in according to different factors varies between the customer categories and the seller's pricing freedom due to the direct linkage between marketing activities and the fact of building a successful customers' centric relationships. Relevant to the customer categories, the market was introduced into five groups. First, "*Consumer Markets*" that consist of individuals and households that buy goods and services for personal consumption. Second, "*Business Markets*" which buy goods and services for further processing or use in their production processes, whereas "*Reseller Markets*", the third type, buys goods and services in purpose to resell at a profit. Forth, "*Government Markets*" consist of government agencies that buy goods and services to produce public services or, transfer the goods and services to others

who need them. Fifth, "*International Markets*" consist of these buyers in other countries, including consumers, producers, resellers, and governments. Related to the seller's pricing freedom, economists recognize four types of markets. Primarily, the "*Pure Competition*" refers to the market that consists of many buyers and sellers trading in a uniform commodity. Then, the "*Monopolistic Competition*" which consists of many buyers and sellers who trade over range of prices rather than a single market price. Besides, the "*Oligopolistic Competition*" that consists of few big sellers who are highly sensitive to each other's pricing, and to some marketing strategies. Finally, the "*Pure Monopoly*" with a view of one seller in whole the market (Kotler & Armstrong, 2012, P. 69).

The philosophy of the marketing concept emphasizes that business accomplishes success by determining and satisfying the needs, wants, and ambitions of target markets. These factors used to be agreed as a part of the firms' marketing function which have attracted marketing researchers' interest as well (e.g., Mario et al., 2014; Berthon et al., 2008; Simpson & Taylor, 2002; Moorman & Rust, 1999). However, there are new paradigms of marketing management are being offered which shift the core focus of the field from firms to customers, from products to services and benefits, from transactions to relationships, from manufacturing to the co-creation of value with business partners and customers; and from physical resources and labor to knowledge resources and the firm's position in the value chain (Webster et al., 2005). Utilizing the above-mentioned and going more precisely, Cooke (1986) defined industrial or business-to-business (B2B) market is considering three different approaches, they are products, customers and marketing activities. Once concentrating on products says, "*Industrial Marketing is the marketing of goods and services to industrial customers for use in the production of goods, for use in the operations of businesses themselves, and for use by non-political institutions*". For concentrating on customers states, "*Industrial Marketing is the marketing of goods or services to commercial enterprises, governments, and other non-profit institutions for resale to other industrial consumers or for use in the goods and services that they, in turn, produce*". Thirdly, concentrating on the marketing activities defines "*Industrial Marketing as the human activities directed toward satisfying wants and needs of professional buyers and other individuals influencing purchases in commercial, institutional, and governmental organizations through the exchange process*". To sum up with a more industrial marketing-oriented definition "*Industrial Marketing is a set of activities directed toward*

facilitating and expediting exchange involving customers in industrial markets and industrial products", which highlights to the essence of creating a kind of profitable and value-oriented relationships between organizations and as well as individuals who are working for these organizations.

For better understanding business marketing phenomena Brennan et al. (2011) differentiate B2B and business-to-consumer (B2C) marketing in accordance to mainly three dimensions are; market structure differences, demand or marketing practice differences and nature of the buying-unit behavior differences as shown in the Table (2-1). Demand is one of the major difference between business and consumer markets which either derived from the choices, emotions and likes of the customer as in B2C contexts, or as in B2B by customers tracking, buyer-seller relationships and buying decision process which is the most predominant in B2B marketing (Mora Cortez & Johnston, 2017; Lilien, 2016; Hâkansson & Snehota, 1995; Johnston & Bonoma, 1981). Likewise, value (e.g. price, performance and so on) and buying decision process are usually created by a group of people at different levels of a company considering business more than individual end-customer who is more interested in the perceived experience of products or services. The B2B markets' transactions mainly include fewer business providers, customers and intermediaries and have more complex, time-consuming and sensitive buying cycles because of the targeted financial businesses that have a larger volume of the information's, monetary value and more people who are involved. For example; heavy equipment's purchasing processes and related other-sides of an infrastructure businesses ties together for a longer period depends on the supports and services which is required for extended milestones. Therefore, stable suppliers with a good history of support and service are valued higher by B2B companies, because customers generally are awaiting of some customized relationships (e.g. custom bids, special discounts, etc.) which makes B2B stakeholders more committed and trusted (Mora Cortez & Johnston, 2017; Lilien, 2016; Pansari & Kumar, 2016; Järvinen et al., 2012; Jussila et. al., 2012; Brown et al., 2011; Gillin & Schwartzman, 2011; Kotler, 1996; Hâkansson & Snehota, 1995; Johnston & Bonoma, 1981).

Differences	*Dimension*	*Business Marketing*	*Consumer Marketing*
Market Structure	Nature of demand	Derived	Direct
	Demand volatility	Greater volatility	Less Volatility
	Demand elasticity	Less elastic	More elastic
	Reverse elasticity	More common	Less common
	Nature of customers	Greater heterogeneity	Greater homogeneity
	Market Fragmentation	Greater fragmentation	Less fragmentation
	Market complexity	More complex	Less complex
	Market size	Larger overall value	Smaller overall value
	Number of buyers per seller	Few	Many
	Number of buyers per segment	Few	Many
	Relative size of buyer/seller	Often similar	Seller much larger
	Geographic concentration	Often clustered	Usually dispersed
Differences	*Dimension*	*Business Marketing*	*Consumer Marketing*
Buying Behaviour	Buying influences	Many	Few
	Purchase influences	Many	Few
	Purchase cycles	Often long	Usually short
	Transaction value	Often high	Usually small
	Buying process complexity	Often complex	Usually simple
	Buyer/seller interdependence	Often high	Usually low
	Purchase professionalism	Often high	Usually low
	Importance of relationships	Often important	Usually unimportant
	Degree of interactivity	Often high	Usually low
	Formal, written rules	Common	Uncommon
Differences	*Dimension*	*Business Marketing*	*Consumer Marketing*
Marketing Practice	Selling process	System selling	Product selling
	Personal selling	Used extensively	Limited
	Use of relationships	Used extensively	Limited
	Promotional strategies	Limited, customer-specific	Mass market
	Branding	Limited	Extensive, sophisticated
	Market research	Limited	Extensive
	Segmentation	Unsophisticated	Sophisticated
	Competitor awareness	Lower	Higher
	Product complexity	Greater	Lesser

Table (2-1) Differences between business and consumer markets (Source: Brennan R., Canning L. and McDowell R. (2011). Business-to-Business Marketing, 2nd edition. London Ross Brennan, Canning and Raymond McDowell, P. 11)

One of the B2B challenge is to convince customers who are less loyal to brands and expecting more choices, with different products or services in highly competitive markets providing equal commodities with little differentiation. B2B suppliers should utilize suitable marketing strategy tools with available resources to attracts current and new customers with different points of view and understand their needs as a starting point to develop successful B2B opportunities in any marketing campaign (Best, 2009). In compliance with these facts, Homburg et al. (2009) define B2B characteristics as "*a high degree of interaction and a naturally long-term of business relationships which have fewer transactions with fewer customers and have an economical importance, and more risk embodied in each single larger business transaction*". Many researchers who are interested in business relationships indicated that these relationships lean more towards creating personal relationships as it was traditionally face-to-face connection (Brink, 2017; Brennan & Croft, 2012; Michaelidou et al., 2011). Due to the higher complexity of the B2B products or services' development processes that often lead to a complex buying decision-making processes such as evaluating diverse numerous criteria that require information's based on hard facts on the products or services, the derived demand for products or services, and the derived demand from the end-users (Kotler 1996; Homburg et al. 2009). Responding to these facts, business relationships play an essential role that should be given more attention in both fields research and practice (Woodside and Baxter 2013). Branding plays also an important role in B2B organizations marketing as an interactive process. Homburg et al. (2005) highlight the importance of understanding the determinants of customer benefits (e.g. product and service quality, and supplier trust, commitment and so on) in building successful B2B brands. In this sense, Brown, et al. (2011) explain that brands act as an experiential risk-reduction for business customers through the influence of brands on buying decision-making process. Therefore, SMEs may reasonably dispose to form cooperative relationships with reputable channels' members to enhance the legitimacy (Ojasalo et al., 2008; Larson, 1992), to acquire information, to reduce risk, to promote the business (Gilmore et al., 2006), and furthermore, to generate repeatable business and positive word-of-mouth (WOM) (O'Donnell, 2004). However, this vision to be discussed deeply later is often tends to be short-term for SMEs due to the limited financial resources (Ojasalo et al. 2008) and the lack to the branding's knowledge and resources (Krake, 2005; Wong & Merrilees, 2005).

2.1.1. Business Buying Model

Business market is huge as it involves large transactions, huge sum of money, complex technical and economic considerations, and less or limited number of large customers that mostly are not end-users. Thus, this kind of business' demand is inelastic as it is not affected by prices changes within a short-run, but it does fluctuate quickly due to the nature of the customers' needs and relatively with buying decision process. As a matter of fact, B2B business providers are looking for sustainable, long-term, and profitable relationship with customers by creating a superior customer-values for them. In reverse, business customers are always looking for more systematically developed relationship with suppliers in purpose to ensure an appropriate and dependable supply of products or services, that they will use in their own products or may resell to others (Mora Cortez & Johnston, 2017; Lilien, 2016; Pansari & Kumar, 2016; Järvinen et al., 2012; Jussila et. al., 2012; Kotler & Armstrong, 2012; Brown et al., 2011; Gillin & Schwartzman, 2011; Kotler, 1996; Hâkansson & Snehota, 1995; Johnston & Bonoma, 1981). Therefore, in line with the B2B buying process nature of determining products or services, searching for suppliers, evaluating and choosing the most suitable suppliers among other alternatives, B2B seller and buyers work closely with each other during all stages of buying process to define problems, find solutions, and cover all other business-related issues. Kotler & Armstrong (2012, p. 170) presented business buyer behavior model shown in Figure (2-1) that illustrates how the buying activities are influenced by internal organizational, interpersonal and individual, external environmental factors, and other various marketing stimuli within an organization.

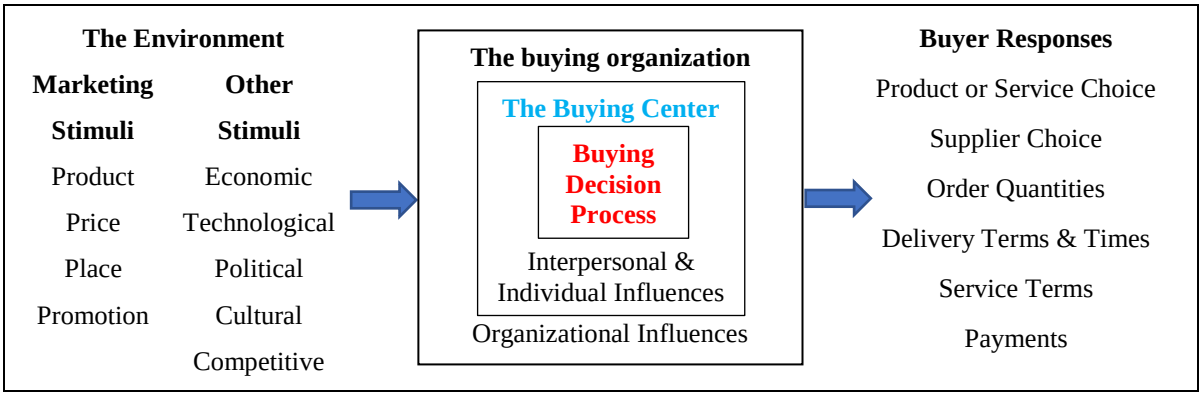


Figure (2-1) A Model of Business Buyer Behavior (Resource: Kotler & Armstrong 2012, p. 171)

These matters of facts have grabbed the attention of industrial marketing academics and practitioners for better understanding industrial buying behavior considering many internal factors within different environments. For instance, Samli et al, (1988) introduced an organizational buying decision behavior in an international context including six factors influence buying units decision-making activities shown in the Figure (2-2).

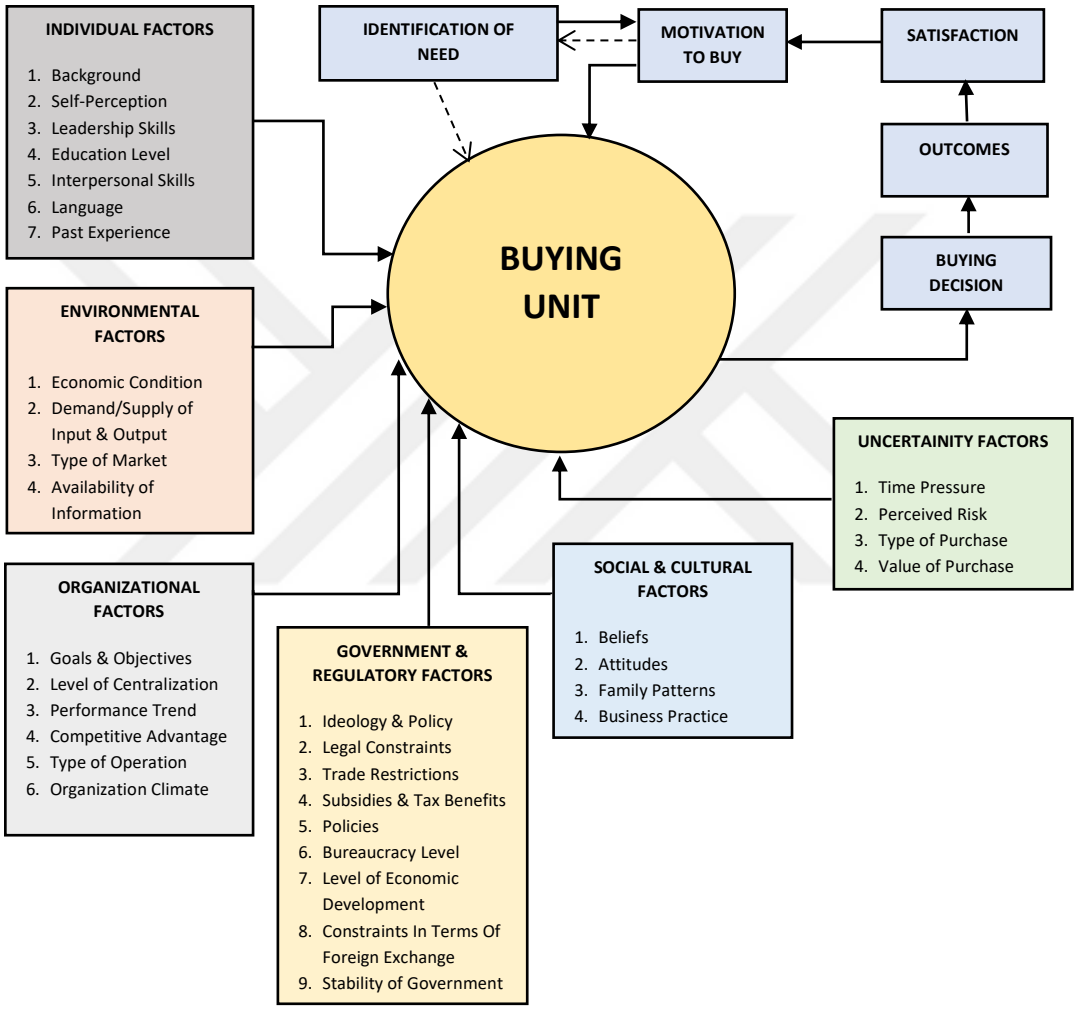


Figure (2-2) Integrative model of international industrial buying behavior (Resource: Samli et al, 1988, p. 22)

Factors like Individual, organizational, environmental, uncertainty, social and cultural, and government and regulation direct the buying-unit gathering information from many sources. The information flow is essential to help the buying-unit to assess the possible options reasonably and choose the optimal option. The information's they receive should be accurate, quantifiable, verifiable, accessible, free from bias, comprehensive, appropriate, clear, precise

and timely, to reduce the level of uncertainty within which buyers are operating and so facilitate their decision making. After considering the possible influential factors that may affect a buying unit's decision-making, buyer who face a new task buying situation usually go through eight buying stages Figure (2-3) while the modified or straight rebuys' processes can be skipped (Kotler & Armstrong, 2012, P. 176). The buying process begins when the buying-unit recognizes a need, that may be formed by some internal or external stimuli, for acquiring specific product or service. Using the gathered information that including a general need description, quantity, and technical specifications of the needed items, support buying unit to start searching for best supplier by reviewing all the possible trade directories, doing computer searches, or requesting for recommendations from other. Later, a small list of qualified vendors is prepared where the successful supplier would be able to be listed in the major directories and to build a good reputation in the market place.

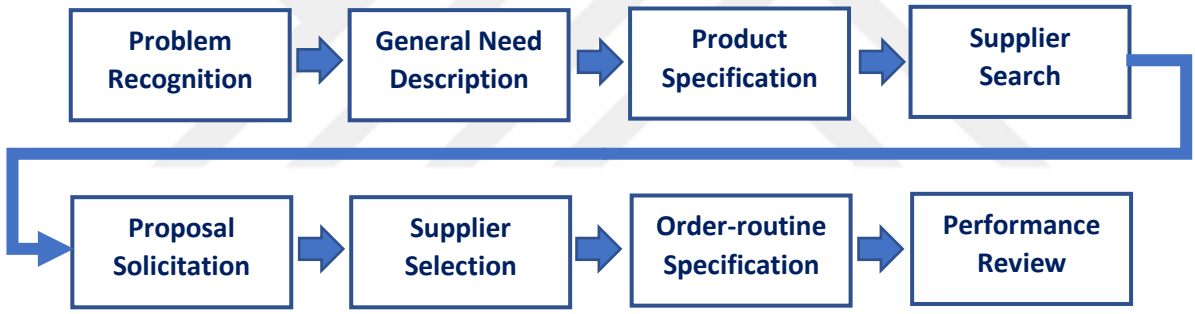


Figure (2-3) The eight stages of the business buying process (Resource: Kotler & Armstrong, 2012, p. 176)

Then, buying unit invites qualified and potential suppliers to submit their proposal that usually consists of detailed marketing documents and formal presentation. After receiving enough suppliers' proposals, buying unit draws up a list of the desired supplier attributes and their relative importance (e.g. products or services quality, reputation, on-time delivery, ethical corporate behavior, honest communication, competitive prices, and so on) to rate supplier against these attributes the way they can identify the best. Finally, buying unit prepares an order-routine specification including final order with chosen supplier list, technical specifications, quantities, expected delivery time, return policies and warranties. After the order is taking place, buyers review supplier performance where modifications may

occur. in contrast, sellers monitor the same factor to evaluate their performance, the buyer-satisfactory, and so on the business relationships (Kotler & Armstrong, 2012).

2.1.2. Business Buying Model on the Internet

The internet has created a new industrial revolution which enables new digital services and business models based on intelligent connected devices and machines. It is expected to particularly enhance the links between customer and supplier, and with other value upstream and downstream chain partners, and to improve external and internal business marketing processes. According to Kotler & Armstrong, (2012, P. 178) the origins of Electronic Procurement (e-procurement) started in the 1980s with the development of Electronic Data Interchange (EDI) that gives an added value for buyers to access new suppliers to lower purchasing costs, and to accelerate processing orders and delivery. On the other hand, it gives value for suppliers to the opportunity of connecting with customers online to share marketing information, sell products and services, provide customer support services, and maintain ongoing customer relationships by using call-forward networks, and eventually emails. Accordingly, companies can organize B2B e-procurement in numerous ways either by conducting reverse auctions in which company buyers put their purchasing requests online and invite suppliers to bid for the opening business; or engaging through the online trading exchanges which companies work collectively to facilitate the trading process; or setting up their own company buying sites where it posts its buying needs, invites bids, negotiates terms, and places orders; or creating extranet links with key suppliers (procurement accounts) on which company buyers can purchase equipment, materials, and supplies directly. There is no doubt that e-procurement yields many benefits like reducing business transaction costs, shortening the time between order and delivery, eliminating the overwork of the paperwork, helping organizations to keep better tracks, and helping organizations to focus on more-strategic business issues (Yu, 2007; Wu et al., 2003; Gottschalk et al., 2002). In the other edge, still it may present some problems like it can destroy decades-old customer-supplier relationships by beating up suppliers against one another to search out for better deals, products, and turnaround times on a purchase-by-purchase basis; or it can create potential security disasters where it may face security-lacking attacks and would require spending millions of dollars on defensive strategies to keep confidentiality (Kotler & Armstrong, 2012).

2.2. SOCIAL MEDIA MARKETING IN BUSINESS-TO-BUSINESS CONTEXT

In the recent years, it is unquestionable that the Internet and SM shape the primary setting of some of the new and main trends used by the firms in terms of both marketing and communication. Using online platforms permits businesses to promote increasingly their products or services closer to the people, and extend their range of customers to a much wider group. The validity of using SM actively in a B2B context allowed these businesses to benefit from it as a low-cost ever for brand building, consumer engagement, and communication (Felix, 2017; Ashley & Tuten, 2015; Bianchi & Andrews, 2015; Tsimonis, 2014; Swani et al., 2014; Schultz & Peltier, 2013; Jarvinen et al., 2012; Bernoff & Li, 2008), inexpensive for advertising, distribution of information, and targeted offers (Tajudeen et al., 2017; Rugova, B. & Prenaj, B., 2016; Öztamur & Sarper Karakadılar, 2014), actively rapid engagement with peers, consumers, and the public, besides, building knowledge, and instant information (Drummond et al., 2017; Friedrichsen & Mühl-Benninghaus, 2013, P. 578). Today, SM is gaining weight in sales by enjoying a firm footing with it as a marketing and communications device. Thus, a necessity has been raised to understand more the actual potential of SM in terms of business point-of-view.

2.2.1. Social Media

SM is the context of the previous industrial media paradigm; one-way static broadcast technologies such as television, newspapers, radio, and magazines (Zarrella, 2010). But in line with the era of technology, Kaplan & Haenlein (2010, P. 61) define SM as "*a group of Internet-based applications created based on the technological and ideological foundations of Web 2.0 which enable the creation and sharing of user-generated content*". Whereas the users' actions have a significant role in increasing the value of the application or the service (Kangas et al., 2007). In line with the technical definition, some researchers defined SM in accordance with its component's characteristics, functionality, or to business context. For example, Csordas et al. (2014) distinguished the SM's umbrella characterizations strategically into groups. They are; blogs, microblogs, collaborative projects, content communities, commerce communities, social networking sites, social news websites, and virtual worlds. These tools can and ought to be used for different aims with different efficiency, see Figure (2-4).

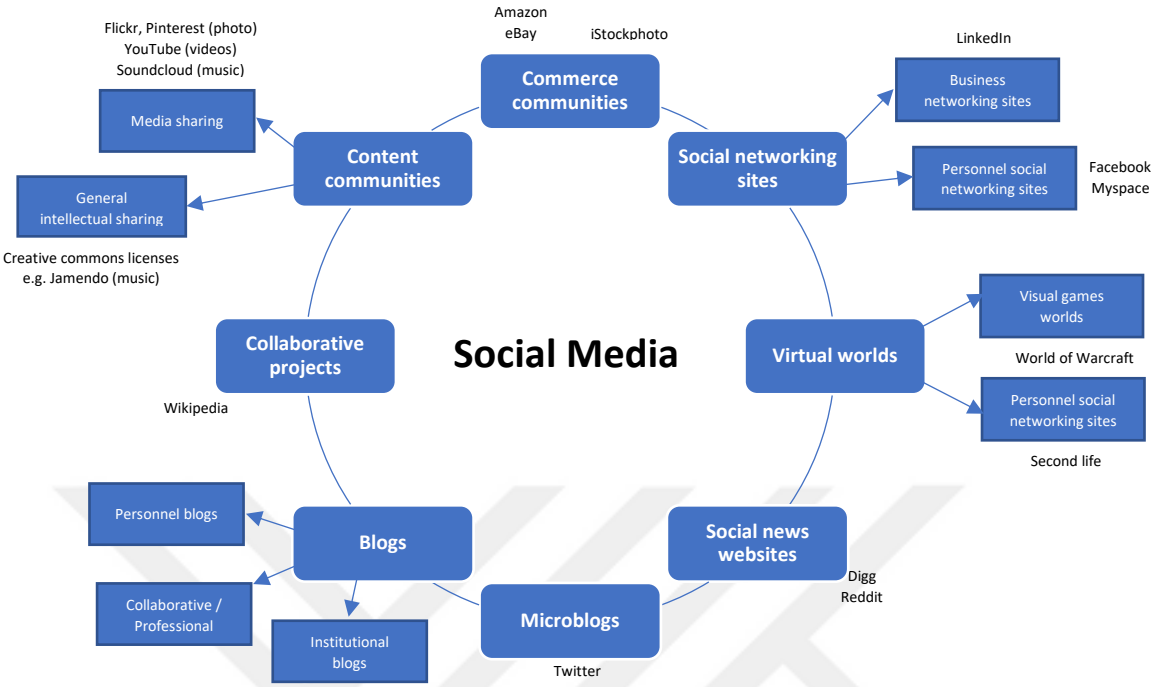


Figure (2-4) The components of Social Media. (Source: Csordas, T., Markos-Kujbus, E. & Gati, M. (2014). "*The Attributes of Social Media as a Strategic Marketing Communication Tool*". Journalism and Mass Communication, Vol. 4, No. 1, Page. 51).

In terms of its functionality, Kietzmann et al. (2011) illustrate SM as an identity, which users reveal themselves; as a presence, which users know if others are available; as a sharing, which users exchange, distribute and receive content; as relationships which users relate to each other; as groups which users are ordered or form communities; as conversations, which users communicate with each other; and as a reputation which users know the social standing of others. In terms of business context, Andzulis et al. (2012, P. 308) defines SM as "*the technological component of the communication, transaction, and relationship building functions of the business which influences the network of the customers and their prospects to promote value co-creation*". Some other interested researchers (e.g. Pawlowski & Pirkkalainen, 2012; Angella & Ko, 2012; Kärkkäinen et al., 2011) refer to SM as a variety of different forms of online application platforms and media such as wikis (e.g., Wikia and Confluence), blogs (e.g. WordPress and Blogger), microblogs (e.g., Twitter), social networking sites (e.g., Facebook and LinkedIn), discussion forums (e.g., phpBB), content-sharing sites (e.g., YouTube, SlideShare, Flickr, and Pinterest), social office tools (e.g.,

Google Docs), social bookmarking (e.g., Delicious), mashups (e.g., Google Maps), and virtual social worlds (e.g. Second Life). The variety of these components was always an interesting area inspiring the professional to sum them up mostly in accordance with their functions, see Figure (2-5).

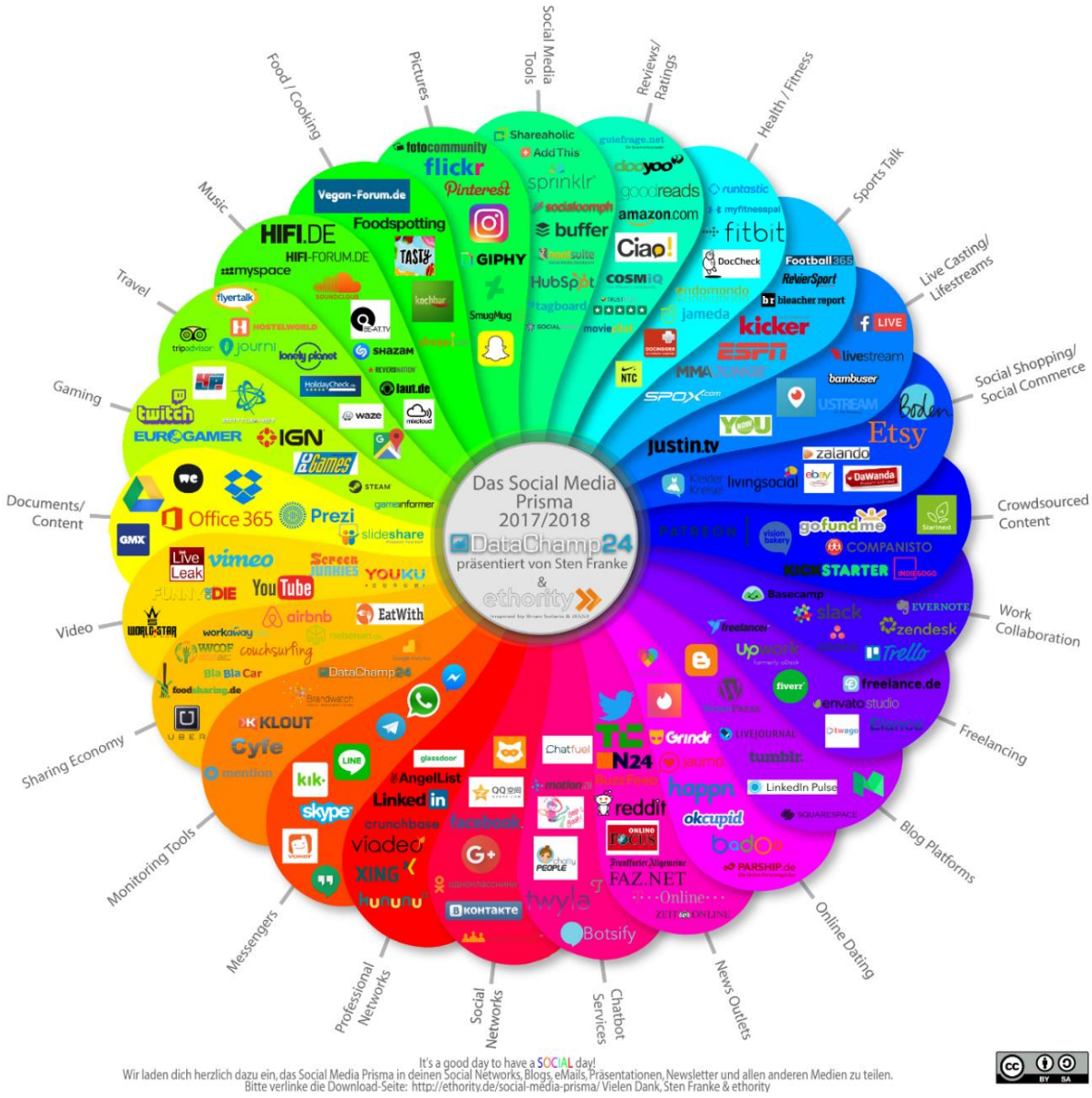


Figure (2-5) The Global Social Media Prism 2017/2018 is an action of Digital Pioneer, Marketing Artist & Futurist, Sten Franke and the Ethority Team (Source: https://ethority.de)

Therefore, Zarrella (2010) keened to concentrate on the most popular eight SM forums in terms to business standpoint which are:

Blogging: A blog is a type of content management system CMS that simplifies publishing short articles called "posts". Blog software provides a variety of social features, including comments, blogrolls (a list of links to other blogs that many bloggers have in their sidebars as recommendations), trackbacks or pingback (notifications from one blog to another that the sender has pointed a link at the receiver), and subscriptions (ability to syndicate the content using popular formats such as RSS or Atom) and create great hubs as they can be integrated with other SMM efforts. For example, Mening (2017) generated predicting list for the most popular CMS versus market share in 2018 as shown in Figure (2-6).

#	Websites Using	Market Share %	Active Sites	# of Websites in Million
1	WordPress	59.7 %	22,671,100	313,050
2	Joomla	6.7 %	1,837,862	21,952
3	Drupal	4.7 %	577,549	27,863
4	Magento	2.3 %	214,455	14,188
5	Blogger	1.9 %	343,944	7,797
6	Shopify	1.7 %	739,176	17,285
7	TYPO3	1.5 %	303,333	6,580
8	Bitrix	1.5 %	183,346	6,127
9	Squarespace	1.4 %	1,727,900	9,390
10	Prestashop	1.3 %	247,350	5,770

Figure (2-6) Top popular CMS websites and platforms (Source: Mening, R. (2018). Popular CMS by Market Share, websitesetup.org)

Twitter and Microblogging: is a form of blogging that limits the size of each post. For instance, Twitter updates can contain only 140 characters and no more than 160 characters for Wechat the Chinese multi-purpose messaging and SM application. This limitation has generated a set of features, protocols, and behavior that are entirely unique to the medium and can quickly generate valuable results in increased buzz, sales, and consumer insight to announce offers or events, promote new blog posts, or keep readers in the know with links to important news stories.

Social Networking: is a website where people connect via the internet with each other by creating personal profiles, post events, chat, share contents (photos, videos and audios), send private messages or post to public message boards for both those who they know offline and

those who are online-only buddies. This would give marketers opportunities for interaction with customers, via plug-in applications, groups, and fan pages. The social networking websites (e.g. Facebook, LinkedIn and so on) were rated by (Kallas, 2018) in accordance to top most popular by businesses and to the world map that shown in Figures (2-7; 2-8; 2-9).

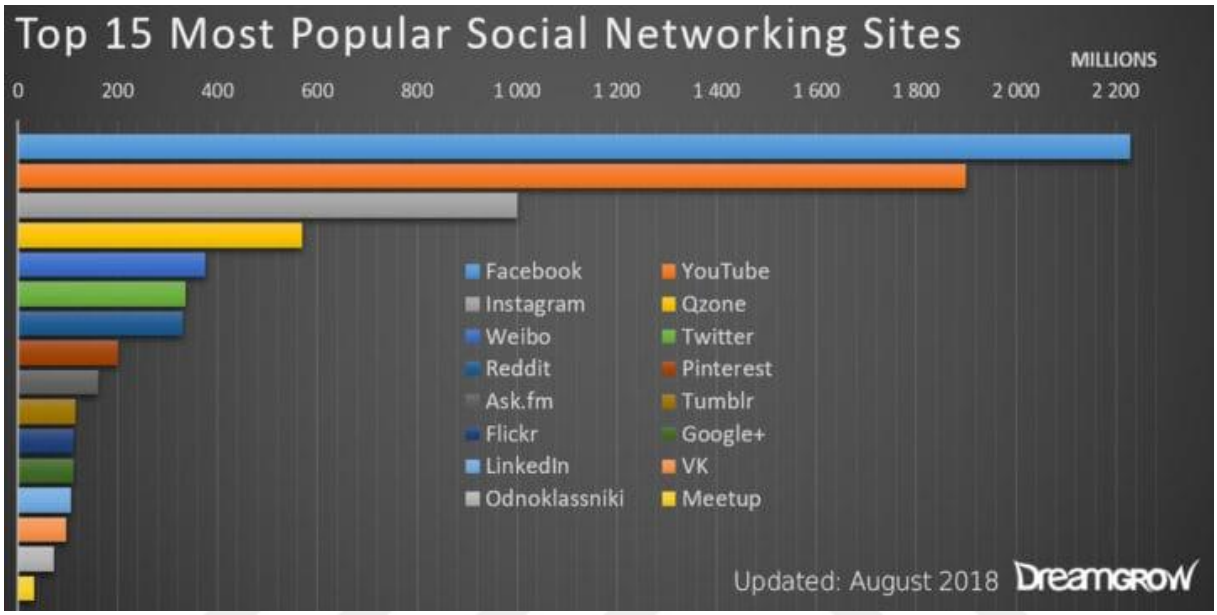


Figure (2-7) Top 15 Social Networking Sites in The World (Source: Kallas, P. (2018). Top 15 Most Popular Social Networking Sites and Applications, www.dreamgrow.com).

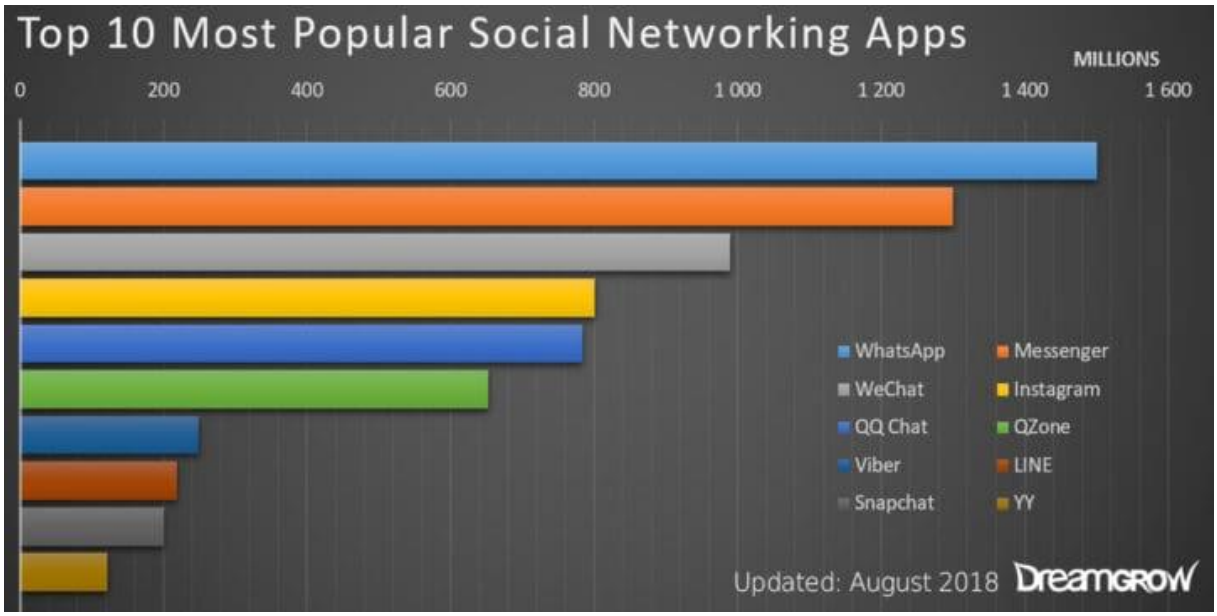


Figure (2-8) Top 10 Social Networking Applications in The World (Source: Kallas P. (2018). Top 15 Most Popular Social Networking Sites and Applications, www.dreamgrow.com).

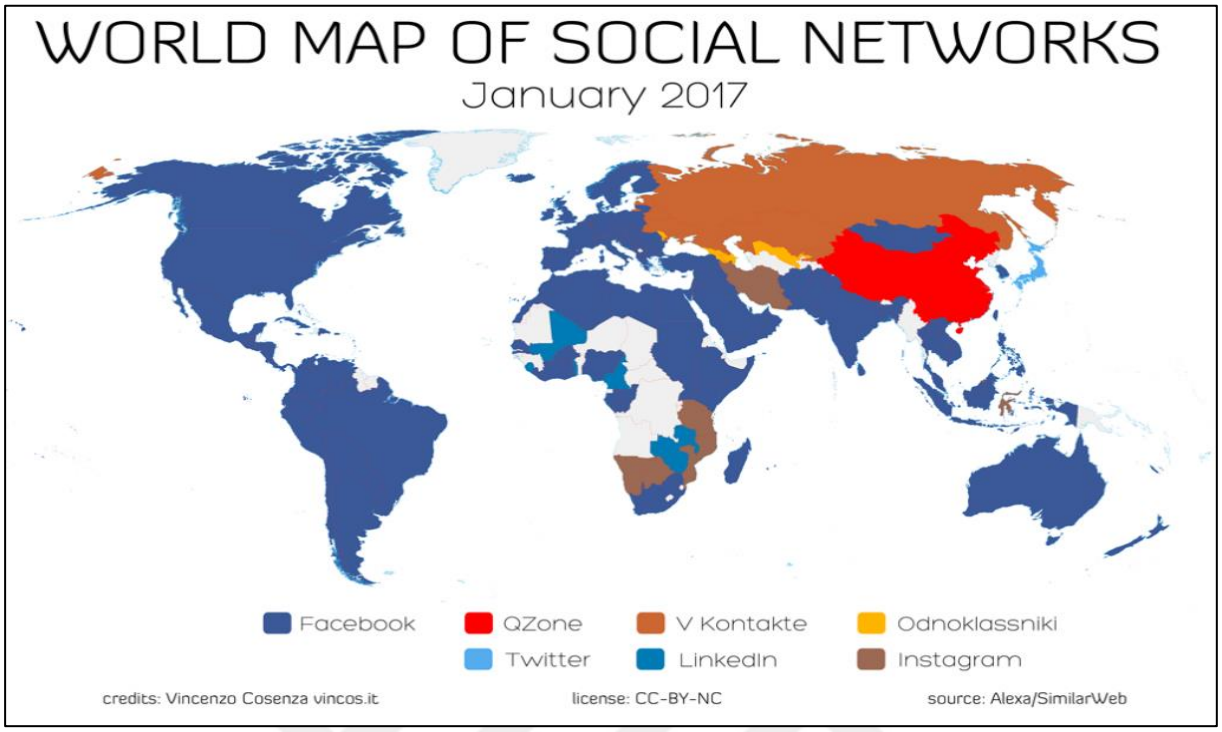


Figure (2-9) The world map of social networks 2017 (Source: Kallas P. (2018). Top 15 Most Popular Social Networking Sites and Applications, www.dreamgrow.com).

Media Sharing: Web-based sites that allow users to create and upload multimedia content called user-generated content (UGC). With the advent of easy-to-use digital cameras and camcorders in parallel with the existence of the high-speed Internet connections, these media-sharing sites have become extremely popular where marketers have obtained the ability to create, upload and share videos easily linked with different SM forms to reach millions of users due to the feature that permits non-members to view contents as well. For instance, YouTube, flickr, SlideShare, Instagram and Snapchat are famous and unique platforms in this form.

Social News and Bookmarking (Digg, Reddit)**:** Social news is websites that allow users to submit and vote on content from around the Web which helps isolate the most interesting links while social bookmarking sites are allowing users to collect and store interesting links they've found and may wish to revisit. Thus, marketers have found these sites are very useful for generating buzz and traffic around specific campaigns or articles, but direct marketing on social news sites is typically frowned upon. StumbleUpon, Digg, Delicious and Reddit are the most popular social news and bookmarking websites.

Rating and Review: A review site is a website on which reviews can be posted by users about people, businesses, products, or services. While a rating site is a website designed for users to vote on or rate people, content, or other things. According to Nielsen Media Research survey (2009) 70% of consumers trust consumer opinions posted online, compared to the 62% who trust TV ads, 61% who trust newspaper ads, and 59% who trust magazine ads.

Therefore, these websites give the opportunities for businesses to interact with users who are already talking about their products, services, and brand online and increase responsiveness to their need, desires and complaints. According to Abramyk (2017) Amazon, Yelp, TripAdvisor, Yellowpages, Better Business Bureau and Angie's List are top popular business rating and review websites worldwide.

Forums: or message board, is an online discussion site where people can hold conversations in the form of posted messages. Unlike other types of SM, there are thousands of popular forums on the Web, each centered on a single topic or community.

Virtual World (Second Life)**:** is a computer-based online community environment that is designed and shared by individuals so that they can interact in a custom-built, simulated world using text-based, two-dimensional or three-dimensional graphical models called "*Avatars*". The social marketing possibilities in these worlds are often very limited within websites such as Second Life where marketers have a variety of techniques at their disposal and requires a technical skill.

SM are rising platform offering millions of users advance mode of establishing communication and interacting with fellow mates globally. However, using SM in marketing requires implementing special strategy and tactics that fit the business vision with the established identity and requires to deep understand each form versus their functions. Desjardins (2017) listed the highest-ranking websites in the U.S. by traffic that role the internet and was sorted according to business industries Figure (2-10).

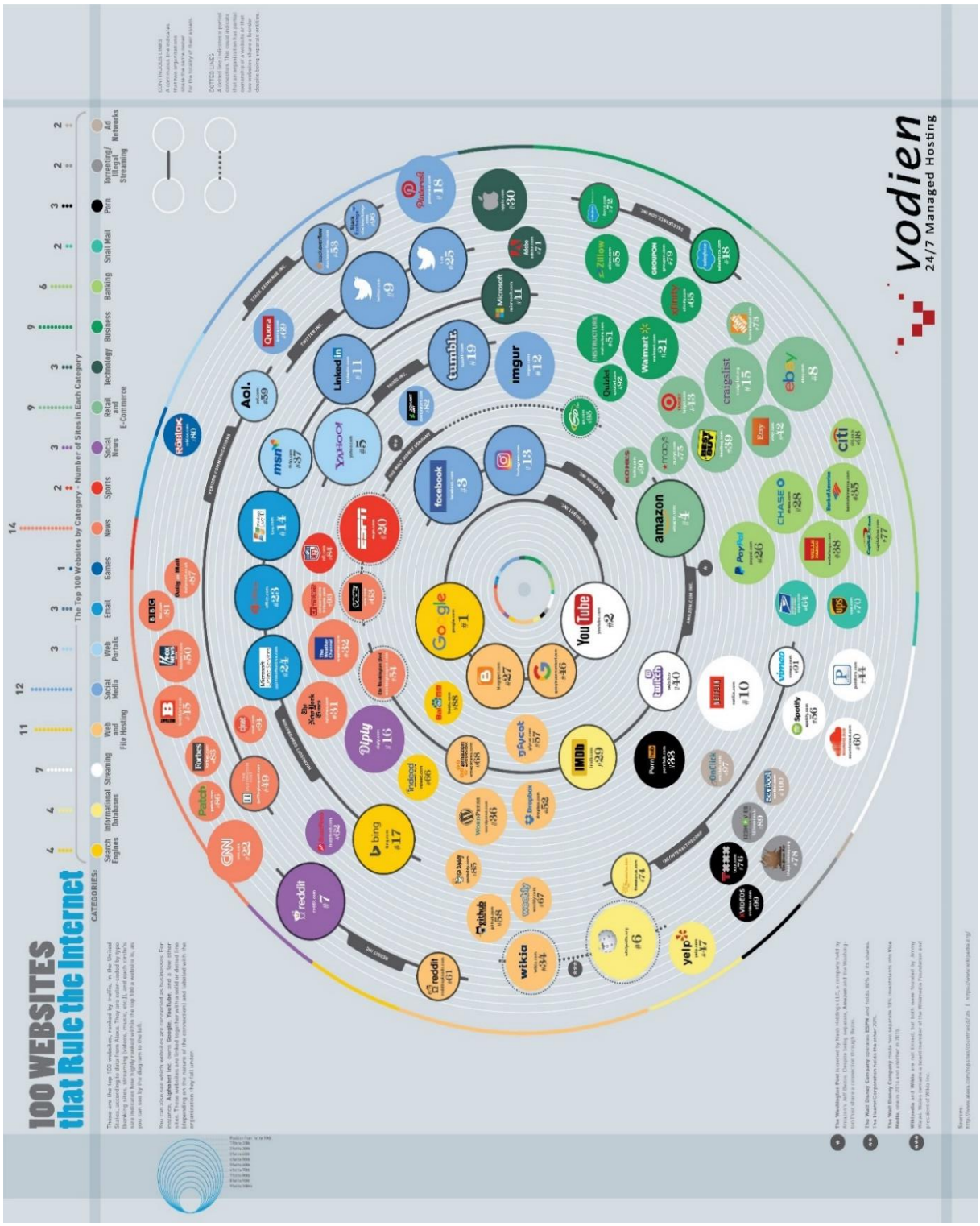


Figure (2-10) Vodien Today's infographic of the 100 highest ranking websites in the U.S. by traffic, according to website analytics company Alexa. (Source: Desjardin, J. (2017). The 100 Websites That Rule the Internet, www.visualcapitalist.com).

2.2.2. Social Media Marketing (SMM)

Despite the different opinions, social media marketing (SMM) is significantly accepted to be an effective and modern marketing model. In the last decade and with the rapid diffusion of SM into society (Tsimonis & Dimitriadis, 2013; Dickey & Lewis, 2010), the number of users worldwide are continuously keeping growing. For example, just within the era of 2010 and 2012, SM new users are nearly increased 30 percent from 244 million to nearly 315 million users with more 21 percent of total minutes spent online from 348.6 billion minutes to 362.7 billion minutes, and in a total global spending of $14.9 billion (Gupta, 2012; Nielsen Company, 2012; Rodriguez et. al., 2012). Surprisingly, the heavy SM users' group are "Generation X" (ages 35-49) who spends almost 7 hours per week on SM, 25% are females (vs.19% of males), and they reach across cultures; versus Millennials (ages 18-34), who spends just over 6 hours per week (Nielsen Company, 2016). Therefore, online marketers today discuss the value of SMM for their business from various concepts (Vukanovic, 2013; Utz 2009; Subramani & Rajagopalan, 2003; Stelzner, 2011). Beginning with the customer-centric perspective, SMM enables businesses to be always closer to clients which would create a unique brand identity and differentiate themselves from other competitors of being more participatory and transparent (Rugova & Prenaj, 2016; Garnett 2012). On or after the usage of technology capability, SMM has become a necessity for modern business activities as it affects the buyer-seller relationships, the salesperson role, and the entire organization performance (Sharma, 2002; Kho, 2008; Walters, 2008; Welling & White, 2006; Berthon et al., 1998), by stimulating sales, increasing awareness, improving brand image, generating traffic to an online platform (Drummond et al., 2017; Hudson, et al., 2016; Barreda et al., 2015; Järvinen et al., 2012; Manchanda et al., 2006; Drèze & Hussherr, 2003), reducing marketing costs while creating user interactivity on platforms and inspiring them to post, or share content over the electronic-word-of-mouth (eWOM) (Erkan & Chris, 2016; Schultz & Peltier, 2013; Chu & Kim, 2011; Kozinets et al., 2010; Bernoff & Li, 2008), increasing marketing communication effectiveness (Felix et al., 2017; Dholakia & Durham, 2010), presenting a value, closing a sale, providing after-sale service (Guesalaga, 2016; Andzulis et al., 2012; Marshall et al., 2012; Christ & Anderson, 2011) and improving customers experience (Wilson et al., 2011; Sashi, 2012). Additionally, the SM activities of building communities foster the consumers' relationships and lead to more brand loyalty and trust

within different achievements' impressions. These activities consequently lead to initiate purchase decisions based on the provided instant support through the created online communities of brand followers within different SM forums (Ashley & Tuten, 2015; Laroche et al., 2013; Tsimonis & Dimitriadis, 2013; Erdoğmuş & Çiçek, 2012). However, all these benefits can be realized as long as the sales team is fully aware of emerging SM tools to enable successful communication with customers and inside the organization (Agnihotri et al., 2016; Guesalaga, 2016; Marshall et al., 2012; Rodriguez et al., 2012). Over and above, businesses generally tend to follow updatable and powerful strategies that take advantage of the continuously progressing science behind the marketing-mix where SM technology facilitates this opportunity. SM allows efficient generation dissemination, sharing, editing, refining ideas and knowledge that flow from an informational content, and enables customers' interaction to identify their needs thru a more direct and personalized way than selling purposes (Tsimonis & Dimitriadis, 2013; Neti, 2011; Constantinides & Fountain, 2008; McKinsey, 2007).

In-depth with the research rhythm, entrepreneurial businesses who can manage challenges of handling innovation with limited resources (Brink, 2017; Van de Vrande et al., 2009) are able to recognize SMM. Firstly, as a potential resource access point (Drummond et al., 2017; Ebbers, 2014; Hoang & Antoncic, 2003; Zhao & Aram, 1995). Due to the fact that, once B2B client is comfortable with an active-interaction that reasonably enable greater sellers' responsiveness, from a sales-force perspective, creates an engagement in a seller-buyer relationship, supports to build social capital, encourages customers to interact (Agnihotri et al., 2012; Andzulis et al., 2012), helps to lower the barriers to market entry while making tasks such as marketing or distribution in an easier way (Drummond et al., 2017; Piller et al., 2012), increases sales profitability, brand awareness, loyalty, and reputation, and assists to enhance customers' relationships, customers' services, and lead generation (Swani et al., 2014; Järvinen et al., 2012). Secondly, businesses recognize SMM as a hybrid element of the marketing promotional-mix—advertising, personal selling, public relations (PR), direct marketing, and sales promotion. It helps to lodge a consumer-generated media that decreases businesses' control over the content, frequency, timing, and medium. It also enables businesses to have a widen scale for listening, talking to their customers, making them enthusiastic and let them support and work with each other to improve their brands, products,

or services which deliver to them incentives direct their buying decision (Csordás et al., 2014; Mangold & Faulds, 2009). At this juncture, investigating the conditions of how SMEs can practice SM communication to enhance their business performance was a subject of attention for some scholars (e.g. Brink, 2017; Wang et al., 2016; Osterwalder & Pigneur 2010). Notwithstanding that 92% of marketers agree with the importance of SMM in their business still, it hasn't been well-realized yet for B2B market (Stelzner, 2015). Only 6% of buyers claimed that SMM affects their B2B buying processes while, 10% claimed that it helps them establish a company's credibility (Huff et al., 2015). In fact, SMM has lowered the barriers of utilization for SMEs by enabling them for equal use as large corporations without the need for wide-ranging resources (Derham et al., 2011), and allowing them to differentiate themselves with a unique identity (Michaelidou et al., 2011). In contrast, organizations who use SM as internet marketing tools effectively are positively gaining significant impact in their performance; in terms of increased revenue, enhanced relationships, cost and time reduction, and greater accessibility for information (Tajudeen et al., 2017; Apigian et al., 2005; Shuai & Wu, 2011; Solis, 2010).

For the time being, marketing's rules and dynamics have been changed due to many reasons including market globalization, media proliferation, and the emergence of the new generation of information and communication technologies. In return, this weakened the corporate competitive position (Constantinides, 2014; Porter, 2001), and forced businesses to search for new marketing's tactic meets their aspirations and creates opportunities that adjust their approaches in communication, and interaction with their customers in growing ecosystem-marketplaces where technology plays an increasingly important role (Constantinides, 2014; Hanna et al., 2011; Barwise and Styler 2003). At time that B2B traditional market presents passive seller-buyer relationships and interactions (Houtari et al., 2015; Ford et al., 1998), SM serves as new interactive-communication marketing tools that engaging B2B audiences to become an active player in content creation (Houtari et al., 2015; Wade, 2009). SM offers more one-to-one methods with customers while traditional marketing interacts through a one-way mass media method such as conventional advertising on television or magazines (Schultz et. al., 2012; Safko, 2011). Thus, businesses reached to an agreed point that they need to be involved in the SM world where the presence of their customers and competitors (Abdelmoety, 2015), and particularly in B2B marketplaces that face many challenges such as

increased competition, the slowing world economy, commoditization of products and services, and qualified lead generation (Rodriguez et. Al., 2012; Jolson and Wotruba 1992). There are two major groups of B2B SM users were recognized in terms of a customer-centric view. First, the internal users who use SM as a professional or personal communication tool beside the traditional mass communication medium. Second, the external users who can be corporate users, customer users, professional users, and civilian users depending on how potentially they are decision-making and professionally connected to the company (Houtari et al., 2015; Bruhn et al., 2013; Brennan and Croft, 2012). B2B external users are normally fewer and the co-operation with them is commonly more direct and more intense compared to B2C markets. Moreover, B2B products or services are often purchased by professionals who consider many different criteria when making buying decisions and incline to acquire sufficient information's. They mostly evaluate and compare different alternatives accurately. (Jussila et al., 2014). Therefore, SM technology with no doubt has proven its role in B2B sales task (Andzulis et al., 2012; Marshall et al., 2012), its function in customer relationship management (CRM), service behaviors and value creation (Agnihotri et al., 2012; Trainor, 2012), its influence on the organization performance at all (Rodriguez et al., 2012; Schultz et al., 2012) which motivates businesses to implement and practice SM as a successful marketing tools (Guesalaga, 2016; Levin et al., 2012).

2.3. SMALL MEDIUM ENTERPRISE DEFINITION

There is no globally settled definition for small medium enterprises (SME) despite some efforts have defined it using criteria's such as number of employees, sales volume, value of assets and position compared to competitors (European Commission: 2003, item 4). Ample academic literatures adopt the European Commission definition that indicates SMEs as the firms that employ fewer than 250 people (Gilmore et al., 1999) and their turnover don't exceed EUR 50 million, while the United States related associations consider SMEs to include firms with fewer than 500 employees with annual turnover of high-value don't exceed USD 25 million (SBA, 2011). Worldwide SMEs represent a significant part of most countries' economies (LaPlaca, 2011), SME firms represent 99.7% of all employer firms in the U.S., making small businesses extremely important to the U.S. economy (SBA, 2011). According to the U.S. Small Business Administration (SBA) Office of Advocacy (2011) estimates there

were 27.5 million small businesses in the United States in 2009, while another available Census Data (2007) shows that there were 6 million firms with employees, and in 2008 there were 21.4 million without employees. Small firms with less than 500 employees represent 99.9% of the total (employers and non-employers) and there were about 18,311 large businesses (Gilmore, 2011; SBA, 2011). Small businesses are the backbone of the U.S. economy as they create employment opportunities, the time it is important for them to survive, to sustain, and to increase their contributions to the economy. In the European Union, SMEs are economically important with 98% of an estimated 19.3 million enterprises providing around 65 million jobs. Again, most of these enterprises are small enterprises with 18 million enterprises (93.2%) employing less than ten people and only 35,000 enterprises employing more than 250 people. SMEs account for roughly two thirds (66%) of employment within the EU with micro enterprises accounting for 34%, small enterprises accounting for 19% and medium-sized enterprises accounting for 13%, more than half (52%) of private sector turnover and average turnover being approximately 500,000 Euros (Lukács, 2005). SMEs find marketing as a way to inform the customer about themselves, their products, and services; and to create and maintain customer relationships (Reijonen, 2010). With the amount of resources available today, small businesses have numerous marketing opportunities available to them.

2.3.1. Marketing Opportunity and Challenges for Small-Medium-Enterprises

SMEs have characteristics that differentiate them from large organizations (McCartan-Quinn & Carson, 2003). These differences including an advantage such as greater flexibility, innovation, and lower overhead costs. In terms of disadvantages, SMEs are limited by their market power, capital, and managerial resources (Motwani et al., 1998). Traditionally, economic structures favor larger firms. However, today's economy is distinguished by relationships, networks, and information's that favoring some of the characteristics of SMEs. Networking is a widely cited marketing activity for SMEs and is important during their establishment, development, and growth (Walsh & Lipinski, 2009). SMEs rely heavily on their personal contact network for marketing their firms (Siu, 2001). SMEs alongside their depending on their top management's contact they also rely on word of mouth (WOM) recommendations for new customers. WOM marketing affords SMEs an opportunity by

giving the customers a reason to talk about products and obtain valuable feedback (Gilmore et al., 1999). SMEs marketing is informal, unstructured, spontaneous, and reactive because of the way their top management carry out business (Gilmore et al., 2001; Reijonen, 2010). SMEs marketing is often used for immediate needs with little attention to plans and strategies while keeping their attention for sales to survive (Stokes, 2000). According to Walsh & Lipinski, (2009) and Harris et al. (2008) the sales function has a slightly greater influence over all other SMEs business activities such as customer satisfaction measurement, improvement, design of customer service and support. SMEs' top management habitually has a significant impact on every aspect of the SMEs marketing activities due to their unlimited responsibilities of all the functions within an organization, such as banking, purchasing, advertising, recruitment (Hill, 2001), and are mostly deciding the marketing strategies while they rarely have a marketing specialist as an employee (Berthon, Ewing, & Napoli, 2008). Marketing activities in SMEs are not well developed or influential as it is in large firms (Walsh & Lipinski, 2009). According to Moss et al. (2003) SMEs lack to marketing activities' knowledge and suggests that such an organizational function may rarely exist. Also, SMEs have similarly limited resources in term of time and finance (Gilmore et al., 2001; Reijonen, 2010).

2.4. SOCIAL MEDIA MARKETING USAGE BY SMALL MEDIUM ENTERPRISES

SM implementation that including targeting customer and managing relationship are effective and efficient for B2B marketing activities (Lacka & Chong, 2016; Moor, Hopkins, & Raymond, 2013). These networks drive an important value to SMEs especially when business decision-making is individual process and highly dependent on limited resources and expertise's of others (Malaska et al., 2011; Gilmore, Carson, & Grant, 2001). Yet, the benefits of these social networking platforms are based on platform type, features and the corporation itself. These platforms allow organizations to improve communication and productivity by distributing information among different corporate groups of employees in a more efficient manner that outcome an increase in productivity (Guesalaga, 2016). Therefore, SM has become one of the newest, fast and dynamic growing known marketing communication tools. Despite the usage barriers and benefits, implementing SMM by SMEs in marketplaces would not only create a lot of opportunities but may change the businesses' shape and nature

globally. For instance, B2B marketers successfully use SM sites to identify and attract new business partners (Michaelidou et al., 2011), to create new business opportunities (Breslauer & Smith, 2009), to reach existing consumers, engage them in two-way communication and obtain valuable industrial feedback (Lacka & Chong, 2016; Kaplan & Haenlein, 2010). Indeed, a two-way communication between B2B companies leads to more deepen relationships with industrial partners (Jussila et. al., 2012) and allow companies, customers or suppliers to interact together, respond to different perspectives, give feedback and work together (Breslauer & Smith, 2009) and takes full advantage of trust and loyalty (Lacka & Chong, 2016; Mangold & Faulds, 2009). In contrast, B2C salespeople tend to use sites SM targeted to the general public (e.g. Facebook and Myspace) for engaging in one-on-one communication with their customers (Moore et al. 2013), whereas consumers' appeals are emotionally following the product brand name more than B2B customers who keep an eye on the corporate brand name (Swani et al., 2014). Therefore, B2B marketers efficiently utilize SM sites in their branding strategies (Kaplan and Haenlein, 2010) to form a brand identity (Michaelidou et al., 2011) and loyalty (Rapp et. al., 2013) that drive traffic to organizations' websites (Breslauer & Smith, 2009) to increase brand awareness universally (Lacka & Chong, 2016; Van Den Bulte and Wuyts, 2007; Rapp et al., 2013) and reach a wide audience who supports brand awareness and value (Michaelidou et al., 2011). Thus, there is a growing number of B2B companies who appreciate investing in SM to enhance their image and respond to the increased pressures from buyers (Siamagka et al., 2015; Jussila et al., 2014; Hinchcliffe & Kim & ko, 2012; Safko, 2011; Thomas & Barlow, 2011; Wollan & Smith, 2010; Shih, 2009) where the adoption rate is lower than B2C context (Jussila et al.,2014; Michaelidou et al., 2011).

