



## Social Customer Relationship Management Capabilities in Sports Facilities

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### ABSTRACT

Nowadays, the prominent role of the customer in the global arena reveals the urgent need for proper management of customer relationships. This has led to a new shape of CRM known as Social CRM. This study analyzes data from 384 customers of sports facilities in the East Azerbaijan province of Iran using the structural equation model (SEM) approach. The findings revealed that the SEM used is a strong theoretical model for social CRM capabilities, customer-oriented management system (COMS), and social media technology use (SMTU). Moreover, the social CRM capabilities have a significant impact on customer relationship performance. From an academic perspective, this study helps to understand the experiences of customers of sports facilities during their interaction on social media and focuses on long-term customer relationships. From a sports management perspective, sports facilities should use the insights created through social CRM capabilities to guide effective sports marketing strategies toward customer relationship performance.

## Introduction

The term customer relationship management (CRM) was first innovated in the field of information technology (IT) and was more related to expressing the systems and instruments used to automate sales procedures (Payne, Storbacka, & Frow, 2008). In actuality, relational marketing and its guiding principles are the foundation of CRM (Parvatiyar & Sheth, 2001). It can be called "communication marketing based on information" (Ryals & Payne, 2001). This contains several procedures that enable its decision-makers to examine their customer data and implement an

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appropriate, customer-focused, effective, and efficient strategy (Lamrhari, El Ghazi, Oubrich, & El Faker, 2022).

Sport marketing research has become increasingly interested in "sport customer relationship management (S-CRM)" during the past few years. Recently, the sport industry business has boosted its spending in S-CRM (Pashaie, Abdavi, Badriazarin, Cincimino, & Fişne, 2020). Today, social media technologies (SMTs) have become a way of communication and compromise between the world of consumers and businesses, and have transformed it (Choudhury & Harrigan, 2014). Sports facilities also have the potential to identify social CRM and have made remarkable investments in areas related to CRM technologies. S-CRM has represented a renaissance in sport marketing and even a paradigmatic change. S-CRM investments range from strategy development to implementing software and other applications which can acquire new customers or retain existing ones. Sports organizations try to build a loyal relationship with them. Nowadays with the wide range of competitive offers available, acquiring and maintaining customer loyalty is more difficult than ever before (Pashaie et al., 2020). However, sports organizations seek customer loyalty with more effort than ever before (Abdavi & Pashaie, 2019; Pashaie, Abdavi, BadriAzrine, Cincimino, & Fişne, 2021). It is possible that S-CRM is a technology for managing relationships and interactions in all sports facilities with customers and potential customers, and it is also worth mentioning that its purpose is only to improve business relationships (Pashaie et al., 2020). A CRM system helps sport facilities stay connected to customers, streamline processes, and improve profitability.

Considering that one of the ways to lead people to sports is to increase their satisfaction with sports facilities through CRM (Pashaie et al., 2022). Of course, it should be noted that the social management of customer relations does not replace the traditional management of customer relations, but by providing more insight, increases the ability of current CRM processes. Despite all this, integrating social media data into CRM can create new challenges (Lamrhari et al., 2022). Therefore, creating customer satisfaction is a major concern of sports organizations (Moharramzadeh, Pashaie, & Hoseyni, 2019). Also, the implementation of a CRM system enables sports facilities to provide sports services tailored to customers and make communication with customers more effective in all stages of communication (Pashaie et al., 2020). Finally, knowing and being aware of the behavioral consequences of customers in sports facilities can provide appropriate solutions on how to interact with customers, provide better services, gain satisfaction, and be ground for their return (Pashaie et al., 2020). For this purpose, it is necessary to determine the impact of factors such as customer-centric management, SMT, and social CRM capability in sports facilities on customer relationship performance (CRP). On the other hand the importance and position of Social CRM in marketing and business and its significant benefits, the successful implementation of Social CRM in organizations is a necessary and vital thing (Akhavan KHarazian & Rikhtehgaran, 2015). We accept that the research in this area can be helpful in recognizing the effects of Social CRM capabilities not only in sports venues but also in other sports organizations. Accordingly, this research points to investigate the analysis of Social CRM capabilities in sports facilities. Consequently, the main issue of the following study was raised:

**RQ.** Do Social CRM capabilities significantly affect CRP in sports facilities?

## **Theoretical background and hypotheses**

### ***Social CRM process and sport customer relationship management (S-CRM)***

Unlike traditional CRM strategies, the idea of social CRM links with expanded systems, processes, and technologies (Reinhold & Alt, 2011). Additionally, online life has developed into a field of speculation that has attracted businesses, who see it as a way to maintain strong connections with their consumers (Trainor, Andzulis, Rapp, & Agnihotri, 2014). Therefore, CRM is an advanced technology that aims to increase customer satisfaction, profitability, and loyalty by acquiring, developing, and maintaining successful customer relationships and stakeholder engagement (Baashar et al., 2020). The term CRM technology is commonly defined as "a set of information technology (IT) solutions designed and developed to support the CRM process". The technology is employed to monitor customers and manages customer data. However, CRM execution has encountered serious drawbacks or maybe entire setbacks (Raman & Pashupati, 2004).

