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**A qualitative investigation into
customer participation on social
customer relationship platforms
adopted by home-based enterprises.**

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In fulfilment
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Master of Philosophy in Inclusive Innovation

by

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Dedicated to the encouragement and promotion of dharma.



ABSTRACT

The emergence of social media has made it possible for home-based businesses to manage client interactions online. Low user acceptance rates are responsible for up to two-thirds of failures, have historically plagued small and medium enterprises that have implemented a customer relationship management method (Heller Baird & Parasnis, 2011).

This study investigates the factors that influence customer participation on social customer relationship management systems used by small and medium enterprises, with a particular emphasis on home-based businesses. It addresses the Question:

How can customers be persuaded into participation on social customer relationship platforms of home-based enterprises?

A constructivist grounded theory technique was used to conduct this study. Data was gathered from nine home-based businesses through social media recommendations based on active customer engagement. A four-cycle model is implemented to analyse the data that was obtained through coding. Seven key variables emerge, and a customer participation theory is developed.

This study concludes that for home-based businesses to improve customer participation on social networks they must first build trust with their target market.

This research contributes to literature of home-based enterprises operating in the social customer relationship management space with the development of a substantive theory to improve customer participation thereby increasing customer engagement.

Future studies should aim to broaden their findings by including all SME consumers. In this way added dimension may be developed with the inclusion of platform developers and business owners.



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LIST OF ACRONYMS

API	Application programming interface
B2C	Business to consumer
CPD	Customized product development
CRM	Customer relationship management
C2C	Consumer to consumer
ELM	Elaboration likelihood model
GDP	Gross domestic product
GTM	Grounded theory methodology
HBE	Home based enterprises
ICTs	Information and communication technologies
IMC	Integrated marketing communications
SCRM	Social customer relationship management
SM	Social media
SME	Small and medium enterprises
SMMEs	Small, medium and micro enterprises
SNS	Social network sites
TAM	Technology acceptance model
WOM	Word of mouth

Chapter 1: Introduction to the Study

1.1 Introduction

Small and medium sized enterprises (SME's) inclusive of micro enterprises by definition (Department of Small Business Development, 2019). Small, medium, and micro-sized enterprises (SMMEs) are acknowledged as important drivers of inclusive economic growth and development both in South Africa and globally (Chukwuneme et al., 2023). In Africa, 60% urban labour force is informal, with 22% in micro- and small-scale enterprises, and 10% in Dominican Republic, Zimbabwe, and Swaziland (Tipple, 2005). Home based enterprises comprise a significant portion of the small business sector with many being micro in nature. They are seen as the only source of income for many entrepreneurs, playing an increasingly important role in reducing poverty and unemployment while contributing to the GDP of both high-income and low-income countries (Rust, 2006).

SMMEs make about 40% of all enterprises in South Africa, and the National Development Plan forecasts that by 2030, SMMEs would provide over 90% of all new employment (Chukwuneme et al., 2023). Rahayu and Day (2015) found that not only are small, medium, and micro-sized enterprises recognized as engines of economic growth and innovation, but they are important for household income and wealth, individual confidence, empowerment, social change, political stability, democracy, distribution or development.

Information and communication technologies (ICTs) and social media play a vital role in the development of Home-based business (Saleh, 2021). The current pace of digital disruption is providing many avenues for Small, medium, and micro-sized enterprises to innovate and flourish by strategically incorporating social media use with customer engagement activities. This phenomenon is being coined in most recent academic literature as social customer relationship management (SCRM) (Yasiukovich & Haddara, 2021). Social Customer Relationships Management provides a new two way channel for communication with customers through the use of social media sites such as Facebook, Twitter, LinkedIn, YouTube, Google (+ and Analytics) etc (Küpper, 2014). According to global social media statistics there are currently 4.48 billion social media users around the world equating to 57 percent of the world's population (Datareportal, 2021). Social sites enables Small, medium, and micro-sized enterprises to get closer to customers and by doing so facilitate increased revenue, cost reduction and efficiencies at an extremely low cost (Heller Baird & Parasnis, 2011).