SM qualifies SMEs to overcome the challenges they are usually facing in terms of limited budget lack of expertise, and positioning against larger competitors. Therefore, SMEs are moving from conventional marketing practices towards more affordable, interactive, and integrated marketing trends in terms of innovation, product management, relationship management and organization performance which in turn can provide a competitive advantage. Though the contribution of SMEs that cover vast and wide facet in an economy (such as creating new job opportunities, contribution to gross national production GDP, production of innovation etc.), they still present a uniqueness of limited resources, capital,

human and technology (Dahnil et al., 2014; Davis & Vladica, 2006). Therefore, most of the SMEs perceived the barriers of implementing technology into their business as expensive initiative in term of risk, complex procedure, employing of technical expatriate, and customer services management in comparison with the larger corporations (Dahnil et al., 2014; Pires and Aisbett, 2001). So, some previous researches were inspired to discover the casual barrier of SM adoption by SME in a B2B market. Table (2-2) summarizes the literature of the key findings from previous researches related to the SMM implementation by SMEs. For example, Michaelidou et al. (2011) proposed the B2B SMM usage, barriers, and measurement of in a sample collected from 1000 UK B2B SMEs with an effective response rate of 10.2%. The result summary found that 73% of the B2B SMEs did not support their brand strategies using social networking sites. The reasons for firms' reluctance of using SM were identified in six points as: the nature of the industries these firms operate in (61%); uncertainty about whether or how SM could help brands (44%); staff was not familiar with SM (32%); SM require a big investment in terms of time (23%); competitors do not use SM (15%); and staff do not have the technical skills to use SM channels or platforms (15%). Additionally, Siamagka et al. (2015) have considered knowledge, cost, and compatibility as barriers that may prevent businesses to utilize SM. In parallel, another scholars propose these barriers as an individual reasons comprising of the poor understanding of how to use these sites for marketing purposes (Lacka & Chong, 2016; Lu, Zhou, & Wang, 2009; Michaelidou et al., 2011; Järvinen et al., 2012), inability to recognize the benefits consequently to SM usage (Lacka & Chong, 2016; Buehrer et al., 2005), and incapability to control the information's exchange risk online (Lacka & Chong, 2016; Kaplan & Haenlein, 2010; Simula et al., 2013) which considered to be predictors for attitude and intention in terms of utilizing SM in business (Siamagka et al., 2015; Porter & Donthu, 2006; Vijayasarathy, 2004). Finally, barriers derived from the nature of the B2B context that requires face-to-face interaction in an individual approach and cannot be easily achieved online (Lacka & Chong, 2016). Reasonably, we may come to an agreed point that B2B organizations are not encouraged enough as they are in B2C context to employ SM to achieve their marketing objectives when they are mostly lacked to necessary experience, expertise and resources for adoption and would impact as well competitor's presence at SM. Therefore, some previous studies were conducted to express the adaptation of technology in general or of SM, in particular, by organizations. For instance, Dahnil et al. (2014) specified previous investigations with

different perspectives. First, the theoretical diffusion perspective with different definition of technology adoption in organizations, such as; decision to accept and use the innovation, implementation success (Dahnil et al., 2014; Bruque and Moyano, 2007; Cotter, 2002); extent of usage (Dahnil et al., 2014; Ayu and Abrizah, 2011); and effectiveness and success of adopted IT based on acceptance of or satisfaction with IT (Dahnil et al., 2014; Chen et al., 2012; Hwang, 2010). Second, theoretical behavioral perspectives which focus on the individual analysis level where human behavior has its impact and effectiveness upon technology adoption, such as; The Theory of Reasoned Action (TRA) which suggest that an attitude and a subjective norm would influence behavioral intention (Dahnil et al., 2014; Ajzen, 1991); The Technology Acceptance Model (TAM) proposes two key constructs influence an individual's intention to use a technology and suitable for business organizations that comprises a group of individuals. Perceived Usefulness (PU) or the number of benefits obtainable by a company using the new technology and Perceived Ease of Use (PEU) or the degree to which business can effortlessly use the new technology (Dahnil et al., 2014; Yu & Tao, 2009); The Unified Theory of Acceptance and Use of Technology (UTAUT) that uses the constructs of performance expectancy, effort expectancy, social influence, and facilitating conditions, with moderators of gender, age, experience, and voluntariness of use which influence technology adoption intention (Dahnil et al., 2014; Grandon and Pearson, 2004; Oh et al., 2009; Venkatesh et al., 2003); and The Task-Technology Fit Theory supposes that a task or a technology characteristic (such as utilization, national culture, business relationships, or technological infrastructure) would influence the use and the performance of different technologies by human users (Dahnil et al., 2014; Goodhue and Thompson, 1995; Vatanasakdakul and D'Ambra, 2007).

Another relevant perspective drove other researchers (e.g. Siamagka et al., 2015; Grant, 1996; Rumelt, 1984; Teece & Pisano, 1994 & Wernerfelt, 1995) to illustrate the adoption of technologies in an organization based on The Resource-Based Theory. The theory clarifies that it is dependent upon an innovative climate within organizations to adopt new technologies and encourage specialized knowledge while serving to increase the organizations' capabilities that contribute towards generating specific forms of customer value (Siamagka et al., 2015; Barney, Wright, & Ketchen, 2001). These multi-dimensional perspectives for SM usage in term of benefits, barriers and adoption process grab the attention

of few academics and executives to focus and conduct related analysis in order to assort the adoption factors. In this context Dahnil et al. (2014) demonstrated the internal and external factors that affect SMM adoption by SMEs to five groups of factors as below:

1st. End users' training (Bruque & Moyano, 2007), knowledge of SM environment (Stockdale and Standing, 2006), expertise availability (Gilmore et al., 2007), perceived usefulness (Pookulangara and Koesler, 2011) and perceived compatibility (Al-Qirim, 2007; Kendall et al., 2001).

2nd. Organizational characteristics of resources management including the top management influences toward the availability of adequate time, money and talents (Tarafdar and Vaidya, 2006).

3rd. Technological related concerns including difficulties to measure e-marketing efficiency in term of cost and return of investment (Al-Qirim, 2007; El-Gohary, 2012; Kendall et al., 2001; Gilmore et al., 2007), credibility that argue technological problem such as spamming (Curtis et al., 2010; Kendall et al., 2001; Stockdale and Standing, 2006) and environmental-technological compatibility within organizations (Al-Qirim, 2007).

4th. Management related concerns due to the SMEs nature where decisions from daily functions to future investments is directly affected by top management, such as company's leaders' attitude towards SMM adoption process (Bruque and Moyano, 2007).

5th. Business environment where competitors' behavior influences SMEs to apply new technology in their strategies (El-Gohary, 2012; Al- Qirim, 2007; Ifinedo, 2011; Grandon and Pearson, 2004), the government influence, policy and technological adoption initiatives, like country infrastructure, internet broadband access, encourages markets to the technology usage (El-Gohary, 2012), market readiness pushes the vendor and business partners to act electronically (Al-Qirim, 2007; Kendall et al., 2001), the external factors, linked to globalization, economy climates and market tends, affects SMEs' decision (Stockdale and Standing, 2006; El-Gohary, 2012) and finally tested culture as a mediating factors for SMM adoption (Pookulangara and Koesler, 2011).

Table (2-2) Summary Literature of SMM for B2B SMEs

Author(s)	Subject	Context	Objective(s)	Sample(s)	Statistical Analysis	Result(s)
Linda D. Hollebeek, Mark S. Glynn & Roderick J. Brodie (2014)	Consumer Brand Engagement in Social Media: Conceptualization, Scale Development and Validation	B2C	To conceptualize 'consumer brand engagement' scale in specific social media settings as a consumer's positively equalized brand-related cognitive, emotional & behavioral activity during a focal consumer/ brand interaction	• Qualitative research for the definitional & conceptual development of 'consumer brand engagement' • (194) students for the proposed 'consumer brand engagement' concept • **(**554) consumers to undertake a series of confirmatory factor analyses • (556) consumers to explore 'consumer brand engagement' within a broader nomological net of conceptual relationships	Exploratory & Confirmatory Factor Analyses within three different social media contexts	• Consumer Brand 'Involvement' acts as a Consumer Brand 'Engagement's' antecedent • Consumer 'Self-Brand Connection' & 'Brand Usage Intent' represent key Consumer Brand 'Engagement's' consequences
Siamagka, N. T., Christodoulides, G., Michaelidou, N. & Valvi, A. (2015)	Determinants of Social Media Adoption by B2B Organizations	B2B	To identify additional determinants of SM adoption complying with the Technology Acceptance Models in B2B organizations	(148) fully completed responses over a list of 5000 organizations in the (UK) derived from a mailing list & (9) qualitative interviews with B2B senior managers to enhance the validity of the survey finding	Structural Equation Modeling (SEM) using AMOS	• Perceived Usefulness of SM within B2B determined by Image, Perceived Ease of Use & Perceived Barriers • Adoption of SM is significantly affected by Innovativeness & Perceived Usefulness • No moderating role between Perceived Usefulness, Perceived Ease of Use & Adoption for Organizational Innovation

Table (2-2) Summary Literature of SMM for B2B SMEs (Continued)

Author(s)	Subject	Context	Objective(s)	Sample(s)	Statistical Analysis	Result(s)
Järvinen, J., Tollinen, A., Karjaluoto, H., & Jayawardhena, C. (2012)	Digital and Social Media Marketing Usage in B2B Industrial Section	B2B	To contributes the emerging B2B digital marketing literature by providing a realistic overview of the usage, measurement practices, & barriers surrounding digital marketing in the era of SM	(145) B2B firms from various industries		• Despite the interest in social media, companies continue to focus on one-directional communications with established digital tools • The advances in digital measurement tools remain largely unexploited & the firms lack the human resources and know-how to make the most of the opportunities provided by the developing digital environment
Trainor, Kevin J. (2012)	Relating Social Media Technologies to Performance	General	• To link CRM, Social & Technological developments together • To view how CRM influence firm performance in the age of the social customer • To illustrate for managers that CRM is integrated with new technologies & processes that improve business performance	N/A	Secondary Data Analysis	Social media applications could positively influence firm performance without an investment in traditional CRM systems, processes, or activities

Table (2-2) Summary Literature of SMM for B2B SMEs (Continued)

Author(s)	Subject	Context	Objective(s)	Sample(s)	Statistical Analysis	Result(s)
Raj Agnihotri, Rebecca Dingus, Michael Y. Hu & Michael T.Krush (2016)	Social Media: Influencing Customer Satisfaction in B2B Sales	B2B	• To develop the information communication literature and recent scholarly advances in the area of Social Media Usage within Industrial Selling, • To develop & empirically test a model relating Salespeople's Social Media Use to Customer Satisfaction	(149) responses over a list of (1238) sales professionals representing a large range of diverse companies and industries	Structural Equation Modeling (SEM)	• Salesperson's Use of Social Media is found to impact Information Communication Behaviors, which enhance Salesperson Responsiveness & Customer Satisfaction • Salesperson Responsiveness is found to have a positive relationship with Customer Satisfaction Salesperson's Use of Social Media as an antecedent of Information Communication enhancing Salesperson Behavior to increase Customer Satisfaction
Michael Rodriguez, Robert M. Peterson, & Vijaykumar Krishnan (2012)	Social Media's Influence on Business-To-Business Sales Performance	B2B	To empirically test whether Social Media significantly affect sales processes & B2B sales performance	Data were collected from (1699) B2B salespeople from over (25) different industries	Structural Equation Modeling (SEM)	Social Media has a positive relationship with Sales Processes (creating opportunities and relationship management) & Relationship Sales Performance
Jussila, J., Karkkainen, H., & Leino, M. (2012)	Social media's opportunities in business-to-business interaction in innovation process	B2B	• To investigate & useful ways of interacting and collaborating in innovation • To create new information & knowledge about social media opportunities customers for innovation in B2B context	(122) over of (1984) responses were received	Chi-Square Test Analysis	• Despite the general adoption rate of social media is still quite low, has been already utilized in a wide variety of ways in the B2B sector • Social media offer innovative ways to intensify B2B-related customer interaction, for the sharing of customer-related information, as well as for the resulting new customer information and knowledge

Table (2-2) Summary Literature of SMM for B2B SMEs (Continued)

Author(s)	Subject	Context	Objective(s)	Sample(s)	Statistical Analysis	Result(s)
Kevin J. Trainor, James (Mick) Andzulis, Adam Rapp & Raj Agnihotri (2014)	Social Media Technology Usage & Customer Relationship Performance: A Capabilities-Based Examination of Social CRM	General	• To examine how SM Technology Usage and Customer-Centric Management Systems contribute to a firm-level Capability of Social CRM • To examine how Social CRM Capability is influencing Customer Relationship Performance	(308) responses were received from a surveyed member of top-management teams in a random sample of (1200) firms across a broad spectrum of industries located in the United States within a six-week time frame	Structural Equation Modeling (SEM)	• Social Media Technology Usage & Customer-Centric Management Systems are found to have an interactive effect on the formation of a firm-level capability that is positively affecting customer relationship performance
Jari J. Jussila, Hannu Kärkkäinen & Heli Aramo-Immonen (2014)	Social Media Utilization in Business-To-Business Relationships of Technology Industry Firms	B2B	• To illustrate both the current state & potential of SM use and challenges as perceived by Finnish industrial companies that operate wholly in business-to-business markets • To examines the essential differences between B2B & B2C	• (2488) Finnish decision-makers were surveyed from the Federation of Finnish Technology Industries. • The survey was sent to managing directors of SMEs & (143) effective responses received while (125) companies represented wholly (100%) business-to-business markets	Chi-Square Test Analysis	• There is a significant gap between the Perceived Potential of SM & Usage with customers & partners in B2B companies • The Internal Use of SM by B2B firms is found significantly correlate with the Perceived Potential in the customer interface like communications, marketing, branding & recruitment • B2B firms are not using SM due to popularity of other projects that more important & because they are not able to measure or assess its benefits

Table (2-2) Summary Literature of SMM for B2B SMEs (Continued)

Author(s)	Subject	Context	Objective(s)	Sample(s)	Statistical Analysis	Result(s)
YichuanWang, Shih-HuiHsiao, Zhiguo Yang & Nick Hajli (2016)	The impact of sellers' social influence on the co-creation of innovation with customers and brand awareness in online communities	B2B	To examine the social influence factors in online B2B activities & to relate seller's co-innovation with customers addressing the companies' brand awareness	(198) responses out of (800) questionnaires in two months' time frame	Structural Equation Modeling (SEM)	• Sellers' Social Identity and Social Comparison are key facilitators for developing a series of Co-Innovation Activities & confirmed that Co-Innovation Practices make potential customers more aware of company brand
Rodrigo Guesalaga (2016)	The use of social media in sales: Individual & organizational antecedents, & the role of customer engagement in social media	B2B	To propose and test a model of SM usage in Sales while analyzing individual, organizational & customer-related factors	(220) sales executives in United States	Multiple Regression Analysis	• Organizational competence & commitment with social media are key determinants of social media usage in sales, as well as individual commitment. • Customer engagement with social media predicts social media usage in sales, both directly & mostly through the individual & organizational factors analyzed, especially organizational competence & commitment

Table (2-2) Summary Literature of SMM for B2B SMEs (Continued)

Author(s)	Subject	Context	Objective(s)	Sample(s)	Statistical Analysis	Result(s)
Yu, C.-S., & Tao, Y.-H. (2009)	Understanding business-level innovation technology adoption	General	To extend TAM to business-level innovation technology adoption as a critical factor for executing electronic business strategy	(1500) large-size firms randomly selected from the Top (5000) Company List published by China Credit Information Service LTD	Structural Equation Modeling (SEM)	• Perceived Usefulness, Subject Norm, Perceived Easy-of-Use, & Firm Characteristics are very important factors influencing Attitudes of Businesses at the Pre-decision Stage • Perceived Usefulness & Subject Norm significantly affect Attitudes of Businesses at the In-decision Stage • Influence of Perceived Easy-of-Use on both Perceived Usefulness & Attitudes, & influence of Perceived Usefulness on Attitude are changeable & rely on the complexity of the Innovation IT/IS
Tajudeen, F. P., Jaafar, N., & Ismawati Ainin, S. (2017)	Understanding the impact of social media usage among organizations	General	To investigate the antecedents (Technological, Organizational & Environmental) and impact of social media usage in organizations (Cost reduction, Customer relationship & Information accessibility)	(664) organizations in Malaysia	Exploratory Factor Analysis (EFA)	• SM provides interactive communication with current and potential future customers, & this benefits the organization in terms of enhanced customer relations • SM has the capacity to reach larger audiences at minimal cost and time • Organizations are able to access a lot of information about customers & competitors through SM

Table (2-2) Summary Literature of SMM for B2B SMEs (Continued)

Author(s)	Subject	Context	Objective(s)	Sample(s)	Statistical Analysis	Result(s)
Lacka, E., & Chong, A. (2016)	Usability perspective on social media sites' adoption in the B2B context	B2B	To investigate the impact of Usefulness, Usability & Utility on the Adoption & Use of these sites by B2B marketing specialists in the one of world's largest SM market (China)	The questionnaire was distributed via email with the aim of acquiring approximately (200) responses resulting in (181) usable responses	Structural Equation Modeling (SEM)	• Marketers' Perception of the Usefulness, Usability & Utility of SM sites drive their adoption & use in the B2B sector • The Ability to Use SM sites for B2B marketing purposes due to the Learnability & Memorability Attributes
Michaelidou, N., Siamagka, N. T., & Christodoulides, G. (2011)	Usage, barriers & measurement of social media marketing: An exploratory investigation: small and medium B2B brands	B2B	To focus on B2B SMEs & their social networking practices of Usage, Perceived Barriers & the measurement of effectiveness of SNS as a marketing tool	(1000) B2B SMEs in UK	Chi-square Test Analysis	• Over a quarter of B2B SMEs in the UK are currently using SM sites to achieve their marketing objectives • firms plan to increase their spending on SM sites in the following year, suggesting an emerging "*legitimacy*" of social media as a marketing tool in a B2B context • SM sites are used to attract new customers & cultivate customer relationships which considered to be the most important goals for the B2B SMEs • Branding is a valuable differentiation strategy where managers should strive to establish brand awareness against competitors using SM sites B2B firms can capitalize on pre-existing business networks through SM sites to achieve word of mouth & to make their brands better known

Table (2-2) Summary Literature of SMM for B2B SMEs (Continued)

Author(s)	Subject	Context	Objective(s)	Sample(s)	Statistical Analysis	Result(s)
Moor, J., Hopkins, C., & Raymond, M. (2013)	Utilization of relationship-oriented social media in the selling process: A comparison of consumer (B2C) & industrial (B2B) salespeople	General	To understand the Utilization of Relationship-Oriented SM applications among professional salespeople	(395) Salespeople in B2B & B2C markets	• Frequency distributions for sample characteristics • Chi-square Test Analysis	◗ B2B practitioners tend to use media targeted at professionals whereas their B2C counterparts tend to utilize more sites targeted to the general public for engaging in one-on-one dialogue with their customers ◗ B2B professionals tend to use relationship- oriented social media technologies more than B2C professionals for the purpose of prospecting, handling objections, & after sale follow-up

3. THEORETICAL BACKGROUND AND CONCEPTUAL MODEL

SM has become an attractive topic that has significantly taken attention of many practitioners and researchers to understand its potential over the firms' outcome performance (Guesalaga, 2016; Rodriguez et al., 2012; Schultz et al., 2012), either in supporting brands (Siamagka et al., 2015; Michaelidou et al., 2011 and Yan, 2011; O'Cass et al., 2006; Hawawini et al., 2003; Hoskisson et al. 1999), sales, customer service, and product development (Siamagka et al., 2015; Culnan, Mchugh, & Zubillaga, 2010), or with customer relationship management (CRM) (Guesalaga, 2016; Agnihotri et al., 2016; Trainor, 2012). This research discusses three contextual groups: technological, organizational, and environmental, which are theoretically served by The Resource-Based view (RBV) and The Industrial-Organizational Theory (IO) to explain the usage of SM and its outcomes in B2B SMEs Figure (3-1).

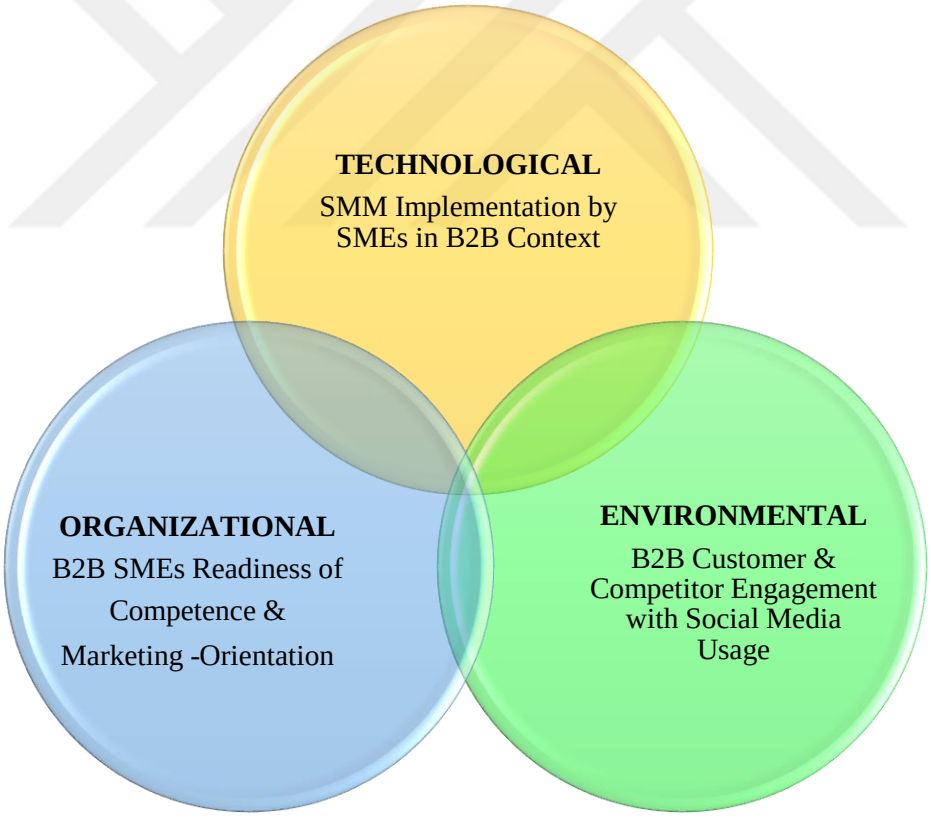


Figure (3-1) Targeted contribution of the research

The technological context describes the usage of the existing SM platforms or other new relevant technologies that are available in the firm. The organizational context refers to the

level of the firms' readiness in their competence of implementing SMM, and their sensibility toward the markets' trends. Besides, the environmental context indicates the competitors and customers engagement position in using SM within the B2B context where SMEs are conducting their businesses. Industrial Organization (IO) Theory is about how a structure of a market has an influence on the strategy and decision making of a company. The theory focuses on the whole industry and market conditions of a company and a central analytical aspect to identify strategic choices, which firms have in their respective industry (Tirole, 1988). The resource-based view (RBV),on the other hand, is an approach that sees resources (e.g. human resources, financial resources, natural resources, technological resources and so on) as key to superior firm performance which argues that organizations should look inside the box to determine the competitive advantage's sources instead of searching for competitive environment for it (Barney, 1991). Both theories should be used together to determine firm strategy and whether this strategy is determined by exploiting its internal strengths (e.g. firms' internal competencies) and responding to environmental opportunities while neutralizing external threats and avoiding internal weaknesses, to obtain a sustainable competitive advantage (Rabile, 2013; Barney, 1991; Porter, 1981).

The proposed framework illustrates how firms can convert the significant resources to concrete benefits through industrial environmental conditions by implementing SMM in B2B context to generate potentially greater firm outcomes in profit, relationship, and brand performance. In addition to this conceptual framework, this paper advances several research propositions and future initiatives that are aimed at informing our understanding of the impact of SMM on SMEs performance's link within the context of the B2B SM application.

3.1. THE RESOURCE BASED VIEW

The resource-based view (RBV) is an approach that sees resources (e.g. human, financial, natural, technological resources and so on) as key to superior firm performance which argues that "*organizations should look inside the box to determine the competitive advantage's sources instead of searching for competitive environment for it*" (Barney, 1991). There are two types of resources; tangible and intangible. Tangible assets are physical things (e.g. land, buildings, machinery, equipment, capital and so on) that can easily be bought in the market and they grant little advantage to the organizations in the long-run because rivals can soon

acquire the identical assets. Intangible assets are everything else that has no physical presence but can still be owned by the company (e.g. brand reputation, trademarks, intellectual property and so on). Unlike physical resources, intangible assets like brand reputation are built over a long time and is something that other competitors cannot buy from the market and they stay within the firm while they are the main source of sustainable competitive advantage. There are two critical assumptions of RBV. First, resources must be heterogeneous which skills, capabilities and other resources the organizations possess should be differ from one company to another. Second, resources must be immobile and not move from one company to another, at least in the short-run, so companies cannot replicate rivals' resources and implement the same strategies. But owning heterogeneous and immobile resources is critical to achieving competitive advantage and not enough if the firm wants to sustain it. Therefore, Barney (1991) has identified VRIN framework that examines the resources' characteristics in term of being valuable, rare, costly to imitate and non-substitutable Figure (3-2).

Figure (3-2) The Relationship Between Resource Heterogeneity and Immobility, Value, Rareness, Imperfect limitability, Substitutability and Sustained Competitive Advantage (Barney, 1991)

The framework explained that resources are VALUABLE when they enable a firm to implement or visualize strategies that improve efficiency and effectiveness. For instance, the strategies that exploit a firm's opportunities and neutralize threats in a firm environment are increasing the value offered to the customers of either increasing differentiation; or by decreasing the costs of the production. Thus, environmental models assist in isolating those firm attributes, that exploit opportunities and neutralize threats, to specify which firm attributes can be considered as resources Figure (3-3). Bearing in mind that resources are considered RARE when a firm is implementing a value creating strategy not simultaneously

implemented by large numbers of other firms such as implementing some strategies require a specific resource mix of physical, human, and organizational capitals that cannot be acquired by other companies.

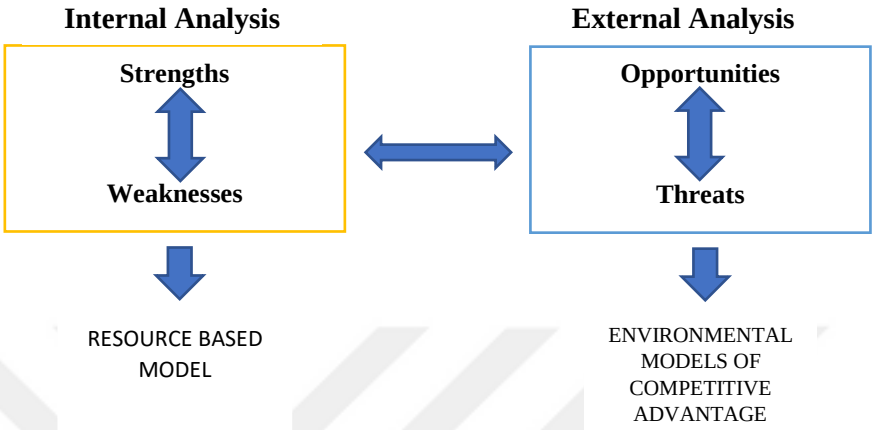


Figure (3-3) The relationship between traditional "strengths-worklessness-opportunities-threats" analysis, the resource based model, and models of industry attractiveness (Barney, 1991)

In other cases, firm resources can be imperfectly IMITABLE for one or a combination of three reasons: (a) the ability of a firm to obtain a resource is dependent upon unique historical conditions, (b) the link between the resources possessed by a firm and a firm's sustained competitive advantage is causally ambiguous, or (c) the resource generating a firm's advantage is socially complex (Dierickx & Cool, 1989). Finally, resources are NON-SUBSTITUTABLE when the same strategies cannot be conceived or implemented, while they are exploited separately (Barney, 1991). However, in the shade of the technology usage Barney (1991) clarified that an information processing system that is deeply used in a firms' management decision-making process may not lead to a competitive advantage if the strategy exploits just the machines themselves and more likely would be imitated. But, using an information processing system by closely knit and highly experienced management teams would be a rare and socially complex to be used by a set of competitors, so it would probably not be imitated and would be a source of sustained competitive advantage. In summary, if a resource presents VRIN attributes, it enables the firm to gain and sustain competitive advantage.

3.2. THE INDUSTRIAL ORGANIZATION THEORY

Industrial Organization (IO) Theory is about "*how a structure of a market has an influence on the strategy and decision making of a company*". It studies the functioning of markets, a central concept in microeconomics which is formal, deductive, and a passive approach, with the aim of profit maximization of a company without concerning operational aspects of the company (Raible, 2013). The theory puts a focus on the market a company operates in, rather than the company itself where it is reflected in the Bain and Mason model that developed between 1950s and 1960s (Bain, 1968; Mason, 1953). The model consists of the Structure-Conduct-Performance paradigm shown in Figure (3-4) that initially define the market structure (e.g. the number of sellers in the market, their degree of product differentiation, the cost structure, the degree of vertical integration with suppliers, and so on), to determine the suitable conduct (e.g. which consists of price, research and development, investment, advertising, and so forth), and the right conduct yields for better market performance (e.g. efficiency, a ratio of price to marginal cost, product variety, innovation rate, profits, and distribution).

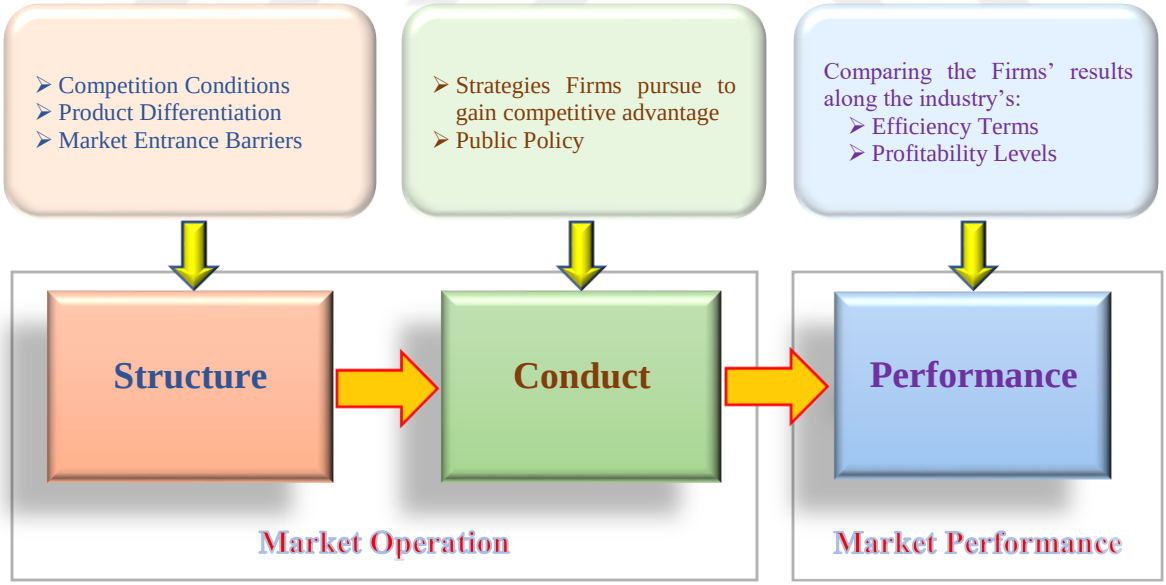


Figure (3-4) Bain and Mason S-C-P Model

Bain and Mason's model, therefore, offers a causal theoretical explanation for a firm performance through an economic conduct on an incomplete market claims that "*there is a causal link between the structure of a market in which a company operates, the*

organization's conduct and in turn the organization's performance in terms of profitability" (Tirole, 1988). The traditional IO paradigm was mainly generated in an ideal competition environment where competition's enhancing activities are discussed to stimulate the social welfare, discarding the existence of such competition medium (Porter 1981). This traditional paradigm prospective primarily was supported by researchers concerning industry performance rather than firm performance (Spanos & Lioukas, 2001). However, Porter (1981) modified the traditional Bain and Mason paradigm by focusing on factors that lead to competitive advantage, rather than factors providing perfect competition. The industrial organization theory hence focuses on an industry as a whole and market conditions to help a company implementing a central analytical strategy including Strategic Marketing Management meets the requirements of that industry the company works in (Tirole, 1988). Porter (1980) identified specific attributes as shown in Figure (3-5) of an industrial structure that may influence an organization's competitive advantage into five forces including new entrants' barriers, the degree of competition, products or services substitution, and

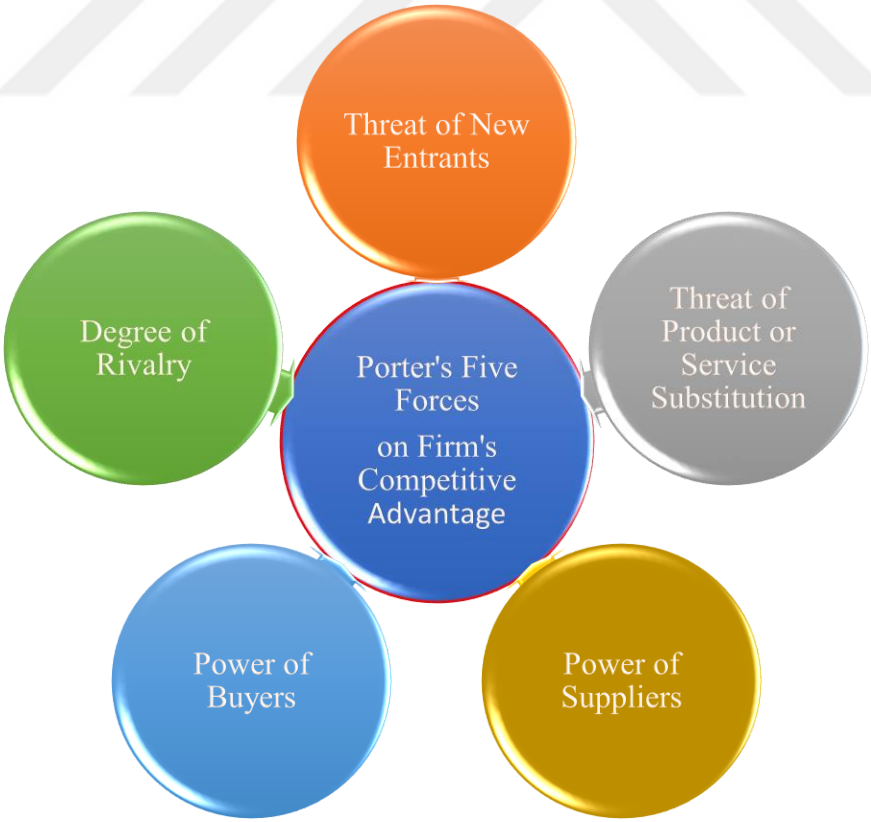


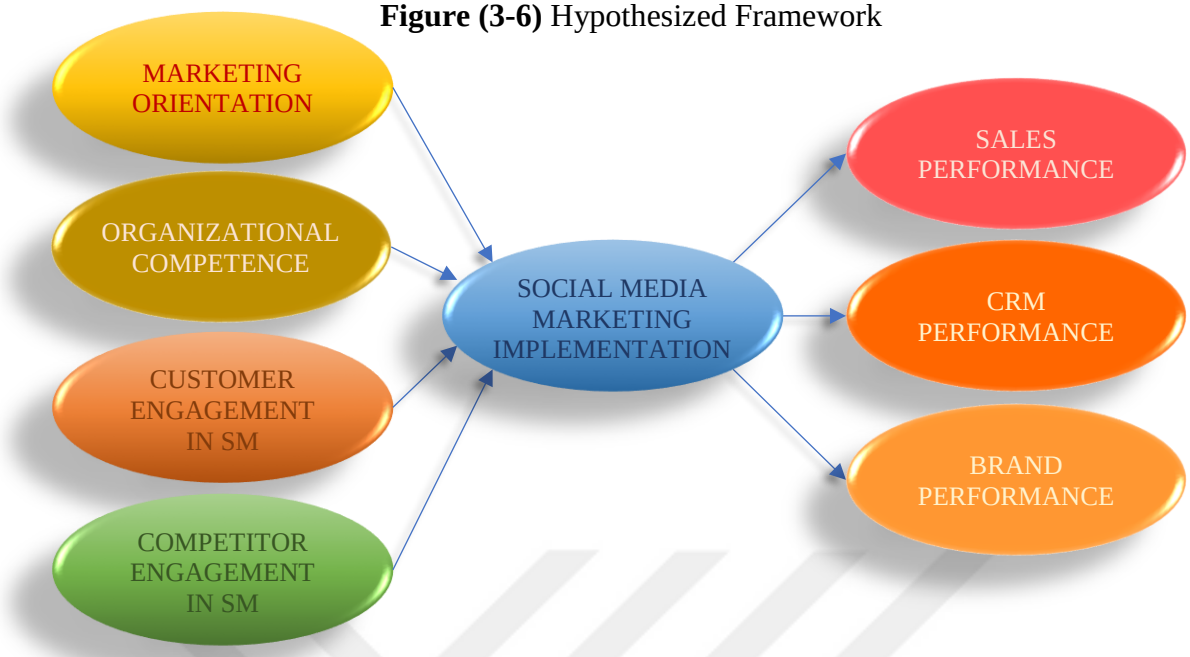
Figure (3-5) Porter's Five Forces

powerful of suppliers and buyers. Thus, if these new industries' barriers are low, the organizations' potential is likely to occur, while the common methods of competition among existing competitors in an industry can be achieved through tactics such as price competition, advertising battles, product introductions, and increased customer service or warranties (Porter 1980). Accordingly, Siamagka et al. (2015) highlighted the role of the perceived barriers and the organizational innovativeness in SM adoption by B2B organizations in line with previous studies undertaken in other contexts concerning technologies like SM that were found to be one of the most significant drivers of adoption by B2B organizations. This was identified also by various benefits stemming from the adoption of SM which including enhanced competitiveness, cost-effectiveness, customer engagement and relationship building potential, business exposure and real-time feedback.

3.3. CONCEPTUAL MODEL AND RESEARCH PROPOSITIONS

As disclosed in the previous literatures, it's been suggested that SM usage by B2B SMEs is eligible since it interprets into performance and value creation while helping the business marketing process in its wide and different stages. Despite the potential benefits, the existing implementation of SM usage by B2B SMEs marketing still appears to be in an early stage. Thus, the author proposes to contribute understanding of what drives B2B SMEs to implement SM usage, focusing on the organizational outcome performance as the unit of analysis, while considering the available organization resources and the possible environmental factors which is particularly important in the B2B context that have an impact on SM usage of B2B firms. This proposition research as shown in Figure (3-6) for both conceptual and descriptive path frameworks, indicates and navigates between a particular barriers of implementing SM usage in B2B SMEs, including businesses' stakeholder's engagement in using SM (as an external barrier) served by Industrial Organization Theory (I/O) and organizational readiness factors (as an internal barrier) adopted by Resource-Based View (RBV) to enable understanding the SM usage phenomena to discover its impact to the organizational outcomes in the base of the industrial efficiency terms and the profitability levels. While the axial and common topic across this study is implementing SM usage which has been analyzed at all events in terms of its notion, antecedents, and consequences.

Figure (3-6) Hypothesized Framework



In addition, the research takes into consideration to test the model in B2C SME context contributing to the extant literature which lacks comparative model in testing SMM usage and develops an understanding accordingly of the differences between B2C and B2B markets and whether the same model can work for both contexts.

3.3.1. Outcomes Performance of SMEs' SMM Implementation

The low-cost marketing solutions offered by SM attract most of the SMEs to implement SMM in their strategy, positioning and targeting as a great advantage specially in B2B market environments which face many challenges including an increased competition, slowed world economy, commoditization of products and services, and qualified lead generation (Tsimonis & Dimitriadis, 2013; Rodriguez et. Al., 2012; Jolson & Wotruba 1992). SM has been defined in several ways. For instance, Kaplan & Haenlein (2010) defined SM technologically as "*a group of internet-based applications created based on the technological and ideological foundations of Web 2.0 which enable the creation and sharing of user-generated content"*. Later on, Csordas et al. (2014) defined SM in accordance with its component's characteristics as "*blogs, microblogs, collaborative projects, content communities, commerce communities, social networking sites, social news websites, and virtual worlds*". While Kietzmann et al. (2011) defined it concerning its functionality as "*an identity, which users reveal themselves; presence, which users know if others are available; sharing, which users exchange, distribute*

and receive content; relationships, which users relate to each other; groups, which users are ordered or form communities; conversations, which users communicate with each other; and reputation, which users know the social standing of others". Yet Andzulis et al. (2012) defined SM in terms of business context as "*the technological component of the communication, transaction, and relationship building functions of the business which influences the network of the customers and their prospects to promote value co-creation*". Last but not least, SM has been also identified from a sales force perspective as "*an integral part of a firm's resources, by way of it gives a path for the firms to engage customers and build social capital that would encourage customers to interact, engage, and establish relationships with them*" (Agnihotri et al. 2016; Andzulis et al., 2012).

SM assists B2B companies with different features that support their business performance including sharing, interacting and managing relationships to enable increase traffic to their website, identify new business opportunities, create communities, distribute content, collect feedback from customers, and generally support their brand (Michaelidou et al., 2011). Firstly, sharing digital content (e.g., coupons, texts, videos, images, etc.) encourages customers to interact and share information which supports firm's ability to manage relationships, influence customer satisfaction and relationship development via improved internal communications and sharing information. This would increase in return brand awareness, image, and loyalty due to the SM's exclusivity of making companies more transparent (Trainor et al., 2014). Second, conversations enable a firm's interactive dialog with and between customers (e.g. blogs, status updates on Facebook and Twitter, discussion forums, etc.) to capture dialogs' information for further marketing analysis. Listening to online conversations gives businesses the opportunity to receive feedback and suggestions on a recent purchase for an after-sale service process. This would involve customers in the production process of new product development and acceptance, identify lead users to test products, keep customers updated about new products and prices, and supports other activities (e.g. procurement, technology management, human resource management, and firm infrastructure) of different dimensions (Trainor et al., 2014). Third, relationships technologies allow both customers and businesses to build networks of associations with other users and organizations (e.g. Facebook, LinkedIn, Ning, Yammer, etc.). SM enables receiving detailed information helping companies to build deeper relationships with their customers and sharing

information that would fit best their perspectives and needs and may lead to increase their retention and obtain relational value by saving time, gaining convenience and reduced perceived risk (Rodriguez et al., 2012). Alongside with these countless potentials that SMEs can gain from implementing SM in their routine transactions, the study was keen to analyze its impact on organization outcome performance. Performance defined as "*behavior evaluated in terms of its contribution to the goals of the organization*" (Johnston and Marshall 2006, p. 412). Previous studies have investigated the relationship between implementing SM and its impact on performance and have found significant results (e.g. Odoom et al., 2017; Tajudeen et al., 2017; Rodriguez & Ajjan, 2014; Trainor et al., 2014; Rapp et. al., 2013; Rodriguez et al., 2012). Therefore, using SM effectively for various tasks (e.g. marketing, customer relationships, or searching for information) more likely have a positive dramatic impact on the organization performance particularly in terms of sales, customer relationships, and brand management.

Sales Performance: is based on relational measures that focus on behaviors to strengthen the buyers-sellers relationship. It consists of quota achievement, growth in average billing size, increases in sales productivity, and overall revenue gain (Rodriguez et al., 2012). In order to achieve sales performance, firms are increasingly relying on SM to use it as a sales technology, which is defined as "*any information and communication technology employed by the sales organization to conduct its essential activities*" (Panagopoulos 2010, p. 15). Firms who use SM technology are able to enhance their relationships with current customers to identify and attract new business partners as well (Michaelidou et al., 2011). It creates a platform for all stakeholders to have a business conversation and perform sales-related tasks with increased access to customers' and new stakeholders' information (Wang et al., 2016). Firms utilize SM during sales process for the purpose of prospecting, handling objections, and after-sale follow-up in two-way communication (Agnihotri et al 2016; Moore et al. 2013). In return, this would increase customer retention, improve qualification of new opportunities and so obtain better sales performance (Rodriguez et al., 2016 & 2012). Therefore, this study proposes that:

H1a: SMM Implementation has a positive relationship with SMEs' Sales Performance (B2B/B2C).

Compared to B2C consumers, business buyers tend to purchase in larger volumes, and sellers tend to have fewer but larger customers. The interactions between business buyers and sellers tend to be more personal and interactive; a number of personal selling encounters might be necessary before the actual transactions take place in B2B environments (Bridges et al., 2005). Research has shown that B2B buyers use online platforms for obtaining sales related information about prices, delivery conditions, and presale or post sale support; and thus, online platforms are adopted by B2B buyers for practical and sales purposes (Wilson and Abel, 2002). On the other hand, B2C consumers use these platforms to engage into deeper contact, ongoing dialogue, and brand image building with other consumers (e.g. Moore et al., 2013; Kaplan and Haenlein, 2011; Rapp et al., 2013). Therefore, it is believed that SMM implementation will bring better sales performance outcomes for B2B SMEs than B2C SMEs. Thus:

H1b: The impact of Implementing SMM on SMEs' Sales Performance is stronger within B2B than B2C context.

Customer Relationship Management (CRM) Performance: Morgan and Hunt (1994, p. 22) defined relationship marketing as "all marketing activities directed towards establishing, developing, and maintaining successful relational exchanges". In the SM context, organizations post a lot of information about their organization, products, services, and other promotional activities. These activities qualify them to engage in a timely basis and interact directly with customers at relatively low cost, and higher levels of efficiency compared with the traditional communication tools (Guha et al., 2017; Mangold & Faulds, 2009). The crucial role played within SM platforms through interactivity feature enables the two-way communication. It once enhances the ongoing interactive communications between customers-businesses, customers themselves (Tajudeen et al., 2017), and employees (Kaur, 2015; Moser et al., 2016). Otherwise, it enables collaborations that lead to better customer solutions such as creating desired content and performing marketing activities which influence other users to create content that is favorable to the company (Salo, 2017; Jussila et al., 2014; Trainor et al., 2014). In another word, SM strengthen the firm's social capital and build deeper strategic marketing relationships (Rodriguez et al., 2012). However, B2B marketplace nowadays faces certain obstacles that affect business's interaction including

fewer customers, closer customer relationships, interconnected buyers, longer-term customer relationships, and gatekeeper persons between customers (Jussila, 2012). SM plays an essential role in B2B marketing technology that skip these obstacles with a new concept of customer relationship management (CRM). Azad & Ahmad (2015) defined CRM process at the customer-facing level as "*a systematic process to manage customer relationship initiation, maintenance, and termination across all customer contact points to maximize the value of the relationship portfolio*". SM incorporates a more collaborative and network-focused approach toward the organizations' existing systems and the operational processes. In return, this would develop capabilities that foster strong relationships with customers (Trainor et al., 2014). Therefore, this conceptual framework proposes:

H2a: SMM Implementation has a positive relationship with SMEs' CRM Performance (B2B/B2C).

Studies by Moore et al. (2013) and Iankova et al. (2018) point out that B2B firms are more focused on SMM for acquisition oriented usage, rather than relationship oriented usage. Particularly, B2B firms use SMM for prospecting, handling objections, and after sale follow-up (Moore et al., 2013). SM is also used by B2B firms to enhance search engine optimization to drive traffic to the firm's online pages, resulting in customer engagement, and lead generation (Itani et al., 2017; Swani et al., 2014). On the contrary, B2C firms value connecting and building relationships with individual consumers (Moore et al., 2013). Therefore, it may be possible that SMM usage might result in better customer relationship management performance for B2C SMEs compared to B2B SMEs. Thus:

H2b: The impact of Implementing SMM on SMEs' CRM Performance is weaker within B2B than B2C context.

Brand Performance: is defined as "*a relative measurement of brand success in the marketplace*". It distinguishes the firm's established objectives in a marketplace to present its strength as evidenced in its market share, sales growth, and profitability (O'Cass et al., 2006, P. 15). In an age characterized by increasing commoditization, an importance with no doubt drove marketing professionals to employ SM efficiently in their organization branding strategies (Lacka & Chong, 2016; Kaplan & Haenlein, 2010), to obtain differentiation within

a competitive environment which can create a unique brand identity (Lacka & Chong, 2016; Michaelidou et al., 2011), so on brand loyalty (Lacka & Chong, 2016; Rapp et. al., 2013), while directing traffic to organizations' websites (Lacka & Chong, 2016; Breslauer & Smith, 2009), which would increase brand awareness universally (Lacka & Chong, 2016; Van Den Bulte and Wuyts, 2007; Rapp et al., 2013), to reach a wide audience who supports brand awareness and brand value (Michaelidou et al., 2011). SM has the power to link customers with brands directly by following links to their own website (Leek & Christodoulides, 2011; Swani et al., 2014), or by making direct connections within the SM accounts of the firm itself (De Vries et al., 2012; Pagani & Pardo, 2017). Research shows that creating the right brand content on SM is important for marketers since it brings brand awareness and loyalty (Kumar and Mirchandani, 2012; Rapp et al., 2013). In case of B2B firms, interactions with customers through SM and other related online communities help achieve valuable differentiation and provide a range of potential benefits including improving brand awareness by increasing transparency and accountability (Michaelidou et al 2011). It also reduces the perceived pressure from the buying or competitive landscape where the non-adoption of SM may indeed detract from their image (Siamagka et al., 2015). There is limited previous researches on B2B branding and particularly for SMEs (e.g. Malaska et al., 2011; Glynn, 2011; Beverland, Napoli, & Lindgreen, 2007; Bengtsson & Servais, 2005; Mudambi, 2002). However, several studies regularly link branding with large B2C companies (e.g. Merrilees, 2007; Krake, 2005). This would characterize the brand as a positive force for SMEs marketing performance growth (e.g. Merrilees, Rundle-Thiele, & Lye, 2011; Juntunen, Saraniemi, Halttu, & Tähtinen, 2010; Inskip, 2004; Boyle, 2003). Thus, this study suggests that:

H3a: SMM Implementation has a positive relationship on SMEs' Brand Performance (B2B/B2C).

Research shows that SMM usage by B2C firms helps develop online brand presence and image in an easy and cheap way through generation of targeted right content (Ashley and Tuten, 2015). The B2C customers who use SM platforms better engage with the brand and also with the other customers (Sashi et al., 2012). The engaged customers, then, share their brand information or comments with other customers, and thus democratize and enlarge the communications about the brand on SM (Sashi et al., 2012); actively influencing brand

meanings, messages, and image and contributing to brand communication and performance of the B2C firms (Dessart et al., 2015; Hanna et al., 2011). The B2B customers, on the other hand, use SM platforms for practical reasons like obtaining information, or transactions and usually engage with the corporate SM accounts rather than brand accounts. Therefore, the influence of SMM on brand performance may be less in B2B SMEs than in B2C SMEs. Thus:

H3b: The impact of Implementing SMM on SMEs' Brand Performance is weaker within B2B than B2C context.

3.3.2. Antecedents of SMEs' SMM Implementation

Proposing and testing this model of SMM implementation by SMEs was recognized internally with factors that associated with the theory of resource-based-view (RBV) of an organizational readiness by being competent and marketing-oriented, while it was explicated externally with other factors related to the industrial-organizational theory (IO) through customer's and competitor's engagement in using SM. Few previous researchers investigated different sort of antecedents to understand the phenomena that drive SMM adoption in SMEs (e.g. Brink, 2017; Odoom et al., 2017; Tajudeen et al., 2017; Rodriguez et al., 2016; Dahnil et al., 2014; Järvinen et al., 2012). Therefore, this portion would contribute to the previous literature by filling the important gap of examining the pivotal and common topic of using SMM by SMEs and to be analyzed accordingly in terms of its nature, antecedents, and consequences.

3.3.2.1. Organizational Readiness

Ardjouman (2014) put forward that organizational readiness is one of the key factors why SMEs adopt and continue using the technology in their business activities. The organizational readiness is commonly determined by whether organizations in particular or country, in general, are ready to adopt information technology (IT) and its relevant applications such as SM platforms to create competitive advantages in the market (Hung et al., 2014). This adoption would help both large enterprises for greater profit and SMEs to extend business territory while strengthening their customer-relationships (Grandon & Pearson, 2004). Hence, organizational readiness plays an essential role in evaluating SM implementation by SMEs in a B2B setting (Guesalaga, 2016; Rodriguez & Ajjan, 2014). In line with the research

proposition, it will be measured depending on the organizational competence of SM usage and the degree of applying a market-orientation strategy through SM. Thus, a priority is needed to highlight up-front these two antecedents for better understanding their influence on implementing SM by SMEs.

Marketing Orientation: can be defined as" *the extent to which firms establish the satisfaction of customer needs and wants as an organizing principle of the firm*" (Baker & Sinkula, 2009, P. 444). It is measured by assessing firms' commitment to base strategic decisions on customer-oriented market intelligence that comprising of learning about customers (e.g., likes and dislikes, satisfaction, perceptions, and so on), the factors that influence customers (e.g., competition, the economy, socio-cultural trends, and so on), and the factors that affect the ability of the firm to influence and satisfy customers (e.g., technology, regulation, and so on). The marketing-orientation concept motivated both Jaworski and Kohli (1993) and Narver and Slater (1990) to introduce two scales that explicate market orientation in three-dimensional behavioral score components. The first assesses information acquisition, dissemination, and responsiveness, while the second measures customer orientation, competitor orientation, and inter-functional coordination across business performance. Later, Pelham & Wilson (1996) determined market orientation's relative impact considering strategy, firm structure and industry structure on small-business performance. Thus, stronger market-oriented small entrepreneurial firms are better able to find the right opportunities since they have simpler organizational structures, more flexibility and adaptability, and a better capacity for speed and innovation (Baker & Sinkula, 2009; Becherer et al., 2001).

Customer Orientation: Rodriguez & Ajjan (2014) recognized customer orientation as cited from Ruekert (1992, P. 228) "*the degree to which the organization obtains and uses information from customers, develops a strategy which will meet customer needs, and implements that strategy by being responsive to customers' needs and wants*". Customer orientation places the highest priority in constantly searching ways to provide superior value to customers while increasing customer commitment increases the extent of boundary-spanning activities (Wu et al., 2003). It's related to different processes including customer satisfaction, after-sales services, personalized services and commitment to deliver high-value

to key customers; and to the culture that creates superior value for an organization by stressing customer as the focal strategic planning and execution (Narver & Slater, 1990).

Competitor Orientation: Wu et al. (2003) identified Competitor Orientation as cited from (Narver and Slater 1990) "*the ability and the will to identify, analyze, and respond to competitors' actions*". The organization, from a long-range investment perspective, needs to prevent its competitors from overcoming the buyer value superiority it has created (Kumar et al., 1998). Therefore, the competitor-oriented organization uses their target rivals as a frame of reference to identify their own strengths and weaknesses (Han et al. 1998).

Interfunctional coordination: Narver & Slater (1990) defined Interfunctional Coordination as "*the coordinated utilization of company resources in creating superior value for target customers*". It is based on the customer and competitor information and covers the business's coordinated efforts that comprising many departments more than marketing department to create superior value for the buyers (Kumar et al., 1998).

Nowadays, organizations have integrated SM tools into their business process to generate deeper conversations with their audience via direct communication and gain an updated understanding and insight of prospects and existing customers which would result in improved business performance (Rodriguez & Ajjan, 2014; Wu et al., 2003; Day, 1994). Furthermore, businesses who are looking to understand their current position in a market-place tend to implement SM usage to be able to acquire information about competitors in their target market understand their current position in the marketplace and achieve greater impact on organizational performance (Itani et al.,2017; Tajudeen et al., 2017). Based on these facts, it is possible to say that market-oriented firms make use of SM to obtain and use customer information and to analyze competitor actions. Therefore, this study proposes that:

H4a: Marketing Orientation has a positive relationship with SMEs' SMM Implementation (B2B/B2C).

Today, both B2B and B2C firms recognize the importance of being market-oriented to survive and participate in the competitive marketplace. SMM, on the other hand, enables for B2C firms access to customers experience insights, an opportunity for two-way dialogue, and data that was traditionally expensive to obtain (Kaplan & Haenlein, 2011); and hence, SMM

can be accepted to service with the market-orientation of the B2C firms. B2B firms, however, already have close relationships with existing customers because of the nature of their business, and therefore have access to insight into lived experience, and routes to an ongoing dialogue (Ford, 1980; Grönroos, 1990). Therefore, being market-oriented may not influence their SMM implementation as much as it has effects on B2C SMEs; which would benefit more from the insights gained from SM. Thus:

H4b: The impact of Marketing Orientation in implementing SMM is weaker within B2B SMEs than B2C SMEs.

Organizational Competence: Subramanian et al. (2009) referred to Organizational Competencies as cited from Fiol (2001) "*the particular set of skills and resources an organization processes, and the way those resources are used to produce outcomes*". Generally, competencies ought to source superior sustainable advantage among the sources of rival organizations by developing a particular set of skills and resources to generate successfully market intelligence, disseminate it across departments and then respond to it in purpose to outcome superior performance. Mappigau & Hastan (2012) argued that there are four important dimensions for an organizational competence to determine the sustained competitive advantage which are value-added, rare, difficult to imitate, ability to exploit. A various number of different considerable competencies were developed previously in the pursuit of marketing activities (e.g. Conant, Mokwa & Varadarajan, 1990; Berman & Evans, 1989; Mason & Mayer, 1987; Hitt & Ireland, 1985; Snow & Hrebiniak, 1980) such as market effectiveness, operating efficiency, domain protection, domain expansion, employee education and creativity, and personnel policy effectiveness (Smart & Conant,2011; Subramanian et al. 2009). In addition, the creation of organizational competencies has a moderating effect on relationships of a market-orientation performance as suggested by Subramanian et al. (2009), that impact internal operations (reflected in the growth in revenue and cost containment), demand management and customer needs (reflected in success in retaining customers and the success of new product or services).

Since this study focuses on competencies as relevant characteristics of an organizational settings to use SM, a broad definition was desired. Guesalaga (2016) defined organizational competence in SM as "*the supplier company's knowledge about social media, and the*

expertise in making a productive use of it". In a study with 220 sales executives, Guesalaga (2016) found that organizational competence and commitment (e.g., training) with SM are key determinants of SM usage in sales. Individual commitment (i.e. being active in SM) was also found to be effective in SM use. The organizational competence in using SM could be a key factor to an outcome with a better performance (Agostini & Nosella, 2016). Due to the fact that industrial buyers are often keen to select suppliers by profiling and evaluating their resources and competencies to align their competencies with the buyer's business processes (Ballantyne & Aitken, 2007). Hence, the following hypothesis was proposed:

H5a: Organizational Competence in SM usage has a positive relationship with SMEs' SMM Implementation (B2B/B2C).

The usage of SMM in both B2B and B2C firms follow a professional procedure for communicating their organization or brand, even though their SM usage and tools vary from each other (Moore et al. 2013; Swani et al., 2014; 2017). Therefore, it is assumed that organizational competence will affect both firms equally. Nevertheless, it is acknowledged that SM usage is perceived as less effective (Iankova et al., 2018) in B2B firms that lag behind B2C firms in terms of using SM in its full potential (Järvinen et al., 2012; Iankova et al., 2018). Hence, organizational competence may result in more positive outcomes for SMM implementation in B2C SMEs than for B2B SMEs. Thus:

H5b: The impact of Organizational Competence in implementing SMM is weaker within B2B SMEs than B2C SMEs.

3.3.2.2. Engagement In Using Social Media

At the time of growing market competition, firms are increasingly in need to manipulate their existing resources and capabilities to respond to the environmental opportunities. Many internal and external factors courage business stakeholders to be engaged in SM as a key gate for businesses to obtain a competitive advantage. Voorveld et al. (2018, P. 39) identified engagement as cited from Calder, Isaac, & Malthouse (2016) "*a multilevel, multidimensional construct that emerges from the thoughts and feelings about one or more rich experiences involved in reaching a personal goal*". The experiences that cover engagement in SM varies across contexts and defined as "*the emotional, intuitive experiences or perceptions that*

people undergo when using a particular medium at a particular moment". Engagement established with three-dimensional concept containing of cognitive, affective and activation dimensions (Hollebeek et al., 2014). Cognitive (knowledge) engagement is similar to the overall mental activity focused on something, involving attention and absorption. Affection (emotional) engagement is composed of enthusiasm and enjoyment with regard to an engagement object. Then, activation (behavioral) engagement represents the active manifestations of the concept such as sharing, learning or endorsing (Dessart, 2017). Accordingly, this study examines SMEs' SM usage considering customer engagement and competitors presence as important benefits arising from their activities in SM which has fast growth, popularity, viral nature, and low-cost solutions fit their strategy, positioning, and targeting (Tajudeen et al., 2017; Hollebeek et al., 2014; Tsimonis & Dimitriadis 2013; Sashi, 2012).