These cases include failure to grow usefully and in some cases even cause the loss of existing relationships with customers (Reinartz, Krafft, & Hoyer, 2004).

Word of mouth is highly significant in Social CRM. Negative feedback can be viral in a very short period and can cause great harm to sports facilities. Here the important role of listening to social media is discussed, with which the highlight is on cognizance of the sports consumers, understanding, and making suitable alters following the reaction provided by sport customers. Sports organizations collect data from various references and try to integrate the collected data into their sales procedure. Since consumers are the only source of a service organization's return on investment, everything of the organization's operations and capabilities should be oriented toward ensuring customer happiness. But in today's competitive markets, all businesses must be customer-focused (Pashaie et al., 2021). Social CRM is used by companies to optimize service levels and multi-channel customer experience. Social CRM can help businesses to deliver customer service properly and seamlessly so that it suits the customer. However, earlier CRM studies have emphasized the significance of information management and customer engagement (Wang & Kim, 2017).

Researchers have proven that CRM technologies can seldom deliver value directly to companies; instead, they are effective when merged with other enterprise resources and processes (Chang, Park, & Chaïy, 2010; Jayachandran, Sharma, Kaufman, & Raman, 2005). According to the findings, Social CRM can efficiently extract pertinent data and support decision-making processes aimed at improving customer retention, acquisition, and conversion. (Lamrhari et al., 2022). Findings of Ngo et al. (2021) showed the results of a combination of expected and unexpected findings., including: (i) the direct effect of social CRM on firm's performance; (ii) Dynamic capabilities as the missing link between social CRM capabilities and firms' performance; (iii) the unique roles of social media technology use in the combinations with other capabilities for generating the best firms' performance (Ngo, Phan, & Vu, 2021). The researchers' findings revealed that there are significant gaps in knowledge about using CRM in the healthcare setting (Baashar et al., 2020). According to research, consumers of Small and Medium Enterprises (SMEs) utilize social media to create content, persuade other consumers through good reviews, and inspire others to act in favor of the brands or products. But SMEs typically don't use social media to determine CRM metrics or make crucial strategic decisions (Guha, Harrigan, & Soutar, 2018). The results demonstrate that social CRM differs from traditional CRM in both the front and back offices in several ways, and they offer a framework for researchers and managers in information systems and marketing to operate within S-CRM at both the strategic and tactical levels while being aware of both (Harrigan, Miles, Fang, & Roy, 2020). While the existing works provide the position of partners, industries and organizations based on this research, little research has been done in the sports industry and sports facilities. These studies have been performed on CRM and social CRM in different industries and different environments. And they acknowledge that the inclusion of social media in CRM is a growing phenomenon that is leading to a new scientific paradigm, but there is still significant disagreement about its definition and meaning and lack of definition of the use of social CRM in the literature (Ali, Bahadur, Wang, Luqman, & Khan, 2020; El Mehelmi & Sadek, 2019; Guha et al., 2018; Olayah, 2019) and the framework (Trainor, 2012; Trainor et al., 2014) for the efficient execution and assessment of social CRM practices. However, some scholars (Jayachandran et al., 2005; Mithas, Ramasubbu, & Sambamurthy, 2011), found projects of social CRM to have a little impact on the customer and financial performance.

### ***Customer relationship performance (CRP)***

Kotler (1994) expressed this important concept that the key to customer retention is customer satisfaction. The basic logic is that customers' main goal is to maximize their subjective utility from a particular supplier, and this also depends on the level of customer satisfaction (Verhoef, 2003). Performance in terms of customer relationships is frequently measured in situations where people act as intermediaries between their company's clients and themselves (Lorenz, Ramsey, & Franke, 2020). CRM is seen to be a way for businesses to get a competitive edge and have an impact on organizational performance (Kim, Park, Dubinsky, & Chaïy, 2012). Additionally, prior studies on

the capacities of social CRM and the effectiveness of the institutions have revealed a beneficial nexus. Additionally, business performance rises as social CRM capabilities do, and vice versa (Agnihotri, Trainor, Itani, & Rodriguez, 2017). Additionally, the social CRM skills that are the foundation of the most recent literature have an impact on business performance. Likewise, social CRM's features raise customer satisfaction and loyalty, which contributes to strong firm performance when social CRM is present. likewise, the effective capabilities of social CRM increase the relationship with clients, and this is required for excellent firm performance in the institution (Chen & Tsou, 2012). In a study conducted by Jafari et al. (2019) using Social CRM on CRP, they found that the use of Social CRM (including customer orientation variables, use of SMT, and interplay design) by the client, communication information processes, and Social CRM capabilities) have a positive and remarkable impact on CRP. The results also showed that communication information processes did not affect the capabilities of social customer relationship management (Jafari & Yaghoobi Jahromi, 2019). All of the research points to the notion that excellent CRM skills raise customer satisfaction and loyalty, which improves business performance.