SMME's account for more than 95% of the global business landscape and play an important role in ensuring economic health in both high and low-income countries by reducing unemployment and contributing to GDP (Yasiukovich & Haddara, 2021). SME's who have implemented a customer relationship management approach previously have been hampered by low user acceptance rates which account for up to two-thirds of failures; according to CSO insights just 40% of organizations claim to have an adoption rate of over 90% (Heller Baird & Parasnis, 2011). Traditional customer relationship management (CRM) is designed to manage customer relationships whereas social customer relationship management recognizes that instead of managing customers, the role of the business is to facilitate collaborative experiences and dialogue that customers value (Heller Baird & Parasnis, 2011) which in turn generates business value. According to the latest market research the global social customer relationship management market is expected to grow by \$204.3 billion with annual growth of 52.8% (Global Industry Analysts, 2019). This suggests that the success or failure of an SMEs social customer relationship management strategy is determined on customer participation which will be the primary focus of the research conducted.

For Small, medium, and micro-sized enterprises (SMME's) to gain the much-needed value and benefits of social customer relationship management, customer participation needs to be monopolized. Value is created for SMME's on social customer relationship management platforms when customers participate with brands in terms of comments, experiences and new products features or new product development (Derham et al., 2011). If the lack of customer participation in social customer relationship management is not addressed it will not only fail in gaining increased revenue, efficiencies, and valuable customer insight for SMME's. It may also face the same failure rates as customer relationship management resulting in it is yet another contributing factor to the overall high failure rate of SMME's.

This qualitative study investigates customer participation on social customer relationship management platforms adopted by Small, medium, and micro-sized enterprises but more specifically focusing on home-based enterprises. The main aim of this research is to provide home-based enterprises (HBE) with valuable customer insight to design a successful and beneficial social customer relationship management strategy. The outcome of which is the inductive development of a substantive theory on how customer participation can be improved on social customer relationship management platforms of home-based enterprises.

By investigating what drives customer participation on home-based enterprises social customer relationship management platforms, an area that has received little attention. This study will offer several contributions. Firstly, it will add to a growing body of literature on social customer relationship management for example the work of Ahani et al. (2017) on social customer relationship management adoption in SMEs and the work of Chatterjee et al. (2021) on social customer relationship management factors and business benefits. Through the investigation a theoretical contribution to literature will be made by exploring social customer relationship management adoption from a customer participation perspective in SME's, more specifically home-based enterprises operating in a developing country. The study will be visited through the lens of the Elaboration Likelihood Model (ELM) and the model of online trust. These form the basis of the theoretical contribution this work brings as opposed through technology adoption theories which account for majority of the literature on social customer relationship management. Secondly It will further add to the existing literature on home-based enterprises performance and the use of social media by customers.

The practical benefits of this study are twofold: it unpacks the antecedents around customer participation on social customer relationship management platforms and how participation can be enhanced. It provides home based enterprises with insights as to what sort of social customer relationship management initiatives would persuade customer participation.

1.2 Research Problem

The current problem is that home based enterprises are not gaining the business benefits of social customer relationship management and if not addressed will add to their already high failure rate. This problem is due to several factors. Firstly, majority of research in the social customer relationship management area is focused on large and SME's (Harrigan & Miles, 2014). It neglects to cover home based and micro enterprises thus the application of findings becomes a problem. The challenges of home-based enterprises and composition is different in comparison to small enterprises. Home based enterprises often cater to local demand, require a small amount of initial capital, owner run and need only limited skills (Gough et al., 2003). Added to this social customer relationship management introduces the additional challenge of digital behavior and limited internet experiences of those running home based enterprises in often a digitally underserved community (Gough et al., 2003). This study will be specifically

investigating home based enterprises and develop a substantive theory to improve their social customer relationship management implementation.

The second problem is that social customer relationship management is a new field that has received little research attention. Studies conducted in social customer relationship management as with Galib et al. (2018) use technology acceptance models outlining the necessities required from an organizational perspective to make implementation of social customer relationship management a success. Galib et al. (2018) study highlighted that researchers have shown little concern about the potential gap between social customer relationship management activities and customer willingness to engage. This study addresses the issue by conducting an empirical investigation on customer participation and social customer relationship management activities. It will use the elaboration likelihood model (ELM) as a lens of persuasion in its investigation to improve customer participation on social customer relationship management platforms.