Customer Engagement: in SM is defined as "*the extent to which the organization's important customers are active in using social media tools*" (Guesalaga 2016, P. 75). The user-perceived experience from the social interactions on SM and the SM platforms' technical features influences the customer engagement in SM to reduce information searches and perceived risk in marketing activities (Solo, 2017; Di Gangi & Wasko, 2016). In return, it is expected that customer engagement with SM will affect the intention of the supplier firm to use it as well (Guesalaga 2016). Companies' presence in SM corresponding to their customer availability generates a number of benefits that improve their performance which transforms buyer-seller relationship to durable relational exchanges with strong emotional bonds (Tsimonis & Dimitriadis, 2013). Hence, this study suggests that:

H6a: Customers Engagement in SM has a positive relationship with SMEs' SMM Implementation (B2B/B2C).

B2C firms have a wider range of consumers; and it is rather hard for them to collect information about their customers and establish relationships with them as easily as it is in B2B contexts. However, SM platforms provide an opportunity for data collection, analytics, and a better understanding of the customers for B2C firms (Kaplan and Haenlein, 2011), bring better brand management and customer relationship opportunities (Sashi, 2012). Hence, they could be more receptive to their customers' engagement with SM, and act upon it given the

benefits of SM usage compared to B2B firms, who can establish close, one-to-one relationships, and obtain data even without a presence in SM; and prefer to use it for practical purposes such as sales or acquisition of new customers (Moore et al., 2013; Swani et al., 2017, Ivankova et al. 2018). Thus, customer engagement in SM may affect B2C SMEs more than B2B SMEs:

H6b: The impact of Customer Engagement in SM to implement SMM is weaker within B2B SMEs than B2C SMEs.

Competitor Engagement: In line with what has been mentioned previously in customer engagement by Guesalaga (2016), it is expected that customer engagement in SM, who work directly and closely with supplier company in a competitive environment, will affect the intention of the competitor companies to use SM as well. Competitors constantly interact in terms of competitive moves as shown in Figure (3-7) like matching the price cuts and imitating the innovations through sequences of move and counter-move are called cycles of competition (Johnson et al., 2007).

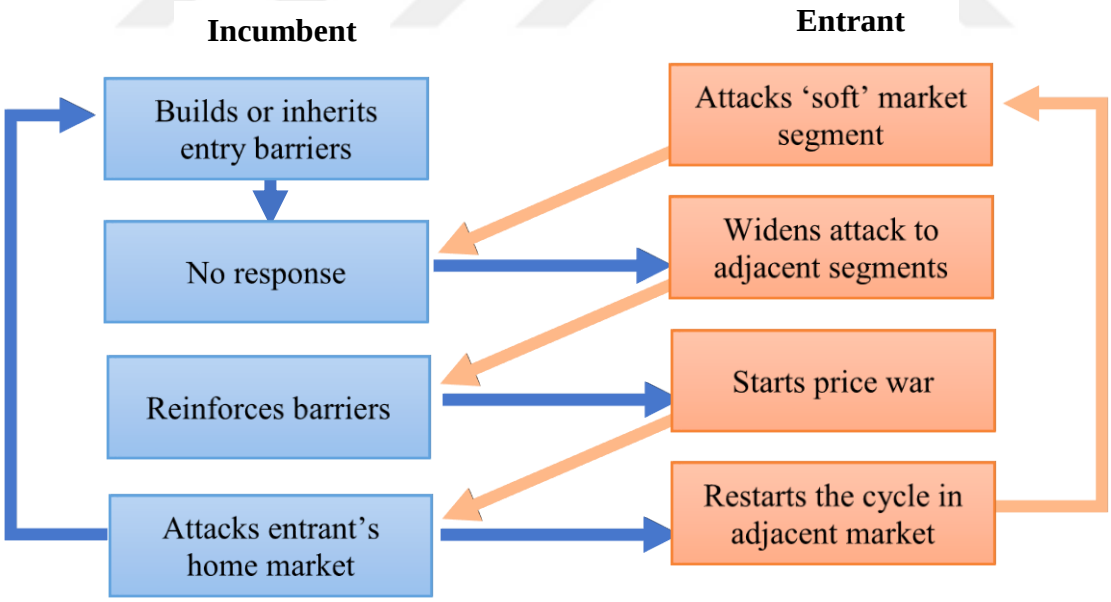


Figure (3-7) Cycles of competition (Source: Johnson et al. (2007) adapted with the permission of The Free Press, a Division of Simon & Schuster Adult. Competing in Highly Dynamic Environments by Richard A. D'Aveni with Robert Gunther. Copyright© 1994, 1995)

In a similar fashion, it is expected that supplier firm would be affected from its competitors' engagement in SM and would try to match them. Hence, it is proposed that:

H7a: Competitor Engagement in SM has a positive relationship with SMEs' SMM Implementation (B2B/B2C).

Porter (1985) explained that competition is increasingly value-based as more firms compete in a particular marketplace. Thus, competitors are expected to compete more strongly online as long as the popularity of online marketplaces grows to provide added values through differentiation (Bridges et al., 2005). However, the interest of B2B organizations as discussed previously to implement SMM has been slower compared to B2C organizations (Iankova et al., 2018; Jussila et al.,2014; Michaelidou et al., 2011) due to the one-to-one buyer-seller relationship (Moore et al., 2013; Swani et al., 2017, Ivankova et al. 2018). Therefore, competitor engagement in SM may affect B2C SMEs more than B2B SMEs.

H7b: The impact of Competitor Engagement in SM to implement SMM is weaker within B2B SMEs than B2C SMEs.

4. RESEARCH METHODOLOGY

The main purpose of this study is proposing a model to understand the impact of implementing SMM by SMEs in the B2B context. Thus, it is important to determine the methodology that will be applied to achieve the research objectives, to explain the way in which the variables will be assessed, and present the research design elements including instrument development, data collection procedure, and data analysis techniques.

4.1. RESEARCH AIM

In the recent years, it is undeniable that the Internet and social media (SM) shapes the primary setting of some of the new and main trends used by the firms in terms of both marketing and communication. The impact of social media marketing (SMM) is recognized and mentioned by many scholars in terms of stimulating sales performance (Andzulis et al., 2012; Guesalaga, 2016), increasing awareness, improving brand image, generating traffic to an online platform (Kaplan & Haenlein, 2010; Mangold & Faulds, 2009), building customer relationship (Wang et al., 2016); or spreading electronic-word-of-mouth (eWOM) about product or service within their associations (Kozinets et al., 2010; Bernoff & Li, 2008). It is important to adopt and implement SMM and enjoy its business outcomes. Most of the research on the field is still focused on business-to-consumer (B2C) context. Even though there is a growing literature on SMM in business-to-business (B2B) context, and its importance is realized, understanding of this important area in B2B is still limited (Itani et al., 2017; Salo, 2017; Siamagka et al., 2015), and argued to be in the embryonic stage and further research is called for (Wiersema, 2013). The purpose of this study is, therefore, to empirically investigate how SMM impacts SMEs performance in B2B marketing by taking into account their organizational competence and marketing orientation responsiveness. Moreover, the research also aims to test the model in B2C SME context to develop an understanding of the differences between B2C and B2B markets and whether the same model can work for both contexts.

4.2. RESEARCH DESIGN

In purpose to present the data that collected from the survey and so awarding the results, a quantitative research was applied to test the proposed hypotheses. Quantitative research is

defined as "*the numerical representation and manipulation of observations for the purpose of describing and explaining the phenomena that those observations reflect*" (Babbie, 1992, P. 405). The quantitative approach is important in this kind of research to enable researchers gather mass information from respondents to answer questions on relationships within measurable variables with an intention to explain, predict and control a phenomenon (Leedy 1993). The author applied the theory-then-research strategy that proposes hypotheses testing approach to research. It formulates the hypotheses from theory (e.g. I/O and RBV) and then uses the gathered data to examine them. This approach implicates developing and testing a theoretical model, creating hypotheses that reflect the relationships between its constructs, designing research measurable variables to investigate the model, testing the hypotheses using the gathered data, and enhancing the model in accordance to its associated theories (Reynolds, 1979). The key advantage of this strategy is to allow researchers testing the hypotheses and rely on objective measurement scales (or gathered data) to support the findings (Lundberg & Young, 2005).

4.3. DATA COLLECTION

The research applied cross-sectional survey targeting SMEs in B2B context while welcoming other respondents' categories in term of size (large enterprises) and context (B2C). Accordingly, a survey method was considered to get the best valid and reliable results. The survey technique defined by Jackson (2008, p: 17) as "*questioning the individuals on a topic or topics and describing their responses*". The surveying methods have been recognized for today's technologically-savvy online world to be one of the most popular approaches since they enable collecting a large amount of data in an economical way from a considerable population (Saunders, 2009). Also, they have been accepted as a widespread strategy that generally used for business and management researches to answer questions such as what, where, who, how many, and how much (Saunders, 2009).

4.3.1. Instrument Development

Since, SM is such a spacious topic of continuous evolution phenomena, the logic of the questionnaire was formed to simplify a method of reaching, targeting and surveying effectively SMEs in B2B context where data is gathered from a great range of 35 diverse

industrial sectors. A questionnaire is defined by Malhorta (2010, P. 334) as "*a formalized set of questions to get information from respondents*". Accordingly, an online questionnaire via "Google Form" was created into different five languages in purpose to gather universal perspective within business settings incorporated multiple questions that assessing SM usage. Only through appropriate language, respondents could fully understand what is asked for and answer it appropriately. Complying with the respondents' minimal expectations, the survey is having an understandable limited vocabulary with short sentences, simple punctuation and exhibiting, positive instructions, and a guidance cover letter for orientation purpose.

The five different languages were translated from English into Arabic, French, Spanish and Turkish to cover the ever possible minimum responses' number globally in a shorter period of time (four months). *Forward and back-translation* methodology was implemented globally by different native volunteer interpreters from different business sectors (Appendixes "B", "C", "D", "E", and "F"). This gave permission to the researcher to exhibit appropriate levels of semantic and conceptual equivalence related to the measurement source language (English) and so minimize any problems that can be created by lack of normative equivalence (Brancato, 2006). Answering the survey was thus interesting journey for companies to uncover SM business role and its impact on SMEs performance.

Initially, the journey started with a short greeting message containing an invitation link to an online survey website highlighted with a brief statement about the topic (Appendix "A"). After, the directed respondents toward the questionnaire were instructed with a cover letter of how to use it, in what aim it was created, and who is being targeted in this survey. Later, the survey requested individuals to provide general business description about their organizations including business region, industrial categories and characteristics (Moody, 2013) and organization size "*in term of the number of employees*". Then, a control check question was added to obtain higher quality data and nominate related responses from those who don't usually use SM in their business activities. The participants who use SM in their business activities and decided to complete the journey were requested to give their opinions to questions that assessing their frequency of using their favorite SM categories and then specify to which functions or properties their businesses are mostly benefiting. These questions were asked with a five-point Likert scale (ranging from "*(1) Never*" to "*(5) Always*") to business

representatives regardless of their business role level to choose all the most suitable and possible answers that apply a relativeness to their SM usage.

Additionally, in order to explain the extent of implementing SMM by firms, the businesses' customer relationship, marketing, and branding activities were measured. Likewise, with a view to enlighten SMEs SM usage during a specific task or within a professional business transaction process, the respondents were asked to indicate their level of agreement describing their firm with several statements that are measuring the proposed antecedents of the model including organizational readiness as an internal factor and business environmental factors representing stakeholder's engagement in using SM. Furthermore, a five-point Likert scale (ranging from "*(1) strongly disagree*" to "*(5) strongly agree*") was used to differentiate items semantics for each of the organizational performance outcomes (sales, customer relationship management and, brand).

Finally, demographical questions were also involved in the survey indicating primary served customer (B2B or B2C) markets, respondents' current position held, gender, age, experience with the company, experience in the industry, education level, and the modality of reaching the questionnaire. All the materials of the data collection procedure were produced in an enjoyable manner with different five languages that drive respondents to participate interestingly to uncover SM business role and its impact on SMEs performance.

4.3.2. Questionnaire Measurements

The questionnaire comprises of five parts, firstly, the cover letter where the author introduces the topic to participants by providing information including privacy framework, name of the institution and supervision contact email. Second, a part that contains questions to measure organization characteristics (e.g. context, size, location and sector). Following with ranking questions that put the most known SM channels in comparison while measuring SM functions that benefiting businesses. Then, the conceptual model's eight constructs' questions which have been analyzed considering the SMM notion, its antecedents, and consequences. All scales evaluated by five-point Likert format, where the anchor of "5" refers to "Strongly Agree" and "1" refers to "Strongly Disagree".

The Organizational Outcome Performance was measured based on studies in literature with thirteen items since it has three dimensions (sales performance, CRM performance, brand performance). The Sales Performance construct was adopted from Rodrigues et al (2012)'s study with four items. The CRM Performance construct that has four items were adopted from Tajudeen et al. (2017)'s study. Then, the Brand Performance construct has five items, two items representing Brand Image were adopted from Siamagka et al (2015), and the other three items standing for Brand Awareness were adopted from Wang et al (2016). On the other edge, four antecedent constructs with twenty-five items were introduced to represent at first Organizational Competence with three items that were adopted from Guesalage (2015). The Market-Orientation with ten items were adopted from Pelham & Wilson (1996)'s study. Six items for Customer Engagement in SM were adopted from Hollebeek et al (2014), while the same six items were modified by author to embody the Competitor Engagement in SM dimension. Finally, the SMM Implementation construct has twelve items with two dimensions. The first dimension of Marketing and Branding has seven items adopted from Tajudeen et al (2017), while the other dimension of Customer Relationship has five items which were also adopted from Tajudeen et al (2017)'s study. Table (4-1) represents the measurement questions' (items).

The final part of the survey contains of demographical questions in order to gather general information about the respondents' profile (i.e. gender, age, level of education, profession title, field experience, work experience in current company).

4.3.3. Research Population and Sampling

The target population is defined by Malhorta (2014, P. 373) as " *the collection of elements or objects that possess the information the researcher is seeking*". Since this study involving a large population of SMEs worldwide, a sample of the population's subgroup was a viable option to gather a piece of mean information representing the targeted population. Due to the small budget, short available time, expected large population size and descriptive nature of measurement constraints, "a non-profitable convenience sampling technique" was applied for this study. The convenience sampling technique is identified by Sekaran (2003, P. 276) as "*the collection of information from members of the population who are conveniently available to provide it*". However, the sample size still one of the critical decisions to be taken. It is a

complex process determined based on the experience and data analysis technique as long as it varies with the money, time and personnel limitations (Malhorta, 2014). In addition, a multi-groups structural equation modeling technique will be conducted in this study to prove the proposed hypotheses. Hair et al. (2010) set the minimum sample size as (500) for a model with more than seven constructs that relay on five considerations affect the sample size decision for the SEM analysis. They are the data deviates from multivariate normality, sample-intensive estimation technique, model complexity, missing data exceeding 10 percent and average error variance of indicators. In this study, the sample size of the eight-constructs proposed model was (705) that surpassed the minimum ratio stated by Hair et al. (2010) of the variables' observations number (5:1) and was more than the accepted ratio (10:1) which will be discussed minutely in the next chapter. The usable sample size from B2B context was (384) including (288) B2B SMEs responses, while (226) responses gathered from B2C SMEs which having its place in (321) B2C sample size.

Table (4-1) Measurement Questions (items)

Variable(s)	Adopted Measurement Question(s)	Source Scale(s)	Article(s)
Social Media Technology Use: Sharing Support	□Photo sharing/storage (e.g. Flickr. Twitpic) □Video hosting/sharing/storage (i.e. Twitvid, UStream, YouTube) □Presentation sharing/storage (e.g. SlideShare) □News/live feeds (e.g. RSS) Conversation	Multi-items were aggregated to determine a single score scale	Trainor, K., Andzulis, J., Rapp, A. & Agnihotri, R., (2014), "*Social media technology usage and customer relationship performance: A capabilities-based examination of social CRM*", Journal of Business Research
Social Media Technology Use: Conversation Support	□Blogging (e.g. Blogger, WordPress, TypePad) □Instant messaging (e.g. Google Instant Messenger, ooVoo, MSN, Yahoo) □Micro-blogging (e.g. Twitter, Tumblr) □Online conferencing/webinar (e.g. Adobe Connect, Go-to- Meeting, ooVoo, Yugma) □Live interactive Broadcasting (e.g. UStream.tv)		
Social Media Technology Use: Relationship Support	□Social and professional network presence (e.g. FaceBook, LinkedIn, MySpace, Ning) □ Social analytics (Omniture, sproutsocial, SAS, IBM Analytics) □ Social collaboration (e.g. Chatter, hootsuite, Groupsite)		
Social Media Technology Use: Usage Intensity	Please choose the number that best describes the intensity of your company's social media usage in Business!	Single-item scale from 0-10)	Guesalaga, R., (2016), "*The Use of Social Media in Sales: Individual and Organizational Antecedent, and The Role of Customer Engagement in Social Media*", Industrial Marketing Management

Table (4-1) (Continued) Measurement Questions (items)

Variable(s)	Adopted Measurement Question(s)	Source Scale(s)	Article(s)
Organization Readiness: Organizational Competence	₁My organization makes productive use of social media ₂Our sales organization is innovative and forward-thinking when it comes to adopting productivity-enhancing technology ₃My organization's senior leadership is knowledgeable about social media	7-point Likert scale, (strongly disagree to strongly agree)	Guesalaga, R., (2016), "*The Use of Social Media in Sales: Individual and Organizational Antecedent, and The Role of Customer Engagement in Social Media*", Industrial Marketing Management
Organization Readiness: Marketing Orientation	₁All our functions (not just marketing and sales) are responsive to serving target markets ₂All our functions are integrated in serving target markets ₃Our firm's strategy for competitive advantage is based on a thorough understanding of our customer needs ₄All our managers understand how the entire business can contribute to creating customer value ₅Information on customers, marketing success, and marketing failures is communicated across the firm ₆If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately ₇Our firm's market strategies are to a great extent driven by our understanding of possibilities for creating value for customers ₈Our firm responds quickly to negative customer satisfaction wherever it may occur in the organization ₉Senior managers frequently discuss competitive strengths and weaknesses ₁₀We frequently leverage targeted opportunities to take advantage of competitor's	7-point Likert scale, (strongly disagree to strongly agree)	Pelham, A. M. & Wilson, D. T., (1996), "*A Longitudinal Study of the Impact of Market Structure, Firm Structure, Strategy and Market Orientation Culture on Dimensions of Small-Firm Performance*", Journal of Academy of Marketing Science

Table (4-1) (Continued) Measurement Questions (items)

Variable(s)	Adopted Measurement Question(s)	Source Scale(s)	Article(s)
Social Media Usage Engagement: Customer Engagement	**Cognitive:** $_1$Our customers spend time thinking about their social media strategy in business **Cognitive:** $_2$Our customers have a strong interest to learn more about social media usage in business **Affection:** $_3$Our customers feel very positive when using social media in business **Affection:** $_4$Our customers are proud to use social media in business **Activation:** $_5$Our customers are actively using social media in business **Activation:** $_6$Our customers are preferring to use social media in Business rather than other marketing tools	3-items, 7-point Likert scale, (strongly disagree to strongly agree)	Hollebeek, L. D., Glynn, M. S. & Brodie, R. J., (2014), "*Consumer Brand Engagement in Social Media: Conceptualization, Scale Development and Validation*", Journal of Interactive Marketing
Social Media Usage Engagement: Competitor Engagement (Adopted from Customer Engagement)	**Cognitive:** $_1$Our competitors spend time thinking about their social media strategy in business **Cognitive:** $_2$Our competitors have a strong interest to learn more about social media usage in business **Affection:** $_3$Our competitors feel very positive when using social media in business **Affection:** $_4$Our competitors are proud to use social media in business **Activation:** $_5$Our competitors are actively using social media in business **Activation:** $_6$Our competitors are preferring to use social media in Business rather than other marketing tools		

Table (4-1) (Continued) Measurement Questions (items)

Variable(s)	Adopted Measurement Question(s)	Source Scale(s)	Article(s)
Implementing Social Media Usage: Marketing & Branding	₁Social media is used to search for general information ₂Social media is used to search for customer information ₃Social media is used for branding ₄Social media is used for advertising and promotion of company's product and services ₅Social media is used for conducting marketing research ₆Social Media is used for selling product/Service (Added) ₇Social media is used for getting referrals (Word-of-Mouth via likes, shares, and followers in Facebook, Twitter, etc.)	5-points Likert scale, (strongly disagree to strongly agree)	Tajudeen, F. P., Jaafar, N. I. & Ainin, S., (2017), "*Understanding the impact of social media usage among organizations*", Information Technology
Implementing Social Media Usage: Customer Relationship	₁Social media is used to develop customer relations ₂Social media is used to communicate with customers ₃Social media is used for customer service activities ₄Social media is used to receive customers' feedbacks (on firms, products or services) ₅Social media is used to reach new customers		
Organizational Outcomes: Sales Performance	₁Compared to last year, our productivity per salesperson has increased ₂Compared to last year, our average account billing (or average purchase per customer) has increased ₃In terms of revenue, how well is your sales organization currently performing compared to last year? ₄Compared to last year, quota achievement for our sales force has increased	8-point scale Likert scale, (strongly disagree to strongly agree)	Rodriguez, M., Peterson, R. M. & Krishnan, V., (2012), "*Social Media's Influence on Business-To-Business Sales Performance*", Journal of Personal Selling and Sales Management

Table (4-1) Continued to Measurement Questions (items)

Variable(s)	Adopted Measurement Question(s)	Source Scale(s)	Article(s)
Organizational Outcomes: Customer Relationship & Service Performance	₁Enhanced customer service ₂Increased customer loyalty and retention ₃Positive referrals (Word-of Mouth) ₄Improved customer relationship	5-point Likert scale, (strongly disagree to strongly agree)	Tajudeen, F. P., Jaafar, N. I. & Ainin, S., (2017), "*Understanding the impact of social media usage among organizations*", Information Technology
Organizational Outcomes: Brand Performance (Image)	₁Companies who use social media have a better image than those who do not ₂Companies who use social media are better regarded by customers	7-point Likert scale, (strongly disagree to strongly agree)	Siamagka, N. T., Christodoulides, G., Michaelidou, N. & Valvi, A., (2015), "*Determinants of social media adoption by B2B organizations*", Industrial Marketing Management
Organizational Outcomes: Brand Performance (Awareness)	₁The name of this brand is well known among potential customers ₂Our company is a leading brand in the market ₃Our brand is often at the top of the minds of the potential customer firms when they think of our product category	7-point Likert scale, (strongly disagree to strongly agree)	Wang, Y., Hsiao, S. H., Yang, Z. & Hajli, N. (2016), "*The impact of sellers' social influence on the co-creation of innovation with customers and brand awareness in online communities*", Industrial Marketing Management

5. FINDINGS

After collecting the responses, multiple preliminary analyses of all items were conducted included analyzing of skewness, kurtosis, mean, and standard deviation values to ensure that all the constructs had an acceptable psychometric property. Then, exploratory factor analyses were carried out on testing construct validity. The two-step approach of Anderson and Gerbing's (1988) was followed to assess the theoretical model by confirming the fits of the basic measurement models and also the fits of the structural models which presented separately. Accordingly, the fits of basic (hypothesized) measurement models are confirmed by confirmatory factor analyses (CFA). Then, the fits of structural models are established by structural equation modeling (SEM) techniques. Lastly, the collected data were analyzed statistically using SPSS 23.0 and AMOS 23.0 statistical packet programs.

5.1. DATA SCREENING

In this study, Confirmatory Factor Analysis (CFA), Structural Equation Modeling (SEM), and Multi-Group Structural Equation Modeling were applied in order to test the hypothesized (measurement) model. Preliminary data analysis was implemented including several descriptive statistics (e.g. respondents' demographics, frequencies, percentages, means and so on) in order to screen missing data, univariate and multivariate outliers, and normality using SPSS 23 software. Finally, CFA, SEM and Multigroup SEM analyses were conducted to test the model. For this study, 922 responses were collected globally comprising of 217 responses of those who don't implement SMM in their business transactions and another 705 responses of active SMM users. 384 answers were gathered from B2B market while the remaining 321 were collected from B2C market. The usable sample size that belong to B2B SMEs was 288 while it was 226 responses for B2C SMEs group.

5.1.1. Missing Value Analysis

The possibility of not recording respondents' answers or providing ambiguous responses by questionnaire takers would generate values of unknown variables because of the missing responses (Malhotra & Birks, 2008). Nonrandom missing data practically impact the reduction of the sample size available for analysis which could process from a substantive

perspective biased results (Hair et al., 2010). Fortunately, there were no missing values recognized during data gathering. All the related questions of reflective constructs (measuring a Five-Point Likert scale ranging from "*(1) strongly disagree*" to "*(5) strongly agree*") were mandatory within the questionnaire structure that wouldn't give permission for respondents to proceed forward before give an answer. In parallel, the other expected missing data which mostly generated either from the rating or the multi-choice questions. (5-Point Likert scales for platform usage measurement ranging from "*(1) Never*" to "*(5) Always*", or Multi-Point Scale Matrix for SM functionality measurement) were recognized and replaced with "*(1) Never*" and "*(0) Unchecked*" respectively.

5.1.2. Control Check Question

In purpose to obtain higher quality data and nominate related responses in accordance with those who usually use SM in their business activities, a control question was added at the initial stage of the questionnaire. Once respondents are chosen not to use SM in their business activities, they will be directed to the final phase of demographic questions bypassing the topic's related questions in the questionnaire while remain the targeted segment respondents to answer accurately this study's question. Accordingly, the number of respondents who chosen not to use SM in their business activities were 217 responses (80 B2C and 137 B2B) where their data were eliminated from this study.

5.1.3. Descriptive Statistics

Due to the frequency measurements included in the survey, descriptive statistics were used to describe the special features of the data in a study. They provide simple summaries and displays the number of observations into distinct categories for each distribution of the sample and the respondent profile. Tables of means or frequency percentages with simple different graphics analysis formed practically the basis of each data's quantitative analysis. In this study, it is used for describing the demographic characteristics of enterprises, respondents and SM usage questions in the questionnaire.

5.1.3.1. Statistics Related to Respondents

The survey respondents' sample characteristic was representing a large range of companies diverse and industries as shown in the table (5-1). Number of responses context-wise were 384 in B2B limited to 288 SMEs, while B2C context had 321 responses included 226 B2C SMEs answers. Language-wise, most of the respondent's sequences preferred to take the survey in English, French and Turkish in both B2B and B2C contexts. The most active regions worldwide were "Europe" and "Middle East and North Africa" while the rest of the regions including "Africa", "Australia and Oceania", "Central and South Asia", "West, Central and South Asia", "East Asia", "North America" and "Russia" showed an accepted and interesting potential to take the survey journey.

The respondents' firm size in terms of number of employees were mostly small-sized enterprises whereas the number of responses by medium and large firm were statistically accepted. "Service Businesses" and "Media Advertising, Printing, & Publishing" sectors occupied the largest respondent area for B2B SMEs and "Non-Durable Consumer Goods" segment was mostly belonging to B2C SMEs, while "High-Tech Industries" presented the biggest percentage for both contexts. The respondents' gender majority was male aged between 26 to 55 years old and they were mostly high-educated holding master's or bachelor's degree.

Due to the quality of this type of research objectives that aims to test the relationship between implementing SMM and the organizational performance which rely on creativity in using such new business model based on their mutual needs to meet the continuously progressing market, most of the respondents were professional executives who have at most 20 years of experience in field or maximum 10 years in their last company at the best case scenario. They were reached to the questionnaire mostly online through SM channels, while the rest had the opportunity to answer the survey either via Email Invitations or as referral of their contacts who already took the endeavor and shared their opinions earlier.

Table (5-1) Respondent Profile

MEASUREMENT SCALES		B2B	B2C	B2B SMEs	B2C SMEs
Context					
Number of Responses	**Total**	384	321	288	226
Language					
Arabic		12.2%	14.3%	9.7%	17.3%
English		31.0%	26.8%	32.6%	22.6%
French		26.6%	20.6%	24.3%	18.6%
Spanish		4.4%	4.0%	5.2%	5.3%
Turkish		25.8%	34.3%	28.1%	36.3%
	Total	100.0%	100.0%	99.9%	100.1%
Regions (Countries Group List)					
Africa		2.1%	2.8%	2.8%	3.5%
Australia and Oceania		1.3%	0.6%	1.4%	0.9%
Central and South America		7.8%	4.0%	9.0%	3.1%
West, Central and South Asia		3.4%	2.2%	3.1%	1.8%
East Asia		3.9%	3.1%	4.2%	2.7%
Europe		26.8%	24.0%	24.0%	20.4%
Middle East and North Africa		48.2%	58.6%	48.6%	63.3%
North America		6.3%	4.4%	6.6%	4.0%
Russia		0.3%	0.3%	0.3%	0.4%
	Total	100.1%	100.0%	100.0%	100.1%
Firm Size (In term of number of employee)					
Small		56.0%	51.4%	74.7%	73.0%
Medium		19.0%	19.0%	25.3%	27.0%
Large		25.0%	29.6%	0.0%	0.0%
	Total	100.0%	100.0%	100.0%	100.0%
Sector					
Space & Defense		0.8%	0.9%	1.0%	0.9%
Automotive		3.9%	2.2%	2.4%	1.8%
Banking		2.1%	3.4%	0.7%	1.8%

Table (5-1) Respondent Profile

MEASUREMENT SCALES	B2B	B2C	B2B SMEs	B2C SMEs
Sector (Continued)				
Beverages, Foodstuffs & Tobacco	3.9%	6.9%	3.8%	7.1%
Capital Equipment	3.1%	0.6%	3.1%	0.4%
Chemicals, Plastics & Rubber	3.4%	2.2%	2.4%	2.2%
Construction & Building	5.2%	4.4%	4.9%	4.0%
Consumer Goods: Durables	2.1%	4.7%	2.1%	4.4%
Consumer Goods: Non-Durable	1.3%	11.5%	0.7%	11.9%
Containers, Packaging, & Glass	0.5%	0.6%	0.7%	0.4%
Energy: Electricity	3.4%	2.5%	3.1%	2.2%
Energy: Oil & Gas	1.6%	1.9%	1.7%	0.9%
Environmental Industries	0.8%	1.6%	1.0%	2.2%
Finance	2.9%	1.9%	3.1%	1.3%
Insurance	0.5%	0.9%	0.3%	1.3%
Real Estate	1.6%	1.2%	1.7%	1.3%
Forest & Paper Products	0.3%	0.3%	0.3%	0.0%
Healthcare & Pharmaceuticals	1.8%	4.7%	1.4%	3.1%
High-Tech Industries	16.4%	10.9%	17.0%	13.3%
Hotels, Games & Leisure	2.3%	2.8%	1.0%	3.1%
Media: Advertising, Printing, & Publishing	10.4%	5.0%	12.2%	6.6%
Media: Broadcasting & Subscription	0.8%	0.9%	1.0%	0.9%
Media: Diversity & Production	3.6%	2.2%	4.5%	2.7%
Metals & Mining	0.3%	0.6%	0.3%	0.9%
Retail	0.8%	3.7%	1.0%	3.5%
Wholesale	2.3%	1.9%	2.4%	1.8%
Services: Business	14.6%	7.8%	18.1%	9.7%
Services: Consumer	2.6%	4.0%	2.8%	4.9%
Sovereignty & Public Finance	1.0%	1.2%	0.7%	0.4%
Telecommunications	3.1%	3.4%	1.7%	1.3%
Transportation: Cargo	0.8%	0.9%	0.7%	1.3%
Transportation: Consumer	0.5%	1.2%	0.3%	1.3%

Table (5-1) Respondent Profile

MEASUREMENT SCALES		B2B	B2C	B2B SMEs	B2C SMEs
Sector (Continued)					
Facilities: Electrical		0.5%	0.6%	0.7%	0.4%
Facilities: Oil & Gas		0.5%	0.0%	0.3%	0.0%
Facilities: Water		0.3%	0.3%	0.3%	0.4%
	Total	100.0%	99.8%	99.4%	99.7%
Respondent Age					
25 and less		6.3%	5.3%	16.3%	15.9%
26-35		5.2%	3.7%	37.5%	36.3%
36-45		36.2%	40.8%	27.8%	30.5%
46-55		45.8%	43.0%	12.5%	12.4%
56 and higher		6.5%	7.2%	5.9%	4.9%
	Total	100.0%	100.0%	100.0%	100.0%
Respondent Gender					
Male		71.9%	71.7%	72.6%	73.5%
Female		25.3%	26.8%	25.0%	25.2%
Prefer not to say		2.9%	1.6%	2.4%	1.3%
	Total	100.1%	100.1%	100.0%	100.0%
Respondent Education Level					
High school graduate		6.3%	5.3%	6.9%	6.6%
Associate degree		5.2%	3.7%	5.6%	4.0%
Bachelor’s degree		36.2%	40.8%	37.2%	41.2%
Master’s degree		45.8%	43.0%	43.4%	40.7%
Doctoral degree or higher		6.5%	7.2%	6.9%	7.5%
	Total	100.0%	100.0%	100.0%	100.0%
Respondent Profession Level					
Higher managerial, administrative or professional		33.1%	26.2%	38.5%	16.7%
Intermediate managerial, administrative or professional		20.3%	23.7%	18.1%	27.1%
Supervisory, clerical, junior administrative or professional		41.7%	44.9%	37.8%	53.1%
Skilled manual workers and foremen		4.9%	5.3%	5.6%	3.1%
	Total	100.0%	100.1%	100.0%	100.0%

Table (5-1) Respondent Profile

MEASUREMENT SCALES		B2B	B2C	B2B SMEs	B2C SMEs
Respondent Industrial Experience					
5 and less		37.5%	39.3%	34.0%	37.6%
5-10		22.7%	18.1%	23.3%	19.0%
11-15		15.9%	19.3%	17.4%	20.8%
16-20		11.2%	10.6%	11.1%	10.2%
21-25		6.5%	5.6%	6.9%	6.6%
26-30		4.2%	4.0%	4.9%	3.1%
31-35		1.0%	2.2%	1.4%	2.2%
36-40		0.8%	0.9%	0.7%	0.4%
41-45		0.0%	0.0%	0.0%	0.0%
45 and higher		0.3%	0.0%	0.3%	0.0%
	Total	100.1%	100.0%	100.0%	99.9%
Respondent Current Company Experience					
5 and less		74.7%	68.5%	73.3%	66.8%
5-10		15.4%	15.0%	16.0%	16.8%
11-15		5.7%	8.7%	6.6%	9.7%
16-20		2.3%	4.0%	2.4%	3.5%
21-25		0.8%	1.9%	1.0%	2.7%
26-30		1.0%	1.2%	0.7%	0.4%
31-35		0.0%	0.6%	0.0%	0.0%
36-40		0.0%	0.0%	0.0%	0.0%
41-45		0.0%	0.0%	0.0%	0.0%
45 and higher		0.0%	0.0%	0.0%	0.0%
		99.9%	99.9%	100.0%	99.9%
Source To Access The Survey					
Referrals		6.0%	6.2%	6.0%	6.2%
Survey Email Invitation		13.8%	11.2%	13.8%	11.2%
Social Media Channels		80.2%	82.6%	80.2%	82.6%
	Total	100.0%	100.0%	100.0%	100.0%

5.1.3.2. Statistics Related to Social Media Usage

Following Trainor et al. (2014), an index of assessing which SM function is mostly used by businesses was developed. The multiple-check measurement question contains twelve items that represent the SM three technological supports categories including sharing support, conversation support, and relationship support. The outcome statistics frequency of the SM technology functions were analyzed in accordance with the respondents' industrial sector.

In B2B SMEs group, the most interested three industrial sectors in using SM were "business services", "high-tech industries", and "media advertisement, printing and publishing" respectively. They exhibited the highest intensity of using SM technology in their business activities. The sequence of the function's usage was, "social and professional network presence", "photo sharing", "video sharing", "presentation sharing", "instant messaging", "blogging", "micro-blogging", "online webinar conferencing", "news and live feeds conversations", "social analytics" and "social collaboration" respectively as shown in Figure (5-1).

In B2C SMEs group, the most interested industrial sectors in using SM were "healthcare and pharmaceuticals", "non-durable consumer goods industry", "wholesale", "hotels, games and leisure", and "beverage, food stuffs and tobacco" who showed the highest intensity of using SM technology in their business activities. The most used functions sequence was, "social and professional network presence", "photo sharing", "video sharing", "instant messaging" and "blogging" respectively shown in Figure (5-2).

Comparatively, respondents of B2B SMEs were more active in using SM since their accumulated usage intensity sectors-wise reached maximum to %92 while B2C SMEs accumulated usage intensity reached to %56. Additionally, B2C SMEs shows wider range diversity of sectors who were interested in using SM in their business activities more than B2B SMEs.

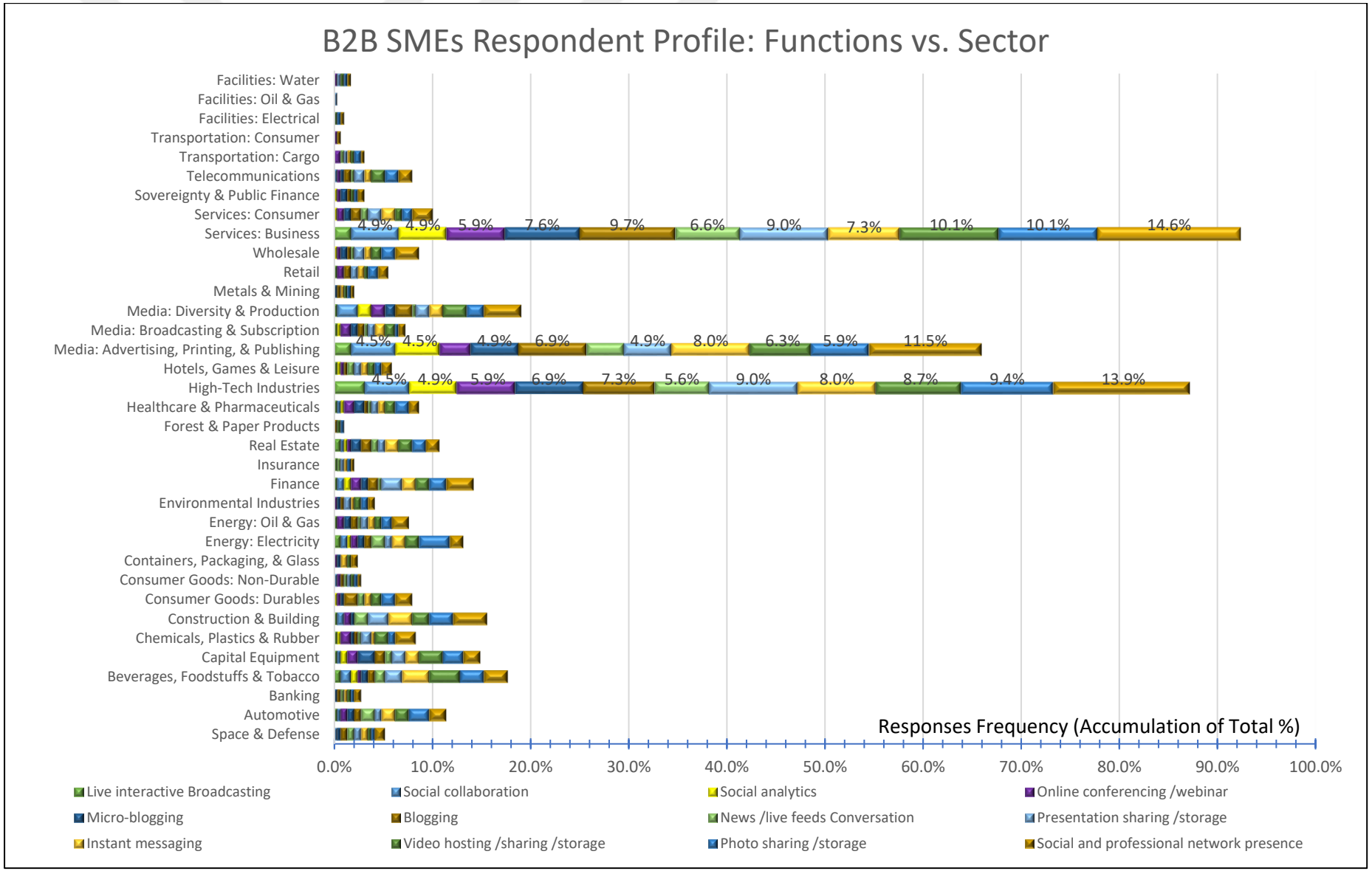


Figure (5-1) B2B SMEs Respondent Profile: Functions vs. Sector (Appendix "G")

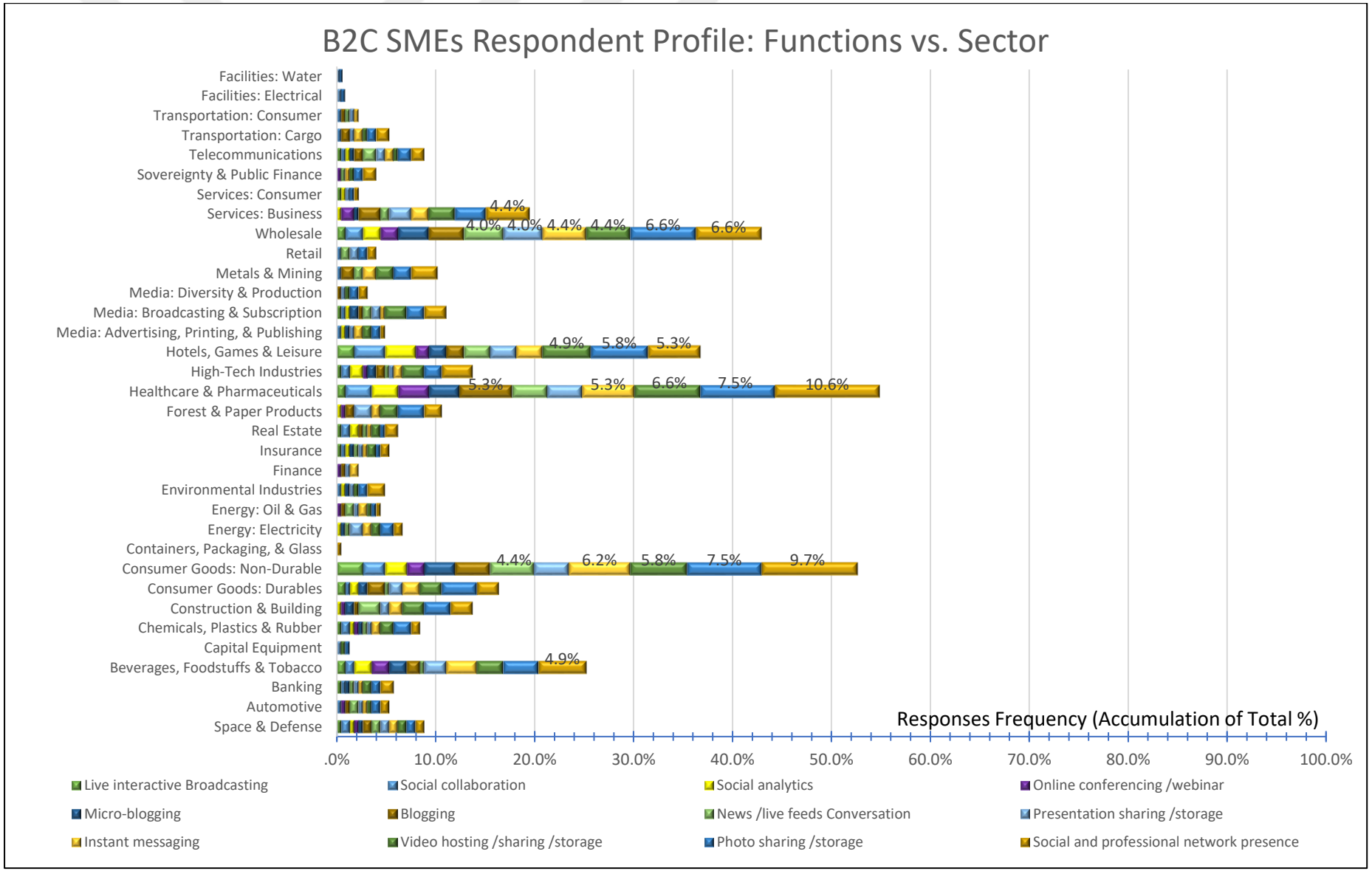


Figure (5-2) B2C SMEs Respondent Profile: Functions vs. Sector (Appendix "H")

Also, respondents were presented with a list of the most twenty-one known SM technologies and were asked to indicate if their organizations are using these technologies by choosing and ranking each used channel. The items were evaluated by five-point Likert format, where the anchor of "5" refers to "Always" and "1" refers to "Never". The marked items were combined to determine an average score that captures how many different SM technologies are used by each organization. The resulting scores were treated as a frequency statistical measures in the research and were analyzed accordingly among the global regions where the survey respondent businesses are located in.

In B2B SMEs group, eight SM technologies were the most used channels including LinkedIn, Facebook, Skype, YouTube, WhatsApp, Twitter, Instagram and Google+ respectively as shown in Figure (5-3). The sequence of the most active businesses regions in using these channels were "Australia and Oceania", "East Asia", "West, Central and South Asia", "Central and South America ", "Africa", "Middle East and North Africa", "Europe", "Russia" and "North America". In B2C SMEs group, the sequence of the most actively used six SM channels were Facebook, Instagram, WhatsApp, LinkedIn, YouTube and Twitter respectively. Moreover, "North America", "Australia and Oceania", "Africa", "Central and South America", "Middle East, North Africa", "West, Central and South Asia", "Europe", "Russia" and "East Asia" respectively, as shown in the Figure (5-4), was the rank of the most B2C SMEs active regions in using SM technology.

In comparison, although of the presence of some common channels that used with high intensity by both B2B SMEs and B2C SMEs, still some differences are recognized and to be taken into the consideration. LinkedIn usage was much higher used by B2B SMEs specially in "East Asia", "West, Central and South Asia" and "Australia and Oceania", while "North America", "Europe" and "Middle East and North Africa" were the regions of its most active SMEs user in B2C context. Facebook usage remains ranking equally for both sides where "Australia and Oceania", is the biggest B2B fans and "North America" in B2C context. The time that Instagram was used mostly and effectively by B2C SMEs in "North America" and "Central and South America", Skype kept occupying much better usage level in "West, Central and South Asia", "Australia and Oceania" and "East Asia" by B2B SMEs. Whereas YouTube hired mostly in "Australia and Oceania", "East Asia" and "West, Central and South

Asia" for B2B SMEs, and for B2C SMEs in "Australia and Oceania", "Africa" and "North America". Additionally, Twitter employed nearly with the same importance in slightly higher difference for B2B SMEs in "West, Central and South Asia", "Middle East and North Africa", and "Australia and Oceania", while "Europe" and "North America" were presenting B2C SMEs. Last and not least, WhatsApp was one of the most popular SM channels in "Australia and Oceania", "Africa" and "West, Central and South Asia" for B2C SMEs, while B2B SMEs kept using it with less importance in "Central and South America", "East Asia" and "West, Central and South Asia".

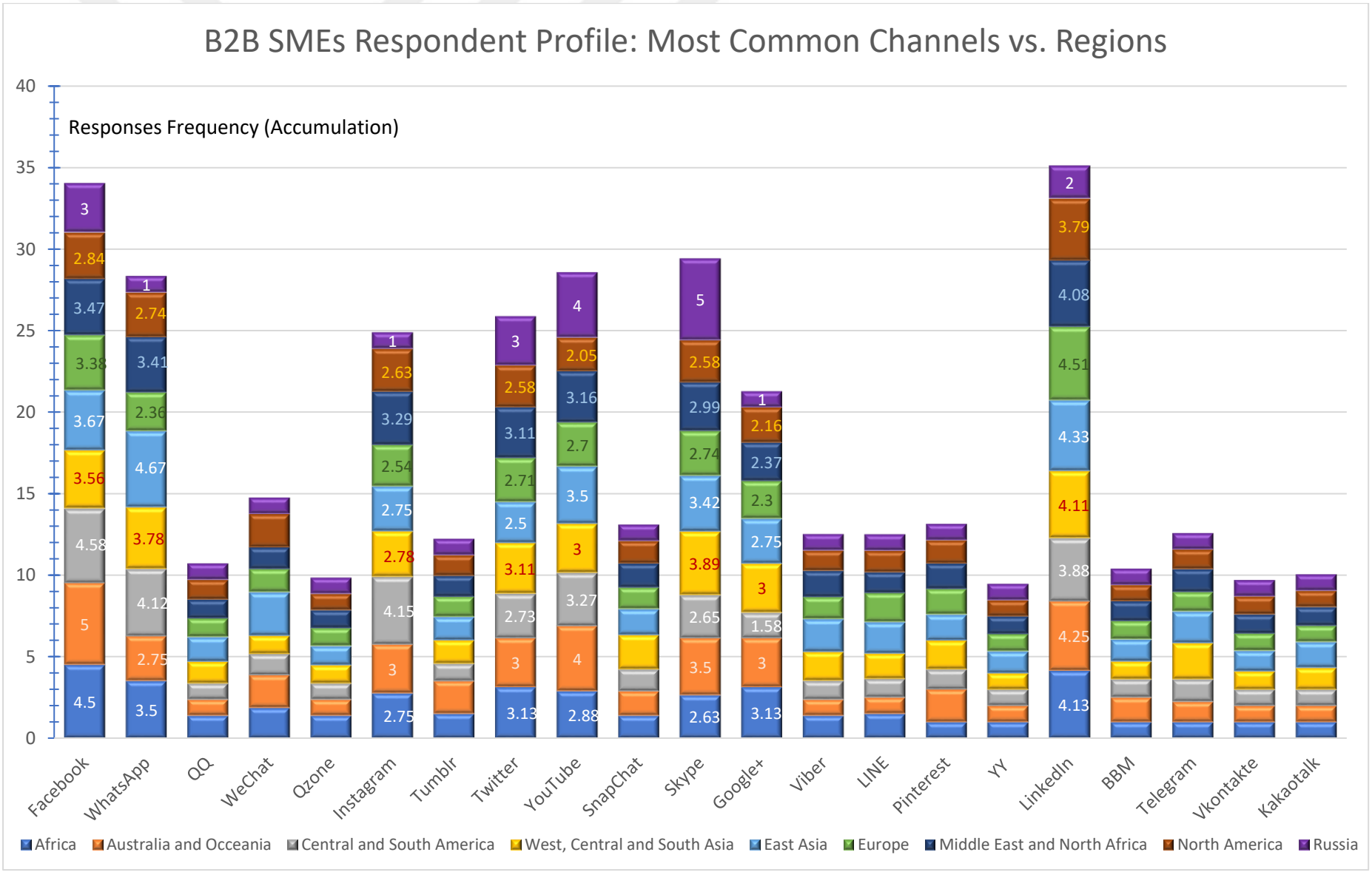


Figure (5-3) B2B SMEs Respondent Profile: Most Common Channels vs. Regions (Appendix "I")

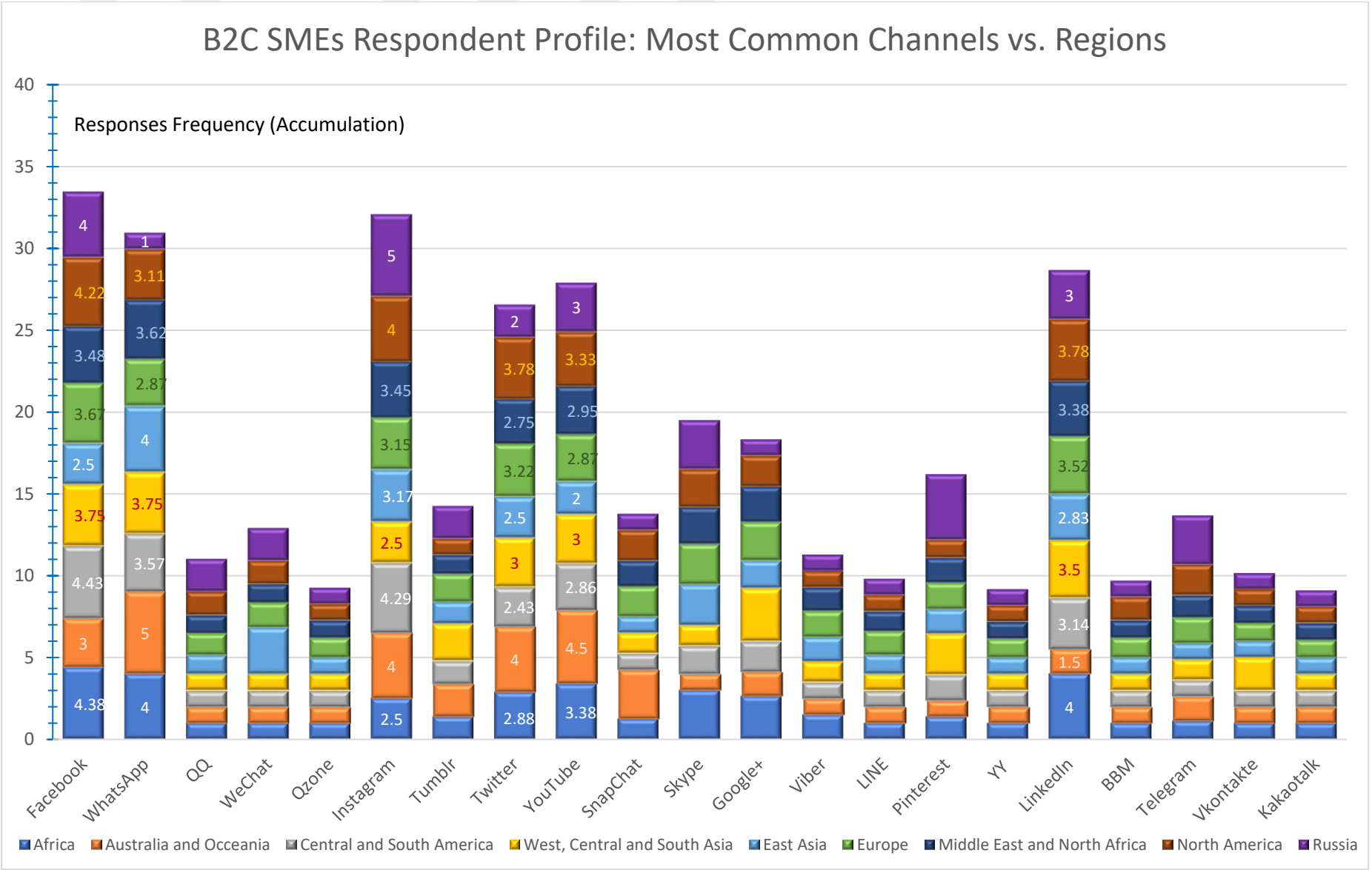


Figure (5-4) B2C SMEs Respondent Profile: Most Common Channels vs. Regions (Appendix "J")

Moreover, the study took into the consideration to gather the latest stats that measuring the adoption of famous twenty-two SM channels in both the industrial and consumer marketplaces. The most popular SM channel was varying by the market type in the level of usage as presented in Figure (5-5). In the B2B SMEs, the highest sequence of the usage intensity was LinkedIn, Facebook, WhatsApp, Instagram, YouTube, Skype, Twitter, Google+, Pinterest, Viber, WeChat, SnapChat, LINE, Telegram, Tumblr, BBM, QQ, Qzone, Vkontakte, Kakaotalk then YY respectively. In contrast, the highest usage intensity recognized by B2C SMEs was Facebook, WhatsApp, LinkedIn, Instagram, YouTube, Twitter, Skype, Google+, SnapChat, Pinterest, Viber, LINE, Telegram, Tumblr, WeChat, BBM, QQ, Vkontakte, Kakaotalk, Qzone then YY respectively. In between the two contexts, it was recognized that LinkedIn, YouTube, Skype, Twitter, Line and Wechat usage intensity respectively was higher in B2B context than B2C. Whereas, Facebook, WhatsApp, Instagram, WeChat, and SnapChat usage intensity was higher in B2C SMEs than B2B SMEs as shown in Figure (5-5).

When innovations are benefiting their adopters (Abrahamson & Rosenkopf, 1993), businesses are working frequently on adopting innovation strategy to gain competitive advantages or capabilities among their rivals. The implementation of SMM, therefore, has a continuous nature in the sense that the extent of its adoption across business processes is changeable with time in terms of benefits and development. Harmoniously with this perspective, SM usage intensity in business transactions is conducted in a dual dimension. They are: the industrial sector where SM is adopted; and the degree of implementing SMM within a specific business process area (Wu et al., 2003). Previous studies analyzed business adoption of innovations either in terms of information technology like top management support, the catalyzing role of operational crises and information, or organizational structures. Otherwise, in terms of marketing trend like capability, organization driven factors of being left behind, costs reduction or increasing their benefits. In this study, the statistics of SM usage intensity was also analyzed in terms of two demographical factors which are the age ranges and gender type in both the industrial and consumer marketplaces as presented in Figures (5-6) & (5-7). The results were indicating that all age ranges were concerned to implement SMM within their business activities with no statistical differences in younger ages than elders, neither females are more concerned than male within the two B2B SMEs and B2C SMEs.