### ***Customer-oriented management system (COMS)***

To establish efficient channels and ways of customer-centric information management, CRM is one of the contemporary company management tools related to enterprise resource planning solutions (Oltra-Badenes, Gil-Gomez, Guerola-Navarro, & Vicedo, 2019; Vicedo, Gil-Gomez, Oltra-Badenes, & Guerola-Navarro, 2020). With the advent of social media technology, the concept of CRM has changed drastically as most companies now incorporate social media into their CRM systems and they facilitating the evolution of the term social CRM (Kamboj, Yadav, & Rahman, 2018). Customer-centric concepts like "customer first," "organize around the customer," "the voice of the customer," and "customer at the top of the organization chart" have been used extensively in marketing, strategy, and operations/Six Sigma. However, the concept of customer-centricity is still somewhat underdeveloped in the information system industry (Alter, 2007). Much research has been conducted to investigate CRM users' perspectives on successful CRM execution; However, little attention has been paid to customers' perspectives on these same actions. This is singular given that one of the beneficiaries of CRM is the customer (Kim et al., 2012). The finding of Kamboj et al., in the study of the impact of social media and customer-centric technology on performance outcomes, showed that the research study supports the argument that the use of technologies such as social media technologies helps companies to interact with their customers and manage customer information according to the demands of CRM. While CRM technologies play a supporting role, they are important for improving CRP (Kamboj et al., 2018). Findings have demonstrated that there is a discrepancy between the actual CRM implementation operations and the time-based expectations of clients. Customers are less likely to want to continue the relationship as a result of this incompatibility. Additionally, there are differences in opinion between clients and CRM staff regarding how frequently CRM implementation activities should be carried out (Kim et al., 2012). The present study also expanded the following hypotheses:

*H1a: There is a positive effect between COMS and social CRM capabilities.*

*H1b: There is a positive effect between COMS and CRP.*

### ***Social media technology use (SMTU)***

Social media is available and free resources for everyone and also changing rapidly, organizations, especially marketing and information systems managers, can merge them with existing resources and capabilities and create a new organization and dictate the success of brands(Harrigan et al., 2020). Many researches have always sought to show how new technologies can help the educational process (Brown, 2012; Dermentzi, Papagiannidis, Toro, & Yannopoulou, 2016; Lim, Grönlund, & Andersson, 2015). In general, social media platforms are a modern innovation that aims to expand communication and teamwork. Since their creation, these websites have spread so quickly that their user base has increased daily and they are now it is a momentous part of people's personal and professional life (Chugh & Ruhi, 2018). Social media can be introduced and defined as follows: "It is a group of applications based on the Internet, and they are



designed and built on the ideological foundations and Web 2.0 technology, and they also enable the exchange, and creation of content produced by users" (Kaplan & Haenlein, 2010). Researchers in the business and marketing fields have improved the field of study by offering a distinct and deeper definition of innovation acceptance: general innovativeness (Goldsmith & Foxall, 2003). Social media allows companies to communicate directly with end-users for a limited time. These conditions make social media not only useful for many multinational companies in the world but also for small and medium-sized companies and even state-owned and non-profit companies (Aqili & Ghasemzadeh Araqi, 2016). In a study conducted by Valizadeh and Rahimzadeh on the use of SMT and its relationship with company performance with the mediating role of strategic CRM capabilities, they concluded that: The use of SMT has a positive and significant relationship with company performance (Valizadeh Oghani & Rahimzadeh, 2021). Foltean et al. (2019) examined the effect of CRM capabilities and the use of SMT on the performance of the organization and concluded that the pressure of customer compulsion and the pressure of imitating competitors have a direct and significant effect on the use of SMT (Foltean, Trif, & Tuleu, 2019). Jayachandran et al. use CRM technology as a modifier between relational information processes, and CRP based on the capabilities of traditional CRM technologies such as sales systems, emails, websites, and databases (Jayachandran et al., 2005). Hence, the study proposes the following hypotheses:

*H2a: There is a positive effect between SMTU and social CRM.*

*H2b: There is a positive effect between SMTU and CRP.*

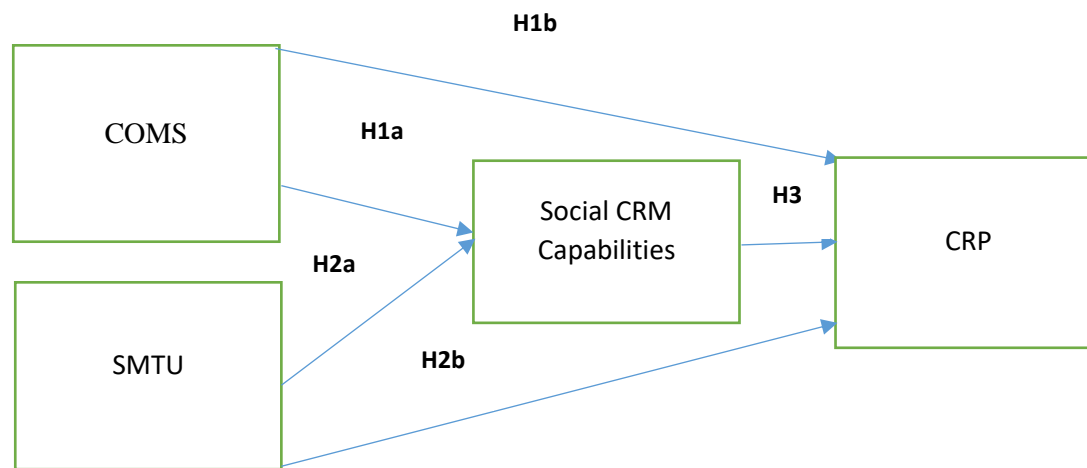
### **Social CRM capabilities**

Customer satisfaction plays a very important role in achieving the goals of organizations in today's business environment. Organizations have found that customers are their most important asset and therefore consider customer interaction to be beneficial interaction (Rabiheh & Rezaian, 2022). In the case of conventional CRM, businesses have sufficient data on their clients and use this data to manage client relationships. This is characterized as the proactive and methodical management of relationships with clients from the outset to the conclusion (Choudhury & Harrigan, 2014). Social CRM skills, on the other hand, are a distinct and valuable amalgamation of CRM technology and systems that raise customer happiness, retention, and loyalty for the firm. The current study also takes into account the notion of social CRM capabilities, which are defined as "A company's competence in producing, integrating, and responding to information resulting from consumer interactions made possible by SMT" (Reimann, Schilke, & Thomas, 2010). Social CRM skills are described as a special and valuable combination of CRM technology and systems that raise customer happiness, retention, and loyalty for the business (Bhatti, Farhan, Ahmad, & Sharif, 2019). The firm efficiency of the organization hangs on its social CRM skills, according to a previous study. Furthermore, the institution's performance is much improved by social CRM's capabilities (Ernst, Hoyer, Krafft, & Krieger, 2011). Hence, the study proposes the following hypothesis:

*H3: There is a positive effect between COMS and CRP.*

### **Proposed model of the research**

The proposed research model is based on theoretical correlations between a number of components that have been predicted in the research, according to the context of this study. In this study, the dimensions of Social CRM capabilities (*COMS*, *SMTU*, *CRP*) are used in accordance with the study subject and supported by the assumptive basics by surveying the research background (Bhatti et al., 2019; Trainor et al., 2014). The study measurement model, as shown in Figure 1, demonstrates how to assess study hypotheses and serves as a foundation for such testing. As a result, the following are the study's core hypothesis and its sub-hypotheses.



**Figure 1.** Hypothesized framework.

(Source: Trainor et al, 2014)

## Methodology

### *Study design and participants*

The present study is a correlation type study, in accordance with which data were collected in the field. To collect the questionnaire data, customers of sports facilities in the East Azerbaijan province of Iran were involved in assisting and gaining access to the community of customers of sports. To test the established hypotheses, a quantitative research method was conducted. Physical meetings (face-to-face meetings) were avoided as much as possible, due to the spread of Covid-19 and pandemic restrictions, to fully comply with health protocols. Also, research questionnaires were distributed electronically and via the Internet.

Purposive and convenience sampling was employed. The statistical population of the study in 2021 consisted of customers of sports facilities in the East Azerbaijan province of Iran. In this instance, the recruitment of 384 customers (Table1) of sports facilities was essentially determined by the researcher's own professional network, which is the highest statistical sample size and Morgan's table was used to determine the sample size. For structural equation modeling (SEM), Comrey and Lee claim that a sample size of 300 and up is good for SEM (Comrey & Lee, 1992). Given the aforementioned justifications, 384 users of sports facilities were chosen as the sample size for this study.

### *Measures*

Trainor et al. (2014) questionnaire, which is in the form of four structures of COMS, SMTU, social CRM capabilities, CRP, in Likert scale and five options, was used to collect data on the main components of the research.