The third problem is that research in the area of social customer relationship management is often done from the perspective of business and with the use of technological adoption theories which is stated in the study by Alghamdi (2023). The perspectives of customers and customer thinking processes are limited in research. Current theory in the area exists on the adoption of social customer relationship management by business, outlining factors such as business benefits and implementation frameworks. The research conducted focused on answering question such as, which are the factors impacting the actual use of social customer relationship management in organizations? Or does the organizational environment impact the use of social customer relationship management in organizations? This research study addresses a quite different question in social customer relationship management. It heeds the call for research on social customer relationship management from a customer's perspective delving into the customer thinking process when engaging with home-based enterprises.

1.3 Research Question

Value is created for home-based enterprises when customers actively participate on social customer relationship management platforms. Customer participation has also been identified as a key determinant in the success or failure of social customer relationship management platforms being used, as discussed in the above. With the area of concern being customer

participation in social customer relationship management platforms. This research will address the following question: **How can customers be persuaded into participation on social customer relationship platforms of home-based enterprises?** Home based enterprises (HBE) are micro or small in nature and often the only source of income for many entrepreneurs. Their inclusivity and success in the SME sector are necessary for socio economic change.

1.4 Conceptual Framework

This study will be carried out by applying the constructivist grounded theory methodology. The structure of the dissertation follows the work done by Shelley (2014) and Mugo (2013) in keeping with the grounded theory approach. It is important to note at this stage that Glaser was influenced by a fear that literature would suffocate, contaminate, or otherwise obstruct the researcher's efforts to generate categories during research when using the grounded theory method (Creswell, 2007). Many grounded theorists agree that a pre-study literature review is required in order to identify the research problem (Urqhart, 2017a). A pre literature review has been conducted for this study in three areas, customer relationship management, social media (SM) and social customer relationship management. The main purpose of the pre literature review was to outline the gaps in current literature and provide a clear understanding of the conceptual framework in which my research resides.

The conceptual framework which I have constructed below graphically depicts the dual effect social customer relationship management, customer participation and value creation has on home based enterprises. It highlights the contribution home based enterprises have on these elements and the return add value which can be provided. The elements and the relationships are further discussed below.

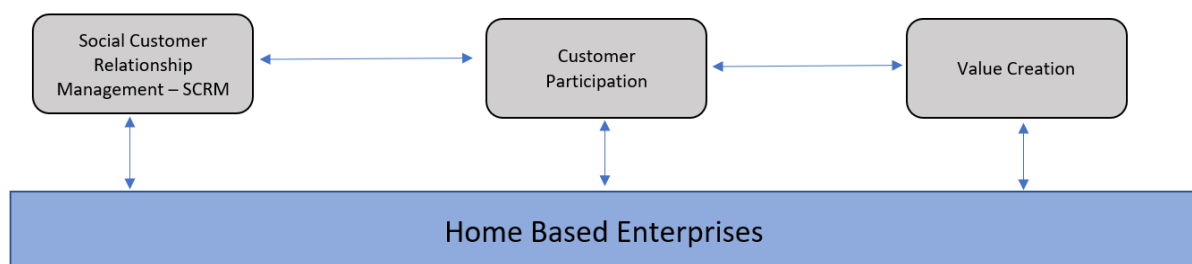


Figure 1: Conceptual Framework of Research

1.5 Customer Relationship Management

Customer relationship management is a management approach used by business to gain a long-term competitive advantage. In Hassan et al. (2019) it is stated that obtaining profitable customers and establishing a long-term relationship are essential for long-term success in the industry. Social customer relationship management facilitates customer interactions by combining business procedures and technologies aimed at better understanding a company's customers and future prospects (Hassan et al., 2019). For large enterprises, traditional social customer relationship management models are proposed, unlike SMEs, however, they don't have to take account of any particularities. SMEs face difficulties in paying due attention to their individual characteristics because they need a no comprehensibly generalized methodology that is adapted to their situation and meets the requirements of its stakeholders (Galvão et al., 2018). Customer loyalty and retention, improved customer profitability, customer value creation, product and service customization, and higher product and service quality are all benefits of Social customer relationship management (Galvão et al., 2018) and highly sort after goals by SME's.

A successful Social customer relationship management strategy focuses on three key areas: “who your customers are,” which implies that a company must understand the types of relationships it needs to build with each customer; “How both parties obtain value from the relationship,” which implies that both parties must benefit from the relationship or a different strategy is required; and “Systems and software are only as effective as the people who use them” (Paliouras & Siakas, 2017). Perhaps the most important of these statements would be of the latter as it directly correlates to the failure of social customer relationship management strategies resulting from low user adoption.