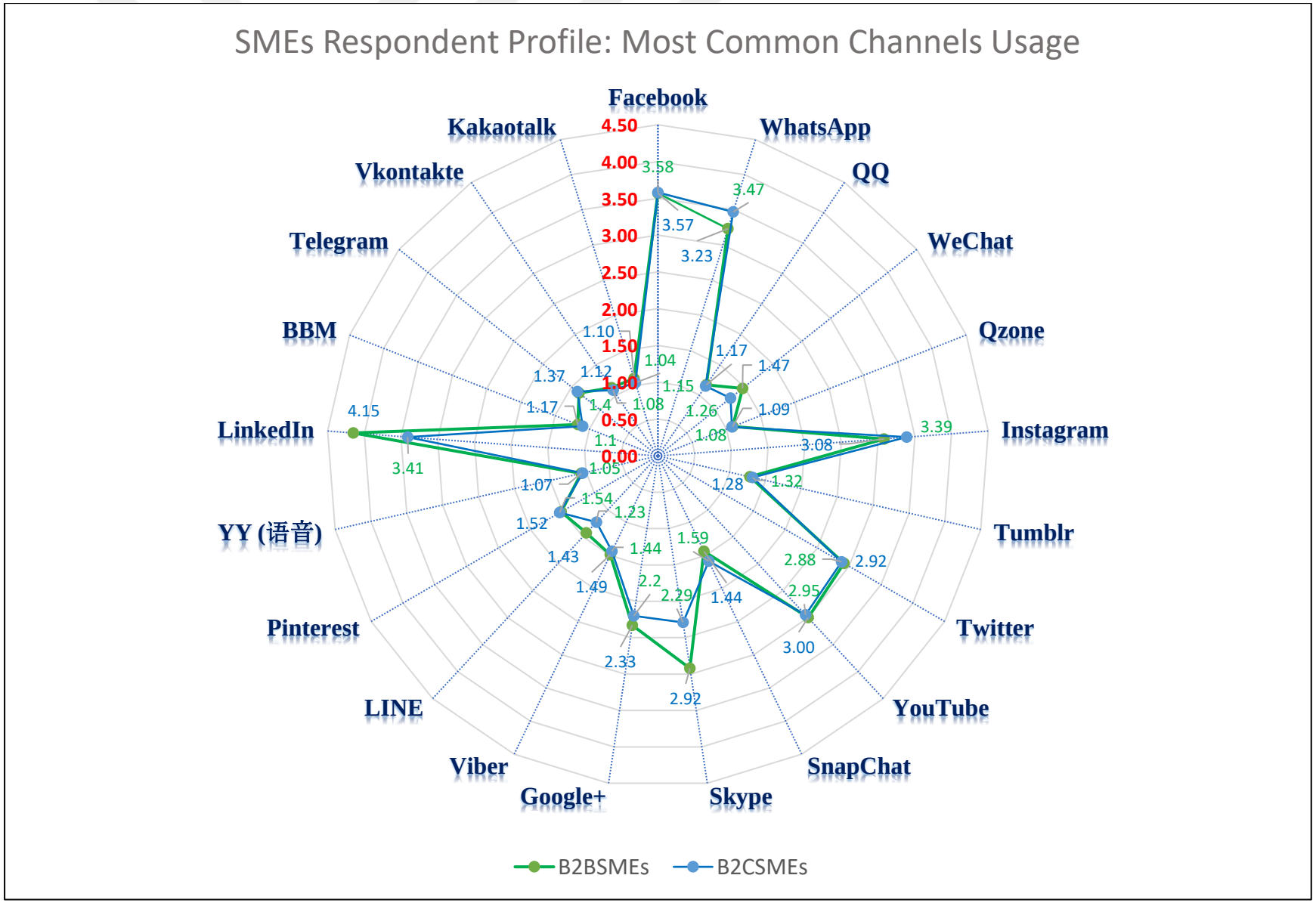


Figure (5-5) SMEs Respondent Profile: Most Common Channels Usage (Appendix "K")

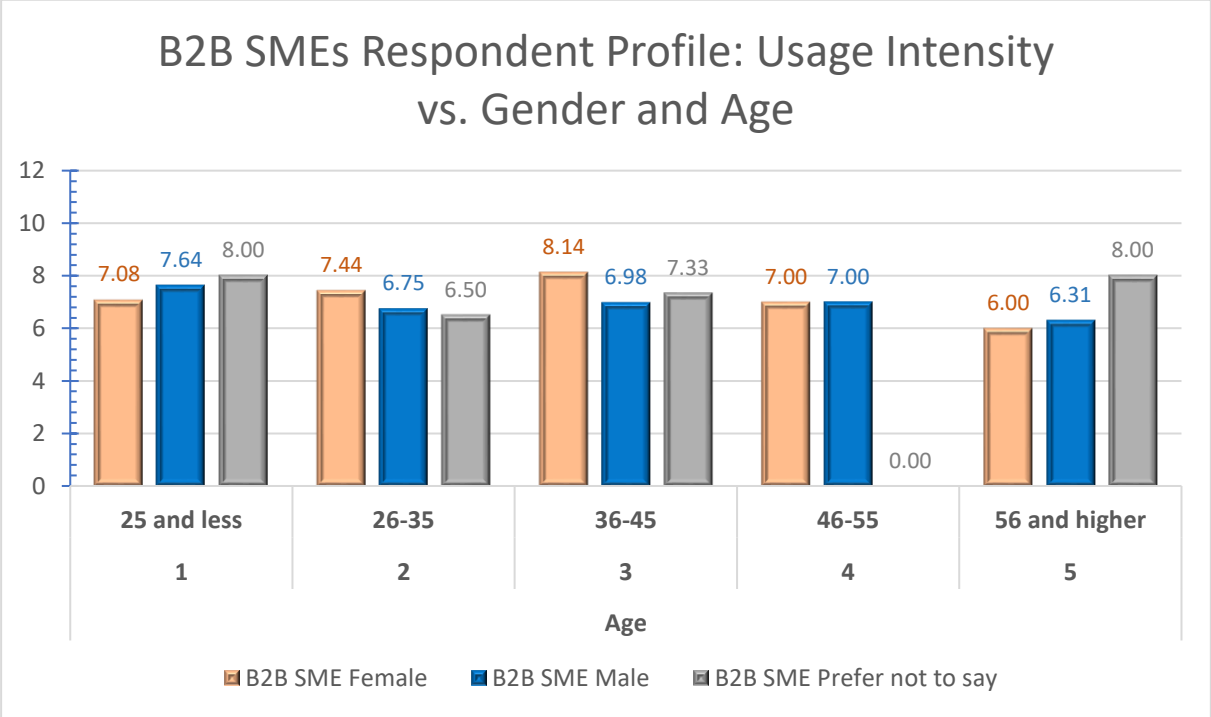


Figure (5-6) Respondent Profile: Usage Intensity vs. Gender and Age (Appendix "L")

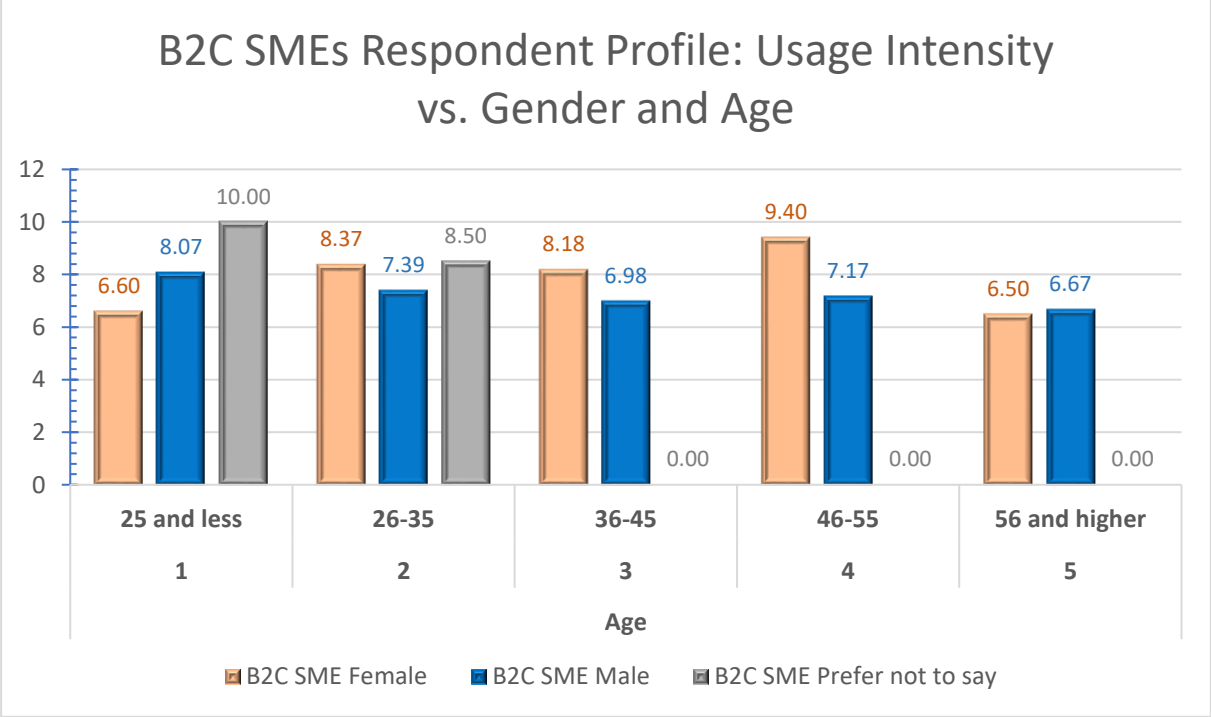


Figure (5-7) Respondent Profile: Usage Intensity vs. Gender and Age (Appendix "L")

5.1.3.3. Comparison Statistics for The Model's Observed Items

In purpose to find statistically differences between B2B SMEs and B2C SMEs groups, an independent-sample *t-test* were conducted to compare between observed items means as presented in Table (5-2). The results indicated that there are two significantly difference between B2B SMEs and B2C SMEs in terms of implementing SMM in their marketing and CRM activities. Also, it can be noticed from the descriptive statistics in Table (5-3) that the B2B SMEs and B2C SMEs groups observed items' distribution were adequately normal where the cut-off values of the Skewness are less than "*3*" absolute value, while Kurtosis values are less than "*10*" absolute value (Kline, 2011).

The B2B SMEs group (N=288) was associated with SMM implementation for "customer service activities" M= 3.63 (SD=1.276) and for "receiving customers' feedback" M=3.56 (SD=1.267). By comparison, the B2C SMEs group (N=226) was associated with a slightly larger SMM implementation for "customer service activities" M= 3.86 (SD=1.138) and for "receiving customers' feedback" M=3.82 (SD=1.220). The independent samples t-test indicated that B2B SMEs and B2C SMEs were associated with statistically meaningfully different means of SMM implementation for "customer service activities" t(503.621)= -2.155, P=0.032, and for "receiving customers' feedback" t(512)= -2.383, P=0.018. In addition, the tested assumptions for homogeneity via Levene's F test indicated that the group variances are unequal in the population for "customer service activities", F(503.621)=8.577, P=0.004, while it was satisfied for "receiving customers' feedback" F(512)=1.867, P=0.172.

Regardless the firm size, the independent-sample t-test indicated that the B2C context M=3.98 (SD=1.135) is more likely to "communicate with customers" by implementing SMM t(703)= -2.455, p=0.14 than B2B marketplace M=3.77 (SD=1.184). The homogeneity of variance Levene's F test was satisfied F(703)= 3.227, P= 0.073. This may be accepted as a prove that SMEs are still not implementing completely successful SMM to "communicate with customers". Also, It has been noticed that implementing SMM has no influential effects on SMEs presentation as "a leading brand" as much as it is on the large firms. The B2C context M= 3.71 (SD=1.201) was more slightly presenting themselves as "a leading brand" than B2B context M= 3.53 (SD= 1.189), where t(703)= -1.987, P= 0.047 and the Levene's F test homogeneity of variance F(703)= 0.014, P= 0.904. Thus, larger firms are more likely to try

building “brand awareness” by entering an electronic marketplace, while SMEs may try to move directly into selling (Bridges et al., 2005).

Table (5-2) Comparison Statistics for Model Observed Items (Independent-sample *t-test*)

Construct(s)/Item(s)	B2B SME Mean	B2C SME Mean	F	P-Value	t-Value	P-Value	B2B Mean	B2C Mean	F	P-Value	t-Value	P-Value
SMM Implementation												
In our organization, SM is used for branding	4.13	4.09	0.035	0.852	0.349	0.727	4.05	4.08	0.297	0.586	-0.363	0.717
In our organization, SM is used for advertising and promotion of company's product and services	4.22	4.21	0.710	0.400	0.125	0.901	4.13	4.17	0.808	0.639	-0.510	0.610
In our organization SM is used for conducting marketing research	3.83	3.75	1.722	0.190	0.758	0.449	3.71	3.72	0.110	0.740	-0.198	0.843
In our organization, SM is used for selling Product(s) and/or Service(s)	3.79	3.95	0.056	0.813	-1.456	0.146	3.67	3.85	0.289	0.591	-1.952	0.051
In our organization, SM is used for getting referrals	3.88	3.87	0.693	0.406	0.063	0.950	3.77	3.85	0.694	0.405	-0.882	0.378
In our organization, SM is used to develop customer relationship	3.92	3.96	0.002	0.966	-0.455	0.649	3.79	3.94	2.799	0.095	-1.734	0.083
In our organization, SM is used to communicate with customers	3.89	4.01	1.232	0.267	-1.261	0.208	3.77	3.98	3.227	0.073	-2.455	0.014
In our organization, SM is used for customer service activities	3.63	3.86	8.577	0.004	-2.155	0.032	3.51	3.83	12.088	0.001	-3.472	0.001
In our organization, SM is used to receive customers' feedbacks	3.56	3.82	1.867	0.172	-2.383	0.018	3.44	3.80	8.355	0.004	-3.809	0.000
In our organization, SM is used to reach new customers	4.11	4.11	0.005	0.945	0.093	0.926	3.96	4.03	0.233	0.629	-0.857	0.392
Sales Performance												
Our productivity per salesperson has increased	3.46	3.50	0.570	0.451	-0.438	0.662	3.37	3.42	0.100	0.752	-0.614	0.540

Table (5-2) Comparison Statistics for Model Observed Items (Independent-sample *t-test*)

Construct(s)/Item(s)	B2B SME Mean	B2C SME Mean	F	P-Value	t-Value	P-Value	B2B Mean	B2C Mean	F	P-Value	t-Value	P-Value
Our average account billing has increased (or average purchase per customer)	3.41	3.52	0.036	0.849	-1.128	0.260	3.35	3.43	0.006	0.939	-0.613	0.300
Our sales revenue has increased	3.56	3.68	0..063	0.802	-1.236	0.217	3.48	3.61	0.097	0.756	-1.490	0.137
Quota achievement for our sales force has increased	3.47	3.58	2.364	0.125	-1.110	0.268	3.38	3.51	1.199	0.274	-1.586	0.113
CRM Performance												
Our customer service has enhanced	3.67	3.78	2.343	0.126	-1.195	0.233	3.62	3.73	0.774	0.379	-1.241	0.215
Our customer loyalty and retention has increased	3.61	3.73	4.394	0.037	-1.252	0.211	3.54	3.70	0.342	0.559	-1.951	0.052
Positive referrals WOM for our firm has increased	3.81	3.90	1.810	0.179	-1.038	0.300	3.69	3.83	0.783	0.376	-1.694	0.091
Our customer relationship has improved	3.82	3.88	3.074	0.080	-0.683	0.495	3.72	3.82	0.599	0.439	-1.148	0.251
Brand Performance												
Our brand has a better image than competitors	3.72	3.83	0.749	0.387	-1.235	0.217	3.68	3.82	0.878	0.349	-1.729	0.084
The name of our brand is well known among potential customers	3.83	3.82	0.674	0.412	0.120	0.904	3.80	3.84	1.424	0.233	-0.538	0.591
Our company is a leading brand in the market	3.46	3.58	0.003	0.955	-1.095	0.274	3.53	3.71	0.014	0.904	-1.987	0.047
Our brand is often at the top of the minds of the potential customer firms when they think of our product category	3.53	3.60	0.208	0.649	-0.674	0.500	3.58	3.69	0.264	0.607	-1.191	0.233

5.2. DATA ANALYSIS

In this sections, two-step structural equation modeling process was used to sum up the results obtained from the responses that gathered from the survey Hair et al. (2010, P. 634) defined Structural Equation Modeling as "*the process that enables the researcher to simultaneously examine a series of interrelated dependence relationships among the measured variables and latent constructs*". Moreover, Hair et al. (2010) suggests six main steps to perform structural equation modeling analyses: Firstly, defining the individual constructs; secondly, develop and specify the measurement model; thirdly, designing a study to produce empirical results; fourthly, assessing the measurement model validity; fifthly, specify the Structural model; sixthly, assessing structural model validity. Thus, the analysis began with the preliminary analysis of all item's analysis of skewness, kurtosis, mean and standard deviation values. Then, exploratory factor analyses were conducted to define and test the construct validity. Followed with Anderson and Gerbing's (1988) two-step approach to assess the theoretical model of this study.

The assessments of the SME performance in the contexts B2B and B2C of this measurement models are presented separately since this study proposes the model of the impact of SM implementation on SME B2B marketing. Accordingly, the fits of basic measurement models are confirmed by confirmatory factor analyses (CFA). Subsequently, the fits of structural models are confirmed by structural equation modeling (SEM). Lastly, examining the collected data into the previous analysis phases were achieved by using SPSS 23.0 and AMOS 23.0 statistical packet programs.

5.2.1. Preliminary Analysis

The distribution of the items, Means, Standard Deviations, Skewness and Kurtosis values of all utilized items in the questionnaire are presented in table (5-3). The Skewness and Kurtosis cut-off values are used to determine the existence of any normal distribution problem in the raw data where, accordingly, the normal distribution of the data can be recognized (Kline, 2011). The cut-off values of the Skewness should not be over ("*3*" absolute value) while Kurtosis should not pass ("*10*" absolute value). With reference to the descriptive statistics in table (5-3), the Mean values of all items range (3.38 ~ 4.11), Standard Deviation values range

(0.965 ~ 1.248), Skewness values range (-1.041 ~ -0.247), and finally Kurtosis values range (-0.743 ~ 0.678). Also, there are no more items were eliminated in this phase since all the presented indicators are in the satisfactory ranges. Therefore, there is no normal distribution problem was noticed that belong to the raw data by the mentioned indicators.

Table (5-3) Descriptive Statistics

	Construct/Item	Mean	SD	Skewness	Kurtosis
Organizational Competence					
orcp1	Our organization makes productive use of social media	3.73	1.078	-0.455	-0.568
orcp2	Our sales organization is innovative and forward-thinking when it comes to adopting the productivity-enhancing technology	3.68	1.143	-0.462	-0.743
orcp3	Our organization's senior leadership is knowledgeable about social media	3.91	1.108	-0.787	-0.207
Market Orientation					
mo1	All our organization's functions (not just marketing and sales) are responsive to serving target markets	3.94	1.016	-0.753	-0.015
mo2	All our organization’s functions are integrated into serving target markets	3.87	1.027	-0.660	-0.203
mo3	We frequently leverage targeted opportunities to take advantage of competitor’s weaknesses	3.72	1.085	-0.560	-0.367
mo4	Our organization’s strategy for competitive advantage is based on a thorough understanding of our customer needs	4.11	0.965	-0.860	-0.031
mo5	All our managers understand how the entire business can contribute to creating customer value	4.02	0.999	-0.802	-0.056
mo6	Information on customers, marketing success, and marketing failures are communicated across the organization	3.80	1.088	-0.646	-0.358
mo7	If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately	3.67	1.173	-0.624	-0.442
mo8	Our organization’s market strategies are to a great extent driven by our understanding of possibilities for creating value for customers	3.97	1.023	-0.817	0.139
mo9	Our organization responds quickly to negative customer satisfaction wherever it may occur in the organizations	4.08	1.008	-0.910	0.067
mo10	Senior managers frequently discuss competitive strengths and weaknesses	3.91	1.074	-0.808	-0.002
Customer Engagement					
csegcg1	Our customers spend time thinking about their social media strategy in business	3.38	1.120	-0.247	-0.606
csegcg2	Our customers have a strong interest to learn more about social media usage in business	3.54	1.098	-0.358	-0.556
csegaf1	Our Customers feel very positive when using social media in business	3.61	1.074	-0.324	-0.570
csegaf2	Our customers are proud to use social media in business	3.54	1.091	-0.363	-0.495
csegac1	Our customers are actively using social media in business	3.62	1.051	-0.389	-0.471

Table (5-3) Descriptive Statistics (Continued)

	Construct/Item	Mean	SD	Skewness	Kurtosis
Customer Engagement (Continued)					
csegac2	Our customers are preferring to use social media in Business rather than other marketing tools	3.65	1.054	-0.409	0.092
Competitor Engagement					
cpegcg1	Our Competitors spend time thinking about their social media strategy in business	3.57	1.044	-0.334	-0.408
cpegcg2	Our Competitors have a strong interest to learn more about social media usage in business	3.65	1.054	-0.409	-0.487
cpegaf1	Our Competitors feel very positive when using social media in business	3.67	1.024	-0.367	-0.450
cpegaf2	Our Competitors are proud to use social media in business	3.62	1.035	-0.323	-0.511
cpegac1	Our Competitors are actively using social media in business	3.71	1.024	-0.499	-0.305
cpegac2	Our Competitors are preferring to use social media in Business rather than other marketing tools	3.43	1.119	-0.261	-0.584
Social Media Implementation					
smimb1	In our organization, Social Media is used to search for general information				
smimb2	In our organization, Social Media is used to search for customer information				
smimb3	In our organization, Social Media is used for branding	4.07	1.052	-1.041	0.441
smimb4	In our organization, Social Media is used for advertising and promotion of company's product and services	4.15	0.999	-1.103	0.678
smimb5	In our organization Social Media is used for conducting marketing research	3.71	1.136	-0.606	-0.385
smimb6	In our organization, Social Media is used for selling Product(s) and/or Service(s)	3.75	1.248	-0.755	-0.418
smimb7	In our organization, Social Media is used for getting referrals	3.80	1.225	-0.797	-0.374
smicr1	In our organization, Social Media is used to develop customer relationship	3.86	1.115	-0.784	-0.144
smicr2	In our organization, Social Media is used to communicate with customers	3.86	1.166	-0.855	-0.065
smicr3	In our organization, Social Media is used for customer service activities	3.65	1.242	-0.671	-0.502
smicr4	In our organization, Social Media is used to receive customers' feedbacks	3.60	1.272	-0.583	-0.699
smicr5	In our organization, Social Media is used to reach new customers	4.00	1.092	-1.016	0.335
Sales Performance					
ocsp1	Our productivity per salesperson has increased	3.40	1.104	-0.341	-0.475
ocsp2	Our average account billing has increased	3.39	1.105	-0.356	-0.480
ocsp3	Our sales revenue has increased	3.54	1.116	-0.451	-0.499
ocsp4	Quota achievement for our sales force has increased	3.44	1.113	-0.356	-0.452

Table (5-3) Descriptive Statistics (Continued)

	Construct/Item	Mean	SD	Skewness	Kurtosis
Customer Relationship Management Performance					
ocrp1	Our customer service has enhanced	3.67	1.103	-0.613	-0.248
ocrp2	Our customer loyalty and retention has increased	3.61	1.096	-0.499	-0.360
ocrp3	Positive referrals (Word-of-Mouth) for our firm has increased	3.76	1.087	-0.695	-0.110
ocrp4	Our customer relationship has improved	3.77	1.099	-0.735	-0.054
Brand Performance					
ocbi1	Our brand has a better image than competitors	3.75	1.053	-0.499	-0.411
ocbi2	Our company is better regarded by customers	3.77	1.036	-0.637	-0.090
ocba1	The name of our brand is well known among potential customers	3.82	1.087	-0.737	-0.070
ocba2	Our company is a leading brand in the market	3.62	1.197	-0.516	-0.599
ocba3	Our brand is often at the top of the minds of the potential customer firms when they think of our product category	3.63	1.158	-0.545	-0.532

5.2.2. Test of Measurement Model

After the research identifies the measurement model with the specified scale items, all the identified latent constructs and the measured indicator variables (items) will be assigned to latent constructs. Three types of relationships are recognized, between indicators and constructs, structural relationships between constructs, and correlational relationships between constructs, while another two types of error terms were noticed, one related to individual indicators and the other to endogenous constructs to be measured. First, the measurement will include a confirmatory factor analysis to assess the contribution of each scale item as well as incorporate "*how well the scale measures the concept (reliability)*". Then, the scales will be integrated into *"the estimation of the relationships between dependent and independent variables"* in the structural model (Hair et al., 2010).

5.2.2.1. Explanatory Factor Analysis (EFA)

EFA is the method of grouping variables together based on strong correlations with purposes of either data summarization to simplify the complex structures of the variables considering them under general and comprehensible concepts, and for data reduction to reduce number of the observed variables under a smaller number of dimensions in terms of statistical indication and theoretical logic (Hair et al., 2010). In order to achieve higher quality EFA some important indicators such as minimum factor loadings, Kaiser-Meyer-Olkin (KMO) sampling adequacy value and Barlett's test of sphericity value must be indicated. Construct validity was tested using SPSS version 23.0 in two phases, once including antecedent variables with confounding variable and another with the consequence variables. This is to investigate the complex relationships among all available constructs' variables and to achieve the required conditions in best shape. EFA was conducted using Principal Component Analysis extraction method with Varimax rotation method to ensure loading the observed variables together with the best shape, correlating them adequately, and so meeting the criteria of reliability and validity. Tables (5-4a) & (5-4b) below addresses the results for the final depicted eight-factor model.

5.2.2.1.1. Sample Size

Commonly, the number of the observations shouldn't be fewer than 50 for a sample size larger than 100 , the minimum ratio as many observations of the variables number is 5:1, and for more accepted ratio is 10:1 (Hair et al., 2010). Table (5-4) below is summarizing number of responses that were grouped in term of business context and organization size.

Table (5-4) Sample Size Ratio

Groups	**Variables no.**	**Observations (Responses)**		**Min. observation no.**	**More accepted observation no.**
		Min.	**Obtained**	**(5:1)=225**	**(10:1)=450**
All	45	100	705	✓	
B2B	45	100	384	✓	
B2C	45	100	321	✓	
B2B SME	45	100	288	✓	
B2B LE	45	100	96	×	
B2C SME	45	100	226	✓	
B2C LE	45	100	95	×	

5.2.2.1.2. Measure Of Sampling Adequacy (MSA)

The threshold value is set (min. 0.50) to test the required minimum level of sample. In this study the sample exceedingly surpassed the required value at (phase 1: KMO =0.957 & phase 2: KMO =0.943) (Hair et al., 2010). This measurement can be explained as meritorious since (KMO=0.80 or above); while it would be explained as middling if (KMO =0.70 or above); mediocre if (KMO =0.60 or above); miserable if (KMO =0.50 or above); and when (KMO below 0.50) considered to be unacceptable (Hair et al., 2010; Kaiser, 1970, 1974). Barlett's test of sphericity measures the adequacy of the correlation level between variables at the expected significance value ($p<0.05$) (Hair et al., 2010).

With reference to the EFA results tables (5-5a) & (5-5b), the significance level of this study also surpassed the expected level ($p<0.001$). Moreover, Factor loading explains the correlation between observed variable and its factor. The higher factor loading is the better in terms of explained variance. The minimum acceptable levels are ±30 to ±40 while more than ±50 can be explained as satisfied measurement (Hair et al., 2010). With reference to the EFA results tables (5-5a) & (5-5b), the factor loadings of this study for both phases ranged between (0.565~0.812) and (0.608~0.894) respectively.

Additionally, Item total correlation (ITC) describes the correlation level between item and scale as a whole (r=0.50 or above). However, level of this value (r =0.30 or greater) is acceptable too (Ferketich, 1990; Field, 2005; Knapp & Brown, 1995; Nunnally & Bernstein, 1994). The minimum level of ITC for both phases of this study is considered sufficient (r=0.448) and (r=0.733) respectively tables (5-4a) & (5-4b). Additionally, the reproduced matrix for both phases had 74 (14%) and 9 (%13%) respectively for nonredundant residuals (greater than 0.05), further confirming the adequacy of the variables and eight-factors model.

5.2.2.1.3. Validity Measurement

Afterward, EFA was run to test construct validity. Employing the latent root criterion with a cutoff value of (1.0) for the eigenvalue would retain the number of the retained factors. Therefore, Principal Component Analysis extraction method was applied to determine the number of factors that retain for examination and possible rotation. Also, the most suitable factor rotation for this study, Varimax method, which is one of the orthogonal rotation methods to reduce the columns of the factor matrix (Hair et al., 2010). Accordingly, the number of factors for both phases were chosen as (5) and (3) to be extracted (min=1.001~max=14.184) and (min=0.612~max=8.056) respectively. The factors demonstrate sufficient convergent validity, as their loadings were all above the recommended (minimum threshold of 0.350) for a samples size more than 350 (n=705) (Hair et al., 2010). The factors as well show sufficient discriminant validity, as the reproduced correlation matrix shows highest correlations between the related indicators while there were no problematic cross-loadings as the highest loadings were grouped under the estimated factors.

5.2.2.1.4. Reliability Measurement

In purpose to assess EFA quality, reliability level test of all constructs were conducted. Reliability defined as "*a measure of the degree to which a set of indicators of a latent construct is internally consistent based on how highly interrelated the indicators are with each other*". Therefore, reliability level measures the internal consistency of the observed variables (items) that are represented by the same construct (Hair et al., 2010).

Cronbach's Alpha coefficient is the common method used to measure reliability. Though Cronbach (1951) suggested the internal consistency level (α =0.70 and above), other scholars (e.g. Hair &colleagues, 2010; Nunnally & Bernstein,1994) accepted the range of reliability between (α =0.60 and 0.70) under the condition of other constructs' reliability levels are at desirable levels. With reference to the EFA results tables (5-5a) & (5-5b), all construct's Cronbach's Alpha coefficients are above the mentioned cut-off value. The factors are all reflective because their indicators are highly correlated and are largely interchangeable (Jarvis et al. 2003).

Table (5-5a) Exploratory Factor Analysis Results (Phase-1)

Construct Variable	Variable/Item	Factor loadings	Corrected Item/Total Correlation	Reliability (Cronbach's Alpha > 0.7)	Specification	Variance Explained
Competence	orcp1	0.641	0.695	0.819	Reflective	%3.033
	orcp2	0.649	0.712			
	orcp3	0.636	0.662			
Marketing Orientation	mo1	0.669	0.603	0.919	Reflective	%9.469
	mo2	0.666	0.625			
	mo3	0.661	0.521			
	mo4	0.794	0.679			
	mo5	0.748	0.637			
	mo6	0.722	0.619			
	mo7	0.678	0.542			
	mo8	0.776	0.692			
	mo9	0.668	0.540			
	mo10	0.653	0.516			
Customer Engagement	csegcg1	0.690	0.632	0.894	Reflective	%3.678
	csegcg2	0.711	0.681			
	csegaf1	0.767	0.761			
	csegaf2	0.720	0.732			
	csegac1	0.690	0.682			
Competitor Engagement	cpegcg1	0.753	0.696	0.913	Reflective	%7.180
	cpegcg2	0.733	0.677			
	cpegaf1	0.812	0.821			
	cpegaf2	0.797	0.779			
	cpegac1	0.802	0.742			
Social Media Marketing Implementation	smimb3	0.630	0.617	0.937	Reflective	%42.983
	smimb4	0.673	0.661			
	smimb5	0.565	0.488			
	smimb6	0.659	0.585			
	smimb7	0.733	0.627			
	smicr1	0.781	0.767			
	smicr2	0.802	0.752			
	smicr3	0.789	0.746			
	smicr4	0.768	0.724			
	smicr5	0.747	0.680			
Total Variance Explained						%66.343
The KMO measure of sampling adequacy= 0.957 The Barlett's test of sphericity (significance level)= 0.000 Approx. $\chi 2$ (528) = 16518.106 Extraction Method: Principal Component Analysis & Rotation Method: Varimax with Kaiser Normalization converged in 6 iterations						
Notes: **orcp**: Organizational Readiness-Competence; **mo**: Marketing Orientation; **csencg**: Customer Engagement-Cognitive; **csenaf**: Customer Engagement-Affection; **csenac**: Customer Engagement-Activation; **cpencg:** Competitor Engagement-Cognitive; **cpenaf**: Competitor Engagement-Affection; **cpenac**: Competitor Engagement-Activation; **smimb**: Social Media Implementation-Marketing & Branding; **smicr**: Social Media Implementation-Customer Relationship.						

Table (5-5b) Exploratory Factor Analysis Results (Phase-2)

Construct Variable	Variable/Item	Factor loadings	Corrected Item/Total Correlation	Reliability (Cronbach's Alpha > 0.7)	Specification	Variance Explained
Sales Performance	ocsp1	0.770	0.793	0.941	Reflective	%67.130
	ocsp2	0.831	0.871			
	ocsp3	0.806	0.851			
	ocsp4	0.815	0.879			
Customer Relationship Management Performance	ocrp1	0.674	0.804	0.935	Reflective	%10.811
	ocrp2	0.688	0.812			
	ocrp3	0.779	0.842			
	ocrp4	0.804	0.868			
Brand Performance	ocbi1	0.608	0.733	0.904	Reflective	%5.099
	ocba1	0.756	0.792			
	ocba2	0.894	0.867			
	ocba3	0.866	0.852			
Total Variance Explained						%83.040
The KMO measure of sampling adequacy= 0.943 The Barlett's test of sphericity (significance level)= 0.000 Approx. $\chi 2$ (66) = 8385.312 Extraction Method: Principal Component Analysis & Rotation Method: Varimax with Kaiser Normalization converged in 5 iterations						
Notes: **ocsp**: Outcome-Sales Performance; **ocrp**: Outcome-Customer Relationship Management; **ocbi**: Outcome-Brand Image; **ocba**: Outcome-Brand Awareness.						

5.2.2.2. Confirmatory Factor Analysis (CFA)

After conducting EFA, number of factors was recognized to best represent the data regardless the pre-established theory. Furthermore, a valid structural theory test essentially cannot be conducted with poor measures, therefore it is highly recommended testing the measurement model separately via a two-step approach. The purpose of Anderson and Gerbing's (1988) two-step approach is to test the measurement model's fit and construct validity before testing the structural model. Therefore, Confirmatory factor analysis (CFA) that is another type of construct validity test was applied to this analysis part. However, CFA analysis differs from the EFA majorly in some important portions. Briefly, EFA is more useful analysis technique for exploratory researches as it based on the internal correlations among the observed variables for data summarization and reduction to underlying some constructs, stressing the distinction between them, and so comparing internal coherency for each construct to the whole scale.

In a comparative manner, CFA is an advantageous approach that used widely for testing theories after validating the constructs with the EFA where the quality of the scales can be tested. CFA is a multivariate tool that computes a predicted covariance matrix using the equations that represent the tested theory, then compare the predicted covariance matrix to the actual covariance matrix that computed from the raw data. Hence, Hair et al. (2010) defined CFA as "*the test that enables researchers to know how well the measured variables represent the construct*" for assessing the theoretically proposed model's righteousness in practice. In another word, CFA measures the relationship between latent variables and their indicators in a model called "*Measurement Model*" (Hatcher, 1994) that creates the basis of the "Stru*ctural Model"* (Anderson & Gerbing, 1992). Indeed, CFA works on the base of the covariance among the observed variables while EFA depends on their correlations in the measurement model (Hair et al., 2010).

5.2.2.2.1. Confirmatory Factor Analysis (CFA) of Initial Model

During developing the measurement model which contains the first four stages of the Structural Equation Modeling (SEM) Analysis, AMOS (Analysis of Moment Structures) software version 23.0 was used while the results were tested by using the Maximum

Likelihood Estimation method. Despite that larger samples generally produce more stable solutions, the minimum sample size decisions suggested by Hair et al. (2010) to be made based on the model complexity and characteristics of basic measurement model Table (5-6). Hence, the minimum sample size of this study (n=705) was greatly surpassed.

Table (5-6) CFA Sample Size

Minimum Sample Size	**Construct(s) Number**
100	Models containing five or fewer constructs, each with more than three items (observed variables) and with high item communalities (0.6 or higher)
150	Models with seven constructs or less, modest communalities (0.5), and no under-identified constructs
300	Models with seven or fewer constructs, lower communalities (below 0.45), and/or multiple under-identified (fewer than three) constructs.
500	Models with large numbers of constructs, some with lower communalities, and/or having fewer than three measured items

All latent factors within the CFA should be statistically identified by at least three measured variables (items) where they should be freely loaded only on one construct. Likewise, to obtain constructs distinct from each other, all constructs should be free to correlate with the other latent variables. Then, covariances among all latent variables are drawn to observe variables that gain significant factor loading. However, this covariance relations should not consist of causal relationships among latent variables (Hatcher, 1994).

In this study, (8) constructs were proposed for the initial model, (MO) refers to Marketing Orientation, (COM) refers to Organizational Competence, (CUSEN) refers to Customer Engagement in Using Social Media, (COMEN) refers to Competitor Engagement in Using Social Media, (SMM) refers to implementing Social Media Marketing usage, (SALE) refers to Sales Performance, (CRMP) refers to Customer Relationship Management Performance and (BRAP) refers to Brand Performance Figure (5-8).

By running the CFA to perform the fourth step of the Structural Equation Model (SEM) analysis which represents "*Assessing Measurement Model Validity*", all the parameters' standard regression weights and estimates were recorded statistically significant for both contexts B2B and B2C. As well, all the values of the standardized loading estimates initially were over 0.5 tables (5-7) & (5-8), which confirm Hair et al. (2010) suggestion that indicators (items) are strongly related to their associated constructs and also an indication for construct validity when these loadings are at least 0.5 and ideally 0.7 or higher.

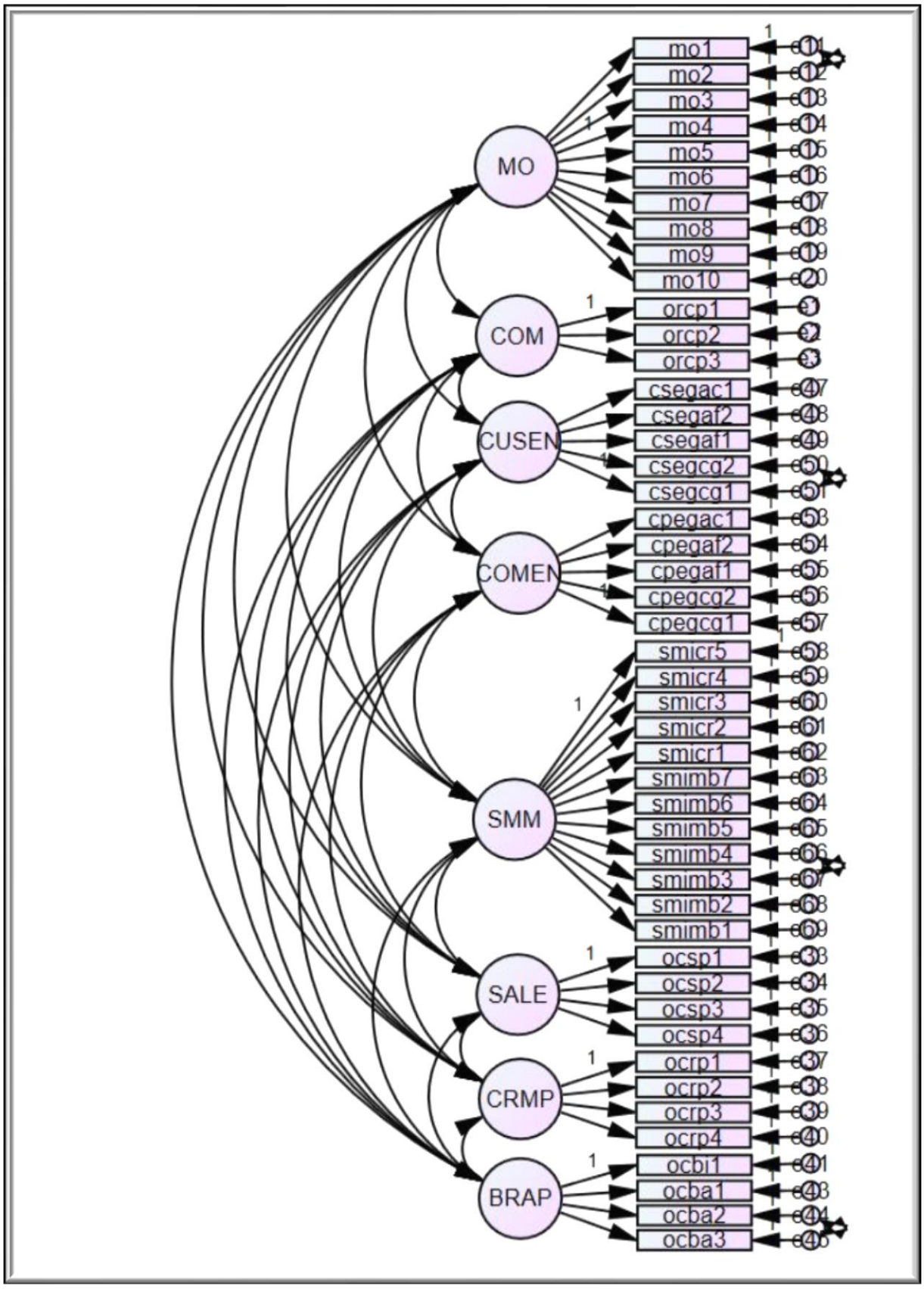


Figure (5-8) Initial Measurement Model

Table (5-7) Standardized Regression Weights (Initial Model)

Item(s)		Construct(s)	B2B Estimates (ß)	B2C Estimates (ß)
orcp1	←	**COM**	0.742	0.801
orcp2	←	**COM**	0.820	0.826
orcp3	←	**COM**	0.729	0.750
mo1	←	**MO**	0.680	0.741
mo2	←	**MO**	0.730	0.699
mo3	←	**MO**	0.661	0.693
mo4	←	**MO**	0.806	0.765
mo5	←	**MO**	0.764	0.780
mo6	←	**MO**	0.757	0.750
mo7	←	**MO**	0.643	0.734
mo8	←	**MO**	0.794	0.834
mo9	←	**MO**	0.690	0.722
mo10	←	**MO**	0.698	0.681
csegac1	←	**CUSEN**	0.818	0.796
csegaf2	←	**CUSEN**	0.848	0.864
csegaf1	←	**CUSEN**	0.860	0.847
csegcg2	←	**CUSEN**	0.718	0.752
csegcg1	←	**CUSEN**	0.688	0.657
cpegac1	←	**COMEN**	0.799	0.819
cpegaf2	←	**COMEN**	0.859	0.866
cpegaf1	←	**COMEN**	0.906	0.907
cpegcg2	←	**COMEN**	0.767	0.749
cpegcg1	←	**COMEN**	0.793	0.758

Notes: **orcp**: Organizational Readiness-Competence; **mo**: Marketing Orientation; **csencg**: Customer Engagement-Cognitive; **csenaf**: Customer Engagement-Affection; **csenac**: Customer Engagement-Activation; **cpencg:** Competitor Engagement-Cognitive; **cpenaf**: Competitor Engagement-Affection; **cpenac**: Competitor Engagement-Activation.

Table (5-7) (Continued) Standardized Regression Weights (Initial Model)

Item(s)		Construct(s)	B2B Estimates (ß)	B2C Estimates (ß)
smimb1	←	**SMM**	0.563	0.582
smimb2	←	**SMM**	0.565	0.576
smimb3	←	**SMM**	0.700	0.735
smimb4	←	**SMM**	0.701	0.748
smimb5	←	**SMM**	0.712	0.635
smimb6	←	**SMM**	0.722	0.735
smimb7	←	**SMM**	0.737	0.763
smicr1	←	**SMM**	0.867	0.842
smicr2	←	**SMM**	0.829	0.848
smicr3	←	**SMM**	0.807	0.862
smicr4	←	**SMM**	0.822	0.818
smicr5	←	**SMM**	0.782	0.804
ocsp1	←	**SALE**	0.867	0.845
ocsp2	←	**SALE**	0.893	0.913
ocsp3	←	**SALE**	0.912	0.889
ocsp4	←	**SALE**	0.925	0.919
ocrp1	←	**CRMP**	0.890	0.881
ocrp2	←	**CRMP**	0.911	0.867
ocrp3	←	**CRMP**	0.863	0.878
ocrp4	←	**CRMP**	0.881	0.898
ocbi1	←	**BRAP**	0.825	0.843
ocba1	←	**BRAP**	0.889	0.883
ocba2	←	**BRAP**	0.763	0.750
ocba3	←	**BRAP**	0.771	0.813

Notes: **smimb**: Social Media Implementation-Marketing & Branding; **smicr**: Social Media Implementation-Customer Relationship; **ocsp**: Outcome-Sales Performance; **ocrp**: Outcome-Customer Relationship Management; **ocbi**: Outcome-Brand Image; **ocba**: Outcome-Brand Awareness.

Table (5-8) Parameter Estimates (Initial Model)

B2B				Regression Weights				B2C			
Estimate (B)	**S.E.**	**C.R.**	**P**	**Item(s)**	**Construct(s)**		**Label**	**Estimate (B)**	**S.E.**	**C.R.**	**P**
1				**orcp1**	←	**COM**		1			
1.228	0.083	14.774	***	**orcp2**	←	**COM**	**par_1**	1.035	0.066	15.691	***
1.044	0.078	13.352	***	**orcp3**	←	**COM**	**par_2**	0.927	0.066	14.015	***
0.884	0.062	14.246	***	**mo1**	←	**MO**	**par_3**	1.026	0.074	13.832	***
0.939	0.060	15.608	***	**mo2**	←	**MO**	**par_4**	1.003	0.078	12.911	***
0.927	0.067	13.793	***	**mo3**	←	**MO**	**par_5**	1.014	0.079	12.810	***
1				**mo4**	←	**MO**		1			
0.973	0.059	16.569	***	**mo5**	←	**MO**	**par_6**	1.065	0.073	14.688	***
1.048	0.064	16.368	***	**mo6**	←	**MO**	**par_7**	1.117	0.080	14.031	***
1.041	0.060	17.449	***	**mo8**	←	**MO**	**par_8**	1.161	0.073	15.921	***
0.906	0.062	14.531	***	**mo9**	←	**MO**	**par_9**	0.964	0.072	13.426	***
1				**ocsp1**	←	**SALE**		1			
1.043	0.042	24.736	***	**ocsp2**	←	**SALE**	**par_10**	1.065	0.048	22.248	***
1.072	0.042	25.799	***	**ocsp3**	←	**SALE**	**par_11**	1.050	0.050	21.170	***
1.063	0.040	26.616	***	**ocsp4**	←	**SALE**	**par_12**	1.107	0.049	22.527	***
1				**ocrp1**	←	**CRMP**		1			
1.030	0.038	27.403	***	**ocrp2**	←	**CRMP**	**par_13**	0.962	0.044	21.916	***
0.952	0.039	24.237	***	**ocrp3**	←	**CRMP**	**par_14**	0.986	0.044	22.488	***
0.993	0.039	25.347	***	**ocrp4**	←	**CRMP**	**par_15**	1.008	0.043	23.595	***
1				**ocbi1**	←	**BRAP**		1			
1.103	0.056	19.863	***	**ocba1**	←	**BRAP**	**par_16**	1.093	0.055	19.705	***
1.078	0.066	16.429	***	**ocba2**	←	**BRAP**	**par_17**	0.982	0.064	15.365	***
1.045	0.063	16.689	***	**ocba3**	←	**BRAP**	**par_18**	1.046	0.060	17.385	***

Notes: **orcp**: Organizational Readiness-Competence; **mo**: Marketing Orientation; **ocsp**: Outcome-Sales Performance; **ocrp**: Outcome-Customer Relationship Management; **ocbi**: Outcome-Brand Image; **ocba**: Outcome-Brand Awareness.

Table (5-8) (Continued) Parameter Estimates (Initial Model)

B2B				Regression Weights				B2C			
Estimate (B)	**S.E.**	**C.R.**	**P**	**Item(s)**	**Construct(s)**		**Label**	**Estimate (B)**	**S.E.**	**C.R.**	**P**
1.146	0.079	14.475	***	**csegac1**	←	**CUSEN**	**par_19**	1.104	0.090	12.201	***
1.226	0.082	14.936	***	**csegaf2**	←	**CUSEN**	**par_20**	1.256	0.097	12.981	***
1.250	0.083	15.109	***	**csegaf1**	←	**CUSEN**	**par_21**	1.183	0.092	12.791	***
1.051	0.064	16.464	***	**csegcg2**	←	**CUSEN**	**par_22**	1.093	0.074	14.688	***
1				**csegcg1**	←	**CUSEN**		1			
0.992	0.057	17.326	***	**cpegac1**	←	**COMEN**	**par_23**	1.052	0.068	15.370	***
1.068	0.056	19.098	***	**cpegaf2**	←	**COMEN**	**par_24**	1.139	0.069	16.399	***
1.139	0.056	20.472	***	**cpegaf1**	←	**COMEN**	**par_25**	1.153	0.067	17.287	***
0.981	0.060	16.437	***	**cpegcg2**	←	**COMEN**	**par_26**	0.989	0.071	13.859	***
1				**cpegcg1**	←	**COMEN**		1			
1.216	0.070	17.488	***	**smicr3**	←	**SMM**	**par_37**	1.141	0.062	18.366	***
1.143	0.063	18.115	***	**smicr2**	←	**SMM**	**par_38**	1.103	0.062	17.935	***
1.152	0.060	19.219	***	**smicr1**	←	**SMM**	**par_39**	1.041	0.059	17.728	***
1.059	0.068	15.614	***	**smimb7**	←	**SMM**	**par_40**	1.061	0.069	15.459	***
1.049	0.069	15.223	***	**smimb6**	←	**SMM**	**par_41**	1.048	0.071	14.721	***
0.936	0.063	14.967	***	**smimb5**	←	**SMM**	**par_42**	0.834	0.068	12.231	***
0.809	0.055	14.682	***	**smimb4**	←	**SMM**	**par_43**	0.865	0.057	15.054	***
0.958	0.065	14.756	***	**mo10**	←	**MO**	**par_49**	0.998	0.079	12.550	***
0.862	0.059	14.639	***	**smimb3**	←	**SMM**	**par_50**	0.881	0.060	14.711	***
0.729	0.064	11.421	***	**smimb2**	←	**SMM**	**par_68**	0.827	0.076	10.884	***
0.737	0.065	11.366	***	**smimb1**	←	**SMM**	**par_69**	0.759	0.069	11.018	***
1.255	0.070	17.920	***	**smicr4**	←	**SMM**	**par_70**	1.121	0.066	17.015	***
0.982	0.074	13.339	***	**mo7**	←	**MO**	**par_71**	1.146	0.084	13.689	***
1				**smicr5**	←	**SMM**		1			

Notes: **mo**: Marketing Orientation; **csencg**: Customer Engagement-Cognitive; **csenaf**: Customer Engagement-Affection; **csenac**: Customer Engagement-Activation; **cpencg:** Competitor Engagement-Cognitive; **cpenaf**: Competitor Engagement-Affection; **cpenac**: Competitor Engagement-Activation; **smimb**: Social Media Implementation-Marketing & Branding; **smicr**: Social Media Implementation-Customer Relationship.

In purpose to assess the CFA quality, the main concept of the SEM terminology, some common fit indices are used to measure whether the model is fit. Therefore, both the overall model fit and the criteria for construct validity would examine the results of testing the measurement theory by comparing the theoretical measurement model against reality while the quality of fit would depend heavily on model characteristics, including sample size and model complexity (Hair et. al., 2010). Understanding how well the model truly is fit requires reporting multiple fit statistics including ($\chi 2$) goodness-of-fit statistic and degrees of freedom, one absolute fit index (such as the GFI or SRMR), one incremental fit index (such as the TLI or CFI), and one badness-of-fit indicator (such as the SRMR or RMSEA).

Chi-square ($\chi 2$) value "*provides a statistical test of the null hypothesis whether the model fit the data*", where the lower ($\chi 2$) values represent the better fit of the data. When p-value for Chi-square ($\chi 2$) below (0.05) it indicates that the two covariance matrices are statistically different and indicates problems with the fit to support the idea that a proposed theory fits reality. However, the statistical test or resulting p-value is less meaningful as sample sizes become large or the number of observed variables becomes large. Normed Chi-square ($\chi 2$) value is the result obtained by dividing Chi-square ($\chi 2$) value to the degrees of freedom (DF). The values lower than three for the Normed Chi-square ($\chi 2$) indicates a good fit (Hair et. al., 2010).

Comparative Fit Index (CFI) is an incremental fit index that has many desirable properties including relative insensitivity to model complexity and ranges between (0) and (1) whereas higher values above (0.90) are indicating for a model that fits well. Also, Tucker Lewis Index (TLI) is another incremental fit index that assesses how well the estimated model fits relative to some alternative baseline model by comparing the normed chi-square values for the null and specified model considering model complexity. Tucker Lewis Index (TLI) ranges from (0) to (1) and a model with a higher value suggests a better fit (Hair et. al., 2010).

Root Mean Square Error of Approximation (RMSEA) a badness-of-fit index represents "*how well a model fits a population*" and attempts to correct for the tendency of the ($\chi 2$) Goodness-Of-Fit (GOF) test statistic to reject models with a large sample or a large number of observed variables. Root Mean Square Error of Approximation (RMSEA) values can be reported between 0.03 and 0.08. Besides, Standardized Root Mean Residual (SRMR) is one more

badness-of-fit index that compare the fit across models. Lower Standardized Root Mean Residual (SRMR) values represent better fit and higher values represent worse fits while values over (0.1) suggest a problem with fit (Hair et. al., 2010).

The Chi-Square ($\chi 2$), normed Chi-Square ($\chi 2$), CFI, TLI, RMSEA, and SRMR values of the initial model were shown in the Table (5-9). The results indicated that all models (Multigroup, B2B and B2C) have a good fit (SRMR<0.1, RMSEA<0.08, CFI>0.90, TLI>0,90, and normed Chi- Square ($\chi 2$)<3).

Table (5-9) Goodness-Of-Fit Statistic (Initial Model)

Fit Measure	Good Fit	Acceptable Fit	Multigroup	B2B	B2C
$\chi 2$	$0 \leq \chi 2 \leq 2DF$	$2DF \leq \chi 2 \leq 3DF$	10805.123	2009.8	2152.9
$\chi 2$(P)	$.05 \leq p \leq 1.00$	$.01 \leq p \leq .05$	0.000	0.000	0.000
$\chi 2$/DF	$0 \leq \chi 2/DF \leq 2$	$2 \leq \chi 2/DF \leq 3$	2.157	2.006	2.149
CFI	$.97 \leq CFI \leq 1.00$	$.90 \leq CFI \leq .97$	0.920	0.929	0.909
TLI	$.95 \leq TLI \leq 1.00$	$.90 \leq TLI \leq .95$	0.914	0.924	0.902
RMSEA	$0 \leq RMSEA \leq .05$	$.05 < RMSEA \leq .08$	0.025	0.051	0.060
SRMR	$0 \leq SRMR \leq .05$	$.05 < SRMR \leq .08$	0.0482	0.0482	0.0426

Complying with Hair et al. (2010), rules of thumb 5, some minor modifications up to 20% of the CFA model were applied which including discarding some measured variables in order to increase the measurement model fit and obtain more reliable and valid results. All the modification and the obtained results were provided by AMOS version 23.0 while the final CFA model that comprising all groups of Multigroup, B2B and B2C contexts was presented in the Figure (5-9).

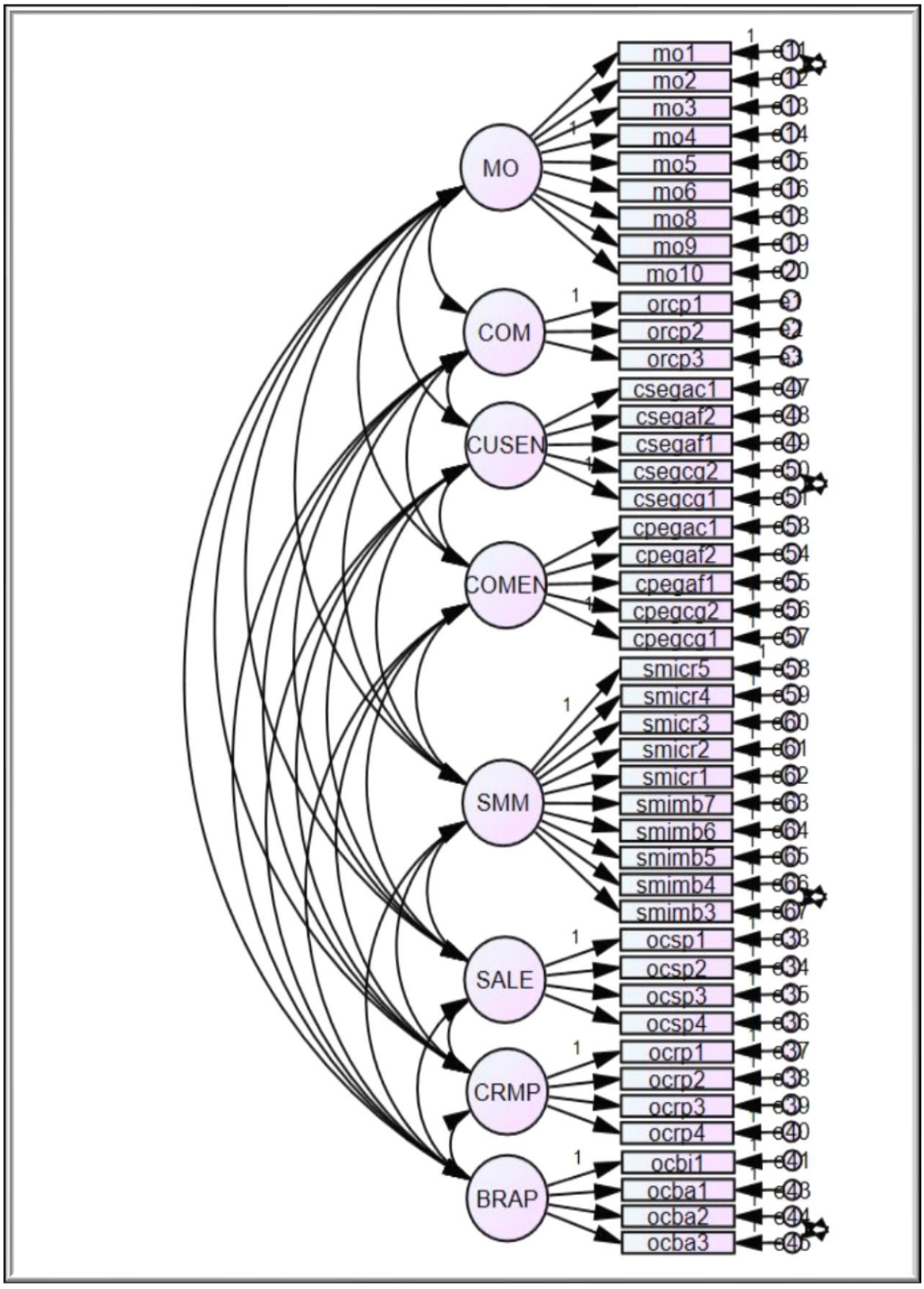


Figure (5-9) Final Measurement Model

5.2.2.2.2. Confirmatory Factor Analysis (CFA) of B2B Model

The standardized regression weights were over (0.5) indicate that items are strongly related to their associated factors of the Modified Model for B2B data as shown in the Table (5-11). As well the parameter estimates of the B2B data were significant (P-Value <0.05) which means each estimation is significantly contribute to the model see Table (5-12).

Moreover, the chi-square ($\chi 2$) value was significant $\chi 2$ (870) = 1598.839, p=0.000, indicating that the predicted relations by the model were significantly different from the relations observed in the sample. Also, the normed chi-square which is the Chi-Square ($\chi 2$) value divided by the degrees of freedom was (1.838) exhibits a reasonable fit being lower than (3) while it was used to correct the sensitivity of the sample size. Add to those incremental fit indices which include Comparative Fit index (CFI= 0.946) and Tucker-Lewis index (TLI= 0.941) indicated a good fit for the model. While both badness-fit-indices RMSEA and SRMR values presented the model well fitted.

All the GOF statistics for the Modified Model of B2B data were specified below in the Table (5-10).

Table (5-10) Goodness-Of-Fit Statistic (B2B Model)

Fit Measure	Good Fit	Acceptable Fit	B2B	Model Fit
$\chi 2$	$0 \leq \chi 2 \leq 2DF$	$2DF \leq \chi 2 \leq 3DF$	1598.839	Good
$\chi 2(P)$	$.05 \leq p \leq 1.00$	$.01 \leq p \leq .05$	0.000	Poor
$\chi 2/DF$	$0 \leq \chi 2/DF \leq 2$	$2 \leq \chi 2/DF \leq 3$	1.838	Good
CFI	$.97 \leq CFI \leq 1.00$	$.90 \leq CFI \leq .97$	0.946	Acceptable
TLI	$.95 \leq TLI \leq 1.00$	$.90 \leq TLI \leq .95$	0.941	Acceptable
RMSEA	$0 \leq RMSEA \leq .05$	$.05 < RMSEA \leq .08$	0.047	Good
SRMR	$0 \leq SRMR \leq .05$	$.05 < SRMR \leq .08$	0.046	Good

Table (5-11) Standardized Regression Weights (B2B Model)

Item(s)		Construct(s)	B2B Model Estimates (ß)
orcp1	←	**COM**	0.742
orcp2	←	**COM**	0.819
orcp3	←	**COM**	0.730
mo1	←	**MO**	0.677
mo2	←	**MO**	0.737
mo3	←	**MO**	0.653
mo4	←	**MO**	0.807
mo5	←	**MO**	0.772
mo6	←	**MO**	0.756
mo8	←	**MO**	0.792
mo9	←	**MO**	0.689
mo10	←	**MO**	0.698
csegac1	←	**CUSEN**	0.818
csegaf2	←	**CUSEN**	0.848
csegaf1	←	**CUSEN**	0.861
csegcg2	←	**CUSEN**	0.717
csegcg1	←	**CUSEN**	0.688
cpegac1	←	**COMEN**	0.799
cpegaf2	←	**COMEN**	0.859
cpegaf1	←	**COMEN**	0.906
cpegcg2	←	**COMEN**	0.767
cpegcg1	←	**COMEN**	0.793
smimb3	←	**SMM**	0.689
smimb4	←	**SMM**	0.696
smimb5	←	**SMM**	0.695
smimb6	←	**SMM**	0.716
smimb7	←	**SMM**	0.731

Notes: **orcp**: Organizational Readiness-Competence; **mo**: Marketing Orientation; **csencg**: Customer Engagement-Cognitive; **csenaf**: Customer Engagement-Affection; **csenac**: Customer Engagement-Activation; **cpencg:** Competitor Engagement-Cognitive; **cpenaf**: Competitor Engagement-Affection; **cpenac**: Competitor Engagement-Activation; **smimb**: Social Media Implementation-Marketing & Branding.

Table (5-11) (Continued) Standardized Regression Weights (B2B Model)

Item(s)		Construct(s)	B2B Model Estimates (ß)
smicr1	←	**SMM**	0.872
smicr2	←	**SMM**	0.839
smicr3	←	**SMM**	0.814
smicr4	←	**SMM**	0.696
smicr5	←	**SMM**	0.695
ocsp1	←	**SALE**	0.867
ocsp2	←	**SALE**	0.894
ocsp3	←	**SALE**	0.912
ocsp4	←	**SALE**	0.925
ocrp1	←	**CRMP**	0.890
ocrp2	←	**CRMP**	0.911
ocrp3	←	**CRMP**	0.863
ocrp4	←	**CRMP**	0.881
ocbi1	←	**BRAP**	0.825
ocba1	←	**BRAP**	0.889
ocba2	←	**BRAP**	0.762
ocba3	←	**BRAP**	0.771

Notes: **smicr**: Social Media Implementation-Customer Relationship; **ocsp**: Outcome-Sales Performance; **ocrp**: Outcome-Customer Relationship Management; **ocbi**: Outcome-Brand Image; **ocba**: Outcome-Brand Awareness.

