

**Social Customer Relationship Management, Customer performance,  
and Financial performance: Evidence from Iraq**

Dr. Sinan Harjan

# Introduction

Although the customer relations management (CRM) has failed in many firms (Rahimi and Gunlu 2016), considering the strategic imperatives in the industry. Although previous research has recorded several explanations for the failure of conventional CRM technologies (Jayachandran et al., 2005; Trainor, 2012), the role of social technology for success is being investigated by the emerging CRM research

- 1- What are the key outputs of the social CRM technologies?
- 2- What are the chain of effects resulting from the social CRM process leading to superior financial performance levels?

## Literature Review / Hypothesis

Through the creation of a customer-linking capability, the collective experiences provided by social CRM and the innovation opportunities provided as a result could lead to improved customer performance. This shows the second link in the chain-of-effects by which innovation is influenced by the client linking-capability process:

*H2: Does customer-link capacity have a positive effect on service innovation?*

*H3: Does customer-link capacity have a positive effect on product innovation?*

# Hypothesis

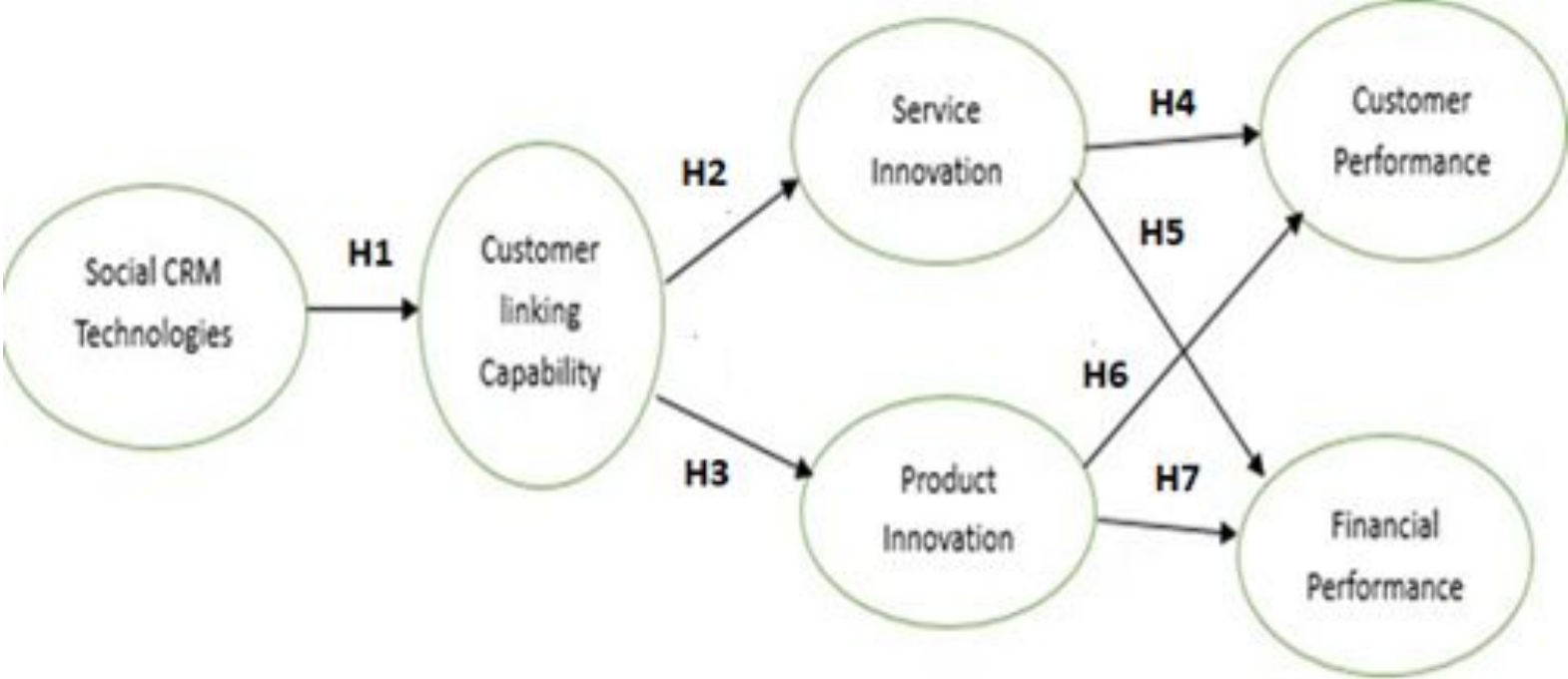
*H4: Innovation in service has a beneficial impact on the efficiency of customers.*

*H5. Innovation of goods has a positive impact on the financial results of the company*

*H6. Innovation in goods has a positive impact on the consumer efficiency.*

*H7. Innovation of goods has a positive impact on the financial results of businesses.*

# Research Model



# Findings