Five sports management specialists reviewed the questionnaire in terms of content and form and provided suggestions for better clarification of some questions to determine its validity. The final questionnaire for the study was created after summarizing the opinions.

Cronbach's alpha and the overall correlation of all factors were examined to examine internal consistency and reliability. The Cronbach's alpha coefficient in this study was greater than 0.7, indicating acceptable internal consistency, and furthermore, the observed variable's total correlation item has a value greater than .30. Finally, the questionnaire of 15 main questions was approved. The study's reliability was 0.84 using Cronbach's alpha for the entire questionnaire.

### *Data analysis*

In general, SEM consists of two models, including the measurement model and the structural model (Pashaie & Popi., 2023). Before structural modeling, the study should evaluate the measurement model of the latent construct from several points of view, such as their dimensions,

validity, and reliability by going through a process called confirmatory factor analysis (CFA) (Pashaie et al., 2022).

At first, we used CFA to evaluate the predictive power of a predefined operating model with a set of observed data (Pashaie, Piątkowska, Hoseini, Dostimehr, & Jahanbakhsh, 2022). Several indices were used to evaluate measurement model fit (See Fig 2).

In the second step, structural equation modeling (SEM) was performed to test hypotheses about the relationships between observed and latent variables. To assess construct validity standardized factor loadings ( $\geq 0.50$ ), average variance extracted ( $AVE \geq 0.50$ ) and composite reliability ( $CR \geq 0.70$ ) were calculated (Pashaie et al., 2022).

To analyze the statistical part of this research, IBM® SPSS® structural equation modeling was used with AMOS™ 23 software. Based on the findings, the measuring tool can be deemed reliable for this study. EndNote TM 20 software was used to create bibliographies and manage references.

## Results

**Table1.** Frequency distribution of research demographic

	Levels	Frequency	%		Levels	Frequency	%
<b>Age (year)</b>	Under 30	240	55.72	<b>Sports background (year)</b>	Under 5	181	47.13
	30-40	120	31.25		5-10	107	27.86
	40-50	24	06.25		10-15	41	10.67
	More than 50	0	0		15-20	33	08.59
<b>Education (Degree)</b>	Diploma	0	0	20 and up	22	05.72	
	Associate	0	0	<b>Gender</b>	Man	220	57.29
	Bachelor	134	34.89		Woman	164	42.70
	Master	151	39.32		Single	227	59.12
	Doctorate	99	25.78	<b>Marital Status</b>	married	157	40.88

### *Model of measurement*

We proceed in two stages to alter and refine the model's fit at this level of the study. That means removing observational variables with low and negligible factor loads, and observational variables with multiple alignments

Aim to the study model and the adaptability of the items, no item is deleted from the theoretical model, and all weights are statistically significant ( $p < 0.001$ ), that's means all factor loadings are greater than 0.66 (Fig. 2).

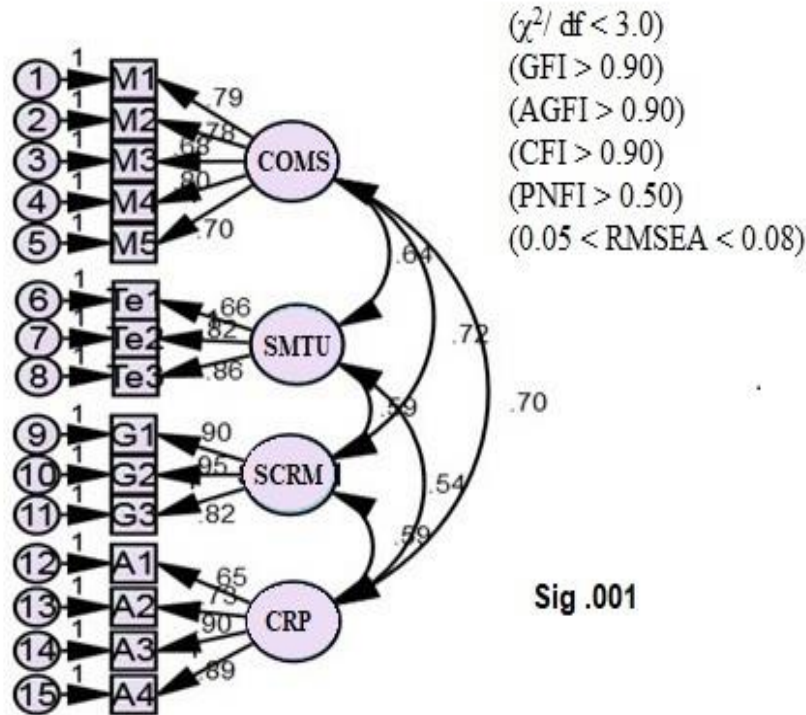
Table 2 displays the squared inter-construct correlations, average variance extracted (AVE), and composite reliabilities (CR). The composite reliabilities were in the range of .80 to .83, which is regarded as excellent. The AVE, which measures how well the model's structures converge, should be .50 or higher (Hair, Black, Babin, & Anderson, 2010). Convergent validity is the degree of correlation between each factor and its questions. Convergent validity refers to the degree of close correlation of the new scale with other variables and other measures of the same construct (Pashaie et al., 2022). Since the AVEs for this model ranged from .60 to .67, all constructs show convergence validity.