Table (5-12) Parameter Estimates (B2B Model)

Regression Weights			B2B Model				
Item(s)		**Construct(s)**	**Label**	**Estimate (B)**	**S.E.**	**C.R.**	**P**
orcp1	←	**COM**		1			
orcp2	←	**COM**	par_1	1.228	0.083	14.768	***
orcp3	←	**COM**	par_2	1.046	0.078	13.356	***
mo1	←	**MO**	par_3	0.878	0.062	14.134	***
mo2	←	**MO**	par_4	0.946	0.060	15.764	***
mo3	←	**MO**	par_5	0.914	0.067	13.562	***
mo4	←	**MO**		1			
mo5	←	**MO**	par_6	0.981	0.059	16.760	***
mo6	←	**MO**	par_7	1.045	0.064	16.302	***
mo8	←	**MO**	par_8	1.036	0.060	17.360	***
mo9	←	**MO**	par_9	0.903	0.062	14.484	***
ocsp1	←	**SALE**		1			
ocsp2	←	**SALE**	par_10	1.044	0.042	24.741	***
ocsp3	←	**SALE**	par_11	1.072	0.042	25.794	***
ocsp4	←	**SALE**	par_12	1.063	0.040	26.611	***
ocrp1	←	**CRMP**		1			
ocrp2	←	**CRMP**	par_13	1.030	0.038	27.405	***
ocrp3	←	**CRMP**	par_14	0.952	0.039	24.244	***
ocrp4	←	**CRMP**	par_15	0.993	0.039	25.367	***
ocbi1	←	**BRAP**		1			
ocba1	←	**BRAP**	par_16	1.103	0.056	19.867	***
ocba2	←	**BRAP**	par_17	1.076	0.066	16.422	***
ocba3	←	**BRAP**	par_18	1.043	0.063	16.678	***
csegac1	←	**CUSEN**	par_19	1.146	0.079	14.472	***
csegaf2	←	**CUSEN**	par_20	1.226	0.082	14.926	***
csegaf1	←	**CUSEN**	par_21	1.251	0.083	15.110	***
csegcg2	←	**CUSEN**	par_22	1.050	0.064	16.457	***
csegcg1	←	**CUSEN**		1			

Notes: **orcp**: Organizational Readiness-Competence; **mo**: Marketing Orientation; **csencg**: Customer Engagement-Cognitive; **csenaf**: Customer Engagement-Affection; **csenac**: Customer Engagement-Activation; **ocsp**: Outcome-Sales Performance; **ocrp**: Outcome-Customer Relationship Management; **ocbi**: Outcome-Brand Image; **ocba**: Outcome-Brand Awareness

Table (5-12) (Continued) Parameter Estimates (B2B Model)

Regression Weights			B2B Model				
Item(s)		**Construct(s)**	**Label**	**Estimate (B)**	**S.E.**	**C.R.**	**P**
cpegac1	←	**COMEN**	par_23	0.992	0.057	17.327	***
cpegaf2	←	**COMEN**	par_24	1.068	0.056	19.098	***
cpegaf1	←	**COMEN**	par_25	1.139	0.056	20.477	***
cpegcg2	←	**COMEN**	par_26	0.981	0.060	16.438	***
cpegcg1	←	**COMEN**		1			
smicr3	←	**SMM**	par_37	1.231	0.070	17.620	***
smicr2	←	**SMM**	par_38	1.160	0.063	18.319	***
smicr1	←	**SMM**	par_39	1.162	0.060	19.277	***
smimb7	←	**SMM**	par_40	1.052	0.068	15.379	***
smimb6	←	**SMM**	par_41	1.042	0.069	15.015	***
smimb5	←	**SMM**	par_42	0.915	0.063	14.466	***
smimb4	←	**SMM**	par_43	0.806	0.056	14.510	***
mo10	←	**MO**	par_49	0.956	0.065	14.733	***
smimb3	←	**SMM**	par_50	0.851	0.059	14.317	***
smicr4	←	**SMM**	par_68	1.270	0.070	18.055	***
smicr5	←	**SMM**		1			

Notes: **mo**: Marketing Orientation; **cpencg:** Competitor Engagement-Cognitive; **cpenaf**: Competitor Engagement-Affection; **cpenac**: Competitor Engagement-Activation; **smimb**: Social Media Implementation-Marketing & Branding; **smicr**: Social Media Implementation-Customer Relationship.

5.2.2.2.3. Confirmatory Factor Analysis (CFA) of B2C Model

The standardized regression weights were over (0.5) indicate that items are strongly related to their associated factors of the Modified Model for B2C data as shown in the Table (5-14). As well the parameter estimates of the B2C data were significant (P-Value <0.05) which means each estimation is significantly contribute to the model see Table (5-15).

Moreover, the chi-square ($\chi 2$) value was significant $\chi 2$ (870) = 1837.427, p=0.000, indicating that the predicted relations by the model were significantly different from the relations observed in the sample. Also, the normed chi-square which is the Chi-Square ($\chi 2$) value divided by the degrees of freedom was (2.112) exhibits a reasonable fit being lower than (3) while it was used to correct the sensitivity of the sample size. Add to those incremental fit indices which include Comparative Fit index (CFI= 0.920) and Tucker-Lewis index (TLI= 0.913) indicated a good fit for the model. While both badness-fit-indices RMSEA and SRMR values presented the model well fitted.

All the GOF statistics for the Modified Model of B2C data were specified below in the Table (5-13).

Table (5-13) Goodness-Of-Fit Statistic (B2C Model)

Fit Measure	Good Fit	Acceptable Fit	B2C	Model Fit
$\chi 2$	$0 \leq \chi 2 \leq 2DF$	$2DF \leq \chi 2 \leq 3DF$	1837.427	Acceptable
$\chi 2(P)$	$.05 \leq p \leq 1.00$	$.01 \leq p \leq .05$	0.000	Poor
$\chi 2/DF$	$0 \leq \chi 2/DF \leq 2$	$2 \leq \chi 2/DF \leq 3$	2.112	Acceptable
CFI	$.97 \leq CFI \leq 1.00$	$.90 \leq CFI \leq .97$	0.920	Acceptable
TLI	$.95 \leq TLI \leq 1.00$	$.90 \leq TLI \leq .95$	0.913	Acceptable
RMSEA	$0 \leq RMSEA \leq .05$	$.05 < RMSEA \leq .08$	0.059	Acceptable
SRMR	$0 \leq SRMR \leq .05$	$.05 < SRMR \leq .08$	0.0417	Good

Table (5-14) Standardized Regression Weights (B2C Model)

Item(s)		Construct(s)	B2C Model Estimates (ß)
orcp1	←	**COM**	0.801
orcp2	←	**COM**	0.825
orcp3	←	**COM**	0.750
mo1	←	**MO**	0.744
mo2	←	**MO**	0.703
mo3	←	**MO**	0.697
mo4	←	**MO**	0.772
mo5	←	**MO**	0.785
mo6	←	**MO**	0.740
mo8	←	**MO**	0.828
mo9	←	**MO**	0.724
mo10	←	**MO**	0.673
csegac1	←	**CUSEN**	0.796
csegaf2	←	**CUSEN**	0.864
csegaf1	←	**CUSEN**	0.847
csegcg2	←	**CUSEN**	0.752
csegcg1	←	**CUSEN**	0.656
cpegac1	←	**COMEN**	0.819
cpegaf2	←	**COMEN**	0.866
cpegaf1	←	**COMEN**	0.907
cpegcg2	←	**COMEN**	0.749
cpegcg1	←	**COMEN**	0.758
smimb3	←	**SMM**	0.730
smimb4	←	**SMM**	0.743
smimb5	←	**SMM**	0.622
smimb6	←	**SMM**	0.727
smimb7	←	**SMM**	0.760

Notes: **orcp**: Organizational Readiness-Competence; **mo**: Marketing Orientation; **csencg**: Customer Engagement-Cognitive; **csenaf**: Customer Engagement-Affection; **csenac**: Customer Engagement-Activation; **cpencg:** Competitor Engagement-Cognitive; **cpenaf**: Competitor Engagement-Affection; **cpenac**: Competitor Engagement-Activation; **smimb**: Social Media Implementation-Marketing & Branding.

Table (5-14) (Continued) Standardized Regression Weights (B2C Model)

Item(s)		Construct(s)	B2C Model Estimates (ß)
smicr1	←	**SMM**	0.845
smicr2	←	**SMM**	0.858
smicr3	←	**SMM**	0.868
smicr4	←	**SMM**	0.828
smicr5	←	**SMM**	0.798
ocsp1	←	**SALE**	0.845
ocsp2	←	**SALE**	0.913
ocsp3	←	**SALE**	0.889
ocsp4	←	**SALE**	0.919
ocrp1	←	**CRMP**	0.882
ocrp2	←	**CRMP**	0.868
ocrp3	←	**CRMP**	0.878
ocrp4	←	**CRMP**	0.897
ocbi1	←	**BRAP**	0.843
ocba1	←	**BRAP**	0.883
ocba2	←	**BRAP**	0.749
ocba3	←	**BRAP**	0.813

Notes: **smicr**: Social Media Implementation-Customer Relationship; **ocsp**: Outcome-Sales Performance; **ocrp**: Outcome-Customer Relationship Management; **ocbi**: Outcome-Brand Image; **ocba**: Outcome-Brand Awareness.

Table (5-15) Parameter Estimates (B2C Model)

Regression Weights			B2C Model				
Item(s)		**Construct(s)**	**Label**	**Estimate (B)**	**S.E.**	**C.R.**	**P**
orcp1	←	**COM**		1			
orcp2	←	**COM**	par_1	1.034	0.066	15.667	***
orcp3	←	**COM**	par_2	0.928	0.066	14.022	***
mo1	←	**MO**	par_3	1.021	0.073	13.955	***
mo2	←	**MO**	par_4	1.001	0.077	13.051	***
mo3	←	**MO**	par_5	1.011	0.078	12.939	***
mo4	←	**MO**		1			
mo5	←	**MO**	par_6	1.062	0.071	14.875	***
mo6	←	**MO**	par_7	1.093	0.079	13.867	***
mo8	←	**MO**	par_8	1.143	0.072	15.880	***
mo9	←	**MO**	par_9	0.958	0.071	13.517	***
ocsp1	←	**SALE**		1			
ocsp2	←	**SALE**	par_10	1.065	0.048	22.252	***
ocsp3	←	**SALE**	par_11	1.050	0.050	21.162	***
ocsp4	←	**SALE**	par_12	1.107	0.049	22.518	***
ocrp1	←	**CRMP**		1			
ocrp2	←	**CRMP**	par_13	0.962	0.044	21.956	***
ocrp3	←	**CRMP**	par_14	0.985	0.044	22.499	***
ocrp4	←	**CRMP**	par_15	1.007	0.043	23.573	***
ocbi1	←	**BRAP**		1			
ocba1	←	**BRAP**	par_16	1.093	0.055	19.707	***
ocba2	←	**BRAP**	par_17	0.981	0.064	15.347	***
ocba3	←	**BRAP**	par_18	1.045	0.06	17.379	***

Notes: **orcp**: Organizational Readiness-Competence; **mo**: Marketing Orientation; **ocsp**: Outcome-Sales Performance; **ocrp**: Outcome-Customer Relationship Management; **ocbi**: Outcome-Brand Image; **ocba**: Outcome-Brand Awareness

Table (5-15) (Continued) Parameter Estimates (B2C Model)

Regression Weights			B2C Model				
Item(s)	**Construct(s)**		**Label**	**Estimate (B)**	**S.E.**	**C.R.**	**P**
csegac1	←	**CUSEN**	par_19	1.105	0.091	12.193	***
csegaf2	←	**CUSEN**	par_20	1.257	0.097	12.968	***
csegaf1	←	**CUSEN**	par_21	1.184	0.093	12.779	***
csegcg2	←	**CUSEN**	par_22	1.094	0.075	14.677	***
csegcg1	←	**CUSEN**		1			
cpegac1	←	**COMEN**	par_23	1.052	0.068	15.381	***
cpegaf2	←	**COMEN**	par_24	1.139	0.069	16.403	***
cpegaf1	←	**COMEN**	par_25	1.152	0.067	17.294	***
cpegcg2	←	**COMEN**	par_26	0.988	0.071	13.858	***
cpegcg1	←	**COMEN**		1			
smicr3	←	**SMM**	par_37	1.157	0.063	18.299	***
smicr2	←	**SMM**	par_38	1.124	0.062	17.990	***
smicr1	←	**SMM**	par_39	1.053	0.06	17.593	***
smimb7	←	**SMM**	par_40	1.066	0.07	15.238	***
smimb6	←	**SMM**	par_41	1.043	0.073	14.365	***
smimb5	←	**SMM**	par_42	0.822	0.069	11.845	***
smimb4	←	**SMM**	par_43	0.866	0.059	14.781	***
mo10	←	**MO**	par_49	0.978	0.079	12.428	***
smimb3	←	**SMM**	par_50	0.881	0.061	14.431	***
smicr4	←	**SMM**	par_68	1.143	0.067	17.101	***
smicr5	←	**SMM**		1			

Notes: **mo**: Marketing Orientation; **csencg**: Customer Engagement-Cognitive; **csenaf**: Customer Engagement-Affection; **csenac**: Customer Engagement-Activation; **cpencg:** Competitor Engagement-Cognitive; **cpenaf**: Competitor Engagement-Affection; **cpenac**: Competitor Engagement-Activation; **smimb**: Social Media Implementation-Marketing & Branding; **smicr**: Social Media Implementation-Customer Relationship.

5.2.2.2.4. Confirmatory Factor Analysis (CFA) Of Multigroup Model

The standardized regression weights were over (0.5) indicate that items are strongly related to their associated factors of the Modified Model for Multigroup data as shown in the Table (5-17). As well the parameter estimates of the Multigroup data were significant (P-Value <0.05) which means each estimate is significantly contribute to the model see Table (5-18).

Moreover, the chi-square ($\chi 2$) value was significant $\chi 2$ (4350) = 8875.721, p=0.000, indicating that the predicted relations by the model were significantly different from the relations observed in the sample. Also, the normed chi-square which is the Chi-Square ($\chi 2$) value divided by the degrees of freedom was (2.040) exhibits a reasonable fit being lower than (3) while it was used to correct the sensitivity of the sample size. Add to those, incremental fit indices which include Comparative Fit index (CFI= 0.934) and Tucker-Lewis index (TLI= 0.929) indicated a good fit for the model. While both badness-fit-indices RMSEA and SRMR values presented the model well fitted.

All the GOF statistics for the Modified Model of Multigroup data were specified below in the Table (5-16).

Table (5-16) Goodness-Of-Fit Statistic (Multigroup Model)

Fit Measure	Good Fit	Acceptable Fit	Multigroup	Model Fit
$\chi 2$	$0 \leq \chi 2 \leq 2DF$	$2DF \leq \chi 2 \leq 3DF$	8875.721	Acceptable
$\chi 2(P)$	$.05 \leq p \leq 1.00$	$.01 \leq p \leq .05$	0.000	Poor
$\chi 2/DF$	$0 \leq \chi 2/DF \leq 2$	$2 \leq \chi 2/DF \leq 3$	2.040	Acceptable
CFI	$.97 \leq CFI \leq 1.00$	$.95 \leq CFI \leq .97$	0.934	Acceptable
TLI	$.95 \leq TLI \leq 1.00$	$.90 \leq TLI \leq .95$	0.929	Acceptable
RMSEA	$0 \leq RMSEA \leq .05$	$.05 < RMSEA \leq .08$	0.023	Good
SRMR	$0 \leq SRMR \leq .05$	$.05 < SRMR \leq .08$	0.0460	Good

Table (5-17) Standardized Regression Weights (Multigroup Model)

Item(s)	Construct(s)		Multigroup Estimates (ß)
orcp1	←	**COM**	0.771
orcp2	←	**COM**	0.820
orcp3	←	**COM**	0.739
mo1	←	**MO**	0.708
mo2	←	**MO**	0.721
mo3	←	**MO**	0.674
mo4	←	**MO**	0.790
mo5	←	**MO**	0.779
mo6	←	**MO**	0.750
mo8	←	**MO**	0.807
mo9	←	**MO**	0.702
mo10	←	**MO**	0.685
csegac1	←	**CUSEN**	0.807
csegaf2	←	**CUSEN**	0.857
csegaf1	←	**CUSEN**	0.852
csegcg2	←	**CUSEN**	0.734
csegcg1	←	**CUSEN**	0.670
cpegac1	←	**COMEN**	0.809
cpegaf2	←	**COMEN**	0.863
cpegaf1	←	**COMEN**	0.907
cpegcg2	←	**COMEN**	0.758
cpegcg1	←	**COMEN**	0.777
smimb3	←	**SMM**	0.706
smimb4	←	**SMM**	0.717
smimb5	←	**SMM**	0.660
smimb6	←	**SMM**	0.724
smimb7	←	**SMM**	0.744

Notes: **orcp**: Organizational Readiness-Competence; **mo**: Marketing Orientation; **csencg**: Customer Engagement-Cognitive; **csenaf**: Customer Engagement-Affection; **csenac**: Customer Engagement-Activation; **cpencg:** Competitor Engagement-Cognitive; **cpenaf**: Competitor Engagement-Affection; **cpenac**: Competitor Engagement-Activation; **smimb**: Social Media Implementation-Marketing & Branding.

Table (5-17) (Continued) Standardized Regression Weights (Multigroup Model)

Item(s)	Construct(s)		Multigroup Estimates (ß)
smicr1	←	**SMM**	0.861
smicr2	←	**SMM**	0.849
smicr3	←	**SMM**	0.836
smicr4	←	**SMM**	0.828
smicr5	←	**SMM**	0.787
ocsp1	←	**SALE**	0.855
ocsp2	←	**SALE**	0.903
ocsp3	←	**SALE**	0.902
ocsp4	←	**SALE**	0.923
ocrp1	←	**CRMP**	0.886
ocrp2	←	**CRMP**	0.890
ocrp3	←	**CRMP**	0.872
ocrp4	←	**CRMP**	0.889
ocbi1	←	**BRAP**	0.837
ocba1	←	**BRAP**	0.881
ocba2	←	**BRAP**	0.754
ocba3	←	**BRAP**	0.792

Notes: **smicr**: Social Media Implementation-Customer Relationship; **ocsp**: Outcome-Sales Performance; **ocrp**: Outcome-Customer Relationship Management; **ocbi**: Outcome-Brand Image; **ocba**: Outcome-Brand Awareness.

Table (5-18) Parameter Estimates (Multigroup Model)

Regression Weights			Multigroup				
Item(s)		**Construct(s)**	**Label**	**Estimate (B)**	**S.E.**	**C.R.**	**P**
orcp1	←	**COM**		1			
orcp2	←	**COM**	par_273	1.128	0.053	21.403	***
orcp3	←	**COM**	par_274	0.985	0.051	19.295	***
mo1	←	**MO**	par_275	0.943	0.047	19.880	***
mo2	←	**MO**	par_276	0.971	0.048	20.334	***
mo3	←	**MO**	par_277	0.960	0.051	18.783	***
mo4	←	**MO**		1			
mo5	←	**MO**	par_278	1.021	0.046	22.418	***
mo6	←	**MO**	par_279	1.070	0.050	21.384	***
mo8	←	**MO**	par_280	1.082	0.046	23.453	***
mo9	←	**MO**	par_281	0.929	0.047	19.718	***
ocsp1	←	**SALE**		1			
ocsp2	←	**SALE**	par_282	1.056	0.032	33.121	***
ocsp3	←	**SALE**	par_283	1.066	0.032	33.065	***
ocsp4	←	**SALE**	par_284	1.087	0.031	34.586	***
ocrp1	←	**CRMP**		1			
ocrp2	←	**CRMP**	par_285	0.998	0.029	34.684	***
ocrp3	←	**CRMP**	par_286	0.970	0.029	33.165	***
ocrp4	←	**CRMP**	par_287	1	0.029	34.639	***
ocbi1	←	**BRAP**		1			
ocba1	←	**BRAP**	par_288	1.086	0.039	27.903	***
ocba2	←	**BRAP**	par_289	1.024	0.046	22.423	***
ocba3	←	**BRAP**	par_290	1.040	0.043	24.090	***
csegac1	←	**CUSEN**	par_291	1.130	0.060	18.756	***
csegaf2	←	**CUSEN**	par_292	1.245	0.063	19.657	***
csegaf1	←	**CUSEN**	par_293	1.220	0.062	19.581	***
csegcg2	←	**CUSEN**	par_294	1.074	0.049	22.009	***
csegcg1	←	**CUSEN**		1			

Notes: **orcp**: Organizational Readiness-Competence; **mo**: Marketing Orientation; **csencg**: Customer Engagement-Cognitive; **csenaf**: Customer Engagement-Affection; **csenac**: Customer Engagement-Activation; **ocsp**: Outcome-Sales Performance; **ocrp**: Outcome-Customer Relationship Management; **ocbi**: Outcome-Brand Image; **ocba**: Outcome-Brand Awareness

Table (5-18) (Continued) Parameter Estimates (Multigroup Model)

Regression Weights			Multigroup				
Item(s)	**Construct(s)**		**Label**	**Estimate (B)**	**S.E.**	**C.R.**	**P**
cpegac1	←	**COMEN**	par_295	1.022	0.044	23.226	***
cpegaf2	←	**COMEN**	par_296	1.101	0.044	25.172	***
cpegaf1	←	**COMEN**	par_297	1.146	0.043	26.762	***
cpegcg2	←	**COMEN**	par_298	0.986	0.046	21.450	***
cpegcg1	←	**COMEN**		1			
smicr3	←	**SMM**	par_309	1.209	0.048	25.060	***
smicr2	←	**SMM**	par_310	1.152	0.045	25.581	***
smicr1	←	**SMM**	par_311	1.118	0.043	26.091	***
smimb7	←	**SMM**	par_312	1.060	0.049	21.540	***
smimb6	←	**SMM**	par_313	1.051	0.051	20.806	***
smimb5	←	**SMM**	par_314	0.872	0.047	18.596	***
smimb4	←	**SMM**	par_315	0.834	0.041	20.572	***
mo10	←	**MO**	par_321	0.965	0.050	19.136	***
smimb3	←	**SMM**	par_322	0.864	0.043	20.171	***
smicr4	←	**SMM**	par_340	1.225	0.050	24.734	***
smicr5	←	**SMM**		1			

Notes: **mo**: Marketing Orientation; **cpencg:** Competitor Engagement-Cognitive; **cpenaf**: Competitor Engagement-Affection; **cpenac**: Competitor Engagement-Activation; **smimb**: Social Media Implementation-Marketing & Branding; **smicr**: Social Media Implementation-Customer Relationship.

5.2.2.2.5. Reliability and Validity Analysis of The Constructs

Hair et al. (2010, P. 618) defined validity as "*the extent to which research is accurate*". Actually, Confirmatory Factor Analysis (CFA) computes latent construct scores for each respondent by correcting the amount of error variance that exists in the construct measures. Thus, one of the CFA objectives can be obtained by assessing the measured items' construct validity, which considers how accurately those items, that are designed to measure the proposed theory, reflect on the theoretical latent construct. In purpose to measure the construct validity four components were suggested by Hair et al. (2010) consist of Convergent, Discriminant, Nomological and Face validities.

5.2.2.2.5.1. Convergent Validity

Hair et al. (2010, P. 618) specified convergent validity as the status of "*the items that are indicators of a specific construct should converge or share a high proportion of variance in common*". There are various ways recommended by Hair et al. (2010) to evaluate the convergent validity such as Factor Loadings, Average Variance Expected (AVE) and Construct Reliability (CR).

I. Factor Loadings

Factor loadings method indicates that after implementing the confirmatory factor analysis, all standardized factor loadings of a high convergent validity case would converge on a common point is the latent construct (Hair et al., 2010). However, the standardized factor loadings values should be statistically significant of at least (0.5 or higher) and ideally (0.7 or higher). For this study, all the standardized factor loading estimates of all the executed three CFA analyses shown in the Tables (5-11), (5-14) & (5-17) were statistically significant above (0.5) and indicate for a convergent validity.

II. Average Variance Extracted

Statistically, Average Variance Extracted (AVE) is defined as the "*calculation of the mean-variance that extracted for the items loading on a construct and is a summary indicator of convergence*" (Hair et al., 2010, P. 619). In another word, AVE measures the amount of

variance that is captured by a construct in relation to the amount of variance due to measurement error. AVE value is calculated using standardized loadings by the following equation:

$$AVE = \frac{\sum_{i=1}^{n} L_i^2}{n}$$

Where (L_i) is the standardized factor loadings, (i) is the number of items, and (n) is the total number of items. AVE is computed as the total of all squared standardized factor loadings (squared multiple correlations) divided by the number of items. According to Hair et al. (2010) recommends that AVE value of (0.5 or higher) indicates for adequate convergence. Complying with this point of view, AVE values for both B2B and B2C measurement model are greater than (0.5) as shown in the Table (5-19) and the convergent validity is confirmed.

Table (5-19) AVE and CR values for the B2B and B2C Measurement Models

Construct(s)		B2B		B2C	
		AVE	**CR**	**AVE**	**CR**
		(>0.5)	(>0.7)	(>0.5)	(>0.7)
Organizational Competence	(COM)	0.585	0.808	0.628	0.835
Marketing Orientation	(MO)	0.537	0.912	0.551	0.917
Customer Engagement	(CUSEN)	0.623	0.891	0.619	0.889
Competitor Engagement	(COMEN)	0.683	0.915	0.676	0.912
Social Media Marketing	(SMM)	0.591	0.935	0.610	0.940
Sales Performance	(SALE)	0.809	0.944	0.796	0.940
Customer Relationship Performance	(CRMP)	0.786	0.936	0.776	0.933
Brand Performance	(BRAP)	0.661	0.886	0.678	0.894

III. Construct Reliability (CR)

Reliability is defined by Hair et al. (2010, P. 619) as "*a measure of the degree to which a set of indicators of a latent construct is internally consistent based on how highly interrelated the indicators are with each other*". Measuring the reliability estimate of (0.7 or higher) suggests

good reliability, and between 0.6 and 0.7 might be acceptable as long as that other indicators of a model's construct validity are good. All the measured items would consistently represent the same latent construct once the internal consistency exists of high construct reliability (Hair et al., 2010). In this study, all the Construct Reliability (CR) values shown in the Table (5-19) for both B2B (0.944~0.808) and B2C (0.940~0.835) models were above (0.7) which indicate for high internal consistency and so the existence of convergent validity.

5.2.2.2.5.2. Discriminant Validity

Discriminant validity is defined as "*the extent to which a construct is truly distinct from other constructs*" (Hair et al., 2010, P. 619). Accordingly, construct with a high value of discriminant validity explains its uniqueness in comparison to the others. There are two more rigorous tests to measure the discriminant validity first, is to compare the average variance extracted (AVE) values between two constructs with the "squared correlation estimate" (Fornell & Larcker, 1981), where the variance extracted estimates should be greater than the squared correlation estimate. Hair et al. (2010) states that proving this logic provides a good evidence of discriminant validity by demonstrating the variance value of a latent construct in its item measures that it shares with another construct. Tables (5-20) and (5-21) present the AVE values (in parenthesis) for both B2B and B2C measurement models among the squared correlation values of other constructs respectively.

Table (5-20) Discriminant Validity Values (B2B Measurement Model)

	COM	**MO**	**CUSEN**	**COMEN**	**SMM**	**SALE**	**CRMP**	**BRAP**
COM	**(0.585)**							
MO	0. 479	**(0.537)**						
CUSEN	0. 346	0.248	**(0.623)**					
COMEN	0.215	0.161	0.536	**(0.683)**				
SMM	0.473	0.354	0.316	0.256	**(0.591)**			
SALE	0.430	0.312	0.299	0.218	0.476	**(0.810)**		
CRMP	0.462	0.324	0.312	0.260	0.576	0.774	**(0.786)**	
BRAP	0.368	0.320	0.248	0.194	0.342	0.453	0.511	**(0.662)**

Table (5-21) Discriminant Validity Values (B2C Measurement Model)

	COM	MO	CUSEN	COMEN	SMM	SALE	CRMP	BRAP
COM	**(0.628)**							
MO	0.567	**(0.551)**						
CUSEN	0.387	0.334	**(0.619)**					
COMEN	0.265	0.195	0.508	**(0.676)**				
SMM	0.526	0.448	0.389	0.343	**(0.610)**			
SALE	0.503	0.347	0.361	0.311	0.503	**(0.796)**		
CRMP	0.469	0.404	0.396	0.328	0.604	0.771	**(0.777)**	
BRAP	0.576	0.442	0.333	0.252	0.534	0.588	0.711	**(0.678)**

Another, discriminant validity can be also assessed by comparing the Maximum Shared Squared Variance (MSV) and the Average Squared Variance (ASV) values of the constructs among the Average Variance Extracted (AVE) value. Both MSV and ASV values must be lower than AVE value to recognize the discriminant validity. The following Table (5-22) shows AVE, MSV and ASV values for both B2B and B2C markets.

Table (5-22) AVE, MSV and ASV Values for B2B and B2C Models

Construct(s)		B2B			B2C		
		AVE	**MSV**	**ASV**	**AVE**	**MSV**	**ASV**
		(>0.5)	(<AVE)	(<AVE)	(>0.5)	(<AVE)	(<AVE)
Organizational Competence	**COM**	0.585	0.479	0.396	0.628	0.576	0.470
Marketing Orientation	**MO**	0.537	0.479	0.314	0.551	0.567	0.391
Customer Engagement	**CUSEN**	0.623	0.536	0.329	0.619	0.508	0.387
Competitor Engagement	**COMEN**	0.683	0.536	0.263	0.676	0.508	0.315
Social Media Marketing	**SMM**	0.591	0.576	0.399	0.610	0.604	0.478
Sales Performance	**SALE**	0.810	0.774	0.423	0.796	0.771	0.483
Customer Relations Performance	**CRMP**	0.786	0.774	0.460	0.777	0.771	0.526
Brands Performance	**BRAP**	0.662	0.511	0.348	0.678	0.711	0.491

In both tests, the outcomes present obviously a discriminant validity for the B2B endogenous and exogenous constructs. However, the first test in the B2C context indicates that AVE values of MO and BRAP constructs were below the “squared correlation estimate” values of COM and CRMP constructs respectively. Likewise, the second test in B2C settings exhibits MSV values above AVE values of MO and BRAP constructs.

For MO and COM constructs case, a market-oriented firm with superior performance examines continuously alternative sources of sustainable competitive advantage to create a superior value for its present and future targeted buyers (Subramanian et al., 2009). The organizational competence COM sources superior sustainable competitive advantage that derived based on the firms’ individuals' knowledge, skills, abilities, and self-efficacy in using SM (Guesalaga, 2016). This would generate successfully market intelligence, disseminate and respond to it across the organizations’ departments and so generate a superior performance (Subramanian et al., 2009). In the other side, the customers’ perceived value is a key comparative approach that distinguishing between the industrial B2B and the mass consumption B2C marketplaces. The B2C consumer’s perceived value is a marketing-orientation approach of an economic and philosophy influential features that restricted between purchase, shopping and consumption values. This is because of the nature of the B2C consumer’s purchasing decision-making process that varies among benefits and sacrifices (Mencarelli & Riviere, 2014). Unlike the B2C consumer, the industrial B2B buyers often select suppliers who can align their organizational competence with buyer’s business processes (Ballantyne & Aitken, 2007) where marketing orientation MO and organizational competence COM are different influential factors. The industrial B2B buyer’s perceived value is mostly more strategical or engineering approach fluctuates with the type of agent (seller-buyer), framework (time, place and use), and cost (Mencarelli & Riviere, 2014). Thus, COM is highly related to MO in B2C context and are not distinguished constructs from each other.

On behalf of BRAP and CRMP constructs case, brand equity and customer relationship equity are driver components of customer equity where the critical firm’s long-term success is the strategic marketing scope that considers the organization growth in the value of the customer (Zeithaml, 2014). Hence, organizations and brands need to foresee the customers value behind the SMM, where SM can have a dramatic impact on a brand's reputation (Kim & Ko, 2012). In B2C markets, brands reside in consumers’ minds and represent their perceptions

and feelings about products or services and their performance. The real value of a strong brand depends on the power of apprehending consumer preference and loyalty. However, behind every powerful brand stands a set of loyal customers. Therefore, the basic asset that underlying brand equity is customer equity – the value of consumer relationships that the brand creates (Kotler & Armstrong, 2012, P. 558). This suggests that BRAP in the B2C context is influenced by the extent of widening the value of the loyal customer lifetime through continuously enhancing CRMP.

5.2.2.2.5.3. Face Validity

Face validity is the most important validity test of understanding every item's content or meaning to express and correctly specify the measurement theory (Hair et al., 2010). This test examines the research instrument by determining "*how well the measures or scales describe what they are intended to describe*" (Saunders et al., 2009), and including the items' wording and their correspondence to the theoretical literature (Bryman & Cramer, 2004). However, it can be measured only by a formal method since it is a subjective evaluation (Malhotra, 2008). In this research, the questionnaire items were taken carefully from different previously published well-known sources which were carrying different goals but can serve this topic partially. Also, the conformity of the multi-languages questionnaires was precisely evaluated by high-educated and bilingual natives who mostly were involved or active member in the industrial sector.

5.2.2.2.5.4. Nomological Validity

Nomological validity is identified as "*the process of examining whether the correlations among the constructs in a measurement theory make sense*" (Hair et al., 2010, P. 620). In this study, though there is little theories for a nomological framework, the researcher proposes four constructs that can be predictors for using SM in the B2B/B2C contexts by enterprises to produce three different performance constructs. Despite that multi-item measures were used for presenting these constructs from an existing literature to create a causal framework, an acceptable reliability were realized through these measures. Table (5-23) represents the constructs correlation matrix for "*Multigroup Model*" where most of the proposed relations

are consistent with their theoretical bases and consequently the model supports the "*Nomological Validity*".

Table (5-23) Constructs Correlation Matrix (Multigroup)

	COM	MO	CUSEN	COMEN	SMM	SALE	CRMP	BRAP
COM	**0.765**							
MO	0.692***	**0.733**						
CUSEN	0.588***	0.498***	**0.790**					
COMEN	0.464***	0.401***	0.732***	**0.826**				
SMM	0.688***	0.595***	0.562***	0.506***	**0.769**			
SALE	0.656***	0.559***	0.547***	0.467***	0.690***	**0.899**		
CRMP	0.680***	0.569***	0.559***	0.510***	0.759***	0.880***	**0.886**	
BRAP	0.607***	0.566***	0.498***	0.440***	0.585***	0.673***	0.715***	**0.813**

Significance of Correlations: *** $p < 0.001$

5.2.3. Structural Equation Modeling Analysis (SEM)

Factor analysis (e.g. EFA and CFA) and structural equation modeling (SEM) are statistical techniques that can be used to reduce the number of observed variables into a smaller number of latent variables by examining the covariation among the observed variables. SEM allows researchers to test theoretical propositions regarding how constructs are theoretically linked and also the directionality of significant relationships. SEM, in comparison with CFA, extends the possibility of relationships among the latent variables and includes two components are measurement and structural models (Schreiber, 2006).

In this study, the "*Initial Structural Model*" was created based on the extant literature, conceptualization, and theories while the confirmatory factor analysis of the "*Final Multigroup Model's*" construct variables were connected based on the structural relationships to represent an explicit research hypothesis. In fact, the structural relationships in SEM are examined firstly by accepting the fit of the overall and the relative proposed model, and then by testing the structural parameter estimates that depicted with one-headed arrows on a path diagram (Hair et al., 2010).

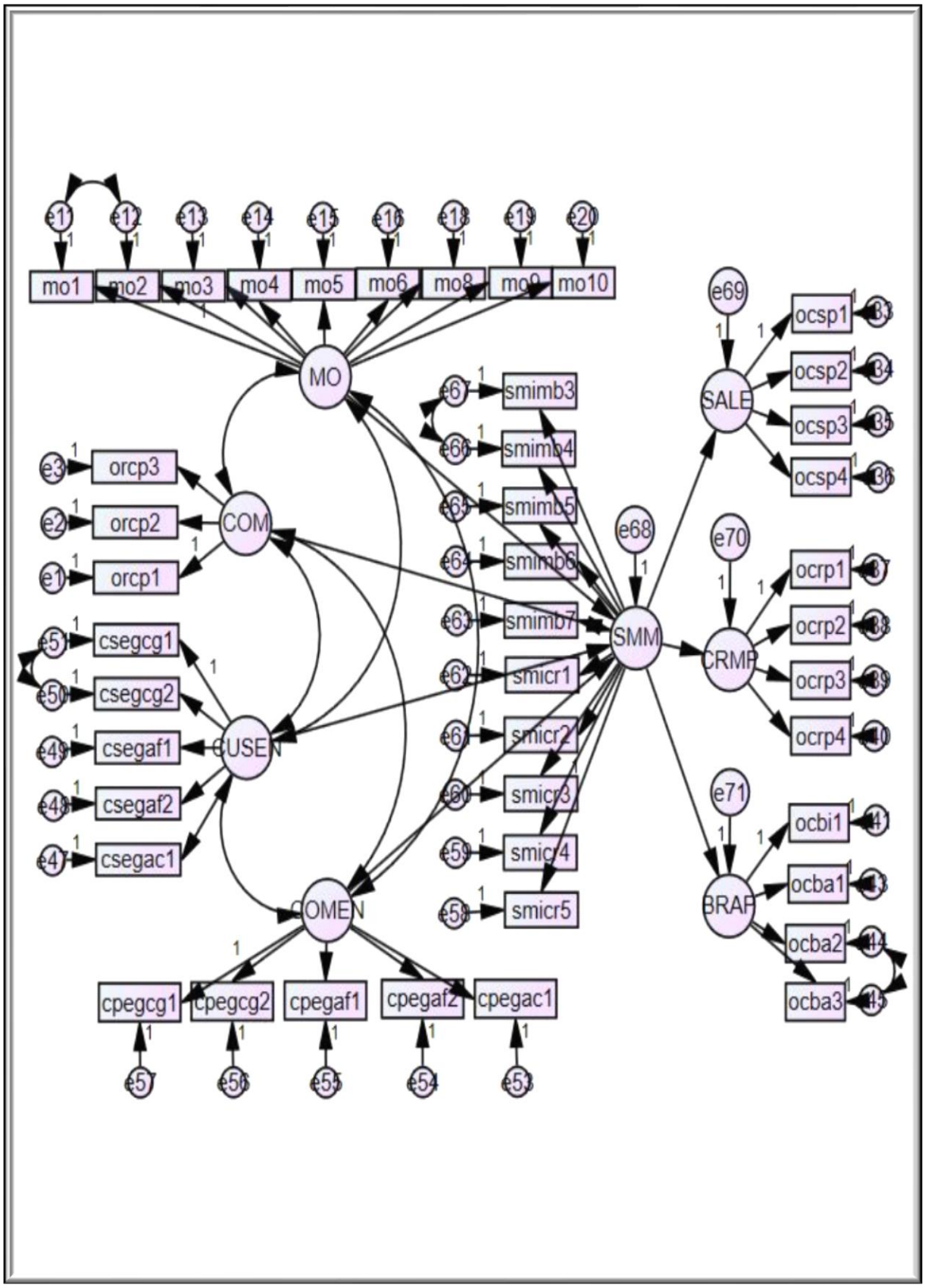


Figure (5-10) Final Structural Equation Model

5.2.3.1. Goodness Of Fit Statistics

The sixth stage of SEM analysis is assessing the GOF statistics, the significance, size, and direction of the structural model (Hair et al., 2010). Table (5-24) presents the GOF statistics of SEM analysis. Although the significance of chi- square value indicates for a poor fit, all other GOF statistics (normed chi-square, CFI, TLI, RMSEA, and SRMR) indicates that the structural model are well fitted.

Table (5-24) Goodness-Of-Fit Statistic (Multigroup Model)

Fit Measure	Good Fit	Acceptable Fit	Multigroup	Model Fit
$\chi 2$	$0 \leq \chi 2 \leq 2DF$	$2DF \leq \chi 2 \leq 3DF$	10567.296	Acceptable
$\chi 2(P)$	$.05 \leq p \leq 1.00$	$.01 \leq p \leq .05$	0.000	Poor
$\chi 2/DF$	$0 \leq \chi 2/DF \leq 2$	$2 \leq \chi 2/DF \leq 3$	2.388	Acceptable
CFI	$.97 \leq CFI \leq 1.00$	$.95 \leq CFI \leq .97$	0.911	Acceptable
TLI	$.95 \leq TLI \leq 1.00$	$.90 \leq TLI \leq .95$	0.905	Acceptable
RMSEA	$0 \leq RMSEA \leq .05$	$.05 < RMSEA \leq .08$	0.027	Good
SRMR	$0 \leq SRMR \leq .05$	$.05 < SRMR \leq .08$	0 .0587	Acceptable

5.2.3.2. Structural Equation Modelling in B2B SMEs

Table (5-25) presents the SEM outcomes for SMEs in B2B context. The results show that Marketing Orientation (ß = 0.149 at p = 0.042), Organization Competence (ß = 0.474 at p = 0.000) and Competitor Engagement in SM (ß = 0.170 at p = 0.017) are positively affect implementing SMM by B2B SMEs.

On the other side, implementing SMM by B2B SMEs has a positive effect on the three organizational performance outcomes of Sales (ß = 0.740 at p = 0.000), Customer Relationship Management (ß = 0.785 at p = 0.000), and Brand (ß = 0.650 at p = 0.000). In contrast, Customer Engagement (ß = 0.121 at p = 0.149) in using SM within B2B context for SMEs is not significantly visible. Table (5-26) shows the evaluation of the hypotheses in terms of the results obtained from the SEM analysis in B2B context.

Table (5-25) Structural Equation Modelling Results for B2B SME

En. V.	← R^2	Ex. V.	Estimate (B)	Std. Estimate (ß)	S.E.	C.R.	p-value
SMM	0.590	CUSEN	0.123	0.121	0.086	1.442	0.149
SMM		COMEN	0.152	0.170	0.064	2.397	0.017
SMM		COM	0.476	0.474	0.098	4.872	***
SMM		MO	0.178	0.149	0.087	2.033	0.042
SALE	0.547	SMM	0.856	0.740	0.076	11.280	***
CRMP	0.616	SMM	0.937	0.785	0.075	12.476	***
BRAP	0.423	SMM	0.668	0.650	0.071	9.356	***

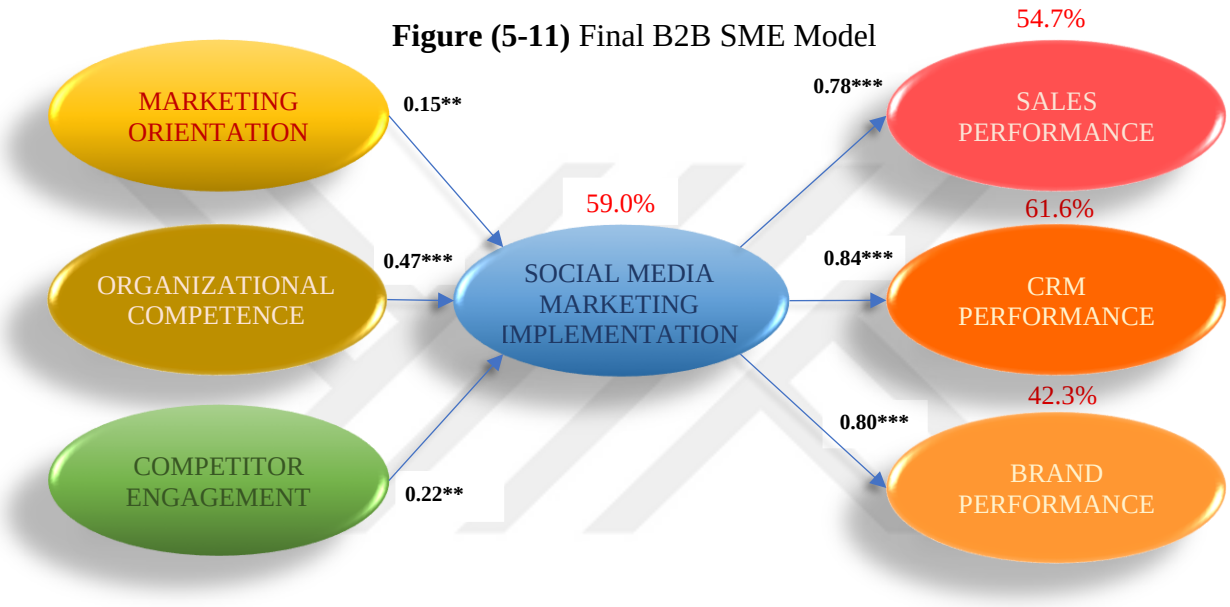
Table (5-26) B2B SME Hypothesis Evaluation

	Hypothesis	Results
H1a	*SMM Implementation has a positive relationship with B2B SMEs' Sales Performance*	*Accepted*
H2a	*SMM Implementation has a positive relationship with B2B SMEs' CRM Performance*	*Accepted*
H3a	*SMM Implementation has a positive relationship on B2B SMEs' Brand Performance*	*Accepted*
H4a	*Marketing Orientation has a positive relationship with B2B SMEs' SMM Implementation*	*Accepted*
H5a	*Organizational Competence in SM usage has a positive relationship with B2B SMEs' SMM Implementation*	*Accepted*
H6a	*Customers Engagement in SM has a positive relationship with B2B SMEs' SMM Implementation*	*Rejected*
H7a	*Competitor Engagement in SM has a positive relationship with B2B SMEs' SMM Implementation*	*Accepted*

Accordingly, the squared multiple correlation (R^2) values shown in Figure (5-11) indicate that %59.0 of SMM implementation by B2B SMEs was explained by the exogenous variables of Organizational Competence, Market Orientation and Competitor Engagement in SM.

On the other hand, Sales, Customer Relationship Management and Brand Performances were explained by SMM Implementation as %54.7, %61.6 and %42.3 respectively.

Figure (5-11) Final B2B SME Model



5.2.3.3. Structural Equation Modelling in B2C SME Context

Table (5-27) presents the SEM outcomes for SMEs in B2C context. The results show that Marketing Orientation (ß = 0.177 at p = 0.019), Organization Competence (ß = 0.459 at p = 0.000), Competitor Engagement in SM (ß = 0.168 at p = 0.017) and Customer Engagement in SM (ß = 0.196 at p = 0.013) are positively affect implementing SMM by B2C SMEs.

On the other side, implementing SMM by B2C SMEs has a positive effect on the three organizational performance outcomes of Sales (ß = 0.803 at p = 0.000), Customer Relationship Management (ß = 0.848 at p = 0.000), and Brand (ß = 0.818 at p = 0.000). Table (5-28) shows the evaluation of the hypotheses in terms of the results obtained from the SEM analysis in B2C context.

Table (5-27) Structural Equation Modelling Results for B2C SME

En. V.	← R^2	Ex. V.	Estimate (ß)	Std. Estimate	S.E.	C.R.	p-value
SMM	0.729	CUSEN	0.189	0.196	0.076	2.480	0.013
SMM		COMEN	0.156	0.168	0.065	2.387	0.017
SMM		COM	0.404	0.459	0.079	5.119	***
SMM		MO	0.189	0.177	0.081	2.341	0.019
SALE	0.645	SMM	0.932	0.803	0.084	11.060	***
CRMP	0.718	SMM	1.065	0.848	0.087	12.195	***
BRAP	0.670	SMM	0.962	0.818	0.085	11.359	***

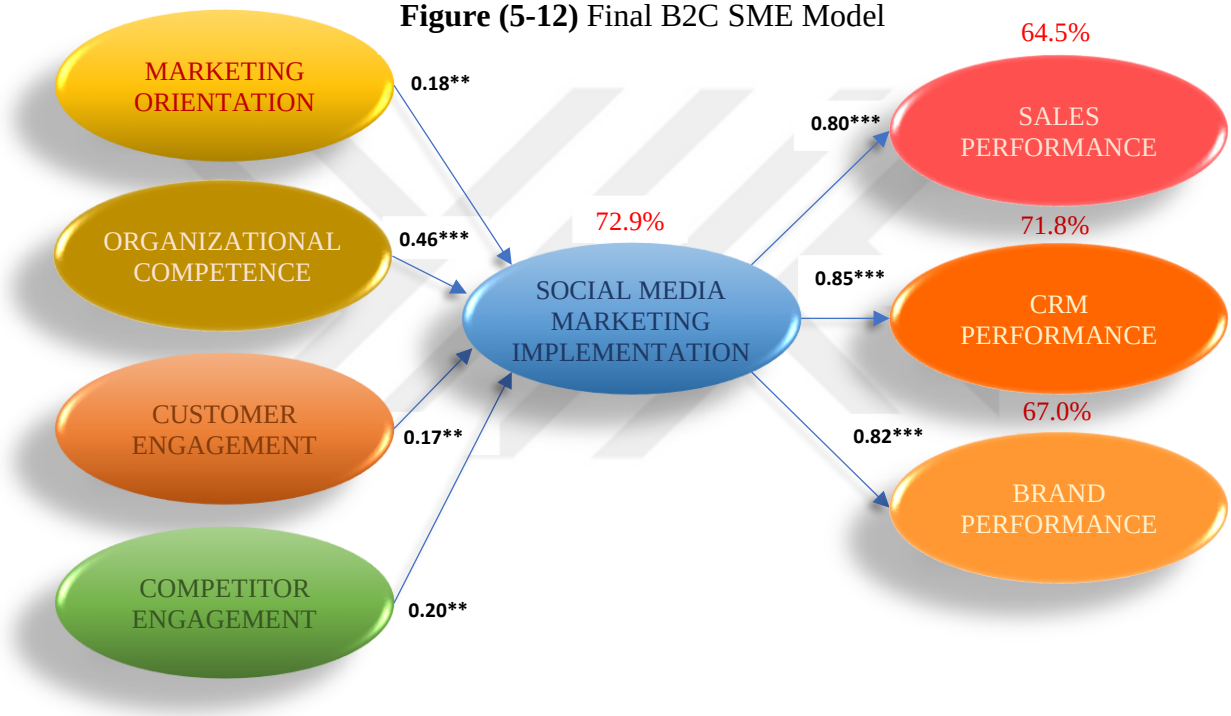
Table (5-28) B2C SME Hypothesis Evaluation

	Hypothesis	Results
H1a	*SMM Implementation has a positive relationship with B2C SMEs' Sales Performance*	*Accepted*
H2a	*SMM Implementation has a positive relationship with B2C SMEs' CRM Performance*	*Accepted*
H3a	*SMM Implementation has a positive relationship on B2C SMEs' Brand Performance*	*Accepted*
H4a	*Marketing Orientation has a positive relationship with B2C SMEs' SMM Implementation*	*Accepted*
H5a	*Organizational Competence in SM usage has a positive relationship with B2C SMEs' SMM Implementation*	*Accepted*
H6a	*Customers Engagement in SM has a positive relationship with B2C SMEs' SMM Implementation*	*Accepted*
H7a	*Competitor Engagement in SM has a positive relationship with B2C SMEs' SMM Implementation*	*Accepted*

Accordingly, the squared multiple correlation (R^2) values shown in Figure (5-12) indicate that %72.9 of SMM implementation by B2B SMEs was explained by the exogenous variables of Organizational Competence, Market Orientation, Competitor Engagement and Customer Engagement in using SM.

On the other hand, Sales, Customer Relationship Management and Brand Performances were explained by SMM Implementation as %64.5, %71.8 and %67.0 respectively.

Figure (5-12) Final B2C SME Model



5.2.3.4. Structural Equation Modelling Analysis (SEM) of Multigroup Model

Multigroup SEM analysis is performed to test the differences effects between similar models of estimated factors for different groups (Hair et al, 2010). In another word, it attempts to verify that estimated factors are measuring the same underlying latent constructs within each group. The statistical differences between the groups are evaluated via the Chi-Square difference test. However, several invariance assumptions must be verified before conducting the chi-square difference test. Hair et al. (2010) indicated six invariance tests comprising of *Configural Invariance*, *Metric Invariance*, *Scalar Invariance*, *Factor Covariance Invariance*,

Factor Variance Invariance, and *Error Variance Invariance*. Herewith, verifying only the *Full Configural Invariance* or the *Partial Metric Invariance* would be acceptable (Hair et al. 2010).

5.2.3.4.1. Configural Invariance

In the *Configural Invariance*, CFA models for each group must have the same number of items and constructs. Also, CFA model results for each group and the multi-group must present a good model fit and construct validity.

The Goodness-of-Fit statistics of CFA analysis for each group (B2B and B2C) and multi-group is shown in Table (5-29). An acceptable Goodness-of-Fit statistics would indicate for the existence of full configure invariance (Hair et al. 2010).

Table (5-29) Goodness-Of-Fit Statistic (Configural Invariance)

Group(s)	$\chi 2$	$\chi 2$(P)	$\chi 2$/DF	CFI	TLI	RMSEA	SRMR
Multigroup	8875.721	0.000	2.040	0.934	0.929	0.023	0.0460
B2B	1598.839	0.000	1.838	0.946	0.941	0.047	0.0460
B2C	1837.427	0.000	2.112	0.920	0.913	0.059	0.0417

5.2.3.4.2. Metric Invariance

Metric Invariance indicates the equality of the factor loadings across all groups (Hair et al, 2010). A chi-square difference test is computed to assess the *Full-Metric Invariance* between constrained and unconstrained models as shown in Table (5-30).

The results indicated that the factor loadings across groups were *Full Invariant* ($\Delta\chi^2 = 84.535$, $\Delta DF = 172$, $\chi 2(P) = 1.000$).

Table (5-30) Chi-Square Difference Test for Full Metric Invariance

	Chi-square (χ2)	DF	χ2(P)	χ2/DF	CFI	TLI	RMSEA	SRMR
Overall Model								
Unconstrained	10567.296	4425		2.388	0.911	0.905	0.027	0.0587
Fully Constrained	10651.831	4597		2.317	0.912	0.910	0.026	0.0582
Groups no.		2						
Difference	84.535	172	1.000					
Chi-square (χ2) Thresholds		**DF**	**χ2(P)**	**Invariant:** Yes (Full)				
90% Confidence	10570.00	4426		$\Delta\chi^2 = 84.535, \Delta DF = 172, \chi2(P) = 1.000$				
Difference	2.71	1	0.100					
95% Confidence	10571.14	4426						
Difference	3.84	1	0.050					
99% Confidence	10573.93	4426						
Difference	6.63	1	0.010					

5.2.3.4.3. Models Comparison Searching for Moderation Affects

As discussed previously to evaluate the moderation affect in terms of market type, Z-score test was conducted to reveal which relationship between the constructs significantly differ among the market type (B2B vs B2C). This assessment was measured context-wise for SMEs. The discriminant Z-score test as a metric variable provides a direct means of comparing observations on each relationship between groups (Hair et al, 2010). Z-score test as shown in Table (5-31) indicates for one significant moderation affects for both B2B SMEs and B2C SMEs. The relationship between SMM Implementation and Brand Performance is significantly effective for SMEs (z-score = 2.654***) in both contexts B2B and B2C. Accordingly, only the hypothesis *H3b* as shown in Table (5-32) is accepted which explains the effects of implementing SMM on Brand Performance by B2C SMEs (ß = 0.962, p = 0.000) is stronger than its on B2B SMEs (ß = 0.668, p = 0.000).

Table (5-31) Z-score Test Results of for SEM Multigroup Comparison Analysis (SMEs)

En. V.		Ex. V.	B2B SME Estimate		B2C SME Estimate		z-score
			B	p-value	B	p-value	
SMM	←	CUSEN	0.123	0.149	0.189	0.013	0.571
SMM	←	COMEN	0.152	0.017	0.156	0.017	0.038
SMM	←	COM	0.476	***	0.404	***	-0.571
SMM	←	MO	0.178	0.042	0.189	0.019	0.096
SALE	←	SMM	0.856	***	0.932	***	0.671
CRMP	←	SMM	0.937	***	1.065	***	1.106
BRAP	←	SMM	0.668	***	0.962	***	2.654***

Notes: *** p-value < 0.01; ** p-value < 0.05; * p-value < 0.10

Table (5-32) Multigroup Hypothesis Evaluation

	Hypothesis	Results
H1b	*The impact of Implementing SMM on SMEs' Sales Performance is stronger within B2B than B2C context*	*Rejected*
H2b	*The impact of Implementing SMM on SMEs' CRM Performance is weaker within B2B than B2C context*	*Rejected*
H3b	*The impact of Implementing SMM on SMEs' Brand Performance is weaker within B2B thanB2C context*	*Accepted*
H4b	*The impact of Marketing Orientation in implementing SMM is weaker within B2B SMEs than B2C SMEs*	*Rejected*
H5b	*The impact of Organizational Competence in implementing SMM is weaker within B2B SMEs than B2C SMEs*	*Rejected*
H6b	*The impact of Customer Engagement in SM to implement SMM is weaker within B2B SMEs than B2C SMEs*	*Rejected*
H7b	*The impact of Competitor Engagement in SM to implement SMM is weaker within B2B SMEs than B2C SMEs*	*Rejected*

6. RESULTS DISCUSSION

This chapter provides a precise overview of the research obtained findings. In additions, the interpretation of findings, managerial and theoretical implications are delivered. Last of all, the research limitations and future implications are also presented.

6.1. INTERPRETATION OF FINDINGS

The results of this paper begin, firstly, to address the call for probe research focusing on implementing SMM by B2B SMEs (Wiersema, 2013; Iankova et al., 2018). A holistic model was therefore created to respond to the call and to examine empirically the SM practices within the B2B context by SMEs. The model is considering possible environmental and functional antecedents and tie them to the organizational performance outcomes. Secondly, the holistic model was tested in the B2B and B2C SMEs contexts to develop an understanding of the differences between both markets and whether the same model can work for both contexts. The developed research model and hypothesized relations were drawn by the RBV and I/O theories. The distinctive data was gathered globally by an online survey targeting SMEs executives. The proposed model provides statistical supports to demonstrate the way SMM implementation can influence SMEs' organizational performance. The influence is bounded to the extent that SMEs are able to exploit their internal strengths while responding to the environmental conditions in B2B and B2C settings. The empirical results support the positive theoretical relationships between SMM implementation and the three organizational performance dimensions; suggesting that SMEs are achieving better sales results, more enhanced CRM, and more presentable brands when implementing SMM within B2B industrial and B2C consumer markets. SM creates platforms where all stakeholders involved in a business are able to benefit from various functions to interact dually in a fostered buyers-sellers relationship and so perform sales-related tasks to achieve better sales performance and attract new business partners. This finding was also supported in the literature by studies of (Itani et al., 2017; Wang et al., 2016; Michaelidou et al., 2011). The SM's offered two-way interactivity feature enables collaborations that lead to better customer solutions and strengthen the firm's social capital to build deeper strategic relationship marketing performance; confirming the results of (Tajudeen et al., 2017; Agnihotri et al., 2016; Jussila et al., 2014; Trainor et al., 2014; Moore et al., 2013; Rodriguez et al., 2012). Finally, SMEs who

make use of SM are able to respond to the increased market commoditization and to differentiate themselves within a competitive environment by reaching a wide range of audiences supporting their brand awareness and value universally, and so directing traffic to their own website via the following links (Pagani & Pardo, 2017; Lacka & Chong, 2016; Swani et al., 2014; Rapp et al., 2013; De Vries et al., 2012; Leek & Christodoulides, 2011; Kaplan & Haenlein, 2010; Breslauer & Smith, 2009; Van Den Bulte & Wuyts, 2007).

On the other side of the model, the study supports the positive relationships of organizational competence and marketing-orientation with SMEs SMM implementation in B2B and B2C markets where competitors also make use of SM. In today's challenging markets, SM which has fast growth, popularity, viral nature, and low-cost solutions facilitates the companies' activities to gain an insight updating their information about existing and prospects customers (Rodriguez & Ajjan, 2014; Tsimonis & Dimitriadis 2013; Wu et al., 2003; Day, 1994). It facilitates also the ability to measure their current position according to their competitors in the target market (Itani et al.,2017; Tajudeen et al., 2017) as long as they have the minimum requirements of competence and commitment of SM usage that fit their strategy, positioning, and targeting (Guesalaga, 2016). However, the results that considering environmental circumstances show B2B customers' engagement in using SM did not have an influential role in SMM implementation as it did in B2C SMEs. Interestingly, the results find that competitor engagement rather than customer engagement in using SM is the effective agent in B2B SMEs' SMM implementation. Thus, it can be said that B2B SMEs are more competitor-centric than customer-centric when they construct their strategies in SM usage. In actual fact, a customer-centric firm concentrates its strategy, its energy, and its resources on its business processes to get more information about customers, and prioritizes these over maintaining traditional competitive barriers. Many scholars and SMEs executives accordingly would argue that SMM implementation would be constructed as a firm strategy based on the observation that customers are heavily engaging in SM, and the firms need to match their competencies to do better business with them, so the added value of this study is to investigate this notion further. However, practical observations, qualified by the current study, find that B2B SMEs are making use of SM but without paying attention to what their customers are doing. Rather, they keep an eye on competitors and get the instructions from them. In the Age of Customers, this is a questionable action since the primary focus of a B2B

firm should be on customers to rise above competitors (Breslauer & Smith, 2009). These findings of the holistic model provide both a justification for using SM by B2B SMEs and noticeably make a pioneering contribution to the existing literature stream pertaining to modern marketing strategy. Another interesting finding is that the same firms according to the results of the study. Even though they define themselves as marketing-oriented, their actions do not comply with their so-called competence since the customer information or actions are not driving their SMM strategy. This finding needs further probing; a qualitative study can be designed to understand the reasons of this contradiction between philosophy and action.