The preparing and implementing of a successful Social customer relationship management strategy takes time, and the below stages stated by Paliouras and Siakas (2017) are essential to build a successful and valued relationship with customers.

Interacting - At this stage, a dialogue between the consumer and the organization is established. The conversation is about a set of interactions (for example, product information, product complaints) and transactions (e.g., product order, service request).



Analysing - To generate interactions that build valued connections, it is important to employ marketing techniques (e.g., satisfying client demands, setting an exact pricing).

Learning - The goal of this stage is to learn and utilize the data gathered from customer behaviour analysis to establish interactions between the customer and the company.

Planning - The final stage is developing the finest feasible market strategies and plans to meet the needs of each client associated with the company (Paliouras & Siakas, 2017).

These steps are heavily dependent on developing a value relationship with customers which can only be achieved through the interaction and participation of customers. Due to today's consumers being much better informed, educated, and demanding when it comes to the products and services they require, the steps outlined above are critical for implementing a successful strategy (Paliouras & Siakas, 2017).

Customer involvement is required for any IT application to succeed, and social customer relationship management is no exception. User acceptance of Social customer relationship management has been found to be a critical factor in its success in previous studies (Galib et al., 2018). Despite the fact that existing literature offers valuable insight into the company's perspective, researchers have shown little concern about the potential gap between social customer relationship management activities and customer willingness to participate in the social customer relationship management program (Galib et al., 2018). With the widespread use of social customer relationship management in business, SMEs are said to have a higher failure rate in customer relationship management projects (Hassan et al., 2019). This research paper will address the gap through the customer relationship management evolution to social customer relationship management. The research will attempt to unpack the lack of participation by customers and provide SMEs with an understanding of how customer participation can be enhanced. Thus, addressing the high failure rate of SMEs in Social customer relationship management.

Social customer relationship management has ushered in a new era in business philosophy and practice. With many organizations using social customer relationship management types other than the traditional customer relationship management. This is primarily due to the rapid advancement of social customer relationship management technologies. E- social customer relationship management, m- social customer relationship management, and, most recently,

social customer relationship management are examples (Hassan et al., 2019). Küpper (2014) confirms social customer relationship management has found a home in the business world of today's organizations. This is supported by Vidmar et al. (2021) stating that customer relationship management has undergone significant changes as a result of the rise of social media, and is gaining increased attention from researchers and practitioners.

1.6 Social Media

Information communication technologies (ICTs) and social media represent a huge market for business organizations, with over 4.48 billion internet users. Numerous studies have been performed on the importance of information communication technologies and social media for company success (Saleh, 2021). According to Lister (2023), Facebook business pages are being used by over 50 million businesses, with 2 million of them using it for direct advertising. Other dominant social media platforms, such as Instagram, show a similar trend, with half of users following a business page (Olanrewaju et al., 2020).

Digital marketing remains an underutilized tool in SMEs' overarching the integrated marketing communications (IMC) strategy in Africa, which is generally designed to combine traditional and new media to efficiently drive sales revenues, customer acquisition, and retention (Estialbo, 2020).

There are numerous tangible benefits for SME's by adopting the use of social media these are

- It supports SMEs in scaling up their businesses by facilitating their growth and expansion of current capacity without compromising the business' contribution margin.

- It provides a critical platform for ongoing customer engagement.

- It assists in the facilitation of market access.

- It provides easier access to the market and the ability to form and maintain strategic partnerships and relationships with customers and suppliers (Estialbo, 2020).

These tangible benefits to SME's are only realized with the ongoing participation of customers on social media. As stated by Paliouras and Siakas (2017) both parties must benefit from the relationship or a different strategy is required.

The emergence of social media powerhouses Facebook, Twitter, Instagram, Snapchat, and YouTube paved the way for social media marketing, which has enabled brands to connect with customers directly for years (Lekhanya, 2013).

Small and medium sized enterprises can use social media to quickly respond to customer feedback as well as create a fan page, usually called fan pages, which can be created on different social media sites (Cheng & Shiu, 2019). Businesses can also communicate with customers by posting new comments or by communicating with personal messages thus improving their reputation by providing the best possible solutions and products (Paliouras & Siakas, 2017). Traditionally customer relationship management has been a one-way flow of mass communication, from business to the customer. With the advent of social media, this communication can become a dialogue, asking, and answering customers questions. This dialogue is not necessarily controlled or even initiated by the firm (Hollebeek et al., 2019).