**Table 2.** Correlation between variables

	CR	AVE	$\alpha$	COMS	SMTU	SCRM	CRP
customer-oriented management system (COMS)	.83	.60	.88	1	.64	.72	.70
social media technology use (SMTU)	.82	.60	.85		1	.59	.54
social CRM capabilities (SCRM)	.81	.63	.86			1	.59
customer relationship performance (CRP)	.80	.67	.80				1

Note: CR – composite reliability, AVE – Average Variance Extracted.

Table 2 shows that the variables have internal consistency, and as a result, the internal consistency and reliability of the questionnaire are confirmed.



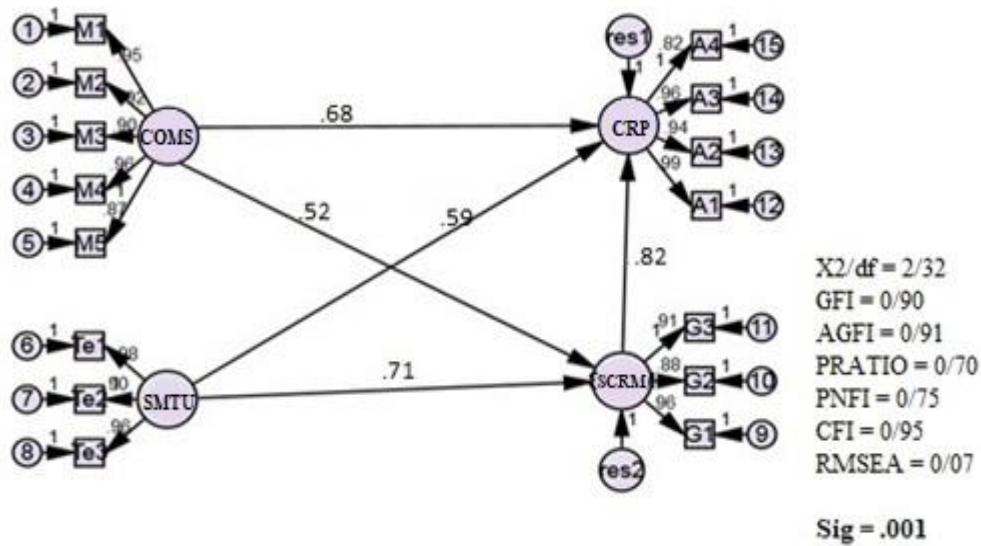
**Figure. 2.** Research measurement model

Note: **COMS** – customer-oriented management system, **SMTU** – social media technology use, **SCRM** – social CRM capabilities, **CRP** – customer relationship performance.

**Structural model analysis (SEM)**

SEM includes errors of measurement, variables with multiple indicators, and multiple group comparisons. After conducting a validity and reliability analysis, the measurement SEM model was achieved. Furthermore, the proposed hypotheses in this study were tested using the SEM. Amos™ 23 software provides a series of indicators for the model fit of this research ( $\chi^2/df = 2.32$ ; GFI=0.9; AGFI=0.91; PNFI=0.75; RMSEA=0.07; CFI=0.95) (See Fig 3). Considering these things, it can be said that the presented model is optimally fitted.





**Figure 3.** Initial structural measurement model for all research constructs and structural model goodness-of-fit

The model's conclusions (Fig. 3) are consistent with Table 3 based on the data and structural analysis done therein. Regression coefficients above 0.6 in equation modeling analysis indicate a strong significant association between the two variables. There is a weak association if it is below 0.3 and a moderate correlation if it is between 0.3 and 0.6. In the model of significant numbers, regression coefficients are higher than 0.3 due to the number of results obtained for customer-centered structures, SMT, Social CRM capabilities, and social customer relationship performance, which indicates a positive, strong, and average between variables. In addition, the critical ratio of "C.R." shows the significance of the effect of structures. If the value of "C.R." is more than 1.96, it means that there is a positive impact and it is considerable. If it is between +1.96 and -1.96, there is no noticeable effect and if it is less than -1.96, it means it has a negative impact but it is remarkable. In reality, the primary criterion for accepting or rejecting the hypotheses is the value of the crucial ratio. If this statistic's value is greater than 1.64, 1.96, or 2.58, we infer that this assumption is confirmed at the levels of 90, 95, and 99%, respectively. Considering that the number obtained for the relations defined in the model is more than 2.58, at the 0.99 confidence level, these relationships can be concluded to be significant.