In contrast, the holistic model is found to be workable for B2C SMEs context. The customer engagement in SM was added back in B2C SMEs context. The user-perceived experience, gained from the social interactions offered by various SM's technical features, influences customer engagement in using SM which reduce the information searches and the apparent risk in their shopping activities (Solo, 2017; Di Gangi & Wasko, 2016). Thus, B2C consumers engage into deeper contact, ongoing dialogue, and brand image building with B2C SMEs (Moore et al., 2013; Rapp et al., 2013; Kaplan and Haenlein, 2011). The engaged customers later democratize and enlarge the communications about the brand on SM by sharing actively their opinion with other customers that influence brand meanings, messages, and image (Dessart et al., 2015; Sashi et al., 2012; Hanna et al., 2011). In return, SM platforms provide a remarkable opportunity for B2C firms to overcome the hardest mission of collecting information about the wider B2C consumers' range, establish successful relationships with them, bring a better brand management. This would prevent competitors from overcoming their buyer value superiority, and so contribute to B2C firms' performance at relatively low cost and higher levels of efficiency compared with the traditional communication tools (Guha et al., 2017; Sashi, 2012; Kaplan and Haenlein, 2011; Mangold & Faulds, 2009; Kumar et al., 1998). Similar to the B2B context, SM found to be an active marketing driver to modify B2C buyer-seller relationships roles as never it was in the traditional marketing (Sashi, 2012). The results indicate that SMEs' SMM implementation was associated in B2C context with a stronger relationship than it is in B2B context. On this behalf, two motivations were recorded as higher influential for B2C SMEs than B2B SMEs which are "*customer s' service activities*" and "*receiving customer s' feedback*". Notwithstanding that seller was traditionally controlling marketing mix decisions (i.e. product, price, promotion, and place) to develop

strategies that meet their customers' needs, SM nowadays handed over some roles of these decisions to customers (Sashi, 2012). For instance, it made customers to be connected directly with firms' brands through the following links that targeting customer to their own website or within their SM accounts where the right brand content is an essential marketing tip for brand awareness and loyalty (Pagani & Pardo, 2017; Rapp et al., 2013; Kumar and Mirchandani, 2012; De Vries et al., 2012). Furthermore, consumers in previous research found to be more engaged with products' or services' brand names in the B2C context where companies' marketing strategy vary in terms of industrial sector or product type. Paradoxically, B2B companies' corporate brand names found to be more influential for their customer (Swani et al., 2014). These results, therefore, can be considered as an answer to the opened matter from the Z-score test of why B2B SMEs branding activities are less-effective influenced than B2C SMEs in implementing SMM.

Different than other previous investigations (e.g. Quinton & Wilson, 2016; Järvinen et al., 2012), this study's results show that B2B SMEs have higher SM usage intensity (%92) within widen channel varieties than its in B2C SMEs (%56). In terms of business sector, "*business services*", "*high-tech industries*", and "*media advertisement, printing, and publishing*" were the most active areas for B2B SMEs context, while "*healthcare and pharmaceuticals*", "*non-durable consumer goods industry*", and "*wholesale*" were more intensive for B2C SMEs. Both contexts' respondents have one sharing opinion in terms of the most three interesting functions offered by SM which are "*social and professional network presence*", "*photo sharing*", and "*video sharing*" respectively. In an advanced era of time where SM channels are continuously developing a wide range of functionalities to serve similar marketing abilities (e.g. communicate content, target, and engage consumers), still various SM platforms are acting uniquely in terms of certain forms of communications (Iankova, 201). However, this study indicates that SMEs in both contexts make a presence on different multiple channels which agree with Pozza (2014; p. 1274) who suggests that businesses with multiple SM channels presence would boost their customer experience for better results. The results also indicate for no statistical differences recognized in terms of respondents' age range or gender type for implementing SMM in both B2B SMEs and B2C SMEs contexts.

In the shade of the market type, the study knocks out comparing the results of the most popular SM channels in use. For instance, LinkedIn was moderately much higher used by B2B SMEs than B2C SMEs where it mostly focuses on sales force to connect with clients and develop professional networking ties (Lacoste, 2016). In the other hand, Facebook is utilized equally for both industrial and consumer marketplaces to gain an enhanced customer engagement and a better branding image based on its ability to provide a rich means for customer relationship management (Popp, Wilson, Horbel, & Woratschek, 2016; Järvinen et al., 2012). Instagram was employed more effectively by B2C SMEs since it offers means for sharing image-based content (Muñoz & Towner, 2017). Skype as an online free telephone service kept occupying much better usage level in B2B SMEs and proactively used based on usability controls for acquiring customer feedback in a continuous and developed real-time (Constantinides & Fountain, 2008). YouTube hired equally by both contexts where it mostly used as a platform for webpage video integration to increase awareness and improve brand (Indvik, 2011). Twitter employed with slightly higher interest in B2B SMEs for customer service, public relations, and sales generation due to its ability to communicate brand messages and mining consumer responses in real-time (Culotta & Cutler, 2016; Järvinen et al., 2012). WhatsApp has brought a new dimension to the internal business communication's electronic correspondence where it was hired more successfully by B2C SMEs. It encourages participants to develop innovative ideas and so make a tangible contribution to the field of language and computer-mediated communication (Pérez-Sabater, 2015). Lastly, Google+ as an interest-based social network was mostly used by B2B SMEs where users are quickly updated and informed. It mostly used to get useful ideas, tips, or advices which motivate customers to drop a visit in place or search for more information (Voorveld, 2018).

6.2. MANAGERIAL IMPLICATIONS

The research results have important implications for SMEs executives. Nowadays, business environment faces many challenges including a greater number of competitors, a wider range of products or services commoditization, and a more qualified lead generation. According to Porter (1985) differentiation is one strategy of the competitive advantages to compete successfully in such market stipulation. SMEs need to include and leverage SM to their marketing strategy to increase the potential of reaching new customers in a wider-range, build

deeper relationships with the current customers, and strengthen their social capital for better brand presentation among rivals. Therefore, this need arose to understand the need of implementing SMM in comparison to the traditional marketing trends. The most common traditional marketing activities in the essence of the advertising approach, to communicate, deliver value, build relationships with positive customers and so make successful sale achievements are mainly presented in four divisions which are the telephone, broadcast, print, and direct mail (Kotler, 2012). SM is changing the ways of reaching customers faster in 24/7, 365 days a year by serving the featured services of a mixture of those traditional activities with modern internet-based marketing strategies to be more convenient as a marketing tactic rather than the customary means (Bhayani & Vachhani, 2014).

In terms of cost, SMEs can find a viable opportunity when paying relatively low expenses for the SM platforms they make use of than traditional methods that carry a higher rate related to quality and target reach (Evan & McKee, 2015). It has unlimited instantaneous characteristics to deliver the desired content for engaging with customers in two-way communication approach that influences them to create a favorable user-generated content to SMEs (Salo, 2017; Trainor et al., 2014; Moore et al. 2013). It has also the ability to attract a specific demographical segment by giving the customers a purpose to talk about their products or services to inspire them generating WOM, and so receive effectively their valuable feedback in continuous frequency and easier manner than traditional marketing tools (Manley, 2015; Kaplan & Haenlein, 2010).

Based on long-term strategies, SM is also a more sustainable and flexible marketing tool in terms of applying continuously developable marketing kit. In contrast, traditional marketing media act more permanent in terms of development, once printed it remains the same for a longer period of time and cannot be changed without huge associated costs (Manley, 2015). Even though in some complex and long-lasting selling agenda, where personal face-to-face selling works well, creating synergies including a mixture of the modern and traditional marketing channels (e.g. digital channels vs. advertising) still mandatory to deliver the marketing objectives (e.g. branding) that supporting the traditional offline marketing (Järvinen et al., 2012). Going forward, SMEs also needs to build a complete picture of their performance in the market and to keep tracking customers attitude toward their brand,

products, and services. In digital channels generally and SM, in particular, all the practices are trackable either by the search engine algorithms or by their subsequently published contents where the associated metrics are underlying their developing relationship with customers. The more active SMEs in SM the higher location they get on the search engine lists and the maximum perceived grade of individual interaction for a branded channel. Therefore, establishing a SM strategy to result in a recordable SEO would take a longer time that requires the SMEs' executives to focus more on reputation management and brand perception (Durmaz & Efendioglu, 2016).

Also, our results confirm that SM should be effectively embedded in every process of doing business with the customers that ranging from brand management, sales to CRM, for achieving the highest optimal results. Benefiting from the numerous features provided by SM can help creating two-way conversations to discuss, share and sync business-related vital information that fulfill client needs and wants. Concentration of SM in one area is not the case, but the whole organization should use SM in every aspect of doing business. Therefore, SMEs executives need to think differently in terms of how they communicate with prospects and customers in a simpler process, achievable and enjoyable manner using SM, where a "*pull*" strategy is more appreciated than a "*push*" strategy (Rodrigues et al., 2012). One of the recommended SM business practices to obtain the highest level of customer engagement in three steps suggested by Evans & McKee (2010). These exercises are considering difficulties such as facing the required changes to form SM strategy, and the tendency to assign some social-related stuff with marketing activities for firms who want to take advantage of social technologies. The practices start firstly with "Listening intently and respond Intelligently" to enable strategically directed response leading to collaboration. Secondly, "Collaboration" as a business-customer paradigm which occurs in multiple ways between customers with business, customers themselves, and customers with employees. Finally, "Measurement" that ties on who is listening, who is directing, and how these products or services are progressing over time to match the underlying business objectives.

SMEs should also learn from the past and realize that keeping an eye on competitors is to evaluate their strengths and weaknesses, not to get instructions from them. If a competitor uses SM, then they should implement it better than the competitor to get ahead in the

competition. However, they also need to gather information from the customers to act like a market-oriented firm to learn how and over which platforms they use SM for business, and try to comply with them in action; implement SM to serve them better. Accordingly, SMEs' executives should not assign SM channel based on market type (B2B vs B2C), but they need to follow their targeted customers' chosen channels who seek for continuous interaction with the supplier. SM channel choices are varied from the stages of searching information for pre-purchase, through to purchase and then to post-purchase. The customers' channel choice pattern is limited by the channel knowledge, the products or services knowledge, the perceived channel utility (e.g. cost and benefits), the social motivations, and the history of the multichannel behavior (Salo, 2017; Pozza, 2014). Thus, the presence of SMEs in different channels covering these stages of customers' purchasing decision would maximize customer value and provide a superior customer experience.

Finally, SMEs' executives should make sure that their organization is adept in terms of SM usage. They could screen individuals for their abilities in effective usage of SM in the recruitment process, help existing employees to acquire these skills through training after they are hired, or leasing part-time expert individuals who had the previous necessary experience with SM usage, marketing, advertising, and public relationship to support and control their SMM implementation. A culture that fosters and enhances usage of latest technologies would also be necessary for the implementation of SM.

6.3. THEORETICAL IMPLICATIONS

This study is one of the first contributions to the literature that investigates SMM on the emerging B2B's SMEs. To date, no other holistic study has empirically examined SM practices within the B2B SMEs context and compared it in accordance with the B2C SMEs context. The model's applicability and generalizability considering antecedents of organizational readiness within environmental engagement conditions and tie them on organizational performance with such a large global cross-sectional sample were appreciably high. This can be considered as the greatest contribution of this study to the extant literature. Furthermore, although the results indicate for passive influence relationship between B2B customers' engagement in using SM and the B2B SMEs SMM implementation, SMEs accepted themselves as marketing-oriented. However, this behavior of not involving the

customers' needs do not comply with the marketing competence of SMM strategy. These findings need to be analyzed qualitatively to understand the reasons for this contradiction between philosophy and action, and to determine which antecedents are more important, which consequences are more unfavorable, and which SMM strategies are more effective in order to increase the organizational performance.

Finally, complying with the SMEs nature that was theoretically studied in this research, the empirical results have demonstrated that RBV and I/O theories served this model effectively for both contexts. The B2B's SMM was explained (in term of adjusted R^2) %59.0 by the proposed antecedents while, the organizational performances of sales, CRM, and brand were explained by SMM as %54.7, %61.6 and %42.3 respectively. In parallel, the B2C's SMM was explained %72.9 by the proposed antecedents while, the organizational performances of sales, CRM, and brand were explained by SMM as %64.5, %71.8 and %67.0 respectively. Findings of this study highlight the aspects of SMM implementation which is much better utilized in B2C than B2B context while it would allow B2B SMEs to develop a better SMM strategies considering customers' expectations.

6.4. LIMITATION AND FUTURE RESEARCH IMPLICATIONS

Some limitations are associated with the recent study. Future studies, which include different environmental and internal variables, are highly suggested to provide additional validity. The present study focused only on the perspectives of internal resources as organizational competencies and market-orientation, while customer and competitor engagement in SM as external forces. Additionally, for reasons accepting this framework as a short-term study of cross-sectional quantitative analyses' snapshot, in a very runny era and continuously developing phenomenon, is merely one data point in understanding the SM growth in the B2B area. Future studies should conduct a longitudinal approach and compare it with matched data collected before and after SM implementation to better explain the SM influence on SMEs' performance, considering the different challenges that SMEs would face and not able to measure or control. Our study could also stimulate future research context-wise, watching more the B2C consumer market dimensions by addressing this issue from the buyer's and seller's point of view separately. Further future research should also focus on enhancing the knowledge about the effectiveness of implementing SMM with respect to the firm size for

large enterprises where the propensity of co-operation and offers have more alliance in comparison with SMEs. In light of the SM channels' relevancy of functionality to a certain industrial sector than other, future research might focus on navigating the reasons of implementation, business requirements and customer needs which might investigate accordingly the impact of the industry type on how easily B2B firms implement SMM.

6.5. CONCLUSION

The aim of this study was to contribute to the growing literature which investigates the impact of SMM and its role on B2B SME performance. The study considered antecedents comprising of the organization readability of being marketing-oriented and competent, while responding to possible environmental factors particularly important in the B2B context including customers' and competitors' engagement in using SM. In addition, this study focused on testing the same model for B2C SMEs in comparison with B2B SMEs context to uncover and understand the possible available differences between both B2B and B2C marketplaces which might affect SMM implementation. The proposed model was drawn from both theories of RBV and I/O to understand the role of some external environmental factors and another organizational element on the SMM strategy formulation and the consequencing outcomes. The research hypotheses that related to the proposed variables were mostly supported for both contexts.

The findings show that the proposed model delivers statistically support that SMEs' SMM implementation influence positively organizational performance depending on the extent of their ability to manage their internal strengths responding to environmental conditions in both B2B and B2C market settings. The empirical results also support the model's positive relationships between SMEs' SMM implementation and the proposed three-dimensional organizational performances suggesting that SMEs after implementing SMM are able to realize better sales outcomes through an improved CRM have ever occurred, and so to build a more presentable brand within both B2B and B2C market settings. Moreover, it has been statistically figured that organizational competence and marketing orientation have positive relationships with SMEs' SMM implementation in an environment where competitors also make use of SM. However, only the B2B customers' engagement in using SM did not work for B2B SMEs' SMM implementation.

On the basis of the author's observations of constructing SMM strategy, the results showed that B2B SMEs are more competitor-centric than customer-centric when competitor engagement in SM had a more operative effect to implement SMM rather than customer engagement in SM. Whereas, a successful firm should continuously develop a customer-centric strategy which meets the customer needs and creates a superior sustainable advantage among other competitors. The competitor-orientation strategy should be used to target rivals as a frame of reference identifying strengths and weaknesses of the firm but not to be utilized as an instruction tool. Once investigating these interesting facts, the author found that these results agree with Forrester (2011)'s report when the same firms consider themselves as market-oriented, though their actions do not comply with a strategy driven by the customers' information.

These are some of the obtained facts responding to the call for additional research about SMM in B2B SMEs which is continuously gaining more and more importance in academic literature and business practitioner world. Future research using theoretically diverse frameworks to capture extra-preferences in this time-varying area would have additional importance of how well the social media technologies vibes deliver on their rising promise.

7. REFERENCES

ARTICLES

Agnihotri, R. D., Dingus, R., Hu, M. Y., & Krush, M. T. (2016). Social media: Influencing customer satisfaction in B2B sales. *Industrial Marketing Management*, Vol. 53, pp. 172–180.

Agnihotri, R. D., Kothandaraman, P., Kashyap, R., & Singh, R. (2012). Bringing "social" into sales: The impact of salespeople's social media use on service behaviors and value creation. *Journal of Personal Selling & Sales Management*, Vol. 32(3), pp. 333–348.

Agostini, L. & Nosella, A. (2016). The Central Role of A Company's Technological Reputation in Enhancing Customer Performance in The B2B Context Of SMEs. *Journal of Engineering and Technology Management*, Vol. 42, pp1-14.

Ahlqvist, T., Bäck, A., Heinonen, S., & Halonen, M. (2010). Road-mapping the societal transformation potential of social media. *Foresight*, Vol. 12(5), pp. 3–26.

Ajzen, I. (1991). The theory of planned behavior. (P. A. M. Lange, A. W. Kruglanski, & E. T. Higgins, Eds.) *Organizational Behavior and Human Decision Processes*, Vol 50(2), pp. 179–211.

Al-Qirim, N. (2007). The adoption of eCommerce communications and applications technologies in small businesses in New Zealand. *Electronic Commerce Research and Applications*, Vol. 6(4), pp. 462–473.

Anderson, James C., and David W. Gerbing (1988), "Structural Equation Modeling in Practice: A Review and Recommended Two-Step Approach," *Psychological Bulletin*, Vol. 103 (3), pp. 411–423.

Andzulis, J.M., Panagopoulos, N. G., & Rapp, A. (2012). A review of social media and implications for the sales process. *Journal of Personal Selling & Sales Management*, Vol. 32(3), pp. 305–316.

Apigian, C.H., Ragu-Nathan, B.S., Ragu-Nathan, T. & Kunnathur, A. (2005). Internet Technology: The Strategic Imperative. *Journal of Electronic Commerce Research*, VOL. 6(2) 123–145.

Ardjouman, D. (2014). Factors Influencing Small and Medium Enterprises (SMEs) in Adoption and Use of Technology in Cote d'Ivoire. *International Journal of Business and Management*, Vol. 9, 8, 179-190.

Ashley, C., & Tuten, T. (2015). Creative strategies in social media marketing: An exploratory study of branded social content and consumer engagement. *Psychology & Marketing*, Vol. 32(1), pp. 15–27.

Avlonitis, G. J. & Gounaris, S. P. (1997). Marketing Orientation and Company Performance, Industrial vs. Consumer Goods Companies. *Industrial Marketing Management*, Vol. 26, pp. 385-402.

Ayu, a. R. R., & Abrizah, a. (2011). Do you Facebook? Usage and applications of Facebook page among academic libraries in Malaysia. *The International Information & Library Review*, Vol. 43(4), pp. 239–249.

Azad, N., Ahmadi, F. (2015). The Customer Relationship Management Process: Its Measurement and Impact on Performance. *Uncertain Supply Chain Management*. Vol. 3(1), pp. 43-50.

Backhouse, J. (2009) Social Media: Impacting the Enterprise? European and Mediterranean Conference on Information Systems 2009, 1–9.

Baker, J., Sinkula, J., 2009. Does Market Orientation Facilitate Balanced Innovation Programs? An Organizational Learning Perspective. *Journal of Product Innovation Management*, Vol. 24, p. 316-334.

Ballantyne, D., & Aitken, R. (2007). Branding in B2B markets: insights from the service-dominant logic of marketing. *Journal of Business & Industrial Marketing*, Vol. 22(6), pp. 363-371.

Barney, J., (1991). Firm Resources and Sustained Competitive Advantage, *Journal of Management*, Vol. 17(1), pp. 99-120.

Barney, J., Wright, M., & Ketchen, D. J. (2001). The resource-based view of the firm: Ten years after 1991. *Journal of Management*, Vol. 27(6), pp. 625–641.

Barreda, A. A., Bilgihan, A., Nusair, K., & Okumus, F. (2015). Generating brand awareness in Online Social Networks. *Computers in Human Behavior*, Vol. 50, pp. 600–609.

Becherer, R.C., Halstead, D. and Haynes, P. (2001). Marketing Orientation in SMEs: Effects of The Internal Environment, *New England Journal of Entrepreneurship*, Vol. 6(1), pp. 13-22.

Bianchi, C., & Andrews, L. (2015). Investigating marketing managers' perspectives on social media in Chile. *Journal of Business Research*, Vol. 68(12), pp. 2552–2559.

Bernoff, J., & Li, C. (2008). Harnessing the power of the oh-so-social web. *MIT Sloan Management Review*, Vol. 49(3), pp. 36–42.

Berthon P, Ewing MT and Napoli J (2008). Brand Management in Small to Medium-sized Enterprises. *Journal of Small Business Management*, Vol. 46(1), pp. 27-45.

Berthon, P., Lane, N., Pitt, L., & Watson, R. T. (1998). The world wide web as an industrial marketing communication tool: Models for the identification and assessment of opportunities. *Journal of Marketing Management*, Vol. 14, pp. 691-704.

Bhayani, S. & Vachhani, N. (2014). Internet Marketing vs Traditional Marketing: A Comparative Analysis. *FIIB Business Review*, Vol. 3(3), pp. 53-63.

Bianchi & Andrews, 2015; Bianchi, C., & Andrews, L. (2015). Investigating marketing managers' perspectives on social media in Chile. *Journal of Business Research*, Vol. 68(12), pp. 2552–2559.

Blerta Rugova and Burim Prenaj. (2016). Social Media Marketing Tools for SMEs: Opportunities and Challenges, *Academic Journal of Business, Administration, Law and Social Sciences*, Vol. 2(3), pp. 85-97, IIPCCL Publishing, Tirana-Albania.

Brennan, R., & Croft, R. (2012). The use of social media in B2B marketing and branding: An exploratory study. *Journal of Consumer Behaviour*, Vol. 11(2), pp. 101–115.

Brink T. (2017). B2B SME management of antecedents to the application of social media. *Journal of Industrial Marketing*, Vol. 64(1), pp. 57-65.

Brown, B.P., Zablah, A.R., Bellenger, D.N. and Johnston, W.J., (2011). When do B2B brands influence the decision making of organizational buyers? An examination of the relationship between purchase risk and brand sensitivity. *International Journal of Research in Marketing*, Vol. 28(3), pp. 194-204.

Bruhn, M., Schnebelen, S. and Schäfer, D. (2013). "Antecedents and consequences of the quality of e-customer- to-customer interactions in B2B brand communities", *Industrial Marketing Management*, Vol. 43(1), pp. 164-176.

Bruque, S., & Moyano, J. (2007). Organisational determinants of information technology adoption and implementation in SMEs: The case of family and cooperative firms. *Technovation*, Vol. 27(5), pp. 241–253.

Buehrer, R. E., Senecal, S., & Bolman Pullins, E. (2005). Sales force technology usage - Reasons, barriers, and support: An exploratory investigation. *Industrial Marketing Management*, Vol. 34, pp. 389–398.

Calder, B. J., Mathew S. I., & Edward C. M. (2016), "How to Capture Consumer Experiences: A Context-Specific Approach to Measuring Engagement Predicting Consumer Behavior across Qualitatively Different Experiences," *Journal of Advertising Research*, Vol. 56(1), pp. 39–52.

Chan, Y.Y. & Ngai, E.W.T. (2011). “Conceptualizing electronic word of mouth activity. An input-process-output perspective”, *Marketing Intelligence & Planning*, Vol. 29(5), pp. 488-516.

Charmaine du Plessis, (2017). The role of content marketing in social media content communities. *South African Journal of Information Management*, Vol. 19(1), 1-17.

Chen, S.-C., Yen, D. C., & Hwang, M. I. (2012). Factors influencing the continuance intention to the usage of Web 2.0: An empirical study. *Computers in Human Behavior*, Vol. 28(3), pp. 933–941.

Christ, P., & Anderson, R. (2011). The impact of technology on evolving roles of salespeople. *Journal of Historical Research in Marketing*, Vol. 3(2), pp. 173–193.Cooke, Ernest F. (1986). "What Is Business and Industrial Marketing?", *Journal of Business & Industrial Marketing*, Vol. 1(1), pp. 9-17.

Chu, S.C. & Kim, Y. (2011). “Determinants of consumer engagement in electronic word-of-mouth (eWOM) in social networking sites”, *International Journal of Advertising*, Vol. 30(1), pp. 47-75.

Coltman, Tim (2007). “Can Superior CRM Capabilities Improve Performance in Banking?” *Journal of Financial Services Marketing*, Vol. 12(2), pp. 102–114.

Conant, J.S., Mokwa, M.P. & Varadarajan PR (1990). Strategic Types, Distinctive Marketing Competencies And Organizational Performance: A Multiple-Measures-Based Study. *Strategic Management Journal*, Vol.11(5), pp. 365–83.

Constantinides, E. (2014). Foundations of Social Media Marketing. *Social and Behavioral Sciences*, Vol. 148. pp. 40-57.

Constantinides, E. & Fountain, S.J. (2008). “Web 2.0: conceptual foundations and marketing issues”, *Journal of Direct, Data and Digital Marketing Practice*, Vol. 9(3), pp. 231-244.

Cotter, S. (2002). Taking the Measurement of E-Marketing Success. *Journal of Business Strategy*, Vol. 23(2), pp. 30-37.

Cragg, Paul, Caldeira, Mário, & Ward, John (2011). Organizational Information Systems Competences in Small and Medium-Sized Enterprises. *Journal of Information & Management*, Vol. 48(8), pp. 353-363.

Csordás, T., Markos-Kujbus, É. & Gáti, M. (2014). The Attributes of Social Media as a Strategic Marketing Communication Tool. *Journalism and Mass Communication*, Vol. 4, No. 1, pp. 48-71.

Curtis, L., Edwards, C., Fraser, K. L., Gudelsky, S., Holmquist, J., Thornton, K., & Sweetser, K. D. (2010). Adoption of social media for public relations by nonprofit organizations. *Public Relations Review*, Vol. 36(1), pp. 90–92.

Danhil, M. I., Marzuki, K. M., Langgat, J. & Fabeil, F. (2014). Factors Influencing SMEs Adoption of Social Media Marketing. *Social and Behavioral Sciences*, Vol. 148, pp.119-126.

Day, G. (1994). The of Market-Drive Capabilities Organizations. *Journal of Marketing*, Vol. 58(4), pp. 37-52.

De Vries, L., Gensler, S., & Leeflang, P. S. H. (2012). Popularity of brand posts on brand fan pages: An investigation of the effects of social media marketing. *Journal of Interactive Marketing*, pp. 26, 83–91.

Dholakia, U.M. and Durham, E. (2010). "One cafe´ chain's Facebook experiment", *Harvard Business Review*, Vol. 88(3), pp. 26.

Di Gangi, P. M., & Wasko, M. M. (2016). Social Media Engagement Theory: Exploring the Influence of User Engagement on Social Media Usage. *Journal of Organizational and End User Computing*, Vol. 28(2), pp.53-73.

Dierickx, I. & Cool, K. (1989). Asset stock accumulation and sustainability of competitive advantage. *Management Science*, Vol. 35, pp. 1504-1511.

Drèze, X., & Hussherr, F.-X. (2003). Internet advertising: Is anybody watching? *Journal of Interactive Marketing*, Vol. 17(4), pp. 8-23.

Drummond C., McGrath H., and O'Toole T. (2017). The Impact of Social Media on Resource Mobilization in Entrepreneurial Firms. *Journal of Industrial Marketing Management*, Vol. 70(4), pp. 68-89.

Du Plessis C. (2017). "The role of content marketing in social media content communities". *South African Journal of Information Management,* Vol. 19(1), pp. a866.

Ebbers, J. J. (2014). Networking behavior and contracting relationships among entrepreneurs in business incubators. *Entrepreneurship Theory and Practice*, Vol. 38(5), pp. 1159–1181.

Eggert, Andreas, and Murat Serdaroglu (2011). Exploring the Impact of Sales Technology on Salesperson Performance: A Task-Based Approach, *Journal of Marketing Theory and Practice*, Vol. 19(2), pp. 169–186.

El-Gohary, H. (2012). Factors affecting E-Marketing adoption and implementation in tourism firms: An empirical investigation of Egyptian small tourism organizations. *Tourism Management*, Vol. 33(5), pp. 1256–1269.

Erdoğmuş, I. E., & Çiçek, M. (2012). The impact of social media marketing on brand loyalty. *Social and Behavioral Sciences*, Vol. 58(10), pp. 1353-1360.

Erkan, I. & Evans, C. (2016). The influence of eWOM in Social Media on consumers' purchase intensions: An extended approach to information adoption. *Journal of Computers in Human Behavior*, Vol. 61(8), pp. 47-55.

Ewelina L. & Alain C. (2016). Usability perspective on social media sites' adoption in the B2B context. *Journal of Industrial Marketing Management,* Vol. 54, pp. 80-91.

Fiol, C.M. (2001), "Revisiting An Identity-Based View of Sustainable Competitive Advantage", *Journal of Management*, Vol. 27, pp. 691-9.

Ford, D. (1980). The development of buyer-seller relationships in industrial markets. *European Journal of Marketing*, Vol. 14(5/6), pp. 339–353.

Fornell, C. & Larcker D. F. (1981). Evaluating Structural Equations Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, Vol. 18 (February), pp. 39–50.

Fournier, S., and Avery, J. (2011).” The Uninvited Brand”, *Business Horizons*, Vol. 54(3), pp. 193-207.

Foux, G. (2006). Consumer-generated media: get your customers involved. *Brand Strategy*, Vol. 8 , pp. 38–39. (Retrieved from https://www.lexisnexis.com/hottopics/lnacademic/)

Gallaugher, J., & Ransbotham, S. (2010). Social Media and Customer Dialog Management At Starbucks. *MIS Quarterly Executive*, Vol. 9(4), pp. 197-212.

Gilmore, A. (2011). Entrepreneurial and SME marketing. *Journal of Research in Marketing and Entrepreneurship*. Vol. 13(2), pp. 137-145.

Gilmore, A., Carson, D., Donnell, A. O., & Cummins, D. (1999). Added value: A qualitative assessment of SME marketing. *Irish Marketing Review*, Vol. 12(1), pp. 27. Retrieved from http://search.proquest.com/docview/204573924?accountid=13360

Gilmore A, Carson, D. & Grant K (2001). SME Marketing in practice. *Marketing Intelligence & Planning*, Vol. 19(1), pp. 6-11.

Gilmore, A., Carson, D., Grant, K., O'Donnell, A., Laney, R., & Pickett, B. (2006). Networking in SMEs: Findings from Australia and Ireland. *Irish Marketing Review*, Vol. 18(1/2), pp. 21–28.

Gilmore, A., Gallagher, D., & Henry, S. (2007). E-marketing and SMEs: operational lessons for the future. *European Business Review*, Vol. 19(3), pp. 234–247.

Goodhue, D. L., & Thompson, R. L. (1995). Task-technology fit and individual performance. MIS Quarterly, *MIS Quarterly*, Vol. 19(2), pp. 213–236.

Gottschalk, P., Abrahamsen, A.F., (2002). Plans to utilize electronic marketplaces: the case of B2B procurement markets in Norway. *Industrial Management and Data Systems*, Vol. 102(5), Vol. 325–331.

Grandon, E. E., & Pearson, J. M. (2004). Electronic commerce adoption: an empirical study of small and medium US businesses. *Information & Management*, Vol. 42(1), 197–216.

Grant, R.M. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal*, Vol. 17(S2), pp. 109–122.

Guesalaga R. (2016). The use of social media in sales: Individual and organizational antecedents, and the role of customer engagement in social media. *Industrial Marketing Management*, Vol. 54, pp. 71-79.

Guha, S., Harrigan, P. & Soutar, G. (2017). Linking social media to customer relationship management (CRM): a qualitative study on SMEs. *Journal of Small Business and Entrepreneurship.* Vol. 30(3), pp. 193-214.

Hanna, R., Rohm, A., & Crittenden, V.L. (2011). We're All Connected: The Power of The Social Media Ecosystem. *Business Horizons*, Vol. 54(3), pp. 265-273.

Harris, L., Rae, A., & Grewal, S. (2008). Out on the pull: How small firms are making themselves sexy with new online promotion techniques. *International Journal of Technology Marketing*, Vol. 3(2), pp. 153–168.

Heinonen, K., and Michelsson T. (2010), The Use of Digital Channels to Create Customer Relationships. *International Journal of Internet Marketing and Advertising*, Vol. 6(1), pp. 1–21.

Hensel, K., Deis, M.H. (2010). Using social media to increase advertising and improve marketing, *Entrepreneur Executive*, Vol. 15, pp. 87–97.

Hill, J. (2001). A Multidimensional Study of the Key Determinants of Effective SME Marketing Activity: Part 1. *International Journal of Entrepreneurial Behavious & Research*, Vol. 7(5), pp. 171-204.

Hitt, M.A., & Ireland, R.D. (1985). "Corporate Distinctive Competence, Strategy, Industry, and Performance," *Strategic Management Journal*. Vol. (6), pp. 273-293.

Hoang, H., & Antoncic, B. (2003). Network-based research in entrepreneurship: A critical review. *Journal of Business Venturing*, Vol. 18(2), pp. 165–187.

Hollebeek, L. D., Glynn, M. S. & Brodie, R. J. (2014). Consumer Brand Engagement in Social Media: Conceptualization, Scale Development and Validation. *Journal of Interactive Marketing*, Vol. 28(2), pp. 149–165.

Homburg, C., Kuester, S., Beutin, N. & Menon, A., (2005). Determinants of customer benefits in business-to-business markets: a cross-cultural comparison. *Journal of International Marketing*, Vol. 13(3), pp.1-31.

Hong, W. & Zhu, K. (2006). Migrating to internet-based e-commerce: factors affecting e-commerce adoption and migration at the firm level. *Inf. Manage*, Vol. 43(2), pp. 204–221.

Hoskisson, R. E., Hitt, M. A., Wan, W. P. & Yiu, D. (1999). Theory and research in strategic management: swings of a pendulum. *J Manage*, Vol. 25(3), pp. 417–56.

Hung, W. H., Chang, L. M., Lin C. P. & Hsiao, C. H., (2014). E-readiness of Website Acceptance and Implementation in SMEs. *Journal of Computers in Human Behavior*, Vol. 40, 44-55.

Hwang, Y. (2010). The moderating effects of gender on e-commerce systems adoption factors: An empirical investigation. *Computers in Human Behavior*, Vol. 26(6), pp. 1753–1760.

Ifinedo, P. (2011). Internet/e-business technologies acceptance in Canada's SMEs: an exploratory investigation. *Internet Research*, Vol. 21(3), pp. 255–281.

Itani, O. S., Agnihotri, R. & Dingus, R. (2017). Social Media Use in B2B Sales and Its Impact on Competitive Intelligence Collection and Adaptive Selling: Examining The Role of Learning Orientation As An Enabler. *Industrial Marketing Management*, Vol. 66(10), pp. 64-79.

Iankova, S., Davies., I., Archer-Brown, C., Marder, B. & Yau, A. (2018). A Comparison Of Social Media Marketing Between B2B, B2C And Mixed Business Models. Vol. X(X), pp. XX-XX. (in press)

Järvinen, J., Tollinen, A., Karjaluoto, H., & Jayawardhena, C. (2012). Digital and Social Media Marketing Usage in B2B Industrial Section. *Marketing Management Journal*, Vol. 22(2), pp. 102–117.

Jaworski, BJ. and Kohli, A.K. (1993). Market Orientation: antecedents and consequences. Journal of Marketing, Vol. 57(7), pp.53-77.

Johnston, W. J., & Bonoma, T. V. (1981). The buying center: Structure and interaction patterns. *Journal of Marketing*, Vol. 45(Summer); pp. 143–156.

Jolson, Marvin A., and Thomas R. Wotruba (1992). "Prospecting: A New Look at this Old Challenge," *Journal of Personal Selling & Sales Management*, Vol. 12(4), pp. 59–66.

Jussila, J. J., Kärkkäinen, H. & Aramo-Immonen, H. (2014). Social media utilization in business-to-business relationships of technology industry firms. *Computers in Human Behavior*, Vol. 30, pp. 606-613.

Jussila, J., Karkkainen, H., & Leino, M. (2012). Social media's opportunities in business-to-business interaction in innovation process. *International Journal of Technology Marketing*, Vol. 7(2), pp. 191-208.

Kaplan A. M., Haenlein M. (2010). Users of The World, Unite! The Challenges and Opportunities of Social Media, *Business Horizons Journal*, Vol. 53, pp. 59-68.

Kaplan, A.M. (2012). If You Love Something, Let It Go Mobile: Mobile Marketing and Mobile Social Media 4 × 4. *Business Horizons*, Vol. 55(2), pp. 129–139. (Retrieved from http://dx.doi.org/10.1016/j. bushor.2011.10.009).

Kaur, P. (2015). Using Social Media For Employer Branding And Talent Management: An Experiential Study. *Journal of Brand Management*, Vol. 7(2), pp. 7–20

Keinänen Hanna & Kuivalainen Olli (2015). Antecedents of social media B2B use in industrial marketing context: customers' view. *Journal of Business & Industrial Marketing*, Vol. 30(6). pp. 711-722.

Kendall, J. D., Tung, L. L., Chua, K. H., Ng, C. H. D., & Tan, S. M. (2001). Receptivity of Singapore's SMEs to electronic commerce adoption. *The Journal of Strategic Information Systems*, Vol. 10(3), pp. 223–242.

Kho, N. D. (2008). B2B gets social media. *E-Content*, Vol. 31(3), pp. 26-30.

Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (2011). Social media? Get serious! Understanding the functional building blocks of social media. *Business Horizons*, Vol. 54(3), pp. 241–251.

Killian, G. & McManus, K. (2015). A marketing communications approach for the digital era: Managerial guidelines for social media integration. *Business Horizons*, Vol. 58, pp. 539-549.

Kim, A.J. & Ko, E. (2012). "Do Social Media Marketing Activities Enhance Customer Equity? An Empirical Study of Luxury Fashion Brand," *Journal of Business Research*, Vol. 65(10), pp. 1480–1486.

Kim, J., Sharma, S. & Setzekorn, K. (2002). A Framework for Building Brand Equity Online for Pure-Play B2C Retailers and Services. *The International Journal on Media Management*, Vol. 4(2), pp. 123-133.

Kozinets, R.V., De Valck, C., Wojnicki, A. & Wilner, S. (2010). "Networked narratives: understanding word-of-mouth marketing in online communities", *Journal of Marketing*, Vol. 74(2), pp. 71-89.

Krake, F. B. G. J. M. (2005). Successful brand management in SMEs: A new theory and practical hints. *The Journal of Product and Brand Management*, Vol. 14(4), pp. 228–238.

Lacka, E., & Chong, A. (2016). Usability perspective on social media sites' adoption in the B2B context. *Industrial Marketing Management*, Vol. 54, pp. 80–91.

LaPlaca, P.J. (2011). Letter from the Editor. *Industrial Marketing Management*, Vol. 40(3), pp. 331–333.

Laroche, M., Habibi, M. R., & Richard, M. O. (2013). To be or not to be in social media: How brand loyalty is affected by social media? *International Journal of Information Management*, Vol. 33(1), pp. 76–82.

Larson, A. (1992). Network dynamics in entrepreneurial setting: A study of the governance of exchange relationships. *Administrative Science Quarterly*, Vol. 37(1), pp. 76–104.

Leek, S., & Christodoulides, G. (2011). A literature review and future agenda for B2B branding: Challenges of branding in a B2B context. *Industrial Marketing Management*, 40(6), pp. 830–837.

Leek, S., & Christodoulides, G. (2011). Brands: Just for consumers? Introduction to the special issue on B2B branding. *Industrial Marketing Management*, Vol. 40(7), pp. 1060–1062.

Leitch, S., & Richardson, N. (2003). Corporate branding in the new economy. *European Journal of Marketing*, Vol. 37(7), pp. 1065–1079.

Levin, M. A., Hansen, J. M., & Laverie, D. A. (2012). Toward understanding new sales employees' participation in marketing-related technology: Motivation, voluntariness, and past performance. *Journal of Personal Selling & Sales Management*, Vol. 32(3), pp. 379–393.

Lilien, G. L. (2011). Bridging the academic–practitioner divide in marketing decision models. *Journal of Marketing*, Vol. 75(4); pp. 196–210.

Lilien, G. L. (2016). The B2B knowledge gap. *International Journal of Research in Marketing*, Vol. 33(3), pp. 543–556.

Lu, Y., Zhou, T., &Wang, B. (2009). Exploring Chinese users' acceptance of instant messaging using the theory of planned behaviour, the technology acceptance model and the flow theory. *Computers in Human Behavior*, Vol. 25, pp. 29–39.

Lukács, E. (2005). "The Economic Role of SMEs in World Economy, Especially in Europe ". *European Integration Studies,* Vol. 1, pp. 3-12, (Retrieved from https://www.ceeol.com/search/article-detail?id=110801).

Mäläskä, M., Saraniemi, S. & Tähtinen, J. (2011). Network actors' participation in B2B SME branding. *Industrial Marketing Management*. Vol. 40, pp. 1144-1152.

Manchanda, P., Dubé, J.-P., Goh, K. Y., & Chintagunta, P. K. (2006). The effect of banner advertising on Internet purchasing. *Journal of Marketing Research,* Vol. 43(1), pp. 98-108.

Mangold, W. G. & Faulds, D. J. (2009). Social Media: The New Hybrid Element of the promotion mix. *Business Horizons*, Vol. 52, pp. 357-365.

Manley, L. (2015). The Use of Traditional Versus E-Marketing in SMEs in a Developing Country: A Comparative Analysis. *Journal of Governance and Regulation*, Vol. 4(1), pp. 202-212.

Mappigau, P. & Hastan (2012). Core Competence and Sustainable Competitive Advantage of Small Silk Weaving Industries (SIs) in Wajo District, South Sulawesi. *Procedia Economics and Finance*, Vol. 4, pp. 160-167.

Mario Franco, Maria de Fatima Santos, Isabel Ramalho and Cristina Nunes (2014). An exploratory study of entrepreneurial marketing in SMEs: The role of the founder-entrepreneur. *Journal of Small Business and Enterprise Development,* Vol. 21(2), pp. 265-283.

Marshall, G.W., Moncrief, W. C., Rudd, J. M., & Lee, N. (2012). Revolution in sales: The impact of social media and related technology in the selling environment. *Journal of Personal Selling & Sales Management,* Vol. 32(3), pp. 349–363.

McCartan-Quinn, D. & Carson, D. (2003). "Issues which impact upon marketing in the small firm", *Small Business Economics*, Vol. 21(2), pp. 201-13.

Michaelidou, N., Siamagka, N. T., & Christodoulides, G. (2011). Usage, barriers and measurement of social media marketing: An exploratory investigation: small and medium B2B brands. *Industrial Marketing Management*, Vol. 40, pp. 1153–1159.

Michael Rodrigues, Robert M. Peterson and Vijaykumar Krishnan. (2012). Social Media's Influence on Business-To-Business Sales Performance. *Journal of Personal Selling & Sales Management*, Vol. 32(3), pp. 365–378.

Minna, M., Saila, S. & Jaana, T. (2011). Network actors' participation in B2B SME branding. *Journal of Industrial Marketing Management*, Vol. 40, pp. 1144-1152.

Mohd I. Dahnil, Kamarul M. Marzuki, Juliana Langgat and Noor F. Fabeil (2014). *Procedia-Social and Behavioral Sciences*, Vol. 148, pp.119-126.

Moore, J. N., Raymond, M. A., & Hopkins C. D. (2015). Social Selling: A Comparison of Social Media Usage Across Process Stage, Markets, and Sales Job Functions. *Journal of Marketing Theory and Practice*, Vol. 23(1), pp. 1–20.

Moore, J., Hopkins, C., & Raymond, M. (2013). Utilization of relationship-oriented social media in the selling process: A comparison of consumer (B2C) and industrial (B2B) salespeople. *Journal of Internet Commerce*, Vol. 12(1), pp. 48–75.

Moorman, C. and Rust, R. (1999). "The role of marketing", *Journal of Marketing*, Vol. 63(4), pp. 180-197.

Morgan, R.M., and Hunt S.D. (1994), "The Commitment-Trust Theory of Relationship Marketing," *Journal of Marketing*, Vol. 58(3), pp. 20–38.

Moser, K., Tumasjan, A., & Welpe, I. (2016). Content Is King: What Makes An Engaging Recruitment Brand On Social Media Channels? *Academy of Marketing*, Vol. 1, pp. 43–49.

Moss D, Ashford R and Shani N (2003). The Forgotten Sector: Uncovering the Role of Public Relations in SMEs. *Journal of Communication Management*, Vol. 8(2), pp. 197-210.

Motwani, J. A., Jiang, J. J. & Kumar, A. (1998). “A comparative analysis of manufacturing practices of small vs. large Western Michigan organizations”, *Industrial Management & Data Systems*, Vol. 98(1), pp. 8-11.

Narver, J. & Slater, S. (1990). The effect of a market orientation on business profitability. *Journal of Marketing*, Vol. 54(10),pp. 20-35.

Neti. S. (2011). Social Media and Its Role in Marketing. *International Journal of Enterprise Computing and Business System*, Vol. 1, pp. 1-15.

O'Cass, A. & Ngo, L. V. (2006). Balancing external adaptation and internal effectiveness: Achieving better brand performance. Journal of Business Research, Vol. 60(1), pp. 11-20.

O'Donnell, A. (2004). The nature of networking in small firms. *Qualitative Market Research: An International Journal*, Vol. 7(3), pp. 206–217.

Odoom, R., Anning-Dorson, T. & Acheampong, G. (2017). Antecedents of social media usage and performance benefits in small-and medium-sized enterprises. *Journal of Enterprise Information Management*, Vol. 30(3), pp. 383-399.

Oh, K.-Y., Cruickshank, D., & Anderson, A. R. (2009). The adoption of e-trade innovations by Korean small and medium sized firms. *Technovation*, Vol. 29(2), 110–121.

Ojasalo, J., Nätti, S., & Olkkonen, R. (2008). Brand building in software SMEs: An empirical study. *The Journal of Product and Brand Management*, Vol. 17(2), pp. 92–107.

Öztamur, D. and Sarper Karakadılar, İ. (2014). Exploring the Role of Social Media for SMEs: As a New Marketing Strategy Tool for the Firm Performance Perspective. *Social and Behavioral Science*, Vol. 150. pp. 511-520.

Pagani, M., & Pardo, C. (2017). The impact of digital technology on relationships in a business network. *Industrial Marketing Management*, 67(November 2017), pp. 185–192.

Pansari, A. & Kumar, V. (2016). Customer engagement: the construct, antecedents, and consequences. *Journal of the Academy of Marketing Science*, Vol. 45(3), pp. 294-300.

Pelham, A. M., & Wilson, D. T. (1996). A longitudinal study of the impact of market structure, firm structure, strategy, and market orientation culture on dimensions of small-firm performance. *Journal of the Academy of Marketing Science*, Vol. 24(1), pp. 27-43.

Perez-Sabater, C. (2015). Discovering Language Variation in WhatsApp Text Interaction. *Onomazein*, Vol. 31(1), pp. 113-126.

Pérez-González, D, Trigueros-Preciado, S. & Popa, S. (2017). Social Media Technologies' Use for the Competitive Information and Knowledge Sharing, and Its Effects on Industrial SMEs' Innovation. Information Systems Management, Vol. 34(3), pp. 291-301.

Piller, F. T., Vossen, A., & Ihl, C. (2012). From Social Media To Social Product Development: The Impact of Social Media on Co-Creation of Innovation. *Die Unternehmung*, Vol. 65(1), pp. 1–22.

Pookulangara, S., & Koesler, K. (2011). Cultural influence on consumers' usage of social networks and its' impact on online purchase intentions. *Journal of Retailing and Consumer Services*, Vol. 18(4), pp. 348–354.

Porter, M. (1981). The Contribution of Industrial Organization to Strategic Management. *Academy of Management Review*, Vol. 6(4), pp. 609-620

Porter, M.E. (2001). "Strategy and the Internet", *Harvard business review*, vol. 79(3), pp. 62-79.

Porter, C. E., & Donthu, N. (2006). Using the technology acceptance model to explain how attitudes determine Internet usage: the role of perceived access barriers and demographics. *Journal of Business Research*, Vol. 59(9), pp. 999-1007.

Rapp, A., Beitelspacher L. S., Grewal D., and Hughes, D. E. (2013), "Understanding Social Media Effects Across Seller, Retailer, and Consumer Interactions," *Journal of the Academy of Marketing Science*, Vol. 41(5), pp. 547–66.

Reijonen, H. (2010). "Do all SMEs practice same kind of marketing?", *Journal of Small Business and Enterprise Development*, Vol. 17(2), pp. 279-293.

Reto Felix, Philipp A. Rauschnabel and Chris Hinsch. (2017). Elements of Strategic Social Media Marketing: A Holistic Framework. *Journal of Business Research*, Vol. 70(1), pp. 118-126.

Roberto Mora Cortez and Wesley J. Johnston. (2017). The future of B2B Marketing Theory: A Historical and Prospective Analysis. *Industrial Marketing Management*, Vol. 66(7); pp. 90-102.

Rodriguez, M. & Ajjan, H. (2014). CRM/Social Media Technology: Impact on Customer Orientation Process and Organizational Sales Performance. *Journal of Marketing Development and Competitiveness*, Vol. 8(1), pp. 85-97.

Rodriguez, M., Ajjan H. & Peterson, R. (2016). Social Media in Large Forces: An Empirical Study of the Impact of Sales Process Capabilities and Relationship Performance. *Journal of Marketing Theory and Practice*, Vol. 24(3), pp. 365-379.

Rodriguez, M., Peterson, R. M., & Krishnan, V. (2012). Social media's influence on business-to-business sales performance. *Journal of Personal Selling & Sales Management*, Vol. 32(3), pp. 365–378.

Rugova, B. and Prenaj, B., (2016). Social Media as Marketing Tool for SMEs: Opportunities and Challenges. *Academic Journal of Business, Administration, Law and Social Science.* Vol. 2(3). pp. 85-98.

Rumelt, R. P. (1984). Towards a strategic theory of the firm. *Competitive strategic management*, Vol. 26, pp. 556–570.

Salo, J. (2017). Social Media Research In The Industrial Marketing Field: Review Of Literature And Future Research Directions. *Industrial Marketing Management*, Vol. 66(7), pp. 115-129.

Samli A. C., Grewal D. & Mathur S. K. (1988). International Industrial Buyer Behavior: An Exploration and A Proposed Model. *Journal of the Academy of Marketing Science*, Vol. 16(2), pp. 19-29.

Sashi, C. M. (2012). Customer engagement, buyer-seller relationships, and social media. *Management Decision*, Vol. 50(2), pp. 253-272.

Schreiber, J. (2006). Reporting Structural Equation Modeling and Confirmatory Factor Analysis Results: A Review. *The Journal of Educational Research.* Vol. 99(6), pp. 323-337.

Schultz, D. E., & Peltier, J. (2013). Social media's slippery slope: Challenges, opportunities and future research directions. *Journal of Research in Interactive Marketing*, Vol. 7(2), pp. 86–99.

Schultz, R. J., Schwepker, C. H. & Good, D. J. (2012). An Exploratory Study of Social Media In Business-To-Business Selling: Salesperson Characteristics, Activities And Performance. *Marketing Management Journal*, Vol. 22(2), pp. 76-89.

Sharma, Arun. (2002). Trends in Internet-based business-to-business marketing. *Industrial Marketing Management*, Vol. 31(2), pp. 77-84.

Shuai, J. J. & Wu, W. W. (2011). Evaluating the influence of E-marketing on hotel performance by DEA and grey entropy. *Expert Systems with Applications*, Vol. 38 (7), pp. 8763–8769.

Siamagka, N., Christodoulides, G., Michaelidou, N., & Valvi, A. (2015). Determinants of social media adoption by B2B organizations. *Industrial Marketing Management*, Vol. 51, pp. 89–99.

Simon Hudson, Li Huang, Martin S. Roth, and Thomas J. Madden (2016). The influence of social media interactions on consumer–brand relationships: A three-country study of brand perceptions and marketing behaviors. *International Journal of Research in Marketing*, Vol. 33, pp. 27-41.

Simpson, M. and Taylor, N. (2002). The Role and Relevance of Marketing in SMEs: Towards a New Model, *Journal of Small Business and Enterprise Development*, Vol. 9(4), pp. 370-82.

Simula, H., Töllinen, A., & Karjaluoto, H. (2013). Crowdsourcing in the social media era: A case study of industrial marketers. *Journal of Marketing Development and Competitiveness*, Vol. 7(2), pp. 122–137.

Siu, W. (2001). "Small firm marketing in China", *Small Business Economics*, Vol. 16(4), pp. 279-92.

Smart, D. T. & Conant, J. S. (2011). Entrepreneurial Orientation, Distinctive Marketing Competencies, and Organizational Performance. Journal of Applied Business Research, Vol. 10(3), pp. 28-38.

Snow, C.C. & Hrebiniak, L.G. (1980) "Strategy, Distinctive Competence, and Organizational Performance," *Administrative Science Quarterly*, Vol. 25, pp. 317-336.

Spanos, Y. E., & Lioukas, S. (2001). An examination into the causal logic of rent generation: contrasting Porters competitive strategy framework and the resource - based perspective. *Strategic Management Journal*, Vol. 22(10), pp. 907-934.

Stockdale, R., & Standing, C. (2006). A classification model to support SME e-commerce adoption initiatives. *Journal of Small Business and Enterprise Development*, Vol. 13(3), pp. 381–394.

Stokes, D. (2000), "Putting entrepreneurship into marketing: the processes of entrepreneurial marketing", *Journal of Research in Marketing & Entrepreneurship*, Vol. 2(1), pp. 1-16.

Subramani, M.R. & Rajagopalan, B. (2003), "Knowledge-sharing and influence in online social networks via viral marketing", *Communications of the ACM*, Vol. 46(12), pp. 300-307.

Subramanian, R., Kumar, K. & Strandholm, K. (2009). The Role of Organizational Competencies in the Market-Orientation-Performance Relationship. International Journal of Commerce and Management, Vol. 19(1), pp. 7-26.

Swani, K., Brown, B. P., & Milne, G. R. (2014). Should tweets differ for B2B and B2C? An analysis of fortune 500 companies' twitter communications. *Industrial Marketing Management*, Vol. 43(5), pp. 873-881.

Swani, K., Milne, G.R., Brown, B., Assaf, A.G. & Donthu, N. (2017). What messages to post? Evaluating the popularity of social media communications in business versus consumer markets. *Industrial Marketing Management*, Vol. 62(4), pp. 77-87.

Tajudeen, F. P., Jaafar N. I. & Ainin, S. (2017). Understanding the Impact of Social Media Usage Among Organizations. *Journal of Information and Management*, Vol. 55(3), pp. 308-321.

Tarafdar, M., & Vaidya, S. D. (2006). Challenges in the adoption of E-Commerce technologies in India: The role of organizational factors. *International Journal of Information Management*, Vol. 26(6), pp. 428–441.

Teece, D., & Pisano, G. (1994). The dynamic capabilities of firms: an introduction. *Industrial and Corporate Change*, Vol. 3(3), pp. 537–556.

Trainor, K. (2012). Relating Social Media Technologies to Performance: A Capabilities-Based Perspective. *Journal of Personal Selling and Sales Management*, Vol. 32(3), pp. 317-331.

Trainor, K., Andzulis, J., Rapp A. & R. Agnihotri. (2014). Social Media Technology Usage and Customer Relationship Performance: A Capabilities-Based Examination of Social CRM. *Journal of Business Research*. Vol. 67(6), pp. 1201-1208.

Trusov, M., Bucklin, R. and Pauwels, K. (2009). "Effects of word-of-mouth versus traditional marketing: findings from an internet social networking site". *Journal of Marketing*, Vol. 73(5), pp. 90-102.

Tsimonis G. (2014). Consumer-Brand Relationships in Social Media. *47th Academy of Marketing* Conference. Vol. 1(7). pp. 1-10.

Tsimoniss G. & Dimitriadis S. (2013). Brand Strategies in Social Media. *Marketing Intelligence & Planning*, Vol. 32(3), pp 328-344.

Utz, S. (2009). The (potential) benefits of campaigning via social network sites. *Journal of Computer-Mediated Communication*, Vol. 14(2), pp. 221–243.

Van de Vrande, V., de Jong, J. P. J., Vanhaverbeke, W., & de Rochemont, M. (2009). Open innovation in SMEs: Trends, motives and management challenges. *Technovation*, Vol. 29, pp. 423–437.

Vatanasakdakul, S., & D'Ambra, J. (2007). A conceptual model for e-commerce adoption in developing countries: a task-technology fit perspective. *International Journal of Information Technology and Management*, Vol. 6(2-4), pp. 343–361.

Venkatesh, V., Morris, V., Davis, G., & Davis, F. (2003). User acceptance of information technology: toward a unified view. *MIS Quarterly*, 27(3), 425–78.

Vijayasarathy, L. R. (2004). Predicting consumer intentions to use on-line shopping: the case for an augmented Technology Acceptance Model. *Information Management*, Vol. 41(6), pp. 747–762.

Voorveld, H.A.M., Van Noort, G., Muntinga, D. G. & Bronner, F. (2018). Engagement With Social Media and Social Media Advertising: The Differentiating Role of Platform Type. *Journal of Advertising*, Vol. 47(1), pp. 38-54.

Wade, J. (2009). "The new wild west", *Risk Management*, Vol. 56(8), pp. 26-31.

Walsh, M. & Lipinski, J. (2009). The role of the Marketing Function in Small and Medium sized Enterprises. *Journal of Small Business and Enterprise Development*, Vol. 16(4), pp. 569- 585.

Walters, P. G. P. (2008). Adding value in global B2B supply chains: Strategic directions and the role of the internet as a driver of competitive advantage. *Industrial Marketing Management*, Vol. 37(1), pp. 59–68.

Wang, Y.M., Wang, Y.S. & Yang Y.F. (2010). Understanding the determinants of RFID adoption in the manufacturing industry. *Technol. Forecasting Social Change*, Vol. 77(5), pp. 803–815.

Wang, W., Pauleen, D. & Zhang, T. (2016). How Social Media Application Affect B2B Communication and Improve Business Performance in SMEs. *Journal of Industrial Marketing Management*, Vol. 54(1), pp. 4-14.

Webster, F.E. (2005). "A Perspective on the Evolution of Marketing Management", *Journal of Public Policy & Marketing*, Vol. 24(1), pp. 121–126.

Welling, R., & White, L. (2006). Web site performance measurement: promise and reality. *Managing Service Quality*, Vol. 16(6), pp. 654-670.

Wernerfelt, B. (1995). The resource-based view of the firm: ten years after. *Strategic Management Journal*, Vol. 16(3), pp. 171–174.

William Y C Wang, David J. Pauleen and Tingting Zhang, (2015). How social media applications affect B2B communication and improve business performance in SMEs. *Industrial Marketing Management*, Vol. 54, pp. 4-14.

Wilson, H. J., Guinan, P. J., Parise, S., &Weinberg, B. D. (2011). What's your social media strategy? *Harvard Business Review*, Vol. 89(7–8), pp. 23–25.

Wong, H.Y., & Merrilees, B. (2005). A brand orientation typology for SMEs: A case research approach. *The Journal of Product and Brand Management*, Vol. 14(2), pp. 155–162.

Wu, F., Mahajan, V. & Balasubramanian, S. (2003). An Analysis of E-Business Adoption and Its Impact on Business Performance. *Journal of the Academy of Marketing Science*, Vol. 31(4), pp. 425-447.

Yu, C., (2007). What Drives Enterprises to Trading via B2B E-marketplaces? *Journal of Electronic Commerce Research*, Vol. 8(1), pp. 84-100.

Yu, C.-S., & Tao, Y.-H. (2009). Understanding business-level innovation technology adoption. *Technovation*, Vol. 29(2), 92–109.

Wiersema, F. (2013). The B2B agenda: The Current State of B2B Marketing And A Look Ahead. Industrial Marketing Management, Vol. 42(4), pp. 470–488.

Ziad Abdelmoety, (2015). Exporting B2B Solution: The Impact and Contribution of Using Social Media. *Athens Journal of Business and Economics*, Vol. 1(1), pp. 23-40.

Zhao, L., & Aram, J. D. (1995). Networking and growth of young technology-intensive ventures in China. *Journal of Business Venturing*, Vol. 10(5), pp. 349–370.

BOOKS

Berman, B., & Evans, J.R. (1989). Retail Management: A Strategic Approach, Macmillan Publishing Company, New York.

Best, R. J. (2009). Market-Based Management - Strategies for Growing Customer Value and Profitability, 5th edition, Prentice Hall/Pearson, Upper Saddle River, NJ 07458, USA.

Brennan R., Canning L. and McDowell R. (2011). Business-to-Business Marketing, 2nd edition. London Ross Brennan, Canning and Raymond McDowell.