In practice it has become critical to comprehend why customers put forth the effort and time to engage with SMEs on social media. Customers using social media create value through their interactions with sellers, and they have stopped being value takers. As a result of the powerful features provided by Web 2.0, customer engagement in e-commerce has changed (Busalim et al., 2021). Social media platforms like Facebook, YouTube, Twitter, Integra, and LinkedIn have all been identified as potential social customer relationship management tools in this context (Hassan et al., 2019). According to studies, the best technology for strengthening social customer relationship management activities and bringing customers closer to the organization is the use of social media (Chatterjee et al., 2021).

This study will be investigation social customer relationship management participation on three major platforms those being Facebook, Instagram, and WhatsApp. These platforms are considered as being the easiest most cost effective and requiring little knowledge for home based enterprises to use.

Customer engagement (CE) is emphasized in the existing literature as a requirement for social commerce sustainability. However, few studies on customer engagement behaviour in social-commerce platforms have been conducted (Busalim et al., 2021). Researchers are becoming more interested in studying the drivers that motivate customers to engage in social-commerce activities as customers accept social-commerce as a new paradigm of online shopping (Busalim

et al., 2021). With social customer relationship management being a product of social commerce, this study will speak to the growing academic interest in customer participation on social media platforms.

1.7 Social Customer Relationship Management

Social customer relationship management is defined as “easy-to-use standalone applications that can be leveraged on the structured processes of existing customer relationship management to help end-users better leverage social networks, internal and external data, and news feeds, and existing sales and marketing content” (Mohan et al., 2008, p. 241). The most common definition, however, is "a philosophy and a business strategy, supported by a technology platform, business rules, processes, and social characteristics, designed to engage the customer in a collaborative conversation in order to provide mutually beneficial value in a trusted and transparent business environment" (Marolt et al., 2020, p. 40).

Social customer relationship management is a current business trend that uses social media sites like Facebook, Instagram and Twitter to provide new channels of two-way communication with customers (Al-Omouh et al., 2021). Companies can use social customer relationship management to interact with customers in a simple and modern way, as well as track customer interactions and social influence (Paliouras & Siakas, 2017).

While major corporations are combining customer relationship management social customer relationship management systems with social media to better customer interactions, small businesses appear to rely solely on social media to maintain client connections. Social media is an affordable tool for home based enterprises that have limited resources enabling them to reach a larger market with minimal efforts. Most SMEs use it mainly as a marketing tool, usually without a customer-centric social media strategy. This often results in a low intensity of social media use for managing relations with customers, accompanied by lost opportunities (Marolt et al., 2020).

Converting content into conversations, expanding those discussions into collaborative experiences, and finally transforming those experiences into meaningful connections is what social customer relationship management is all about (Galib et al., 2018). Even though SCRM stands for customer relationship management, the control of the relationship has shifted to the



customer in the customer relationship management environment (Galib et al., 2018). The client is at the centre of the company's strategy with social customer relationship management. The core idea of social customer relationship management is that a company may connect with its consumers based on their requirements rather than the company's predetermined norms, allowing for a permission-based dialogue between existing and future customers.

Social customer relationship management is being studied since this new trend necessitates active participation from customers and other stakeholders. Paliouras and Siakas (2017) state that the engagement process is critical for effective social customer relationship management and social business practices. With Yasiukovich and Haddara (2021) bringing forth that the existing body of research on social customer relationship management is primarily focused on large corporations, and because social customer relationship management adoption in SMEs differs from that of large corporations, it is critical to place a greater emphasis on SMEs. Vidmar et al. (2021) stated that recent research has mainly focused on the adoption of social customer relationship management from a business perspective with the use of technology adoption theories and further studies are needed to explore social customer relationship management from a customer's perspective. These arguments support the necessity of this study as it investigates customer participation in social customer relationship management from the customers perspective in the SME environment of home-based enterprises. The research culminates in the development of a substantive theory that would ensure the productive use of social customer relationship management creating maximum value for home based enterprises by increasing customer participation, as graphically depicted below.