After establishing a substantial association between the variables that are dependent and independent, the effect of each independent variable on the dependent is presented in the model stage of the conventional structural equation estimation (Table 3).

**Table 3. Direct path coefficient values and C.R.-statistic of the main hypotheses with the paths of the research model**

	Path	Estimate	S.E.	C.R.	Sig	Result
<b>H1</b>	COMS → Social CRM Capabilities	.52	.08	11.02	.001	Confirmed
<b>H2</b>	SMTU → Social CRM Capabilities	.71	.08	9.90	.001	Confirmed
<b>H3</b>	COMS → CRP	.68	.07	10.66	.001	Confirmed
<b>H4</b>	SMTU → CRP	.59	.07	13.55	.001	Confirmed
<b>H5</b>	Social CRM Capabilities → CRP	.82	.07	13.01	.001	Confirmed

The findings are shown in Table 3 along with the path coefficient and significance level for each construct. All five of the hypotheses exhibit a substantial association, according to the hypothesis results. The connection between COMS to social CRM capabilities has supported by (H1a: Estimate= 0.52; C.R= 11.02;  $p < .001$ ). The research outcome confirms that a COMS is significant in controlling, and checking social CRM capabilities. The connection between SMTU and social CRM capabilities has supported by (H2a: Estimate= 0.71; C.R= 9.90;  $p < .001$ ). The research outcome confirms that a COMS is significant in controlling and checking SMTU. As evidenced by the final structural measurement model, the findings of this study show strong support for hypothesis H2a. H1b conveyed that a COMS significantly relates to CRP and has been supported by (H1b: Estimate =0.68; C.R= 10.66;  $p < .001$ ). The utilization of SMT and the effectiveness of social customer relationship performance have been linked by (H2b: Estimate =0.59; C.R= 13.55;  $p < .001$ ). The development of Social CRM capabilities in sports facilities, which have been proven to favorably relate to CRP, is found to be influenced in an interactive way by these two resources. H3 conveyed that social CRM capabilities significantly relate to CRP and has been supported by (H3: Estimate =0.82; C.R= 13.01;  $p < .001$ ). As evidenced by the final structural measurement model, the findings of this study show strong support for hypothesis H5; Social CRM capabilities are a comprehensive and adaptable tool for measuring the psychological bonds between customers/users, sport products, and services in sports facilities.

Because there is a firm and effective relationship between the structures, as shown in Fig. 3 and Table 3, it is possible to conclude that all researches suppositions are affirmed at 99%. Furthermore, the research model's regression coefficients are significant at the 0.001 level of significance. Despite the fact that fitness indices were occasionally lower than the suggested level, the observed factor loadings for all were greater than 0.6. Therefore, redundant elements were found by looking at modification indices. They were then correlated with the model's goodness-of-fit indexes to make it better. Following the establishment of meaningful connections among the dependent and independent changeable, the effect of each independent variable on the dependent variable is shown in the model stage of conventional structural equation estimation (Fig. 3). Therefore, SEM used was confirmed a strong theoretical model for social CRM capabilities in sports facilities, and COMS and SMTU and the social CRM capabilities was a significant impact on CRP.

## **Discussion and Conclusion**

Social customer relationship management is a different way of thinking in the field of CRM that focuses on using social media to improve customer interaction. In this environment, the customer is powerful because he can influence others on the social network. Thus, the analysis of the quality of services in sports facilities, while preventing the decline in quality, increases the satisfaction of limited financial resources to the more important areas; therefore, the present study was conducted to look into the capabilities of Social CRM on CRP in sports facilities. The findings revealed that the current research model is a strong theoretical model for social CRM capabilities, and COMS and SMTU and the social CRM capabilities have a significant impact on CRP. The research suppositions produced from the model based on these facts were tested, and the findings are as follows.

The results showed that COMS has an effective and significant effect on social CRM capabilities, which is consistent with previous studies (Abdoli, Karim Khani, Mohammadi Darvishvand, & Sepas Moghadam, 2015; Bhatti et al., 2019; Kamboj et al., 2018; Trainor et al., 2014). As a result, integrating management and configuration systems from an organization into customer-centric procedures can provide social CRM capabilities in a number of contexts, including sports facilities. These structures and processes are designed to reflect customer orientation at the organizational level and to share and use customer information and coordinate actions based on that information, leading to the expansion of Social CRM capabilities.

According to the findings, the usage of SMT has a favorable and significant impact on social CRM capabilities, which is consistent with findings from earlier studies (Abdoli et al., 2015; Hosseini & Nematpour, 2015; Trainor et al., 2014). Undoubtedly, the most important assets of

organizations are customers. For this reason, it is necessary to design and implement a system in the sports facilities to attract and retain customers, a system that can manage the relationship between the organization and customer's well, which is called the sports customer relationship management system. Effective organization on social media creates advantages in sport organizations. Using social media in sport organizations can create enthusiasm in employees and sport customers, and managers can use employees in important decisions in organizations.