Dan Zarrella, (2010). The Social Media Marketing Book. Beijing: O'Reilly Media, Inc., Canada: 1005 Gravenstein Highway North, Sebastopol, CA 95472, O'Reilly.

Dijck, J. V. (2013). The culture of connectivity: A critical history of social media, Oxford University Press: New York, NY.

Evans, D. & McKee, J. (2010). Social Media Marketing: The Next Generation of Business Engagement. Wiley Publishing, Inc., Indianapolis, Canada.

Ford, D., Gadde, L.E., Håkansson, H., Lundgren, A., Snehota, I., Turnbull, P. & Wilson, D. (1998). Managing Business Relationships, John Wiley & Sons, Chichester.

Friedrichsen, M. and Mühl-Benninghaus, W. (2013). Handbook of Social Media Management: Value Chain and Business Models in Changing Media Markets. Published by Springer-Verlag Berlin Heidelberg. springer.com.

Gillin, P. & Schwartzman, E. (2011). Social Marketing to the Business Customer. Published by John Wiley & Sons, Inc, Hoboken, New Jersey, wiley.com.

Grönroos, C. (1990). Service management and marketing: Managing the moments of truth in service competition. Lexington Books.

Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2010). Multivariate Data Analysis. Seventh Edition. Prentice Hall, Upper Saddle River, New Jersey.

Hâkansson, H., & Snehota, I. (1995). Developing relationships in business networks. London: Routledge.

Hinchcliffe, D., & Kim, P. (2012). Social business by design: Transformative social media strategies for the connected company. John Wiley & Sons.

Homburg, C., Kuester, S. and Krohmer, H. (2009). Marketing Management: A Contemporary Perspective. London: McGraw-Hill Higher Education.

Johnson, G, Scholes, K. Whittington, R. (2007). Exploring Corporate Strategy. 8th ed. FT Prentice Hall.

Johnston, M. W. & Marshall, G. W. (2006). Churchill, Ford, Walker's Sales Force Management. 8th ed. Boston: McGraw-Hill/Irwin series in marketing.

Kangas, P., Toivonen, S., Bäck, A., (2007). "Ads by Google" and Other Social Media Business Models. VTT.

Kotler, P. (1996). Marketing management: Analysis, planning, implementation and control. 9th edition. Englewood Cliffs, N.J.: Prentice Hall.

Kotler, P. & Armstrong, G. (2012). Principles of marketing. 14th ed. Boston: Pearson Prentice Hall.

Kotler, P., Wong, V., Saunders, J. & Armstrong, G. (2005). Principles of marketing. 4th European edition. Pearson Education Limited, Edinburgh Gate, Harlow, England.

Lietsala, K., & Sirkkunen, E. (2008). Social Media: Introduction to the tools and processes of participatory economy (1st ed.). *Tampere*, Finland: University of Tampere.

Lundberg, C.C. & Young, C.A. (2005). Foundations for Inquiry: Choices and Trade-offs in the Organizational Sciences. Stanford Business Books: An Imprint of Stanford University Press, Sandford, California.

Malhotra, N. K. (2014). Basic Marketing Research. Pearson New International 4th Edition. Pearson Education Limited, USA.

Mason, J. Barry, and Mayer, Morris L. (1987). Modern Retailing: Theory and Practice, Business Publications, Inc., Plano, Texas.

Osterwalder, A., & Pigneur, Y. (2010). Business model generation. Hoboken, New Jersey, US: John Wiley & Sons, Inc., p. 194.

Panagopoulos, N. (2010). Sales Technology: Making the Most of Your Investment. New York: Business Expert. 1st edition.

Porter, M. E. (1985) Competitive Advantage: Creating and Sustaining Superior Performance, The Free Press, New York.

Richard L. Sandhusen (2008). Marketing, 4th Edition. USA: Barron's Educational Series, Inc. Marketing Concept that Support Marketing Plans, p.7.

Safko, L. (2011). The social media bible: Tactics, tools and strategies for business success. John Wiley & Sons, Inc. Hoboken, NJ.

Sekaran, U. (2003) Research Methods for Business: A Skill-Building Approach. 4th Edition, John Wiley and Sons, Hoboken.

Shih, C. (2009). The Facebook era: Tapping online social networks to build better products, reach new audiences, and sell more stuff. *Upper Saddle River*, NJ: Prentice Hall. p. 72.

Solis, B. (2010). Engage: The Complete Guide for Brands and Businesses to Build, Cultivate, and Measure Success in the New Web. John Wiley & Sons, Inc. Hoboken, NJ.

Thomas, D. B., & Barlow, M. (2011). The executive's guide to enterprise social media strategy: How social networks are radically transforming your business. John Wiley & Sons, Inc. Hoboken, NJ.

Tirole, J. (1988). The theory of industrial organization. MIT press, Cambridge, MA, London, England.

Van Den Blue, C. & Wuyts, S. (2007), Social Networks and Marketing. *Cambridge*, MA: Marketing Science Institute, USA. (Retrieved from http://www.msi.org/books/social-networks-and-marketing/).

Wollan, R., & Smith, N. (2010). The Social Media management handbook: Everything you need to know to get social media working in your business. John Wiley & Sons.

Woodside, G. A., Baxter, R. (2013). Deep Knowledge of B2B Relationships within and across Borders. Bradford; Emerald Group Publishing Limited.

REPORTS

B2B Marketing (2014). Social Media Benchmarking Report. B2B Marketing. (Retrieved from http://www.b2bmarketing.net/resources/social-media-benchmarking- report-1).

Barwise, P. and A. Styler (2002). "Marketing Expenditure Trends: 2001-2004." *London Business*. (Retrieved from: http://faculty.london.edu/pbarwise/assets/ documents/Marketing_Expenditure_Trends.pdf).

Brancato G., Macchia S., Murgia M. Signore, M., Simeoni G., Blanke K., Körner T., Nimmergut A., Lima P., Paulin R. & Hoffmeyer-Zlotnik J.H.P. (2006). Handbook of Recommended Practices for Questionnaire Development and Testing in the European Statistical System. European Commission Grant Agreement, Version 1.

Breslauer, B., & Smith, T. (2009). Social media trends around the world! The global web index (GWI). Chicago: ESOMAR Research, Online Research.

Davis, C. H., & Vladica, F. (2006). Use of internet technologies and e-business solutions: a structural model of sources of business value among Canadian micro-enterprises. *Proceedings of the 39th Annual HICSS Conference*. (Report)

Derham, R., Cragg, P. & Morrish, S. (2011). Creating value: an SME and Social Media. AIS Electronic Library (AISeL), *Pacific Asia Conference on Information Systems* (PACIS) 2011 Proceedings, 53, (Retrieved from http://aisel.aisnet.org/pacis2011/53). (Report)

Desjardin J. (2017). The 100 Websites That Rule the Internet, (Retrieved from www.visualcapitalist.com) (Report)

Dickey, I.J. & Lewis, W.F. (2010). "The Evolution (Revolution) Of Social Media And Social Networking As A Necessary Topic In The *Marketing Curriculum*: A Case For Integrating Social Media Into Marketing Classes". *University of Dayton, Management and Marketing Faculty Publications*, Vol. 32, pp. 140-143, (Retrieved from http://ecommons.udayton.edu/mgt_fac_pub/32). (Report)

European Commission. (2003). Commission Recommendation of 6 May 2003 concerning the definition of micro, small and medium-sized Enterprises. *Official Journal of the European Union*, pp. 36-41, (Retrieved from https://publications.europa.eu/en/publication-detail/-/publication/6ca8d655-126b-4a42-ada4-e9058fa45155/language-en). (Report)

Forrester (2011). Competitive Strategy In The Age Of The Customer: Only Customer-Obsessed Enterprises Can Survive Disruption by Cooperstein D., Bernoff A. & Hayes E. R. Forrester, Inc., (Retrieved on January 21, 2019 from https://www.forrester.com/í)

Garnett, S. (2010). How SMEs can use social networking to get their message across. *Computer Weekly*, accessed 16 April 2012. (Retrieved from http://www.computerweekly.com/opinion/How-SMEs-can-use-social-networking-to-get-their- message-across). (Report)

Global Web Index's (2018). Social flagship report on the latest trends in social media (Retrieved from: https://www.globalwebindex.com/hubfs/Downloads/Social-H2-2018-report.pdf).

Gupta, N. (2012). "Forecast: Social Media Revenue, *World-wide*, 2011–2016," *Gartner*, Stamford, CT, USA (Retrieved from https://www.gartner.com/doc/2061016/forecast-social-media-revenue-worldwide). (Report)

Hootsuite (2019). 130+ Social Media Statistics that Matter to Marketers in 2019 by Newberry, C. (Resources Hootsuite 2019: https://blog.hootsuite.com/social-media-statistics-for-social-media-managers/).

Huff, D., Edmond, D., & Gillette, C. (2015). 2015 B2B Web Usability Report: What B2B Buyers Want from Vendor Websites. *KoMarketing*, (Retrieved from https://komarketing.com/files/b2b-web-usability-report-2015.pdf). (Report)

International Federation of Accountants (2018). Foundation for Economies Worldwide: Small Business, by Arnold, C., Small and Medium Practices (SMP) Committee, International Federation of Accountants (IFAC). (Retrieved from https://www.ifac.org/global-knowledge-gateway/finance-leadership-development/discussion/foundation-economies-worldwide).

International Finance Corporation (2012). IFC and Small and Medium Enterprises, International Finance Corporation (IFC). (Retrieved from https://www.ifc.org/wps/wcm/connect/277d1680486a831abec2fff995bd23db/AM11IFC+IssueBrief_SME.pdf?MOD=AJPERES).

Kallas P. (2018). Top 15 Most Popular Social Networking Sites and Applications, www.dreamgrow.com (Report)

Marketing Profs (2018). The social networks B2B and B2C Marketers value most (Retrieved from: https://www.marketingprofs.com/charts/2018/34811/the-social-networks-b2b-and-b2c-marketers-value-most).

McKinsey (2007). How businesses are using Web 2.0: A McKinsey global survey. (Retrieved from https://www.skmf.net/fileadmin/redaktion/aktiver_content/01_Events/080514_SWISS_KM_Tool_Tag/Track_0_Other_Material/0005_How_firms_use_Web20.pdf). (Report)

Mening, R. (2018). Popular CMS by Market Share. (Retrieved from: https://websitesetup.org/popular-cms/). (Report)

Nielsen Company (2010). "Global Audience Spends Two Hours More a Month on Social Networks Than Last Year," Nielsen Wire, March 19 (Retrieved from http://www.nielsen.com/us/en/insights/news/2010/global-audience-spends-two-hours-more-a-month-on-social-networks-than-last-year.html). (Report)

Nielsen Company (2012). State of the media: The social media report, Vol. Q3, pp. 1-28, (Retrieved from http://www.nielsen.com/us/en/insights/reports/2012/state-of-the-media-the-social-media-report-2012.html). (Report)

Nielsen Company (2016). Social Media Report. Social Studies: a look at the Social Landscape, Vol. Q3, pp. 1-29. (Retrieved from http://www.nielsen.com/us/en/insights/reports/2017/2016-nielsen-social-media-report.html). (Report)

Pires, G.D., Aisbett, J. (2001). A dual Marketing and Informational Perspective to E-Commerce Adoption. The Newcastle University Research Publications. (Report)

Raible, M. (2013). Industrial Organization theory and its contribution to decision-making in purchasing. *The 2nd IBA Bachelor Thesis Conference*. The Netherland. (Retrieved from http://essay.utwente.nl/64302/1/Max%20Raible.pdf) (Report)

Small Business Administration. (2011). Frequently asked questions. (Retrieved from http://web.sba.gov/faqs/faqindex.cfm?areaID=24). (Report)

Small Business Administration (2018). Small Business Profile, U.S. Small Business Administration (SBA): Office of Advocacy (Retrieved from: https://www.sba.gov/sites/default/files/advocacy/2018-Small-Business-Profiles-US.pdf).

Statista, (2015). Social media marketing spending in the United States from 2014 to 2019. (Retrieved from https://www.statista.com/statistics/276890/social-media-marketing-expenditure-in-the-united-states). (Report)

Stelzner, M.A. (2015). Social media marketing industry report: How marketers are using social media to grow their businesses. *Social Media Examiner*, (Retrieved from http://www.socialmediaexaminer.com/SocialMediaMarketingIndustryReport2015.pdf). (Report)

Stelzner, M. A. (2011). Social media marketing industry report. *Social Media Examiner*. (Retrieved from https://www.socialmediaexaminer.com/social-media-marketing-industry-report-2011/). (Report)

Sten, F. (2017). The Global Social Media Prism 2017/2018 is an action of Digital Pioneer, Marketing Artist & Futurist, (Retrieved from https://ethority.de). (Report)

Visual Capitalist (2017). Why do business fail? by Desjardins, J. (Retrieved from: https://www.visualcapitalist.com/why-do-businesses-fail/).

Wamba, F., & Carter, L. (2013). *Twitter adoption and use by SMEs: an empirical study. Maui, Hawaii: The 46th* (HICSS) *Hawaii International Conferences on System Sciences,* (January 7-10, 2013, Retrieved from http://ssrn.com/abstract=2137479). (Report)

World Bank (2016). Digital Dividends, World Bank Report (Retrieved from: http://www.worldbank.org/en/publication/wdr2016).

World SME Forum (2016). The World SME Forum: A Global Platform to support and bridge SME development between Turkey B20 and China B20 by Tunç Uyanık (Retrieved from http://www.worldsmeforum.org/blog/the-world-sme-forum-a-global-platform-to-support-and-bridge-sme-development-between-turkey-b20-and-china-b20/).

World Trade Organization (2016). World Trade Report 2016: Leveling The Trading Field for SMEs (Retrieved from https://www.wto.org/english/res_e/publications_e/wtr16_e.htm).

8. APPENDIXES

A. Greeting Messages

English Version (Basic)

Hello, I am doing a questionnaire for my final Master project in Marmara University on "The Impact of Social Media and Its role on SMEs B2B marketing". To collaborate with my research, kindly click on the following link and answer the questionnaire by following the instructions. It will only take a few minutes and I will be very grateful. You can as well share this link if you wish.

Link: https://goo.gl/forms/Xq24oOjw6nZN25rC2 Thanks again for your cooperation.

Regards,

Arabic Version (Translated)

مرحبا، أجري إستبيان لمشروعي النهائي في درجة الماجستير في جامعة مرمرة حول "تأثير وسائل التواصل الاجتماعية ودورها على الشركات الصغيرة والمتوسط في مجال التسويق للأعمال التجارية". للتعاون مع البحث، يرجى مشاركتكم الفعالة لآرائكم بالنقر على الرابط التالي والإجابة على الاستبيان وإتباع التعليمات. لن يستغرق الأمر سوى بضع دقائق وسأكون ممتنًا جدًا. كذلك يمكنكم مشاركة هذا الرابط إذا كنتم ترغبون.

الرابط :https://goo.gl/forms/Xq24oOjw6nZN25rC2 شكراً لكم على تعاونكم.

تحياتي،

French Version (Translated)

Bonjour, Je fais une enquête pour mon projet de master final à l'université de Marmara sur "L'impact Des Réseaux Sociaux Et Leurs Rôles Sur Le Marketing B2B Des PME". Pour accomplir mes recherches, veuillez cliquer sur le lien suivant et répondre au questionnaire en suivant les instructions. Cela ne prendra que quelques minutes et je serai très reconnaissant. Vous pouvez aussi partager ce lien si vous le souhaitez.

Lien : https://goo.gl/forms/Xq24oOjw6nZN25rC2 Merci encore pour votre coopération.

Cordialement,

Spanish Version (Translated)

Hola, Estoy haciendo un cuestionario para mi proyecto fin de Máster en la Universidad de Marmara sobre “El Impacto De Las Redes Sociales Y Su Papel En El Marketing B2B De Las PYMES”. Para colaborar con mi investigación haga clic en el siguiente enlace y responda el cuestionario siguiendo las instrucciones. Solo necesitará unos minutos y estaré muy agradecido. Incluso puede compartir este enlace si lo desea.

Enlace: https://goo.gl/forms/Xq24oOjw6nZN25rC2 Gracias una vez más por su colaboración.

Saludos,

Turkish Version (Translated)

Merhaba, Marmara Üniversitesi İngilizce İşletme Bölümü'nde yapmakta olduğum yüksek lisans "Sosyal Medyanın KOBİ'lerin Örgütsel Pazarlama Performansına Etkisi ve Rolü " konusuna sahip tezimi tamamlayabilmem için linkteki anketi talimatları takip ederek doldurabilirseniz çok mutlu olurum. Sadece birkaç dakika sürecek olan anketime katıldığınız için çok minnettar olacağım. İsterseniz aşağıdaki linki ilgileneceğini düşündüğünüz kişilerle paylaşabilirsiniz.

Link: https://goo.gl/forms/Xq24oOjw6nZN25rC2 Yardımcı olduğunuz için tekrar teşekkür ederim.

Saygılarımla,

B. Survey and Cover Letter: English Version (Basic)

Cover Letter

The Impact of Social Media and Its Role on SME's B2B Marketing

Dear Participant;

My name is Mohamed Edwan and I am a graduate student at Marmara University. For my final project, I am conducting this survey to examine and to better understand the impact of employing Social Media Marketing on Small-Medium-Enterprises' performance in Business-to-Business context.

The following questionnaire will require a few minutes to complete. Please answer all of the questions as accurately as you can. There are no right or wrong answers. It is your understanding and opinions that are important. Also, there is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential "Please do not include your name".

Thank you for taking the time to assist me in my educational endeavors. The data collected, and the results of this study will be used to help Small-Medium-Businesses to better understand the adoption and the usage of Social Media Marketing in Business-to-Business context for better and more sustainable business performance outcomes.

Sincerely,
Mohamed Edwan
Email: mohamededwan@marun.edu.tr

Note: If you have any comments with the manner in which this study is being conducted or have any other questions, you may report it to the Institute of Social Science, Business Administration Program (English), Department of Production Management and Marketing, Marmara University, Prof. Dr. Zeynep Irem Erdoğmuş, Email: ireme@marmara.edu.tr, Address: Goztepe Campus, 34722 Kadıköy, İstanbul/Turkey.

** Required*

Question

1 **For what kind of markets, does your firm produce products/services?**

- ○ End users (B2C)
- ○ Organizational markets (B2B)

2 **What is your firm B2B Industrial Sector Representation?** *

Sector *Moody's 35 List*

3 **What is your firm size?** * (In term of Sales Turnover "€M Millions of Euro")

- ○ < € 2 M
- ○ = € 2-50 M
- ○ > € 50 M

4 **What is your firm size?** * (In term of Number of Employee "N")

- ○ Small (N<50)
- ○ Medium (50<N<250)
- ○ Large (N>250)

5 **Which country your firm is located in?** *

Country

6 **Do you use social media marketing in business?** *

○ Yes (Continue) ○ No (Last Page) (Logic Question)

7 **Please choose the number that best describes the intensity of your company's social media usage in business** *

(In these statements, the term social media describes web-based applications including LinkedIn, Twitter, Facebook, YouTube, Google+, etc., media that foster social interaction)

Min	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	Max
	○	○	○	○	○	○	○	○	○	○	

Q **Which of the following technique functions your organization is capable of doing by using Social Media** (Multiple choices are acceptable)

8.1 ○ **Photo sharing /storage**
(e.g. Flickr. Twitpic)

8.2 ○ **Video hosting /sharing /storage**
(i.e. Twitvid, UStream, YouTube)

8.3 ○ **Presentation sharing /storage**
(e.g. SlideShare)

8.4 ○ **News /live feeds Conversation**
(e.g. RSS)

9.1 ○ **Blogging**
(e.g. Blogger, WordPress, TypePad)

9.2	○	**Instant messaging** (e.g. Google Instant Messenger, ooVoo, MSN, Yahoo)
9.3	○	**Micro-blogging** (e.g. Twitter, Tumblr)
9.4	○	**Online conferencing /webinar** (e.g. Adobe Connect, Go-to- Meeting, ooVoo, Yugma)
9.5	○	**Live interactive Broadcasting** (e.g. UStream.tv)
10.1	○	**Social and professional network presence** (e.g. FaceBook, LinkedIn, MySpace, Ning)
10.2	○	**Social analytics** (Omniture, sproutsocial, SAS, IBM Analytics)
10.3	○	**Social collaboration** (e.g. Chatter, hootsuite, Groupsite)

Q **Please indicate which of the following social media platforms are mostly used in business by your firm**

(**1=** Never**, 2=** Rarely, **3=** Sometimes, **4=** Very Often, **5=** Always)

			1	**2**	**3**	**4**	**5**	
11.1	**Facebook**		○	○	○	○	○	
11.2	**WhatsApp**		○	○	○	○	○	
11.3	**QQ**		○	○	○	○	○	
11.4	**WeChat**		○	○	○	○	○	**ALWAYS**
11.5	**Qzone**	**NEVER**	○	○	○	○	○	
11.6	**Instagram**		○	○	○	○	○	
11.7	**Tumblr**		○	○	○	○	○	
11.8	**Twitter**		○	○	○	○	○	
11.9	**YouTube**		○	○	○	○	○	**ALWAYS**
11.10	**SnapChat**		○	○	○	○	○	
11.11	**Skype**	**NEVER**	○	○	○	○	○	
11.12	**Google+**		○	○	○	○	○	
11.13	**Viber**		○	○	○	○	○	
11.14	**LINE**		○	○	○	○	○	
11.15	**Pinterest**		○	○	○	○	○	**ALWAYS**
11.16	**YY (语音)**	**NEVER**	○	○	○	○	○	
11.17	**LinkedIn**		○	○	○	○	○	
11.18	**BBM**		○	○	○	○	○	
11.19	**Telegram**		○	○	○	○	○	
11.20	**Vkontakte**		○	○	○	○	○	
11.21	**Kakaotalk**		○	○	○	○	○	

Q **Please indicate your level of agreement with statements below for your firm** * (**1=** Strongly Disagree, **2=** Disagree, **3=** Neither Agree Nor Disagree, **4=** Agree, **5=** Strongly Agree)

			1	2	3	4	5	
12.1	**Our organization makes productive use of social media***	STRONGLY DISAGREE	○	○	○	○	○	STRONGLY AGREE
12.2	**Our sales organization is innovative and forward-thinking when it comes to adopting the productivity-enhancing technology***		○	○	○	○	○	
12.3	**Our organization's senior leadership is knowledgeable about social media***		○	○	○	○	○	
13.1	**All our organization's functions (not just marketing and sales) are responsive to serving target markets***		○	○	○	○	○	
13.2	**All our organization's functions are integrated into serving target markets***		○	○	○	○	○	
13.3	**We frequently leverage targeted opportunities to take advantage of competitor's weaknesses***		○	○	○	○	○	
13.4	**Our organization's strategy for competitive advantage is based on a thorough understanding of our customer needs***		○	○	○	○	○	
13.5	**All our managers understand how the entire business can contribute to creating customer value***		○	○	○	○	○	
13.6	**Information on customers, marketing success, and marketing failures are communicated across the organization***		○	○	○	○	○	
13.7	**If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately***		○	○	○	○	○	
13.8	**Our organization's market strategies are to a great extent driven by our understanding of possibilities for creating value for customers***		○	○	○	○	○	
13.9	**Our organization responds quickly to negative customer satisfaction wherever it may occur in the organizations***		○	○	○	○	○	
13.10	**Senior managers frequently discuss competitive strengths and weaknesses***		○	○	○	○	○	
14.1	**Our customers spend time thinking about their social media strategy in business***		○	○	○	○	○	
14.2	**Our customers have a strong interest to learn more about social media usage in business***		○	○	○	○	○	
15.1	**Our Customers feel very positive when using social media in business***		○	○	○	○	○	
15.2	**Our customers are proud to use social media in business***		○	○	○	○	○	
16.1	**Our customers are actively using social media in business***		○	○	○	○	○	
16.2	**Our customers are preferring to use social media in Business rather than other marketing tools***		○	○	○	○	○	

17.1	**Our Competitors spend time thinking about their social media strategy in business***	STRONGLY DISAGREE	○	○	○	○	○	STRONGLY AGREE
17.2	**Our Competitors have a strong interest to learn more about social media usage in business***		○	○	○	○	○	
18.1	**Our Competitors feel very positive when using social media in business***		○	○	○	○	○	
18.2	**Our Competitors are proud to use social media in business***		○	○	○	○	○	
19.1	**Our Competitors are actively using social media in business***		○	○	○	○	○	
19.2	**Our Competitors are preferring to use social media in Business rather than other marketing tools***		○	○	○	○	○	
20.1	**In our organization, Social Media is used to search for general information***	STRONGLY DISAGREE	○	○	○	○	○	STRONGLY AGREE
20.2	**In our organization, Social Media is used to search for customer information***		○	○	○	○	○	
20.3	**In our organization, Social Media is used for branding***		○	○	○	○	○	
20.4	**In our organization, Social Media is used for advertising and promotion of company's product and services***		○	○	○	○	○	
20.5	**In our organization Social Media is used for conducting marketing research***		○	○	○	○	○	
20.6	**In our organization, Social Media is used for selling Product(s) and/or Service(s)** *		○	○	○	○	○	
20.7	**In our organization, Social Media is used for getting referrals** (Word-of-Mouth via likes, shares, and followers on Facebook, Twitter, etc.) *		○	○	○	○	○	
21.1	**In our organization, Social Media is used to develop customer relationship***		○	○	○	○	○	
21.2	**In our organization, Social Media is used to communicate with customers***		○	○	○	○	○	
21.3	**In our organization, Social Media is used for customer service activities***		○	○	○	○	○	
21.4	**In our organization, Social Media is used to receive customers' feedbacks** (on firms, products or services) *		○	○	○	○	○	
21.5	**In our organization, Social Media is used to reach new customers***		○	○	○	○	○	

Q **Please indicate your level of agreement with statements below after implementing Social Media usage in your firm**
(**1**= Strongly Disagree, **2**= Disagree, **3**= Neither Agree Nor Disagree, **4**= Agree, **5**= Strongly Agree)

			1	**2**	**3**	**4**	**5**	
22.1	**Our productivity per salesperson has increased***	STRO	○	○	○	○	○	STRO
22.2	**Our average account billing has increased (or average purchase per customer)** *		○	○	○	○	○	

		ONGLY DISAGREE					NGLY AGREE
22.3	**Our sales revenue has increased***	○	○	○	○	○	
22.4	**Quota achievement for our sales force has increased***	○	○	○	○	○	
23.1	**Our customer service has enhanced***	○	○	○	○	○	
23.2	**Our customer loyalty and retention has increased***	○	○	○	○	○	
23.3	**Positive referrals** (Word-of-Mouth) **for our firm has increased***	○	○	○	○	○	
23.4	**Our customer relationship has improved***	○	○	○	○	○	
24.1	**Our brand has a better image than competitors***	○	○	○	○	○	
24.2	**Our company is better regarded by customers***	○	○	○	○	○	
25.1	**The name of our brand is well known among potential customers***	○	○	○	○	○	
25.2	**Our company is a leading brand in the market***	○	○	○	○	○	
25.3	**Our brand is often at the top of the minds of the potential customer firms when they think of our product category***	○	○	○	○	○	

26 Please indicate your gender? *

- ○ Male
- ○ Female
- ○ I prefer not to say

27 Please specify your age? *

Age ☐

28 What is the highest degree or level of school you have completed? *

- ○ High school graduate
- ○ Associate degree
- ○ Bachelor's degree
- ○ Master's degree
- ○ Doctoral degree or higher

29 What is your profession title? *

Profession ☐

30 How many years of experience do you have in your current Industry? *

Years ☐

31 How many years of experience do you have in your current company? *

Years ☐

32 How did you reach this Questionnaire?

- ○ Referrals (family member, professional colleague, customer, etc.)
- ○ Survey Email Invitation
- ○ Social Media Channels (Facebook, LinkedIn, Twitter, etc.)

33 Would you like to make any additional comments? (Maximum 500 characters)

Comments

34 If you are interested to receive a brief results summary, you can leave your Email address below

Email

35 If you would like to share this study with others, you can leave the Email addresses below

Email

Thank you: Thank you for taking the time to complete this survey. We truly value the information you have provided which will significantly contribute to the research.

C. Survey and Cover Letter: Arabic Version (Translated)

رسالة الغلاف

تأثير وسائل التواصل الاجتماعية ودورها على الشركات الصغيرة والمتوسط في مجال التسويق للأعمال التجارية

عزيزي المشارك،

انا محمد عدوان طالب دراسات عليا في جامعة مرمرة، وأجري هذه الدراسة لمشروعي النهائي للتخرج. يتضمن البحث دراسة وإختبار أثر توظيف التسويق عبر وسائل التواصل الاجتماعي على أداء المنشآت الصغيرة والمتوسطة في سياق الأعمال التجارية وفهمها بشكل أفضل.

يتطلب الإستطلاع التالي بضع دقائق فقط من وقتكم لإكماله، حيث يرجى الإجابة على جميع الأسئلة بدقة قدر الإمكان. كذلك وبالإشارة إلى سياق الإستبيان، لا توجد اجابات صحيحة أو أخرى خاطئة، ولكن فهمكم ورأيكم الشخصي هو جوهر إهتمامنا. أيضاً، مشاركتكم لا تتضمن فرضية وجود أي مخاطر معلومة، كما أنها لا تؤهل لأي مقابل أو بدل. ولضمان بقاء كافة المعلومات المقدمة ضمن إطار السرية، نأمل عدم كتابة الإسم أو أي معلومات شخصية خاصة بكم.

مساهمتكم بوقتكم وأراءكم في محل شكر وتقدير وله الأثر الطيب والفعال لمساعدتي في مساعيي التعليمية. كذلك، إن البيانات التي سيتم جمعها ونتائج الفرضيات والحقائق المستخلصة من هذا الإستطلاع سوف يكون لها دور فعال في مساعدة الشركات الصغيرة والمتوسطة للوصول إلى فهم أفضل في إعتماد إستخدام وسائل الإعلام الاجتماعية للتسويق التجاري، وذلك لتحقيق نتائج أداء أفضل ولأعمال أكثر استدامة.

مع خالص الشكر والتقدير،

محمد عدوان

البريد الإلكتروني: mohamededwan@marun.edu.tr

ملاحظة: إذا كان لديكم أي تعليق حول طريقة إجراء هذا الإستطلاع، أو أي تساؤل آخر، يمكنكم مراسلة هيئة العلوم الإجتماعية، برنامج إدارة الأعمال (بالإنجليزي)، قسم إدارة الإنتاج والتسويق، جامعة مرمرة، بروفيسور دكتور/ زينب ارام اردوغموش، بريد إلكتروني: ireme@marmara.edu.tr، العنوان: Goztepe Campus, 34722 Kadıkoy،.Turkey/İstanbul

*سؤال مطلوب **

١ **ما هي الاسواق الذي تستهدفها منشأتكم بمنتجاتها أو خدماتها؟ ***
- ○ أسواق إستهلاكية التي تستهدف المستخدمين النهائيين (B2C)
- ○ قطاع التعامل التجاري الذي يستهدف الشركات او المنشأت (B2B)

٢ **ما هو نوع النشاط التجاري لمنشأتكم؟ ***
قطاع [قائمة مودي 35]

٣ **ما هو حجم منشأتكم؟ *** (من حيث إجمالي المبيعات "€ مليون يورو")
- ○ **[<٢ € مليون يورو]** (أقل من ٢ € مليون يورو)
- ○ **[= ٢ – ٥٠ € مليون يورو]** (أكثر من ٢ € مليون يورو وأقل من ٥٠ € مليون يورو)
- ○ **[> ٥٠ € مليون يورو]** (أكثر من ٥٠ € مليون يورو)

٤ **ما هو حجم منشأتكم؟*** (بالنظر إلى عدد الموظفين "N")
- ○ منشأة صغيرة **[N < ٥٠]** (عدد الموظفين أقل من ٥٠)
- ○ منشأة متوسطة **[٥٠ < N > ٢٥٠]** (عدد الموظفين أكثر من ٥٠ أو أقل من ٢٥٠)
- ○ منشأة كبيرة **[N > ٢٥٠]** (عدد الموظفين أكثر من ٢٥٠)

٥ **في أي بلد يقع مقر منشأتكم؟***
البلـد [ ]

٦ **هل تستخدمون وسائل التواصل الاجتماعية للتسويق في مجال الأعمال التجارية؟ ***
○ نعم ○ لا (سؤال منطقي)

٧ **الرجاء اختيار الرقم المناسب الذي يعبر عن مدى كثافة إستخدام منشأتكم لوسائل التواصل الإجتماعية في مجال أعمالها التجارية! ***
(يقصد بعبارة وسائل التواصل الإجتماعي في هذه الفقرات بأنها التطبيقات القائمة على الويب "ذات العنوان الإلكتروني على شبكة الإنترنت" وتشمل لينكدين، تويتر، فيسبوك، يوتيوب، غوغل+، وغيرها من تلك الوسائل التي تعزّز التفاعل الإجتماعي)

الحد الأدنى	١	٢	٣	٤	٥	٦	٧	٨	٩	١٠	**الحد الاقصى**
	○	○	○	○	○	○	○	○	○	○	

س **أي من الوظائف التقنية التالية بإمكان منشأتكم أدائها والإنتفاع منها من خلال إستخدامها لوسائل التواصل الإجتماعية؟** * (يمكنكم إختيار إجابات متعددة)

- ○ ٨ (١) **مشاركة / تخزين الصور (Photo sharing /storage)**
(e.g. Flickr. Twitpic)
- ○ ٨ (٢) **استضافة / مشاركة / تخزين مقاطع الفيديو (Video hosting /sharing /storage)**
(i.e. Twitvid, UStream, YouTube)
- ○ ٨ (٣) **مشاركة / تخزين العروض والشروحات (Presentation sharing /storage)**
(e.g. SlideShare)
- ○ ٨ (٤) **محاورات البث الحي/ الأخبار (News /live feeds Conversation)**
(e.g. RSS)
- ○ ٩ (١) **المدونات / بلوجينج (Blogging)**
(e.g. Blogger, WordPress, TypePad)
- ○ ٩ (٢) **الرسائل الفورية (Instant messaging)**
(e.g. Google Instant Messenger, ooVoo, MSN, Yahoo)
- ○ ٩ (٣) **التدوينات الصغيرة / الميكرو - بلوجينج (Micro-blogging)**
(e.g. Twitter, Tumblr)

٩ (٤)	○	**عقد المؤتمرات عبر الإنترنت / البرنامج التعليمية على الويب (Online conferencing /webinar)** (e.g. Adobe Connect, Go-to- Meeting, ooVoo, Yugma)
٩ (٥)	○	**البث الحي التفاعلي (Live interactive Broadcasting)** (e.g. UStream.tv)
١٠ (١)	○	**حضور الشبكات الاجتماعية والمهنية (Social and professional network presence)** (e.g. FaceBook, LinkedIn, MySpace, Ning)
١٠ (٢)	○	**التحليلات الاجتماعية (Social analytics)** (e.g. Omniture, sproutsocial, SAS, IBM Analytics)
١٠ (٣)	○	**المساهمة الإجتماعية (Social collaboration)** (e.g. Chatter, hootsuite, Groupsite)

س **الرجاء تحديد مدى استخدامكم لمنصَات برامج التواصل الإجتماعية التالية على الأغلب في الأعمال التجارية لمنشأتكم**

(الرجاء اختيار الرقم المقابل لمعدل الإستخدام من الرقم **1**= إطلاقاً، **2**= نادراً، **3**= بعض الأوقات، **4**= عادة، **5**= دائماً)

		١	٢	٣	٤	٥	
١١ (١)	**فيسبوك (Facebook)**	○	○	○	○	○	إطلاقاً ... دائماً
١١ (٢)	**واتس اب (WhatsApp)**	○	○	○	○	○	
١١ (٣)	**كيوكيو (QQ)**	○	○	○	○	○	
١١ (٤)	**وي تشات (WeChat)**	○	○	○	○	○	
١١ (٥)	**كيو زون (Qzone)**	○	○	○	○	○	
١١ (٦)	**إنستجرام (Instagram)**	○	○	○	○	○	
١١ (٧)	**تومبير (Tumbir)**	○	○	○	○	○	
١١ (٨)	**تويتر (Twitter)**	○	○	○	○	○	
١١ (٩)	**يوتيوب (YouTube)**	○	○	○	○	○	
١١ (١٠)	**سناب تشات (SnapChat)**	○	○	○	○	○	
١١ (١١)	**سكاي بي (Skype)**	○	○	○	○	○	
١١ (١٢)	**غوغل+ (Google+)**	○	○	○	○	○	
١١ (١٣)	**فايبر (Viber)**	○	○	○	○	○	
١١ (١٤)	**لاين (LINE)**	○	○	○	○	○	
١١ (١٥)	**بينتيريست (Pinterest)**	○	○	○	○	○	
١١ (١٦)	**يويين (YY 语音)**	○	○	○	○	○	
١١ (١٧)	**لينكدين (LinkedIn)**	○	○	○	○	○	
١١ (١٨)	**بي بي إم (BBM)**	○	○	○	○	○	
١١ (١٩)	**تليجرام (Telegram)**	○	○	○	○	○	
١١ (٢٠)	**فكونتاكتي (Vkontakte)**	○	○	○	○	○	
١١ (٢١)	**كاكاوتولك (Kakaotalk)**	○	○	○	○	○	

س يرجى تحديد مستوى موافقتكم مع العبارات التالية لمنشأتكم

(**1** = غير موافق كلياً، **2** = غير موافق، **3** = لست موافق ولا غير موافق، **4** = موافق، **5** = موافق بشدة)

		١	٢	٣	٤	٥
١٢ (١)	منشأتنا تستخدم وسائل التواصل الإجتماعية بشكل مفيد ومنتج*	○	○	○	○	○
١٢ (٢)	تنظيم المبيعات في منشأتنا إبتكاريه وتطلعيه عندما يتعلق الأمر بإعتماد التكنولوجيا التي تعزز الإنتاجية*	○	○	○	○	○
١٢ (٣)	القيادة العليا في منشأتنا على إطلاع ودراية بوسائل التواصل الاجتماعية*	○	○	○	○	○
١٣ (١)	جميع أنشطة منشأتنا (ليس فقط أنشطة التسويق والمبيعات) تعمل على الإستجابة لخدمة الأسواق المستهدفة*	○	○	○	○	○
١٣ (٢)	جميع أنشطة منشأتنا متكاملة ومندمجة لخدمة الأسواق المستهدفة*	○	○	○	○	○
١٣ (٣)	كثيراً ما نستغل الفرص المستهدفة للإستفادة من نقاط ضعف المنافسين*	○	○	○	○	○
١٣ (٤)	إستراتيجية منشأتنا للأفضلية التنافسية مبنية على فهم حاجات العملاء بعمق*	○	○	○	○	○
١٣ (٥)	يدرك جميع مُدراءنا كيف يمكن أن يسهم النشاط التجاري بأكمله في خلق قيمة للعملاء*	○	○	○	○	○
١٣ (٦)	يتم مشاركة المعلومات حول العملاء ونجاحات التسويق او فشله ضمن المنشأة*	○	○	○	○	○
١٣ (٧)	نقوم بالإستجابة فوراً لأي حملة مكثفة تستهدف عملائنا قد يقوم بها أي من منافسينا الرئيسيين*	○	○	○	○	○
١٣ (٨)	إن استراتيجيات السوق لدى منشأتنا تستند إلى حد كبير على فهمنا لإمكانيات خلق قيمة مضافة للعملاء*	○	○	○	○	○
١٣ (٩)	تستجيب منشأتنا بسرعة لإستياء العملاء او عدم رضاهم حيثما حصل ذلك في المنشآت الأخرى*	○	○	○	○	○
١٣ (١٠)	كثيراً ما يناقش كبار المدراء نقاط القوة والضعف التنافسية*	○	○	○	○	○
١٤ (١)	يقضي عُملائنا وقتاً في التفكير بإستراتيجيتهم لإستخدام وسائل التواصل الإجتماعية في مجال الأعمال التجارية*	○	○	○	○	○
١٤ (٢)	لدى عُملائنا رغبة قوية لتعلم المزيد عن إستخدام وسائل التواصل الإجتماعية في مجال الأعمال التجارية*	○	○	○	○	○
١٥ (١)	يشعر عُملائنا بإيجابية عالية عند إستخدام وسائل التواصل الإجتماعية في مجال الأعمال التجارية*	○	○	○	○	○
١٥ (٢)	يشعر عُملائنا بالفخر لإستخدامهم وسائل التواصل الإجتماعية في مجال الأعمال التجارية*	○	○	○	○	○
١٦ (١)	يستخدم عُملائنا وسائل التواصل الإجتماعية بفعالية في مجال الأعمال التجارية*	○	○	○	○	○
١٦ (٢)	يفضل عُملائنا استخدام وسائل التواصل الإجتماعية في مجال الأعمال التجارية أكثر من وسائل التسويق الأخرى*	○	○	○	○	○
١٧ (١)	يقضي منافسينا وقتاً في التفكير بإستراتيجيتهم لإستخدام وسائل التواصل الإجتماعية في مجال الأعمال التجارية*	○	○	○	○	○
١٧ (٢)	لدى منافسينا رغبة قوية لتعلم المزيد عن إستخدام وسائل التواصل الإجتماعية في مجال الأعمال التجارية*	○	○	○	○	○
١٨ (١)	يشعر منافسينا بإيجابية عالية عند إستخدام وسائل التواصل الإجتماعية في مجال الأعمال التجارية*	○	○	○	○	○

غير موافق كلياً

١٨ (٢)	**يشعر منافسينا بالفخر لإستخدامهم وسائل التواصل الإجتماعية في مجال الأعمال التجارية***	○	○	○	○	○
١٩ (١)	**يستخدم منافسينا وسائل التواصل الإجتماعية بفعالية في مجال الأعمال التجارية***	○	○	○	○	○
١٩ (٢)	**يفضل منافسينا استخدام وسائل التواصل الإجتماعية في مجال الأعمال التجارية أكثر من وسائل التسويق الأخرى***	○	○	○	○	○
٢٠ (١)	**في منشأتنا تستخدم وسائل التواصل الإجتماعية للبحث عن معلومات عامة***	○	○	○	○	○
٢٠ (٢)	**في منشأتنا تستخدم وسائل التواصل الإجتماعية للبحث عن معلومات العملاء***	○	○	○	○	○
٢٠ (٣)	**في منشأتنا تستخدم وسائل التواصل الإجتماعية لتسويق العلامة التجارية***	○	○	○	○	○
٢٠ (٤)	**في منشأتنا تستخدم وسائل التواصل الإجتماعية لأغراض الدعاية والترويج لمنتجات وخدمات المنشأة***	○	○	○	○	○
٢٠ (٥)	**في منشأتنا تستخدم وسائل التواصل الإجتماعية لإجراء بحوث تسويقية***	○	○	○	○	○
٢٠ (٦)	**في منشأتنا تستخدم وسائل التواصل الإجتماعية لبيع منتجات او خدمات المنشأة***	○	○	○	○	○
٢٠ (٧)	**في منشأتنا تستخدم وسائل التواصل الإجتماعية للحصول على تزكيات العملاء** (كتعليقات المتابعين، الإعجاب، المشاركة او المتابعة لحسابات المنشأة على فيسبوك، تويتر وغيرها)*	○	○	○	○	○
٢١ (١)	**في منشأتنا تستخدم وسائل التواصل الإجتماعية لتطوير علاقات العملاء***	○	○	○	○	○
٢١ (٢)	**في منشأتنا تستخدم وسائل التواصل الإجتماعية للتواصل مع العملاء***	○	○	○	○	○
٢١ (٣)	**في منشأتنا تستخدم وسائل التواصل الإجتماعية في أنشطة خدمة العملاء***	○	○	○	○	○
٢١ (٤)	**في منشأتنا تستخدم وسائل التواصل الإجتماعية للحصول على آراء وردود فعل العملاء (بخصوص المنشأة، المنتجات اوالخدمات)***	○	○	○	○	○
٢١ (٥)	**في منشأتنا تستخدم وسائل التواصل الإجتماعية للوصول إلى عملاء جدد***	○	○	○	○	○

س **يرجى تحديد مستوى موافقتكم مع العبارات التالية بعد إعتماد استخدام وسائل التواصل الاجتماعية في منشأتكم!**

(**1** = غير موافق كلياً، **2** = غير موافق، **3** = لست موافق ولا غير موافق، **4** = موافق، **5** = موافق بشدة)

		١	٢	٣	٤	٥	
٢٢ (١)	**إرتفعت انتاجيتنا لكل موظف مبيعات***	○	○	○	○	○	موافق بشدة
٢٢ (٢)	**إرتفعت متوسط حساب الفواتير لدينا (او متوسط المشتريات لكل عميل)***	○	○	○	○	○	موافق
٢٢ (٣)	**إرتفع إيراد (عائد) المبيعات لدينا***	○	○	○	○	○	موافق بشدة
٢٢ (٤)	**إرتفعت نسبة تحقيق أهداف المبيعات لفريق المبيعات لدينا***	○	○	○	○	○	غير موافق كلياً
٢٣ (١)	**تحسنت أنشطة خدمة العملاء لدينا***	○	○	○	○	○	غير موافق كلياً

(٢) ٢٣	**إرتفعت نسبة ولاء وإستمرارية عملائنا***	○	○	○	○	○
(٣) ٢٣	**إرتفعت نسبة الآراء والتزكيات الإيجابية لمنشأتنا (+WOM)***	○	○	○	○	○
(٤) ٢٣	**تحسنت علاقات العملاء لدينا***	○	○	○	○	○
(١) ٢٤	**أصبحت صورة وسمعة علامتنا التجارية أفضل من منافسينا***	○	○	○	○	○
(٢) ٢٤	**منشأتنا نالت تقديراً أفضل من عُملائها***	○	○	○	○	○
(١) ٢٥	**إسم علامتنا التجارية أصبح معروفاً لدى العُملاء***	○	○	○	○	○
(٢) ٢٥	**علامة منشأتنا التجارية أصبحت رائدة في السوق***	○	○	○	○	○
(٣) ٢٥	**علامة منشأتنا التجارية غالباً ما تكون في مقدمة ما يتبادر إلى أذهان عملائنا عند تفكيرهم في فئات منتجاتنا***	○	○	○	○	○

٢٦ الرجاء تحديد الجنس*

- ○ ذكر
- ○ أنثى
- ○ غير ذلك

٢٧ الرجاء تحديد العمر*

العمر [*رقم*]

٢٨ ما هو مستوى تحصيلك العلمي؟*

- ○ خريج مدرسة ثانوية
- ○ درجة معهد فني سنتين
- ○ درجة بكالوريوس
- ○ درجة دراسات عليا وماجستير
- ○ درجة دكتوراه فما فوق

٢٩ ما هو المسمى الوظيفي الخاص بكم*

المهنة [*اجابه قصيرة*]

٣٠ كم عدد سنوات خبرتكم في مجالكم المهني الحالي؟*

سنة [*رقم*]

٣١ كم عدد سنوات خبرتكم المهنية في منشأتكم الحالية؟*

سنة [*رقم*]

٣٢ كيف وصلكم هذا الإستطلاع؟

- ○ دعوة من خلال شخص (أحد أفراد العائلة، زميل عمل، عميل أو غيره)
- ○ دعوة إستبيان عبر عنوان البريد الإلكتروني
- ○ دعوة عبر وسائل التواصل الإجتماعية (فيسبوك، لينكدين، تويتر أو غيرها)

٣٣ (هل ترغبون بإضافة أي تعليق آخر؟ (بحد أقصى 500 حرف)

التعليق [*التعليق*]

٣٤ **إذا كنت مهتمًا بالحصول على ملخص موجز للنتائج، يمكنك ترك عنوان بريدك الإلكتروني أدناه!**

بريد إلكتروني *البريد الالكتروني*

٣٥ **وإذا كنت ترغب في مشاركة هذه الدراسة مع الآخرين، يمكنك ترك عناوين البريد الإلكتروني أدناه!**

بريد إلكتروني *البريد الالكتروني*

شكراً لكم : أشكركم على وقتكم الثمين الذي قضيتموه في إكمال هذا الاستبيان. كما أقدر مشاركتكم لآرائكم والتي ستساهم بشكل كبير في إستكمال فرضيات هذا البحث.

D. Survey and Cover Letter: French Version (Translated)

Lettre de motivation

L'impact des réseaux sociaux et leurs rôles sur le marketing B2B des PME

Cher participant ;

Mon nom est Mohamed Edwan et je suis diplômé de l'Université Marmara. Pour ma thèse, j'administre ce questionnaire pour étudier et comprendre au mieux l'impact des réseaux sociaux sur la performance des Petites et Moyennes Entreprises dans leurs relations Business-to-Business.

Le questionnaire suivant ne vous prendra que quelques minutes. Je vous prie d'y répondre au mieux. Il n'y a pas de bonne, ni de mauvaise réponse. Ce sont vos opinions et votre vision qui importent. Aussi, il n'y a aucune contrepartie financière, aucun risque non plus à y répondre. Afin de préserver la confidentialité des informations « Je vous prie de ne pas mentionner votre nom ».

Je vous remercie pour le temps que vous y accorderez, indispensable à la réussite de mon projet universitaire. Les données récoltées, et les résultats de cette étude serviront à aider des PME dans la compréhension, l'adoption, et l'utilisation du Marketing sur les réseaux sociaux en Business-to-Business afin d'obtenir une meilleure performance, plus durable.

Respectueusement,
Mohamed Edwan
Email : mohamededwan@marun.edu.tr

Note : Si vous avez des suggestions, des commentaires, ou des questions sur cette étude, vous pouvez vous adresser à l'Institute des Sciences Sociales, Programme d'Administration des Affaires, Département de Gestion de la Production et de Marketing (Anglais), Marmara Université, Prof. Dr. Zeynep Irem Erdoğmuş, Email : ireme@marmara.edu.tr, Adressé : Goztepe Campus, 34722 Kadikoy, İstanbul/Turquie.

** Question requise*

1 Quel genre de marché que votre entreprise produit pour ses produits ou services ?

- ○ Utilisateur final (B2C)
- ○ Marchés organisationnels (B2B)

2 Dans quel domaine industriel évolue votre entreprise B2B ? *

Domaine *Moody's 35 List*

3 Quelle est la taille de votre entreprise ? * (En termes de chiffre d'affaires "€M Millions Euro")

- ○ < € 2 M
- ○ = € 2-50 M
- ○ > € 50 M

4 Quelle est la taille de votre entreprise ? * (En termes de nombre d'employés "N")

- ○ Petite (N<50)
- ○ Moyenne (50<N<250)
- ○ Grande (N>250)

5 Dans quel pays est située votre entreprise ? *

Pays

6 Utilisez-vous le marketing des médias sociaux dans les affaires ? *

○ Oui ○ Non (Logic Question)

7 Veuillez choisir le chiffre qui décrit le mieux l'intensité de l'utilisation des réseaux sociaux dans votre entreprise *

(Ici, le terme "réseaux sociaux" fait référence à des applications web, telles que LinkedIn, Twitter, Facebook, YouTube, Google+, Etc., des réseaux qui favorisent l'interaction sociale)

Min	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	Max
	○	○	○	○	○	○	○	○	○	○	

Q Quelle est, parmi les fonctions techniques suivantes, celle que votre entreprise est capable d'exécuter grâce à l'utilisation des réseaux sociaux (Plusieurs choix sont acceptables)

8.1 ○ **Partage/Stockage de photos**
(Ex. Flickr. Twitpic)

8.2 ○ **Hébergement/Partage/Stockage de vidéos**
(Ex. Twitvid, UStream, YouTube)

8.3 ○ **Partage/Stockage de Présentation**
(Ex. SlideShare)

8.4 ○ **Actualités / Chat en ligne**
(Ex. RSS)

9.1 ○ **Blogs**
(Ex. Blogger, WordPress, TypePad)

9.2 ○ **Messagerie instantanée**

(Ex. Google Instant Messenger, ooVoo, MSN, Yahoo)

9.3	○	**Micro-blogging** (Ex. Twitter, Tumblr)
9.4	○	**Conférences en ligne / webinaire** (Ex. Adobe Connect, Go-to-Meeting, ooVoo, Yugma)
9.5	○	**Diffusion interactive en direct** (Ex. UStream.tv)
10.1	○	**Présence sur les réseaux sociaux et professionnels** (Ex. FaceBook, LinkedIn, MySpace, Ning)
10.2	○	**Analyse sociale** (Omniture, sproutsocial, SAS, IBM Analytics)
10.3	○	**Collaboration sociale** (Ex. Chatter, hootsuite, Groupsite)

Q **Parmi les plateformes de réseaux sociaux suivantes, laquelle est principalement utilisée dans votre entreprise ?**

(**1**= Jamais, **2**= Rarement, **3**= Assez souvent, **4**= Très souvent, **5**= Toujours)

		1	**2**	**3**	**4**	**5**	
11.1	**Facebook**	○	○	○	○	○	
11.2	**WhatsApp**	○	○	○	○	○	
11.3	**QQ**	○	○	○	○	○	
11.4	**WeChat**	○	○	○	○	○	
11.5	**Qzone**	○	○	○	○	○	
11.6	**Instagram**	○	○	○	○	○	
11.7	**Tumbir**	○	○	○	○	○	
11.8	**Twitter**	○	○	○	○	○	
11.9	**YouTube**	○	○	○	○	○	
11.10	**SnapChat**	○	○	○	○	○	
11.11	**Skype**	○	○	○	○	○	
11.12	**Google+**	○	○	○	○	○	
11.13	**Viber**	○	○	○	○	○	
11.14	**LINE**	○	○	○	○	○	
11.15	**Pinterest**	○	○	○	○	○	
11.16	**YY (语音)**	○	○	○	○	○	
11.17	**LinkedIn**	○	○	○	○	○	
11.18	**BBM**	○	○	○	○	○	
11.19	**Telegram**	○	○	○	○	○	
11.20	**Vkontakte**	○	○	○	○	○	
11.21	**Kakaotalk**	○	○	○	○	○	

JAMAIS **JAMAIS** **JAMAIS** **TOUJOURS** **TOUJOURS** **TOUJOURS**

Q	Veuillez indiquer dans quelle mesure êtes-vous d'accord avec les affirmations ci-dessous pour votre entreprise (**1=** Fortement en désaccord, **2=** Pas d'accord, **3=** Ni d'accord ni en désaccord, **4=** D'accord, **5=** Tout à fait d'accord)		1	2	3	4	5	
12.1	**Notre entreprise a un usage productif des réseaux sociaux***		○	○	○	○	○	TOUTE
12.2	**Notre équipe commerciale est innovante et avant-gardiste quant à l'utilisation de cette technologie qui améliore la productivité***		○	○	○	○	○	À
12.3	**La direction de notre entreprise est très familière des réseaux sociaux***		○	○	○	○	○	FAIT
13.1	**Toutes les fonctions de notre entreprise (pas uniquement le marketing et le service commercial) répondent aux besoins des marchés ciblés***	FORTEMENT EN DÉSACCORD FORTEME	○	○	○	○	○	D'AACORD
13.2	**Toutes les fonctions de notre entreprise sont intégrées et impliquées dans les décisions pour les marchés ciblés***		○	○	○	○	○	TOUTE
13.3	**Nous saisissons souvent les opportunités ciblées pour tirer avantage des faiblesses de nos concurrents***		○	○	○	○	○	À
13.4	**La stratégie de notre entreprise en matière d'avantage compétitif repose sur une compréhension approfondie des besoins de nos clients***		○	○	○	○	○	FAIT
13.5	**Tous nos managers comprennent l'importance de la contribution de l'ensemble de l'entreprise à la création de valeur pour le client***		○	○	○	○	○	D'AACORD
13.6	**Les informations de la clientèle, les succès et échecs marketing sont communiqués au sein de l'entreprise***		○	○	○	○	○	TOUTE
13.7	**Si un concurrent majeur devait lancer une campagne intensive ciblée sur nos clients, nous mettrions en place une réponse immédiate***		○	○	○	○	○	À
13.8	**Les stratégies de marché de notre entreprise reposent largement sur notre compréhension des possibilités de création de valeur pour les clients***		○	○	○	○	○	FAIT
13.9	**Notre entreprise réagit rapidement aux retours négatifs des clients partout où cela peut se produire***		○	○	○	○	○	D'AACORD
13.10	**Les cadres supérieurs discutent fréquemment des forces et faiblesses de la concurrence***		○	○	○	○	○	TOUTE
14.1	**Nos clients passent du temps à réfléchir à leurs stratégies en matière de réseaux sociaux en affaires***							À
14.2	**Nos clients ont un fort intérêt à en apprendre davantage sur l'utilisation des réseaux sociaux en affaires***		○	○	○	○	○	FAIT
15.1	**Nos clients se sentient très serein et positif quand il s'agit d'intégrer l'utilisation des réseaux sociaux en affaires***		○	○	○	○	○	D'AACO
15.2	**Nos clients sont fiers d'utiliser les réseaux sociaux en affaires***		○	○	○	○	○	
16.1	**Nos clients utilisent activement les réseaux sociaux en affaires***		○	○	○	○	○	

16.2	**Nos clients préfèrent utiliser les réseaux sociaux en affaires que tout autre outil marketing***	NT	○	○	○	○	○	RD
17.1	**Nos concurrents passent du temps à réfléchir à leurs stratégies en matière de réseaux sociaux en affaires***	EN	○	○	○	○	○	TOUTE
17.2	**Nos concurrents ont un fort intérêt à en apprendre davantage sur l'utilisation des réseaux sociaux en affaires***	DÉSACCORD	○	○	○	○	○	À
18.1	**Nos concurrents se sentent très sereins et positif quand il s'agit d'intégrer l'utilisation des réseaux sociaux en affaires***		○	○	○	○	○	FAIT
18.2	**Nos concurrents sont fiers d'utiliser les réseaux sociaux en affaires***		○	○	○	○	○	D'ACCORD
19.1	**Nos concurrents utilisent activement les réseaux sociaux en affaires***	FORTEMENT	○	○	○	○	○	
19.2	**Nos concurrents préfèrent utiliser les réseaux sociaux en affaires que tout autre outil marketing***		○	○	○	○	○	
20.1	**Au sein de notre entreprise, les réseaux sociaux sont utilisés comme outil de recherche d'informations générales***	EN	○	○	○	○	○	TOUTE
20.2	**Au sein de notre entreprise, les réseaux sociaux sont utilisés comme outil de recherche d'informations sur les clients***	DÉSACCORD	○	○	○	○	○	À
20.3	**Au sein de notre entreprise, les réseaux sociaux sont utilisés pour l'image de marque***		○	○	○	○	○	FAIT
20.4	**Au sein de notre entreprise, les réseaux sociaux sont utilisés comme outil de publicité et de promotions des produits et services de l'entreprise***		○	○	○	○	○	D'ACCORD
20.5	**Au sein de notre entreprise, les réseaux sociaux sont utilisés pour mener des recherches marketing***	FORTEMENT	○	○	○	○	○	
20.6	**Au sein de notre entreprise, les réseaux sociaux sont utilisés pour la vente de produits et/ou services***		○	○	○	○	○	
20.7	**Au sein de notre entreprise, les réseaux sociaux sont utilisés pour obtenir des références ***		○	○	○	○	○	
21.1	**Au sein de notre entreprise, les réseaux sociaux sont utilisés pour développer la relation client***	EN	○	○	○	○	○	
21.2	**Au sein de notre entreprise, les réseaux sociaux sont utilisés pour communiquer avec les clients***	DÉSACCORD	○	○	○	○	○	
21.3	**Au sein de notre entreprise, les réseaux sociaux sont utilisés pour les activités liées au service client***		○	○	○	○	○	
21.4	**Au sein de notre entreprise, les réseaux sociaux sont utilisés pour recevoir les retours des clients (sur l'entreprise, les produits ou services)***		○	○	○	○	○	
21.5	**Au sein de notre entreprise, les réseaux sociaux sont utilisés pour atteindre de nouveaux clients***		○	○	○	○	○	

Q **Veuillez indiquer dans quelle mesure êtes-vous d'accord avec les affirmations ci-dessous après la mise en œuvre des techniques d'utilisation des réseaux sociaux dans votre entreprise**

(**1=** Fortement en désaccord, **2=** Pas d'accord, **3=** Ni d'accord ni en désaccord, **4=** D'accord, **5=** Tout à fait d'accord)

			1	2	3	4	5	
22.1	**Notre productivité par vendeur a augmenté***		○	○	○	○	○	
22.2	**Notre facture moyenne a augmenté (ou panier moyen par client)***		○	○	○	○	○	
22.3	**Notre chiffre d'affaires a augmenté***	**FORTEMENT EN DÉSACCORD**	○	○	○	○	○	**TOUTE À FAIT D'ACCORD**
22.4	**Les quotas définis par notre force de vente sont de plus en plus atteints***		○	○	○	○	○	
23.1	**Notre service client s'est amélioré***		○	○	○	○	○	
23.2	**La fidélité et la rétention de notre clientèle a augmenté***		○	○	○	○	○	
23.3	**Les renvois positives** (Bouche-à-Oreille ou Word-of-Mouth) **pour notre entreprise ont augmenté***		○	○	○	○	○	
23.4	**Notre relation client s'est améliorée***		○	○	○	○	○	
24.1	**Notre image de marque est meilleure que celle des concurrents***		○	○	○	○	○	
24.2	**Notre entreprise est mieux considérée par les clients***		○	○	○	○	○	
25.1	**Le nom de notre marque est bien connu parmi les clients potentiels***		○	○	○	○	○	
25.2	**Notre entreprise est une marque leader sur le marché***		○	○	○	○	○	
25.3	**Notre marque est souvent citée en premier par les entreprises clientes potentielles lorsqu'il s'agit de notre catégorie de produits***		○	○	○	○	○	

26 **Veuillez indiquer votre sexe ? ***

- ○ Homme
- ○ Femme
- ○ Je préfère ne pas dire

27 **Veuillez indiquer votre âge**

Âge ☐

28 **Quel est le plus haut diplôme ou niveau d'études que vous avez terminé ? ***

- ○ Diplôme d'études secondaires
- ○ Diplôme d'associé
- ○ Baccalauréat
- ○ Master
- ○ Doctorat ou plus élevé

29 **Quel est le titre de votre profession?***

Nombre ☐ d'années

30 Combien d'années d'expérience avez-vous dans votre secteur actuel ? *
Nombre [ ] d'années

31 Combien d'années d'expérience avez-vous dans votre entreprise actuelle ? *
Nombre [ ] d'années

32 Comment avez-vous connu à ce questionnaire ?
- ○ Renvois (famille, collègue, client, etc.)
- ○ Invitation par e-mail
- ○ Canaux de réseaux sociaux (Facebook, LinkedIn, Twitter etc.)