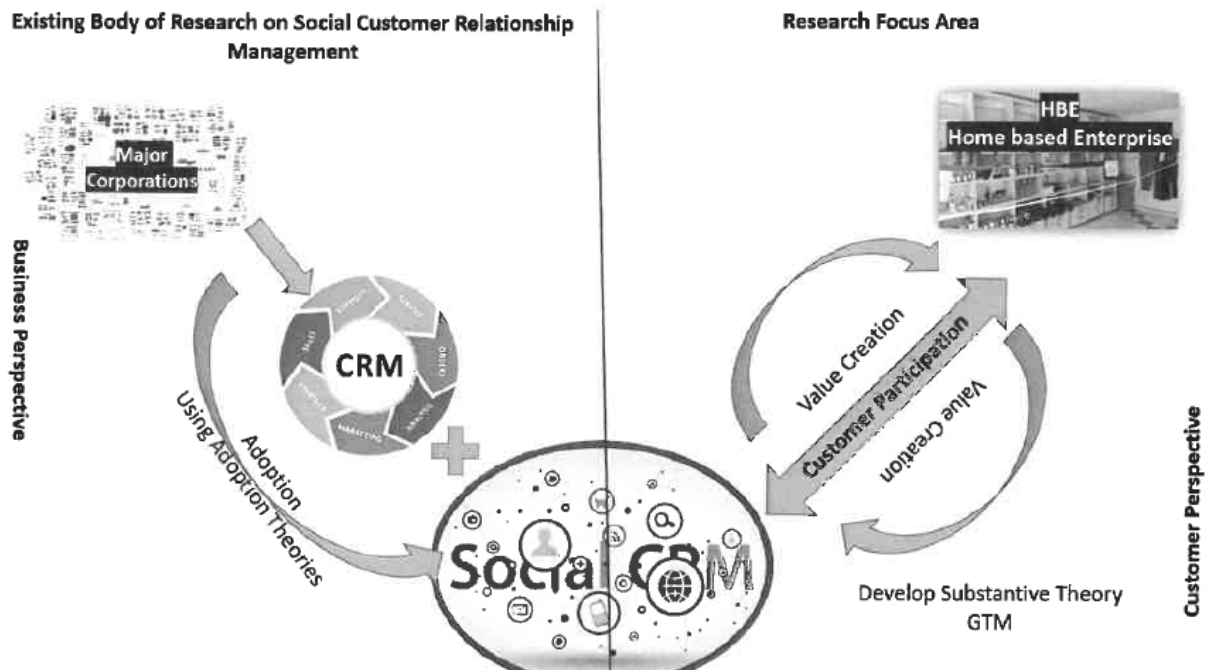


Figure 2: Research area of focus

Figure 2 illustrates the existing body of research conducted in social customer relationship management in comparison to the positioning and focus area of this thesis.

This chapter provided the background and insight into the necessity of home-based enterprises implementing a social customer relationship management strategy. It discusses the importance and contribution of home-based enterprises to the economy and the socio-economic improvement it provides. The impact of digital disruption on business and the change from customer relationship management to social customer relationship management is presented in detail. The chapter stresses the necessity for SMEs to make use of social media and the importance of customer participation is highlighted through the provision of current literature. The research question which this study aims to address is made explicit with a detailed conceptual framework of the study. Research in the field of customer relationship management provided its approach used in business to gain a long-term competitive advantage. Social media presented the importance of information communication technologies and the numerous tangible benefits it provides in its adoption. The development of social customer relationship management is briefly described highlighting the importance and evolution from an information technology perspective as well as the necessity of adoption by SME's. The chapter



concludes with the contributions of this study to current literature and the practical benefits it would provide to home based enterprises.

Chapter 2: Research Methodology

In this chapter the philosophies underpinning the methodological framework used in this study is discussed. These philosophies provide the foundation on which the research methodology rests and validates the methodological framework selected. A detailed discussion is provided about the research technique chosen for this study and how the method design influences the data collecting, analysis, and theory formulation of consumer participation on social customer relationship management platforms. The validity, reliability and ethical considerations taken by the study is also outlined.

The methodology process followed for this qualitative investigation is graphically depicted below with the research approach and strategy discussed in detail.