Other findings demonstrated that the effectiveness of customer relationships in sports venues is positively and significantly impacted by a customer-centric management approach. A successful organization is defined by its long-term relationships with its consumers, which are supported by the findings of its research. Maintaining client loyalty is the key to success in any organization and any business-economic activity (Hakimi & Ebrahimi, 2020; Hosseini & Nematpour, 2015). The research results showed that SMTU has a remarkable and positive impact on CRP that is consistent with previous studies (Abdoli et al., 2015; Bhatti et al., 2019; Kamboj et al., 2018; Trainor et al., 2014). Today, with the advancement of information technology in organizing new production systems, it can reduce internal costs, better interaction with the environment, and ultimately gain profits. Customer satisfaction is one of these instruments.

The results showed that social CRM capabilities use has a positive and noticeable impact on CRP, which is compatible with the last studies (Hakimi & Ebrahimi, 2020; Hosseini & Nematpour, 2015; Trainor et al., 2014). According to the obtained results, sports organizations should first create a proper culture of using social networks for both their employees and sports customers through various strategies such as training them or promising better services about sports venues to improve CRM performance. Nonetheless, sports organizations use social CRM to improve service levels and multi-channel customer experience. Social CRM can help businesses deliver customer service seamlessly and seamlessly, so that it is customer-friendly. This allows sports facilities to operate faster, respond better, and even anticipate future customer needs. By starting to follow the interactions and demands of customers on social networks by businesses, sports facilities can make faster and more complete decisions about customer service and have more satisfied customers.

Social Customer Relationship Management (SCRM) is a new concept in the customer relationship approach, whose philosophy is to use social media capabilities to attract and maintain maximum customers (Jafari & Yaghobi Jahromi, 2019). The current research model shows how critical the capacity of social CRM is. Investing in SMTs can boost sports facilities' market value and provide major CRM benefits. Sports marketers should concentrate on creating strategies that prioritize building relationships with customers through social media, as this encourages higher customer participation and interaction with the brand. The aim of these results was to explore how social CRM can at the same time create worth for sports customers and competitive benefit of sports facilities in an active business climate. Second, this article also highlights the role of SMTs in the implementation of social CRM. In order to better serve their clients, sports companies can leverage these technologies to generate capabilities. Investments in SMTs improve an organization's social CRM skills as well. In addition, firms that have strong COMS make effective use of the rich information available through social media platforms. However, if sports facilities can integrate COMS with emerging technologies, it will have a greater impact on Social CRM capabilities, that in turn will improve CRM performance in sports venues.

Hence, the conclusion of this article is that effective social CRM capabilities increase the loyalty and satisfaction of sports customers, which increases the sports facilities and facilities output and sales, which leads the organization to high performance. The performance of sports organizations and facilities is improved because sport customers may communicate with them more quickly through social media when they are at home. This boosts sport customer engagement and CRM capabilities. Considering it from a scholarly angle, which focuses on long-term client connections, contributes to the academic understanding of the experiences of patrons of sporting venues during their interactions on social media. From a sports management perspective, sports facilities should use the insights created through social CRM capabilities to guide effective sports marketing strategies toward CRP. Social CRM is used by sports facilities in order to optimize the level of service and multi-channel sports customer experience. Social CRM can help businesses to deliver customer service properly and seamlessly, so that it suits sports customers.

It is suggested, by starting to track customer interactions and demands on social networks by businesses, sports facilities can make faster and more complete customer service decisions and have more satisfied customers. Also, sports facilities can by implementing Social CRM, create opportunities that, in addition to marketing and sales, and support services, lead to overall satisfaction in sports customers and provide continuous feedback on venue services. Social CRM can also be effective in the effectiveness of marketing campaigns, CRM, demand creation, and service delivery and support. We suggest that more research in this area be explored to advance the understanding of Social CRM as a basis for relevant frameworks. Sports facilities can act faster, respond better and even anticipate the future needs of sports customers. Finally, there are several limits and prospective research orientations in the current literature. For example, the results of the present study are generalized only in the East Azerbaijan province of Iran and in the sports facilities part, and future studies should include other industries and countries in their research. In order to solve the limitations of the present research, the following suggestions are presented:

- ❖ Investigating the mutual effects that were mentioned as hypotheses in this research in other organizations, places and other geographical locations.
- ❖ Investigating the feasibility of implementing social CRM in organizations and industries.
- ❖ Considering other dimensions that can influence social CRM capabilities and CRP, but this research has not been considered.

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