33 Avez-vous des commentaires ou des suggestions ? (Limité à 500 caractères)
Commentaires [ ]

34 Si vous souhaitez recevoir un bref résumé des résultats, vous pouvez laisser votre adresse e-mail ci-dessous!
Email [ ]

35 Si vous souhaitez partager cette étude avec d'autres, vous pouvez laisser les adresses e-mail ci-dessous!
Email [ ]

Merci d'avoir pris le temps de répondre à ce questionnaire. Les informations que vous nous avez délivré contribueront grandement à notre étude.

E. Survey and Cover Letter: Spanish Version (Translated)

Carta de presentación

El Impacto De Las Redes Sociales Y Su Papel En El Marketing B2B De Las PYMEs

Estimado participante;

Mi nombre es Mohamed Edwan y soy un estudiante graduado en la Universidad de Marmara (Turquía). Para mi proyecto final, estoy llevando a cabo un estudio para examinar y entender mejor el impacto que tiene el uso del uso de las redes sociales en el marketing sobre el rendimiento de las pequeñas o medianas empresas PYMES en contexto de negocios contexto.

Completar el siguiente cuestionario va a requerir algunos minutos. Por favor, conteste a las preguntas con la mayor exactitud posible. No existen respuestas correctas o equivocadas. Lo realmente importante es su comprensión y opinión. Además, no hay ninguna recompensa por responder a este cuestionario ni conlleva ningún riesgo conocido. A fin de garantizar que la información permanecerá confidencial, por favor no incluya su nombre.

Gracias por el tiempo invertido en ayudarme en mis esfuerzos educacionales. Una vez reunida esta información, los resultados de este estudio se usarán para ayudar a las empresas pequeñas o medianas a mejorar su comprensión y a la adopción del uso del *social media marketing* (redes sociales para el marketing) en un contexto de negocios con el fin de conseguir un mejor funcionamiento y obtener resultados y beneficios más sostenibles.

Atentamente,

Mohamed Edwan

Email: mohamededwan@marun.edu.tr

Nota: Si tiene algún comentario sobre la manera en que se realiza este estudio o si tiene alguna otra pregunta, puede informarlo al Instituto de Ciencias Sociales, Programa de Administración de Empresas (inglés), Departamento de Gestión de la Producción y Marketing, Universidad de Marmara, Prof. Dra. Zeynep Irem Erdoğmuş, Correo electrónico: ireme@marmara.edu.tr, Dirección: Campus Goztepe, 34722 Kadıkoy, Estambul / Turquía.

** Pregunta requerida*

1 **¿Qué tipo de mercado produce su empresa para sus productos o servicios?**

- ○ Usuario final (B2C)
- ○ Mercados organizacionales (B2B)

2 **¿Cuál es su empresa B2B "negocio entre empresas" representación del sector industrial?** *

Sector [*Moody's 35 List*]

3 **¿Cuál es su tamaño de empresa?** * (En términos de facturación de ventas)

- ○ < € 2 M
- ○ = € 2-50 M
- ○ > € 50 M

4 **¿Cuál es su tamaño de empresa?** * (En término del número de empleado "N")

- ○ Pequeño (N<50)
- ○ Mediano (50<N<250)
- ○ Grande (N>250)

5 **¿En qué país se encuentra su empresa?** *

País [ ]

6 **¿Utiliza el marketing de redes sociales en los negocios?** *

○ Sí ○ No (Pregunta lógica)

7 **¡Por favor, elija el número que mejor describe la intensidad con la que su empresa usa las redes sociales para el negocio!** *

(En estas declaraciones, el término redes sociales se refiera a las aplicaciones de web incluyendo LinkedIn, Twitter, Facebook, YouTube, Google+, media que fomentan la interacción social)

Min	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	Max
	○	○	○	○	○	○	○	○	○	○	

Q **¿Cuál de las siguientes funciones técnicas puede hacer su organización con las redes sociales?** (Múltiples opciones son aceptables)

8.1 ○ **Uso compartido / almacenamiento de fotos**
(e.g. Flickr. Twitpic)

8.2 ○ **Alojamiento de video / compartir / almacenamiento**
(i.e. Twitvid, UStream, YouTube)

8.3 ○ **Presentación compartida / almacenamiento**
(e.g. SlideShare)

8.4 ○ **Noticias / transmisiones en vivo Conversación**
(e.g. RSS)

9.1 ○ **Blogging**
(e.g. Blogger, WordPress, TypePad)

9.2 ○ **Mensajería instantánea**
(e.g. Google Instant Messenger, ooVoo, MSN, Yahoo)

9.3	○	**Micro-blogging** (e.g. Twitter, Tumblr)
9.4	○	**Conferencia en línea / webinar / seminario** (e.g. Adobe Connect, Go-to- Meeting, ooVoo, Yugma)
9.5	○	**Difusión interactiva en directo** (e.g. UStream.tv)
10.1	○	**Presencia de redes sociales y profesionales** (e.g. FaceBook, LinkedIn, MySpace, Ning)
10.2	○	**Análisis sociales** (Omniture, sproutsocial, SAS, IBM Analytics)
10.3	○	**Colaboración social** (e.g. Chatter, hootsuite, Groupsite)

Q **¡Por favor indique cuál de las siguientes plataformas de redes sociales usa frecuentemente su empresa para negocios**

(elija el nombre de uso desde **1=** Nunca**, 2=** Raramente, **3=** A veces, **4=** con mucha frecuencia, **5=** Siempre)

			1	**2**	**3**	**4**	**5**	
11.1	**Facebook**		○	○	○	○	○	
11.2	**WhatsApp**		○	○	○	○	○	
11.3	**QQ**	**NUNCA**	○	○	○	○	○	**SIEMPRE**
11.4	**WeChat**		○	○	○	○	○	
11.5	**Qzone**		○	○	○	○	○	
11.6	**Instagram**		○	○	○	○	○	
11.7	**Tumblr**	**NUNCA**	○	○	○	○	○	**SIEMPRE**
11.8	**Twitter**		○	○	○	○	○	
11.9	**YouTube**		○	○	○	○	○	
11.10	**SnapChat**		○	○	○	○	○	
11.11	**Skype**	**NUNCA**	○	○	○	○	○	**SIEMPRE**
11.12	**Google+**		○	○	○	○	○	
11.13	**Viber**		○	○	○	○	○	
11.14	**LINE**	**NUNCA**	○	○	○	○	○	**SIEMPRE**
11.15	**Pinterest**		○	○	○	○	○	
11.16	**YY (语音)**		○	○	○	○	○	
11.17	**LinkedIn**	**NUNCA**	○	○	○	○	○	**SIEMPRE**
11.18	**BBM**		○	○	○	○	○	
11.19	**Telegram**		○	○	○	○	○	
11.20	**Vkontakte**		○	○	○	○	○	
11.21	**Kakaotalk**		○	○	○	○	○	

Q **Por favor indique su grado de acuerdo con las declaraciones a continuación para su empresa** *

(Elija números como **1=** En total desacuerdo, **2=** Desacuerdo, **3=** ni de acuerdo ni desacuerdo, **4=** de acuerdo, **5=** totalmente de acuerdo)

			1	2	3	4	5	
12.1	**Nuestra empresa hace un uso productivo de las redes sociales** *	TOTALMENTE DE DESACUERDO TOTALMENTE DE ACUERDO	○	○	○	○	○	TOTALMENTE DE ACUERDO
12.2	**Nuestra organización de ventas es innovadora y con visión de futuro cuando se trata de adoptar la tecnología que mejora la productividad** *		○	○	○	○	○	
12.3	**EL personal directivo de alto rango tiene conocimiento sobre las redes sociales** *		○	○	○	○	○	
13.1	**Todas las funciones de nuestra organización (no solo marketing y ventas) son responder y cumplir con el Mercados objetivo** *		○	○	○	○	○	
13.2	**Todas las funciones de nuestra organización están integradas para servir el Mercados objetivo** *		○	○	○	○	○	
13.3	**Con frecuencia aprovechamos oportunidades específicas para aprovechar de las debilidades de la competencia** *		○	○	○	○	○	
13.4	**La estrategia de nuestra organización para obtener ventajas competitivas está basada en entender en profundidad las necesidades de los nuestros clientes** *		○	○	○	○	○	
13.5	**Todos nuestros gerentes entienden cómo el negocio entero puede contribuir a crear valor para el cliente** *		○	○	○	○	○	
13.6	**La información sobre los clientes, el éxito del marketing, y los fallos del marketing están comunicados a través de la organización** *		○	○	○	○	○	
13.7	**Si un competidor mayor lanza una intensa campaña dirigida a nuestros clientes, ejecutaríamos una respuesta inmediata** *		○	○	○	○	○	
13.8	**Las estrategias de mercado utilizadas por nuestra organización están dirigidas gracias a nuestra comprensión de las posibilidades para crear valor para los clientes** *		○	○	○	○	○	
13.9	**Nuestra organización responde rápidamente a la satisfacción negativa del cliente donde sea que ocurra en las organizaciones** *		○	○	○	○	○	
13.10	**Los gerentes senior frecuentemente discuten las fortalezas y debilidades competitivas** *		○	○	○	○	○	
14.1	**Nuestros clientes pasan tiempo pensando en su estrategia de redes sociales en los negocios** *		○	○	○	○	○	
14.2	**Nuestros clientes tienen un gran interés en aprender más sobre el uso de las redes sociales en los negocios** *		○	○	○	○	○	
15.1	**Nuestros clientes se sienten muy positivos al usar las redes sociales en los negocios** *		○	○	○	○	○	
15.2	**Nuestros clientes están orgullosos de usar las redes**		○	○	○	○	○	

	sociales en los negocios *						
16.1	**Nuestros clientes están usando de forma activa las redes sociales para el negocio** *	○	○	○	○	○	
16.2	**Nuestros clientes prefieren el uso de las redes sociales para el negocio más que otras herramientas de marketing***	○	○	○	○	○	
17.1	**Nuestros competidores pasan tiempo pensando en su estrategia de redes sociales en los negocios** *	○	○	○	○	○	
17.2	**Nuestros competidores tienen un gran interés en aprender más sobre el uso de las redes sociales en los negocios** *	○	○	○	○	○	
18.1	**Nuestros competidores se sienten muy positivos al usar las redes sociales en los negocios** *	○	○	○	○	○	
18.2	**Nuestros competidores están orgullosos de usar las redes sociales en los negocios** *	○	○	○	○	○	
19.1	**Nuestros competidores están usando de forma activa las redes sociales para el negocio** *	○	○	○	○	○	
19.2	**Nuestros competidores prefieren el uso de las redes sociales para el negocio más que otras herramientas de marketing** *	○	○	○	○	○	
20.1	**En nuestra organización, las redes sociales están usadas para buscar información general** *	○	○	○	○	○	
20.2	**En nuestra organización, las redes sociales están usadas para buscar información del cliente** *	○	○	○	○	○	
20.3	**En nuestra organización, las redes sociales están usadas para marca** *	○	○	○	○	○	
20.4	**En nuestra organización, las redes sociales están utilizadas para hacer publicidad y promocionar los productos y servicios de la empresa** *	○	○	○	○	○	
20.5	**En nuestra organización, las redes sociales están utilizadas para conducir un estudio de mercado** *	○	○	○	○	○	
20.6	**En nuestra organización, las redes sociales están utilizadas para la venta de producto(s) y/o Servicio(s)** *	○	○	○	○	○	
20.7	**En nuestra organización, las redes sociales están utilizadas para obtener referencias** (Boca-a-Boca "Word-of-Mouth" a través de me gusta, compartir, acciones y seguidores en Facebook, Twitter, etc.) *	○	○	○	○	○	
21.1	**En nuestra organización, las redes sociales están utilizadas para desarrollar relaciones con los clientes** *	○	○	○	○	○	
21.2	**En nuestra organización, las redes sociales están utilizadas para comunicar con los clientes** *	○	○	○	○	○	
21.3	**En nuestra organización, las redes sociales están utilizadas para actividades de servicio al cliente** *	○	○	○	○	○	
21.4	**En nuestra organización, las redes sociales están utilizadas para recibir comentarios de los clientes** (sobre empresas, productos o servicios) *	○	○	○	○	○	

E DESACUERDO TOTALMENTE DE DESACUERDO TOTALMENTE DE DESACUERDO TOTALMENTE DE DESACUERDO TOTALMENTE DE DESACUERDO

RDO TOTALMENTE DE ACUERDO TOTALMENTE DE ACUERDO TOTALMENTE DE ACUERDO TOTALMENTE DE ACUERDO

21.5	**En nuestra organización, las redes sociales están utilizadas para llegar a nuevos clientes** *	○	○	○	○	○

Q **Por favor indique su grado de acuerdo con las declaraciones a continuación tras implantar el uso de las redes sociales en su empresa**
(1= En total desacuerdo, 2= Desacuerdo, 3= ni de acuerdo ni desacuerdo, 4= de acuerdo, 5= totalmente de acuerdo)

		1	**2**	**3**	**4**	**5**
22.1	**Nuestra productividad por vendedor ha aumentado** *	○	○	○	○	○
22.2	**Nuestra facturación promedio de la cuenta ha aumentado** (o la compra promedio por cliente) *	○	○	○	○	○
22.3	**Nuestros ingresos de ventas han aumentado** *	○	○	○	○	○
22.4	**La cuota de logros de nuestra fuerza de ventas ha aumentado** *	○	○	○	○	○
23.1	**Nuestro servicio al cliente ha mejorado** *	○	○	○	○	○
23.2	**La fidelidad y retención de nuestros clientes ha aumentado***	○	○	○	○	○
23.3	**Las referencias positivas** (Boca-a-Boca "Word-of-Mouth") **de nuestra firma ha aumentado** *	○	○	○	○	○
23.4	**Nuestra relación con el cliente ha mejorado** *	○	○	○	○	○
24.1	**Nuestra marca tiene mejor imagen que la de la competencia** *	○	○	○	○	○
24.2	**Nuestra empresa está mejor considerada por los clientes** *	○	○	○	○	○
25.1	**El nombre de nuestra marca está bien conocido entre nuestros clientes potenciales** *	○	○	○	○	○
25.2	**Nuestra empresa es una marca principal en el mercado** *	○	○	○	○	○
25.3	**Los clientes potenciales tienen nuestra marca presente en la cima de sus mentes cuando piensan en productos de categoría** *	○	○	○	○	○

TOTALMENTE DE DESACUERDO … **TOTALMENTE DE ACUERDO**

26 **¿Por favor indique su género?** *
- ○ Hombre
- ○ Mujer
- ○ Prefiero no decirlo

27 **¿Por favor, especifique su edad?** *
Edad _____

28 **¿Cuál es el nivel de estudios más alto que ha completado?** *
- ○ Enseñanza secundaria obligatoria
- ○ Grado asociado (Diplomatura)
- ○ Licenciatura
- ○ Maestría
- ○ Doctorado o más avanzado

29 ¿Cuál es tu título profesional? *
Profession

30 ¿Cuántos años de experiencia tiene en su sector actual? *
Años

31 ¿Cuántos años de experiencia tiene en su empresa actual? *
Años

32 ¿Cómo llegaste a este cuestionario?
- ○ Recomendaciones (Miembros de la familia, compañeros de trabajo, clientes etc.)
- ○ Invitación de correo electrónico con la encuesta
- ○ Canales de redes sociales (Facebook, LinkedIn, Twitter, etc.)

33 ¿Le gustaría hacer algún comentario adicional? (Limitado a 500 caracteres)

Comentarios

34 Si está interesado en recibir un breve resumen de los resultados, puede dejar su dirección de correo electrónico a continuación:
Email

35 Si desea compartir este estudio con otras personas, puede dejar las direcciones de correo electrónico a continuación:
Email

Muchas gracias por tomarse el tiempo para completar esta encuesta. Realmente valoramos la información que ha proporcionado que contribuirá significativamente a la investigación.

F. Survey and Cover Letter: Turkish Version (Translated)

Ön Yazı

Sosyal Medyanın KOBi Örgütsel Pazarlama Faaliyetleri Üzerindeki Etkisi ve Rolü

Sayın Katılımcı;

Benim adım Mohamed Edwan. Marmara Üniversitesi'nde lisansüstü öğrencisiyim. Bu çalışmayı, mezuniyet projem için, sosyal medya kullanımının, küçük ve orta büyüklükteki işletmeler (KOBİ) üzerindeki etkisini araştırmak amacıyla yapıyorum.

Aşağıdaki anketin tamamlanması birkaç dakika sürecektir. Lütfen tüm soruları olabildiğince doğru bir şekilde cevaplayın. Doğru veya yanlış cevap yoktur. Önemli olan anlayışınız ve görüşlerinizdir. Ayrıca, vermiş olduğunuz tüm bilgiler araştırma kapsamında kullanılacaktır ve gizli tutulacaktır. Tüm bilgilerin gizli kalmasını sağlamak için lütfen adınızı eklemeyin.

Eğitim çabalarımda bana yardımcı olmak için zaman ayırdığınız için teşekkür ederim. Toplanan veriler ve bu çalışmanın sonuçları, KOBİ'lerin daha iyi ve sürdürebilir iş performansına erişmelerinde sosyal medyanın benimsenmesi ve kullanımının rolünü anlamak amacıyla değerlendirilecektir.

Saygılarımla,
Mohamed Edwan
E-posta: mohamededwan@marun.edu.tr

Not: Bu çalışmanın yürütülme şekli ile ilgili herhangi bir yorumunuz veya bir sorunuz varsa, bunu Marmara Üniversitesi Sosyal Bilimler Enstitüsü İşletme Yönetimi Üretim Yönetimi ve Pazarlama Bölümü'nden, Prof. Dr. Zeynep Irem Erdoğmuş'a bildirebilirsiniz. E-posta: ireme@marmara.edu.tr, Adres: Göztepe Kampüsü, 34722 Kadıköy, İstanbul / Türkiye.

** Gerekli soru*

1 **Firmanız ürün veya hizmetlerini hangi pazarlar için üretiyor?** *
- ○ Son kullanıcılara (B2C)
- ○ Örgütsel pazarlara (B2B)

2 **Firmanızın hangi iş kolunda faaliyette bulunmaktadır?** *
Sektör [*Moody's 35 List*]

3 **Firmanızın ölçeği nedir?** ('€M' Milyon Euro olarak) *
- ○ < € 2 M
- ○ = € 2-50 M
- ○ > € 50 M

4 **Firmanızın ölçeği nedir?** (Çalışan sayısı olarak "N") *****
- ○ Küçük (N<50)
- ○ Orta (50<N<250)
- ○ Büyük (N>250)

5 **Firmanızın hangi ülkede kurulmuştur?** *
Ülke [ ]

6 **İş hayatında sosyal medya pazarlama kullanıyor musunuz?** *
○ Evet (Devam) ○ Hayır (Son Sayfa) (Lojik Sorusu)

7 **Lütfen firmanızın iş amaçlı sosyal medyayı hangi yoğunlukta unu kullandığını belirtiniz** *
(Bu ifadelerde, sosyal medya terimi, LinkedIn, Twitter, Facebook, YouTube, Google+ vb., Sosyal etkileşimi teşvik eden medya dahil web tabanlı uygulamaları tanımlar)

Çok Az	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**Çok Fazla**
	○	○	○	○	○	○	○	○	○	○	

Q **Firmanızın aşağıdaki uygulamalardan hangisi ya da hangilerini Sosyal Medya aracılığıyla gerçekleştirdiğini, belirtiniz (**Çoklu seçim yapılabilir)

8.1 ○ **Fotoğraf paylaşma / depolama**
(e.g. Flickr. Twitpic)

8.2 ○ **Video barındırma / paylaşma / depolama**
(i.e. Twitvid, UStream, YouTube)

8.3 ○ **Sunum paylaşımı / depolama**
(e.g. SlideShare)

8.4 ○ **Haberler / canlı yayınlar**
(e.g. RSS)

9.1 ○ **Blogging**
(e.g. Blogger, WordPress, TypePad)

9.2 ○ **Anlık mesajlaşma**
(e.g. Google Instant Messenger, ooVoo, MSN, Yahoo)

9.3 ○ **Micro-blogging**

(e.g. Twitter, Tumblr)

9.4	○	**Çevrimiçi konferans / web semineri** (e.g. Adobe Connect, Go-to- Meeting, ooVoo, Yugma)
9.5	○	**Canlı etkileşimli yayın** (e.g. UStream.tv)
10.1	○	**Sosyal ve profesyonel ağ** (e.g. FaceBook, LinkedIn, MySpace, Ning)
10.2	○	**Sosyal analiz** (Omniture, sproutsocial, SAS, IBM Analytics)
10.3	○	**Sosyal iş birliği** (e.g. Chatter, hootsuite, Groupsite)

Q **Lütfen firmanızın aşağıdaki sosyal medya platformlarını iş amacıyla ne sıklıkla kullandığını size en uygun gelen seçeneği işaretleyerek belirtiniz**

(**1=** Hiçbir Zaman**, 2=**Nadiren**, 3=** Bazen**, 4=** Çok Sık**, 5=**Her Zaman**)**

		1	**2**	**3**	**4**	**5**	
11.1	**Facebook**	○	○	○	○	○	
11.2	**WhatsApp**	○	○	○	○	○	
11.3	**QQ**	○	○	○	○	○	**HER ZAMAN**
11.4	**WeChat**	○	○	○	○	○	
11.5	**Qzone**	○	○	○	○	○	
11.6	**Instagram**	○	○	○	○	○	
11.7	**Tumblr**	○	○	○	○	○	
11.8	**Twitter**	○	○	○	○	○	**HER ZAMAN**
11.9	**YouTube**	○	○	○	○	○	
11.10	**SnapChat**	○	○	○	○	○	
11.11	**Skype**	○	○	○	○	○	
11.12	**Google+**	○	○	○	○	○	
11.13	**Viber**	○	○	○	○	○	
11.14	**LINE**	○	○	○	○	○	**HER ZAMAN**
11.15	**Pinterest**	○	○	○	○	○	
11.16	**YY (语音)**	○	○	○	○	○	
11.17	**LinkedIn**	○	○	○	○	○	
11.18	**BBM**	○	○	○	○	○	
11.19	**Telegram**	○	○	○	○	○	
11.20	**Vkontakte**	○	○	○	○	○	
11.21	**Kakaotalk**	○	○	○	○	○	

HİÇBİR ZAMAN / **HİÇBİR ZAMAN**

Q **Lütfen firmanızla ilgili aşağıdaki ifadelere katılma oranınızı size en uygun gelen seçeneği işaretleyerek belirtiniz ***
(**1=** Kesinlikle Katılmıyorum, **2=** Katılmıyorum, **3=** Ne Katılıyorum Ne Katılmıyorum, **4=** Katılıyorum, **5=** Kesinlikle Katılıyorum)

			1	2	3	4	5	
12.1	**Firmamız sosyal medyayı verimli bir şekilde kullanmaktadır ***	KESİNLİKLE KATILMIYORUM	○	○	○	○	○	KESİNLİKLE KATILIYORUM
12.2	**Satış ekibimiz, verimlilik artırıcı teknolojileri benimseme konusunda yenilikçi ve ileri görüşlüdür ***		○	○	○	○	○	
12.3	**Firmamızın üst düzey liderleri sosyal medya hakkında bilgilidir ***		○	○	○	○	○	
13.1	**Tüm firmamız (sadece pazarlama ve satış değil) hedef pazarlara hizmet verme konusunda duyarlıdır ***		○	○	○	○	○	
13.2	**Firmamızın tüm departmanları hedef pazarlara hizmet vermek amacıyla entegre edilmiştir ***		○	○	○	○	○	
13.3	**Rakiplerin zayıf noktalarını fırsata çevirmek amacıyla sıklıkla hedeflerimizi güncelleriz ***		○	○	○	○	○	
13.4	**Firmamızın rekabet avantajı stratejisi, müşteri ihtiyaçlarını eksiksiz bir şekilde anlamaya dayanmaktadır ***		○	○	○	○	○	
13.5	**Tüm yöneticilerimiz, müşteri değeri yaratmaya nasıl katkıda bulunabileceğini bilmektedir ***	KESİNLİKLE KATILMIYORUM	○	○	○	○	○	KESİNLİKLE KATILIYORUM
13.6	**Müşteriler hakkındaki bilgiler, pazarlamadaki başarılar ve başarısızlıklar firma içerisinde paylaşılmaktadır ***		○	○	○	○	○	
13.7	**Büyük bir rakip, müşterilerimize yönelik yoğun bir kampanya başlattırsa gerekli önlemler ivedilikle alınır ***		○	○	○	○	○	
13.8	**Firmamızın pazar stratejileri büyük ölçüde müşteriler için değer yaratma anlayışımızdan kaynaklanmaktadır ***		○	○	○	○	○	
13.9	**Firmamız müşteri memnuniyetsizliğine hızlı bir şekilde cevap vermektedir ***		○	○	○	○	○	
13.10	**Üst düzey yöneticiler rekabet güçlerini ve zayıf yönlerini sıklıkla değerlendirirler ***		○	○	○	○	○	
14.1	**Müşterilerimiz iş amaçlı sosyal medya stratejilerini oluşturmak için zaman harcar ***	KESİNLİKLE KATILMIYORUM	○	○	○	○	○	KESİNLİKLE KATILIYORUM
14.2	**Müşterilerimiz iş amaçlı sosyal medya kullanımı hakkında daha fazla bilgi edinmek için çaba gösterir ***		○	○	○	○	○	
15.1	**Müşterilerimiz iş amaçlı sosyal medyayı kullanmaktan hoşnuttur ***		○	○	○	○	○	
15.2	**Müşterilerimiz iş amaçlı sosyal medyayı kullandıkları için maktan gurur duymaktadır ***		○	○	○	○	○	
16.1	**Müşterilerimiz iş amaçlı sosyal medyayı aktif olarak kullanmaktadır ***	KESİNLİKLE KATIL	○	○	○	○	○	KESİNLİKLE KATIL
16.2	**Müşterilerimiz iş yaparken sosyal medyayı diğer pazarlama araçlarına kıyasla daha yoğun kullanır ***		○	○	○	○	○	

17.1	**Rakiplerimiz iş amaçlı sosyal medya stratejilerini oluşturmak için zaman harcar** *	KESİNLİKLE KATILMIYORUM	○	○	○	○	○	KESİNLİKLE KATILIYORUM
17.2	**Rakiplerimizin iş amaçlı sosyal medya kullanımı hakkında daha fazla bilgi edinmek için çaba gösterir** *		○	○	○	○	○	
18.1	**Rakiplerimiz iş amaçlı sosyal medyayı kullanmaktan hoşnuttur** *		○	○	○	○	○	
18.2	**Rakiplerimiz iş amaçlı sosyal medyayı kullandıkları için gurur duymaktadır** *		○	○	○	○	○	
19.1	**Rakiplerimiz iş amaçlı sosyal medyayı aktif olarak kullanmaktadır** *		○	○	○	○	○	
19.2	**Rakiplerimiz iş yaparken sosyal medyayı diğer pazarlama araçlarına kıyasla daha yoğun kullanır** *		○	○	○	○	○	
20.1	**Firmamızda sosyal medya bilgi bulmak için kullanılır** *		○	○	○	○	○	
20.2	**Firmamızda müşteri bilgilerini aramak için sosyal medya kullanılır** *		○	○	○	○	○	
20.3	**Firmamızda marka yönetimi için sosyal medya kullanılır***		○	○	○	○	○	
20.4	**Firmamızda sosyal medya reklam ve şirketin ürünlerinin /hizmetlerinin tanıtımı için kullanılır** *		○	○	○	○	○	
20.5	**Firmamızda pazarlama araştırması yapmak için sosyal medya kullanılır** *		○	○	○	○	○	
20.6	**Firmamızda Ürün ve/veya hizmet satmak için sosyal medya kullanılır** *		○	○	○	○	○	
20.7	**Firmamızda sosyal medya takipçi kazanmak, beğeni almak ve paylaşım oluşturmak amacıyla kullanılır** *		○	○	○	○	○	
21.1	**Firmamızda müşteri ilişkilerini geliştirmek için sosyal medya kullanılır** *		○	○	○	○	○	
21.2	**Firmamızda sosyal medya müşterilerle iletişim kurmak için kullanılır** *		○	○	○	○	○	
21.3	**Firmamızda müşteri hizmetleri faaliyetleri için sosyal medya kullanılır** *		○	○	○	○	○	
21.4	**Firmamızda sosyal medya müşterilerden geri bildirimlerini almak için kullanılır*** (firmalar, ürünler veya hizmetler hakkında) *		○	○	○	○	○	
21.5	**Firmamızda sosyal medya yeni müşterilere ulaşmak için kullanılır** *		○	○	○	○	○	

Q **Lütfen, sosyal medya kullanmaya başladıktan sonra, firmanız için aşağıdaki ifadelere katılma oranınızı belirtiniz!**
(**1=** Kesinlikle Katılmıyorum, **2=** Katılmıyorum, **3=** Ne Katılıyorum Ne Katılmıyorum, **4=** Katılıyorum, **5=** Kesinlikle Katılıyorum)

			1	**2**	**3**	**4**	**5**	
22.1	**Satış elemanı başına verimliliğimiz arttı** *	KESİ	○	○	○	○	○	KESİ
22.2	**Müşteri başına ortalama satın alma miktarı arttı** *		○	○	○	○	○	
22.3	**Satış gelirlerimiz arttı** *		○	○	○	○	○	

22.4	**Satış ekibimizin kota başarısı arttı** *		○	○	○	○	○	
23.1	**Müşteri hizmetlerimiz gelişti** *		○	○	○	○	○	
23.2	**Müşteri sadakati arttı** *		○	○	○	○	○	
23.3	**Firmamız hakkındaki olumlu referanslar arttı** (Word-of-Mouth) *		○	○	○	○	○	
23.4	**Müşteri ilişkilerimiz gelişti** *		○	○	○	○	○	
24.1	**Markamızın rakiplerinden daha iyi bir imajı var** *		○	○	○	○	○	
24.2	**Müşterilerimiz firmamıza rakiplere kıyasla daha olumlu değerlendirir** *		○	○	○	○	○	
25.1	**Markamızın adı müşteriler arasında iyi olarak bilinir** *		○	○	○	○	○	
25.2	**Firmamız pazarda lider bir markadır** *		○	○	○	○	○	
25.3	**Müşteriler ürün kategorimiz söz konusu olduğunda, öncelikli olarak bizim markamızı tercih etmektedirler** *		○	○	○	○	○	

NLIKLE KATILMIYORUM

NLIKLE KATILIYORUM

26 Lütfen cinsiyetinizi belirtiniz? *

- ○ Erkek
- ○ Kadın
- ○ Söylememeyi tercih ederim

27 Lütfen yaşınızı belirtiniz? *

Yaş ☐

28 Lütfen eğitim durumunuzu belirtiniz? *

- ○ Lise
- ○ Ön lisans
- ○ Lisans
- ○ Yüksek lisans
- ○ Doktora derecesi veya üstü

29 Lütfen sizin mesleğinizin başlığı belirtiniz? *

Meslek ☐

30 Bulunduğunuz sektörde toplam çalışma deneyiminizi belirtiniz? *

Yıl ☐

31 Çalıştığınız firmanızda kaç yıllık deneyiminiz var? *

☐

32 Bu ankete nasıl ulaştınız?

- ○ Tavsiyeler (aile üyesi, profesyonel meslektaş, müşteri, vb.)
- ○ Anket E-posta Davetiyesi
- ○ Sosyal Medya Kanalları (Facebook, LinkedIn, Twitter vb.)

33 Ek yorum yapmak ister misiniz? (500 karakterle sınırlıdır)

Yorumlar

34 Kısa bir sonuç özeti almak istiyorsanız, e-posta adresinizi bırakabilirsiniz!

E-posta

35 Bu çalışmayı başkalarıyla paylaşmak isterseniz, e-posta adreslerini bırakabilirsiniz!

E-posta

E-posta

E-posta

E-posta

E-posta

Teşekkür ederim: Değerli zamanınızı ayırarak bu anketi tamamladığınız için teşekkür ederim. Vermiş olduğunuz bilgiler araştırmama önemli ölçüde katkıda bulunacaktır.

G. Tables of B2B SMEs Respondent Profile: Functions vs. Sector

		Space & Defense	Automotive	Banking	Beverages, Foodstuffs & Tobacco	Capital Equipment	Chemicals, Plastics & Rubber	Construction & Building	Consumer Goods: Durables	Consumer Goods: Non-Durable
Photo sharing /storage	Count	1	6	1	7	6	2	7	4	1
	%	.3%	2.1%	.3%	2.4%	2.1%	.7%	2.4%	1.4%	.3%
Video hosting /sharing /storage	Count	1	4	1	9	7	4	5	3	1
	%	.3%	1.4%	.3%	3.1%	2.4%	1.4%	1.7%	1.0%	.3%
Presentation sharing /storage	Count	2	2	0	5	4	3	6	0	1
	%	.7%	.7%	0.0%	1.7%	1.4%	1.0%	2.1%	0.0%	.3%
News /live feeds Conversation	Count	2	4	1	3	2	1	4	2	1
	%	.7%	1.4%	.3%	1.0%	.7%	.3%	1.4%	.7%	.3%
Blogging	Count	2	2	1	2	3	1	0	4	1
	%	.7%	.7%	.3%	.7%	1.0%	.3%	0.0%	1.4%	.3%
Instant messaging	Count	2	4	1	8	4	1	7	2	0
	%	.7%	1.4%	.3%	2.8%	1.4%	.3%	2.4%	.7%	0.0%
Micro-blogging	Count	1	2	1	2	5	1	1	1	0
	%	.3%	.7%	.3%	.7%	1.7%	.3%	.3%	.3%	0.0%
Online conferencing /webinar	Count	0	2	0	1	3	3	2	1	1
	%	0.0%	.7%	0.0%	.3%	1.0%	1.0%	.7%	.3%	.3%
Live interactive Broadcasting	Count	0	1	0	2	1	1	1	0	0
	%	0.0%	.3%	0.0%	.7%	.3%	.3%	.3%	0.0%	0.0%
Social and professional network presence	Count	3	5	2	7	5	6	10	5	1
	%	1.0%	1.7%	.7%	2.4%	1.7%	2.1%	3.5%	1.7%	.3%
Social analytics	Count	0	0	0	2	2	1	0	1	0
	%	0.0%	0.0%	0.0%	.7%	.7%	.3%	0.0%	.3%	0.0%
Social collaboration	Count	1	1	0	3	1	0	2	0	1
	%	.3%	.3%	0.0%	1.0%	.3%	0.0%	.7%	0.0%	.3%
Total	Count	3	7	2	11	9	7	14	6	2
	%	1.0%	2.4%	.7%	3.8%	3.1%	2.4%	4.9%	2.1%	.7%

Tables of B2B SMEs Respondent Profile: Functions vs. Sector (Continued)

		Containers, Packaging, & Glass	Energy: Electricity	Energy: Oil & Gas	Environmental Industries	Finance	Insurance	Real Estate	Forest & Paper Products	Healthcare & Pharmaceuticals
Photo sharing /storage	Count	0	9	3	2	5	1	4	1	4
	%	0.0%	3.1%	1.0%	.7%	1.7%	.3%	1.4%	.3%	1.4%
Video hosting /sharing /storage	Count	1	4	2	2	4	0	4	1	3
	%	.3%	1.4%	.7%	.7%	1.4%	0.0%	1.4%	.3%	1.0%
Presentation sharing /storage	Count	0	2	2	2	6	1	2	0	2
	%	0.0%	.7%	.7%	.7%	2.1%	.3%	.7%	0.0%	.7%
News /live feeds Conversation	Count	0	4	1	0	1	1	2	0	1
	%	0.0%	1.4%	.3%	0.0%	.3%	.3%	.7%	0.0%	.3%
Blogging	Count	0	2	2	1	3	0	3	1	1
	%	0.0%	.7%	.7%	.3%	1.0%	0.0%	1.0%	.3%	.3%
Instant messaging	Count	2	4	2	1	4	1	4	0	2
	%	.7%	1.4%	.7%	.3%	1.4%	.3%	1.4%	0.0%	.7%
Micro-blogging	Count	1	2	2	1	2	0	3	0	3
	%	.3%	.7%	.7%	.3%	.7%	0.0%	1.0%	0.0%	1.0%
Online conferencing /webinar	Count	1	2	2	1	3	0	1	0	3
	%	.3%	.7%	.7%	.3%	1.0%	0.0%	.3%	0.0%	1.0%
Live interactive Broadcasting	Count	0	2	1	0	1	1	2	0	1
	%	0.0%	.7%	.3%	0.0%	.3%	.3%	.7%	0.0%	.3%
Social and professional network presence	Count	2	4	5	2	8	1	4	0	3
	%	.7%	1.4%	1.7%	.7%	2.8%	.3%	1.4%	0.0%	1.0%
Social analytics	Count	0	1	0	0	2	0	1	0	1
	%	0.0%	.3%	0.0%	0.0%	.7%	0.0%	.3%	0.0%	.3%
Social collaboration	Count	0	2	0	0	2	0	1	0	1
	%	0.0%	.7%	0.0%	0.0%	.7%	0.0%	.3%	0.0%	.3%
Total	Count	2	9	5	3	9	1	5	1	4
	%	.7%	3.1%	1.7%	1.0%	3.1%	.3%	1.7%	.3%	1.4%

Tables of B2B SMEs Respondent Profile: Functions vs. Sector (Continued)

		High-Tech Industries	Hotels, Games & Leisure	Media: Advertising, Printing, & Publishing	Media: Broadcasting & Subscription	Media: Diversity & Production	Metals & Mining	Retail	Wholesale	Services: Business
Photo sharing /storage	Count	27	2	17	1	5	1	3	4	29
	%	9.4%	.7%	5.9%	.3%	1.7%	.3%	1.0%	1.4%	10.1%
Video hosting /sharing /storage	Count	25	2	18	3	7	1	1	3	29
	%	8.7%	.7%	6.3%	1.0%	2.4%	.3%	.3%	1.0%	10.1%
Presentation sharing /storage	Count	26	2	14	2	4	0	2	3	26
	%	9.0%	.7%	4.9%	.7%	1.4%	0.0%	.7%	1.0%	9.0%
News /live feeds Conversation	Count	16	2	11	1	1	0	0	1	19
	%	5.6%	.7%	3.8%	.3%	.3%	0.0%	0.0%	.3%	6.6%
Blogging	Count	21	1	20	2	5	1	2	1	28
	%	7.3%	.3%	6.9%	.7%	1.7%	.3%	.7%	.3%	9.7%
Instant messaging	Count	23	2	23	3	4	1	2	2	21
	%	8.0%	.7%	8.0%	1.0%	1.4%	.3%	.7%	.7%	7.3%
Micro-blogging	Count	20	0	14	2	3	1	0	2	22
	%	6.9%	0.0%	4.9%	.7%	1.0%	.3%	0.0%	.7%	7.6%
Online conferencing /webinar	Count	17	1	9	3	4	0	2	1	17
	%	5.9%	.3%	3.1%	1.0%	1.4%	0.0%	.7%	.3%	5.9%
Live interactive Broadcasting	Count	9	1	5	1	1	0	1	0	5
	%	3.1%	.3%	1.7%	.3%	.3%	0.0%	.3%	0.0%	1.7%
Social and professional network presence	Count	40	3	33	2	11	1	3	7	42
	%	13.9%	1.0%	11.5%	.7%	3.8%	.3%	1.0%	2.4%	14.6%
Social analytics	Count	14	1	13	1	4	0	0	1	14
	%	4.9%	.3%	4.5%	.3%	1.4%	0.0%	0.0%	.3%	4.9%
Social collaboration	Count	13	0	13	0	6	0	0	0	14
	%	4.5%	0.0%	4.5%	0.0%	2.1%	0.0%	0.0%	0.0%	4.9%
Total	Count	49	3	35	3	13	1	3	7	52
	%	17.0%	1.0%	12.2%	1.0%	4.5%	.3%	1.0%	2.4%	18.1%

Tables of B2B SMEs Respondent Profile: Functions vs. Sector (Continued)

		Services: Consumer	Sovereignty & Public Finance	Telecom.	Transport. Cargo	Transport. Consumer	Facilities: Electrical	Facilities: Oil & Gas	Facilities: Water	Total
Photo sharing /storage	Count	3	1	4	2	0	1	0	1	165
	%	1.0%	.3%	1.4%	.7%	0.0%	.3%	0.0%	.3%	57.3%
Video hosting /sharing /storage	Count	2	1	4	1	0	1	0	1	155
	%	.7%	.3%	1.4%	.3%	0.0%	.3%	0.0%	.3%	53.8%
Presentation sharing /storage	Count	4	0	3	1	0	0	1	1	129
	%	1.4%	0.0%	1.0%	.3%	0.0%	0.0%	.3%	.3%	44.8%
News /live feeds Conversation	Count	2	0	1	1	0	0	0	0	85
	%	.7%	0.0%	.3%	.3%	0.0%	0.0%	0.0%	0.0%	29.5%
Blogging	Count	3	1	2	0	0	0	0	0	116
	%	1.0%	.3%	.7%	0.0%	0.0%	0.0%	0.0%	0.0%	40.3%
Instant messaging	Count	4	0	2	1	0	0	0	0	137
	%	1.4%	0.0%	.7%	.3%	0.0%	0.0%	0.0%	0.0%	47.6%
Micro-blogging	Count	2	2	1	0	0	0	0	0	97
	%	.7%	.7%	.3%	0.0%	0.0%	0.0%	0.0%	0.0%	33.7%
Online conferencing /webinar	Count	2	1	1	2	1	0	0	1	88
	%	.7%	.3%	.3%	.7%	.3%	0.0%	0.0%	.3%	30.6%
Live interactive Broadcasting	Count	0	0	0	0	0	0	0	0	37
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.8%
Social and professional network presence	Count	6	2	4	1	1	1	0	1	231
	%	2.1%	.7%	1.4%	.3%	.3%	.3%	0.0%	.3%	80.2%
Social analytics	Count	1	1	0	0	0	0	0	0	61
	%	.3%	.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	21.2%
Social collaboration	Count	0	0	1	0	0	0	0	0	62
	%	0.0%	0.0%	.3%	0.0%	0.0%	0.0%	0.0%	0.0%	21.5%
Total	Count	8	2	5	2	1	2	1	1	288
	%	2.8%	.7%	1.7%	.7%	.3%	.7%	.3%	.3%	100.0%

H. Tables of B2C SMEs Respondent Profile: Functions vs. Sector

		Space & Defense	Automotive	Banking	Beverages, Foodstuffs & Tobacco	Capital Equipment	Chemicals, Plastics & Rubber	Construction & Building	Consumer Goods: Durables	Consumer Goods: Non-Durable
Photo sharing /storage	Count	2	2	2	8	1	4	6	8	17
	%	.9%	.9%	.9%	3.5%	.4%	1.8%	2.7%	3.5%	7.5%
Video hosting /sharing /storage	Count	2	1	2	6	1	3	5	5	13
	%	.9%	.4%	.9%	2.7%	.4%	1.3%	2.2%	2.2%	5.8%
Presentation sharing /storage	Count	2	1	1	5	1	1	2	3	8
	%	.9%	.4%	.4%	2.2%	.4%	.4%	.9%	1.3%	3.5%
News /live feeds Conversation	Count	2	2	1	1	0	1	5	1	10
	%	.9%	.9%	.4%	.4%	0.0%	.4%	2.2%	.4%	4.4%
Blogging	Count	2	1	0	3	0	0	1	4	8
	%	.9%	.4%	0.0%	1.3%	0.0%	0.0%	.4%	1.8%	3.5%
Instant messaging	Count	2	1	1	7	0	2	3	4	14
	%	.9%	.4%	.4%	3.1%	0.0%	.9%	1.3%	1.8%	6.2%
Micro-blogging	Count	1	0	1	4	0	1	2	2	7
	%	.4%	0.0%	.4%	1.8%	0.0%	.4%	.9%	.9%	3.1%
Online conferencing /webinar	Count	1	1	0	4	0	1	1	0	4
	%	.4%	.4%	0.0%	1.8%	0.0%	.4%	.4%	0.0%	1.8%
Live interactive Broadcasting	Count	1	0	1	2	0	1	0	2	6
	%	.4%	0.0%	.4%	.9%	0.0%	.4%	0.0%	.9%	2.7%
Social and professional network presence	Count	2	2	3	11	0	2	5	5	22
	%	.9%	.9%	1.3%	4.9%	0.0%	.9%	2.2%	2.2%	9.7%
Social analytics	Count	1	0	0	4	0	1	1	2	5
	%	.4%	0.0%	0.0%	1.8%	0.0%	.4%	.4%	.9%	2.2%
Social collaboration	Count	2	1	1	2	0	2	0	1	5
	%	.9%	.4%	.4%	.9%	0.0%	.9%	0.0%	.4%	2.2%
Total	Count	2	4	4	16	1	5	9	10	27
	%	.9%	1.8%	1.8%	7.1%	.4%	2.2%	4.0%	4.4%	11.9%

Tables of B2C SMEs Respondent Profile: Functions vs. Sector (Continued)

		Containers, Packaging & Glass	Energy: Electricity	Energy: Oil & Gas	Environmental Industries	Finance	Insurance	Forest & Paper Products	Real Estate	Healthcare & Pharmaceuticals
Photo sharing /storage	Count	0	3	1	2	0	1	0	1	6
	%	0.0%	1.3%	.4%	.9%	0.0%	.4%	0.0%	.4%	2.7%
Video hosting /sharing /storage	Count	0	2	1	1	0	2	0	2	4
	%	0.0%	.9%	.4%	.4%	0.0%	.9%	0.0%	.9%	1.8%
Presentation sharing /storage	Count	0	3	1	1	1	1	0	0	4
	%	0.0%	1.3%	.4%	.4%	.4%	.4%	0.0%	0.0%	1.8%
News /live feeds Conversation	Count	0	1	2	0	0	1	0	1	0
	%	0.0%	.4%	.9%	0.0%	0.0%	.4%	0.0%	.4%	0.0%
Blogging	Count	0	0	1	0	1	0	0	1	2
	%	0.0%	0.0%	.4%	0.0%	.4%	0.0%	0.0%	.4%	.9%
Instant messaging	Count	0	2	2	0	2	1	0	1	2
	%	0.0%	.9%	.9%	0.0%	.9%	.4%	0.0%	.4%	.9%
Micro-blogging	Count	0	1	0	1	0	1	0	0	0
	%	0.0%	.4%	0.0%	.4%	0.0%	.4%	0.0%	0.0%	0.0%
Online conferencing /webinar	Count	0	0	1	0	1	0	0	0	1
	%	0.0%	0.0%	.4%	0.0%	.4%	0.0%	0.0%	0.0%	.4%
Live interactive Broadcasting	Count	0	0	0	0	0	1	0	1	0
	%	0.0%	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	.4%	0.0%
Social and professional network presence	Count	1	2	1	4	0	2	0	3	4
	%	.4%	.9%	.4%	1.8%	0.0%	.9%	0.0%	1.3%	1.8%
Social analytics	Count	0	1	0	1	0	1	0	2	1
	%	0.0%	.4%	0.0%	.4%	0.0%	.4%	0.0%	.9%	.4%
Social collaboration	Count	0	0	0	1	0	1	0	2	0
	%	0.0%	0.0%	0.0%	.4%	0.0%	.4%	0.0%	.9%	0.0%
Total	Count	1	5	2	5	3	3	0	3	7
	%	.4%	2.2%	.9%	2.2%	1.3%	1.3%	0.0%	1.3%	3.1%

Tables of B2C SMEs Respondent Profile: Functions vs. Sector (Continued)

		High-Tech Industries	Hotels, Games & Leisure	Media: Advertising, Printing, & Publishing	Media: Broadcasting & Subscription	Media: Diversity & Production	Metals & Mining	Retail	Wholesale	Services: Business
Photo sharing /storage	Count	17	4	13	2	4	2	4	2	15
	%	7.5%	1.8%	5.8%	.9%	1.8%	.9%	1.8%	.9%	6.6%
Video hosting /sharing /storage	Count	15	5	11	2	5	1	4	0	10
	%	6.6%	2.2%	4.9%	.9%	2.2%	.4%	1.8%	0.0%	4.4%
Presentation sharing /storage	Count	8	1	6	1	2	1	0	2	9
	%	3.5%	.4%	2.7%	.4%	.9%	.4%	0.0%	.9%	4.0%
News /live feeds Conversation	Count	8	1	6	0	2	0	2	2	9
	%	3.5%	.4%	2.7%	0.0%	.9%	0.0%	.9%	.9%	4.0%
Blogging	Count	12	2	4	0	1	1	3	0	8
	%	5.3%	.9%	1.8%	0.0%	.4%	.4%	1.3%	0.0%	3.5%
Instant messaging	Count	12	2	6	2	1	0	3	0	10
	%	5.3%	.9%	2.7%	.9%	.4%	0.0%	1.3%	0.0%	4.4%
Micro-blogging	Count	7	2	4	1	2	0	0	0	7
	%	3.1%	.9%	1.8%	.4%	.9%	0.0%	0.0%	0.0%	3.1%
Online conferencing /webinar	Count	7	1	3	0	0	0	0	0	4
	%	3.1%	.4%	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.8%
Live interactive Broadcasting	Count	2	1	4	0	1	0	0	0	2
	%	.9%	.4%	1.8%	0.0%	.4%	0.0%	0.0%	0.0%	.9%
Social and professional network presence	Count	24	7	12	1	5	2	6	2	15
	%	10.6%	3.1%	5.3%	.4%	2.2%	.9%	2.7%	.9%	6.6%
Social analytics	Count	6	3	7	1	1	0	0	0	4
	%	2.7%	1.3%	3.1%	.4%	.4%	0.0%	0.0%	0.0%	1.8%
Social collaboration	Count	6	2	7	1	1	0	1	1	4
	%	2.7%	.9%	3.1%	.4%	.4%	0.0%	.4%	.4%	1.8%
Total	Count	30	7	15	2	6	2	8	4	22
	%	13.3%	3.1%	6.6%	.9%	2.7%	.9%	3.5%	1.8%	9.7%

Tables of B2C SMEs Respondent Profile: Functions vs. Sector (Continued)

		Services: Consumer	Sovereignty & Public Finance	Telecom.	Transport. Cargo	Transport. Consumer	Facilities: Electrical	Facilities: Oil & Gas	Facilities: Water	Total
Photo sharing /storage	Count	7	1	2	3	2	0	0	1	143
	%	3.1%	.4%	.9%	1.3%	.9%	0.0%	0.0%	.4%	63.3%
Video hosting /sharing /storage	Count	6	0	1	1	1	0	0	0	112
	%	2.7%	0.0%	.4%	.4%	.4%	0.0%	0.0%	0.0%	49.6%
Presentation sharing /storage	Count	5	1	0	2	1	1	0	1	76
	%	2.2%	.4%	0.0%	.9%	.4%	.4%	0.0%	.4%	33.6%
News /live feeds Conversation	Count	2	0	1	3	0	1	0	0	65
	%	.9%	0.0%	.4%	1.3%	0.0%	.4%	0.0%	0.0%	28.8%
Blogging	Count	5	0	0	2	2	1	0	0	65
	%	2.2%	0.0%	0.0%	.9%	.9%	.4%	0.0%	0.0%	28.8%
Instant messaging	Count	4	0	1	2	2	1	0	0	90
	%	1.8%	0.0%	.4%	.9%	.9%	.4%	0.0%	0.0%	39.8%
Micro-blogging	Count	1	0	0	1	0	0	0	0	46
	%	.4%	0.0%	0.0%	.4%	0.0%	0.0%	0.0%	0.0%	20.4%
Online conferencing /webinar	Count	3	0	1	0	0	0	0	0	34
	%	1.3%	0.0%	.4%	0.0%	0.0%	0.0%	0.0%	0.0%	15.0%
Live interactive Broadcasting	Count	0	1	0	1	0	0	0	0	27
	%	0.0%	.4%	0.0%	.4%	0.0%	0.0%	0.0%	0.0%	11.9%
Social and professional network presence	Count	10	1	3	3	3	0	0	0	163
	%	4.4%	.4%	1.3%	1.3%	1.3%	0.0%	0.0%	0.0%	72.1%
Social analytics	Count	1	1	0	1	0	0	0	0	45
	%	.4%	.4%	0.0%	.4%	0.0%	0.0%	0.0%	0.0%	19.9%
Social collaboration	Count	0	0	0	1	1	1	0	0	44
	%	0.0%	0.0%	0.0%	.4%	.4%	.4%	0.0%	0.0%	19.5%
Total	Count	11	1	3	3	3	1	0	1	226
	%	4.9%	.4%	1.3%	1.3%	1.3%	.4%	0.0%	.4%	100.0%

I. Tables of B2B SME Respondent Profile: Most Common Channels vs. Regions

Regions	Africa		Australia and Oceania		Central and South America		West, Central and South Asia		East Asia		Europe		Middle East and North Africa		North America		Russia	
Channels	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Facebook	8	4.5	4	5	26	4.58	9	3.56	12	3.67	69	3.38	140	3.47	19	2.84	1	3
WhatsApp	8	3.5	4	2.75	26	4.12	9	3.78	12	4.67	69	2.36	140	3.41	19	2.74	1	1
QQ	8	1.38	4	1	26	1	9	1.33	12	1.5	69	1.14	140	1.17	19	1.21	1	1
WeChat	8	1.87	4	2	26	1.31	9	1.11	12	2.67	69	1.41	140	1.34	19	2.05	1	1
Qzone	8	1.38	4	1	26	1	9	1.11	12	1.17	69	1.1	140	1.1	19	1	1	1
Instagram	8	2.75	4	3	26	4.15	9	2.78	12	2.75	69	2.54	140	3.29	19	2.63	1	1
Tumblr	8	1.5	4	2	26	1.08	9	1.44	12	1.42	69	1.23	140	1.3	19	1.26	1	1
Twitter	8	3.13	4	3	26	2.73	9	3.11	12	2.5	69	2.71	140	3.11	19	2.58	1	3
YouTube	8	2.88	4	4	26	3.27	9	3	12	3.5	69	2.7	140	3.16	19	2.05	1	4
SnapChat	8	1.38	4	1.5	26	1.35	9	2.11	12	1.58	69	1.33	140	1.48	19	1.37	1	1
Skype	8	2.63	4	3.5	26	2.65	9	3.89	12	3.42	69	2.74	140	2.99	19	2.58	1	5
Google+	8	3.13	4	3	26	1.58	9	3	12	2.75	69	2.3	140	2.37	19	2.16	1	1
Viber	8	1.38	4	1	26	1.15	9	1.78	12	2	69	1.35	140	1.61	19	1.26	1	1
LINE	8	1.5	4	1	26	1.15	9	1.56	12	1.92	69	1.78	140	1.28	19	1.32	1	1
Pinterest	8	1	4	2	26	1.23	9	1.78	12	1.58	69	1.57	140	1.57	19	1.42	1	1
YY	8	1	4	1	26	1	9	1	12	1.33	69	1.06	140	1.09	19	1	1	1
LinkedIn	8	4.13	4	4.25	26	3.88	9	4.11	12	4.33	69	4.51	140	4.08	19	3.79	1	2
BBM	8	1	4	1.5	26	1.12	9	1.11	12	1.33	69	1.13	140	1.22	19	1	1	1
Telegram	8	1	4	1.25	26	1.38	9	2.22	12	1.92	69	1.2	140	1.4	19	1.21	1	1
Vkontakte	8	1	4	1	26	1	9	1.11	12	1.25	69	1.07	140	1.17	19	1.11	1	1
Kakaotalk	8	1	4	1	26	1	9	1.33	12	1.58	69	1	140	1.14	19	1	1	1

J. Tables of B2C SME Respondent Profile: Most Common Channels vs. Regions

Regions	Africa		Australia and Oceania		Central and South America		West, Central and South Asia		East Asia		Europe		Middle East and North Africa		North America		Russia	
Channels	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Facebook	8	4.38	2	3	7	4.43	4	3.75	6	2.5	46	3.67	143	3.48	9	4.22	1	4
WhatsApp	8	4	2	5	7	3.57	4	3.75	6	4	46	2.87	143	3.62	9	3.11	1	1
QQ	8	1	2	1	7	1	4	1	6	1.17	46	1.33	143	1.1	9	1.44	1	2
WeChat	8	1	2	1	7	1	4	1	6	2.83	46	1.54	143	1.12	9	1.44	1	2
Qzone	8	1	2	1	7	1	4	1	6	1	46	1.22	143	1.06	9	1	1	1
Instagram	8	2.5	2	4	7	4.29	4	2.5	6	3.17	46	3.15	143	3.45	9	4	1	5
Tumblr	8	1.38	2	2	7	1.43	4	2.25	6	1.33	46	1.72	143	1.16	9	1	1	2
Twitter	8	2.88	2	4	7	2.43	4	3	6	2.5	46	3.22	143	2.75	9	3.78	1	2
YouTube	8	3.38	2	4.5	7	2.86	4	3	6	2	46	2.87	143	2.95	9	3.33	1	3
SnapChat	8	1.25	2	3	7	1	4	1.25	6	1	46	1.85	143	1.56	9	1.89	1	1
Skype	8	3	2	1	7	1.71	4	1.25	6	2.5	46	2.48	143	2.25	9	2.33	1	3
Google+	8	2.63	2	1.5	7	1.86	4	3.25	6	1.67	46	2.37	143	2.17	9	1.89	1	1
Viber	8	1.5	2	1	7	1	4	1.25	6	1.5	46	1.61	143	1.44	9	1	1	1
LINE	8	1	2	1	7	1	4	1	6	1.17	46	1.46	143	1.2	9	1	1	1
Pinterest	8	1.38	2	1	7	1.57	4	2.5	6	1.5	46	1.63	143	1.52	9	1.11	1	4
YY	8	1	2	1	7	1	4	1	6	1	46	1.17	143	1.02	9	1	1	1
LinkedIn	8	4	2	1.5	7	3.14	4	3.5	6	2.83	46	3.52	143	3.38	9	3.78	1	3
BBM	8	1	2	1	7	1	4	1	6	1	46	1.22	143	1.06	9	1.44	1	1
Telegram	8	1.13	2	1.5	7	1	4	1.25	6	1	46	1.57	143	1.36	9	1.89	1	3
Vkontakte	8	1	2	1	7	1	4	2	6	1	46	1.11	143	1.07	9	1	1	1
Kakaotalk	8	1	2	1	7	1	4	1	6	1	46	1.09	143	1.03	9	1	1	1

K. Tables of Respondent Profile: Most Common Channels Usage

Context / Channel	B2B	B2C
	Mean	Mean
Facebook	3.41	3.52
WhatsApp	3.04	3.21
QQ	1.2	1.18
WeChat	1.43	1.35
Qzone	1.1	1.1
Instagram	2.99	3.37
Tumblr	1.3	1.31
Twitter	3.01	2.98
YouTube	3.05	2.94
SnapChat	1.48	1.6
Skype	2.96	2.36
Google+	2.24	2.19
Viber	1.45	1.37
LINE	1.4	1.22
Pinterest	1.5	1.5
YY (语音)	1.07	1.06
LinkedIn	4.17	3.49
BBM	1.19	1.11
Telegram	1.36	1.38
Vkontakte	1.12	1.08
Kakaotalk	1.13	1.06

L. SME Respondent Profile: Usage Intensity vs. Gender and Age

Age Ranges / Context/Gender		1	2	3	4	5
		25 and less	26-35	36-45	46-55	56 and higher
B2C SME	Female	6.60	8.37	8.18	9.40	6.50
	Male	8.07	7.39	6.98	7.17	6.67
	Prefer not to say	10.00	8.50	0.00	0.00	0.00
B2B SME	Female	7.08	7.44	8.14	7.00	6.00
	Male	7.64	6.75	6.98	7.00	6.31
	Prefer not to say	8.00	6.50	7.33	0.00	8.00