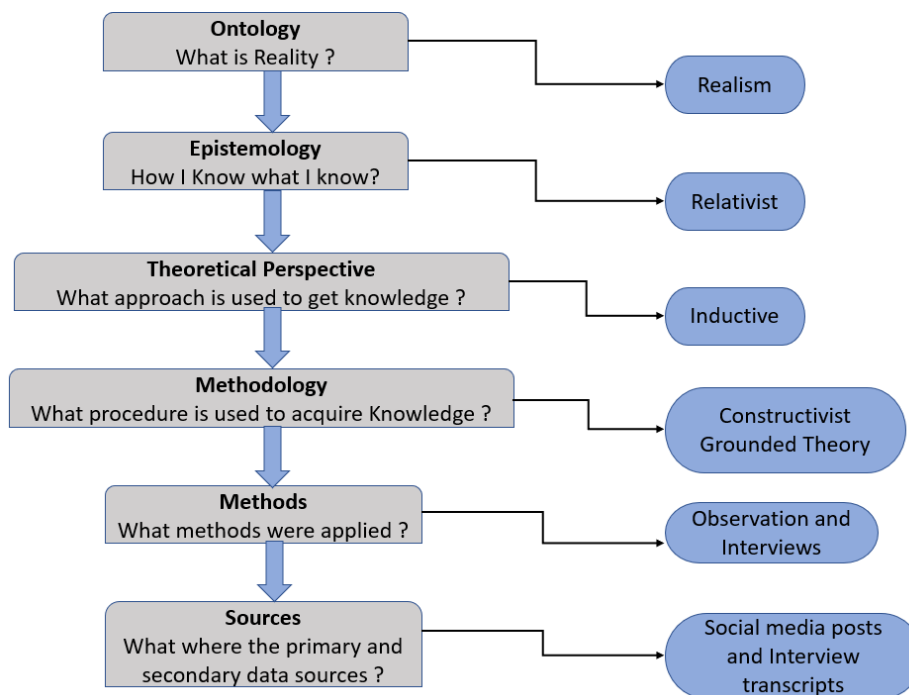


Figure 3: The methodology process adapted from Grix (2002, p. 180)

2.1 Research Approach and Strategy

A researcher's ability to make methodological decisions is enhanced by articulating and reflecting on their beliefs and feelings about the world (Birks & Mills, 2015). The awareness that selection of a research design for this study is influenced by my perception of reality (how

the world is constructed) and how knowledge is constructed in the discipline. The first is referred to as ontology, while the second is referred to as epistemology (Urqhart, 2017a). In choosing a position for this research and outlining my stance I have adopted a bottom-up approach with regards to where the research sits. The research question was determined which guided the theoretical perspectives adopted by the study.

2.1.1 Paradigm

A paradigm is a system of ideas or a world view used by a community of researchers to generate knowledge (Levers, 2013). Researchers must choose a research paradigm that is consistent with their beliefs about the nature of reality in order to ensure a strong research design (Mills et al., 2006).

Table 1 in Appendix A illustrates the various philosophical positions to research and their relation to each other in determining a research paradigm. Awareness of these philosophical assumptions increases the quality of this research study and contributes to the creativity of the researcher in carrying out research.

There are three common paradigms:

Positivism is the believe that there is a single reality that can be measured and known, and that this reality can be measured using quantitative methods (Creswell, 2007).

Constructivists believe that there is no single reality or truth, that reality must be interpreted, and that qualitative methods are most likely to be used to comprehend those multiple realities (Guba, 1992).

Pragmatists believe that reality is constantly being debated and interpreted, so they are more likely to conduct research using a combination of methods, a mixed methods study (Mills et al., 2006).

With reference to the above and holding the research question, “How can customers be persuaded to participation on social customer relationship platforms of home-based enterprises?” we can conclude that this research study is positioned in the constructivist / interpretive paradigm. There is no hypothesis that this study is testing in terms of positivism or

pragmatism. With the selection and positioning of the research in the constructivist paradigm the ontological and epistemological philosophies are made clear.

2.1.2 Ontology

Known as the study of being that raises questions of the nature of reality and the nature of human beings in the world (Levers, 2013). There are two contrasting positions that of critical realism and relativist ontology.

Critical realists believe that there is a world that exists independently of the human mind, but that it can only be accessed in fragments or glimpses, rather than in its entirety. Because only the results of causal forces can be observed rather than the causal forces themselves, truth is achieved through reasoning rather than pure observation (Levers, 2013)

Relativist ontology which is the belief that reality is a finite subjective experience (Kenny & Fourie, 2015) and nothing exists outside of our thoughts. With multiple interpretations of experience come multiple realities—there are as many different realities as there are people (Levers, 2013).

According to Charmaz (2006), the grounded theory methodology encourages the researcher to "directly construct levels of abstraction from the data." In grounded theory the inquiry concludes by developing a theory that is "grounded" in the environment and offers a conceptual framework for the phenomena being investigated. In this way, the Critical Realist viewpoint on the significance of comprehending the study setting is supplemented by grounded theory.

Given the foregoing, it is possible to infer that my worldview is that of a critical realist and that constructivism is a perspective of knowledge formation that is compatible with critical realism. I also said that a critical realist and constructivist ontology and epistemology are both compatible with grounded theory as a technique.

2.1.3 Epistemology

The study of knowledge, or epistemology, is a way of understanding and explaining how I know what I know. Objectivism is the belief that truth and meaning are contained within an object and are not dependent on human subjectivity (Levers, 2013). Those who claim objectivity claim to be able to observe and know phenomena as they exist outside of the human

mind by removing all contextual factors (Levers, 2013). The observer has no influence on what is being observed, and the observed has no influence on the observer (Levers, 2013).

A subjective epistemology views knowledge as value laden with individual reflections and interpretations as essential for knowledge of an external reality, Observations are influenced by the observer and the observer is influenced by the observed (Levers, 2013).

Relativist epistemology is that knowledge is valid only relatively to a specific context, society, culture or individual. Relativism is the belief that truth and falsity, right and wrong, reasoning standards, and justification procedures are all products of different assessment conventions and frameworks (Kenny & Fourie, 2015). Their power is limited to the context in which it arose, and it can only be used in a specific way within that context (Pritchard, 2009). As a researcher I align to the relativist epistemology as I believe that knowledge is gained through assessment of phenomena which is context specific. The relativist epistemology fits the constructivist study paradigm selected (Levers, 2013).

2.1.4 Induction

An inductive approach is taken in this research study. To understand this position, we need to understand and explain both induction and deduction. An inductive study uses a series of empirical and individual cases to identify a pattern from which a general statement is made which is probable and provisional (Thornberg & Charmaz, 2014). A deductive approach is taken to predict what will happen in a case by applying a general statement or rule, it uses existing theory to test hypothesis (Thornberg & Charmaz, 2014). In this study deduction cannot be applied as there is no existing theory on customer participation on social media platforms which we are testing. The qualitative investigation conducted aligns with the chosen constructivist paradigm. I will be exploring and analysing inductive data which will lead to the development of a theory grounded in data. The constructivist grounded theory methodology will be used with the enquiry beginning with an initial literature review to determine what has already been done in the area of interest on the subject.

2.2 Research Design

With this research study positioned in the constructivist paradigm resulting it being a qualitative study. Creswell (2007) in Appendix A Table 2 outlines five qualitative approaches to inquiry

which further have their characteristics explained in Table 3 of Appendix A. With this study aim to inductively developing a substantive theory from the empirical data of customer participation on social customer relationship management platforms. A constructivist grounded theory method (GTM) is selected for two reasons. Firstly, my research is trying to create a theory about issues of importance and focuses on human interaction while exploring new territory in social customer relationship management. Secondly the study is of a new socio-technical phenomena with social customer relationship management being a newly developing area with limited literature (Tan, 2010). Grounded theory method (GTM) is defined as a qualitative research design in which the researcher develops a general explanation (a theory) of a process, action, or interaction based on the opinions of many people (Creswell, 2007). For SME's more especially home-based enterprises to gain the benefits of social customer relationship management, customer participation behaviour on social media platforms needs to be understood given its uniqueness.

2.2.1 Grounded Theory

Grounded theory was originally developed by Barney Glaser and Anselm Strauss in the early 1960s as a methodology for inductively generating theory (Glaser & Strauss, 1999). Glaser defined grounded theory as a general analysis methodology linked to data collection that employs a systematically applied set of methods to generate an inductive theory about a topic (Mills et al., 2006). While this definition has been accepted by many researchers the approach and rigor in terms of data collection and data analysis created differences between Glaser and Strauss with Strauss adopting a more linear approach to the methodology (Evans, 2013). This separation and divergence from the originally developed grounded theory has created much academic debate resulting in this innovative reach methodology evolving into three prevailing traditions: Classic, Straussian and Constructivist Grounded Theory. These approaches to grounded theory fundamentally differ on three areas: Firstly, the way in which coding procedures are carried out, secondly their philosophical positions and thirdly the use of literature. These differences are graphically illustrated below.

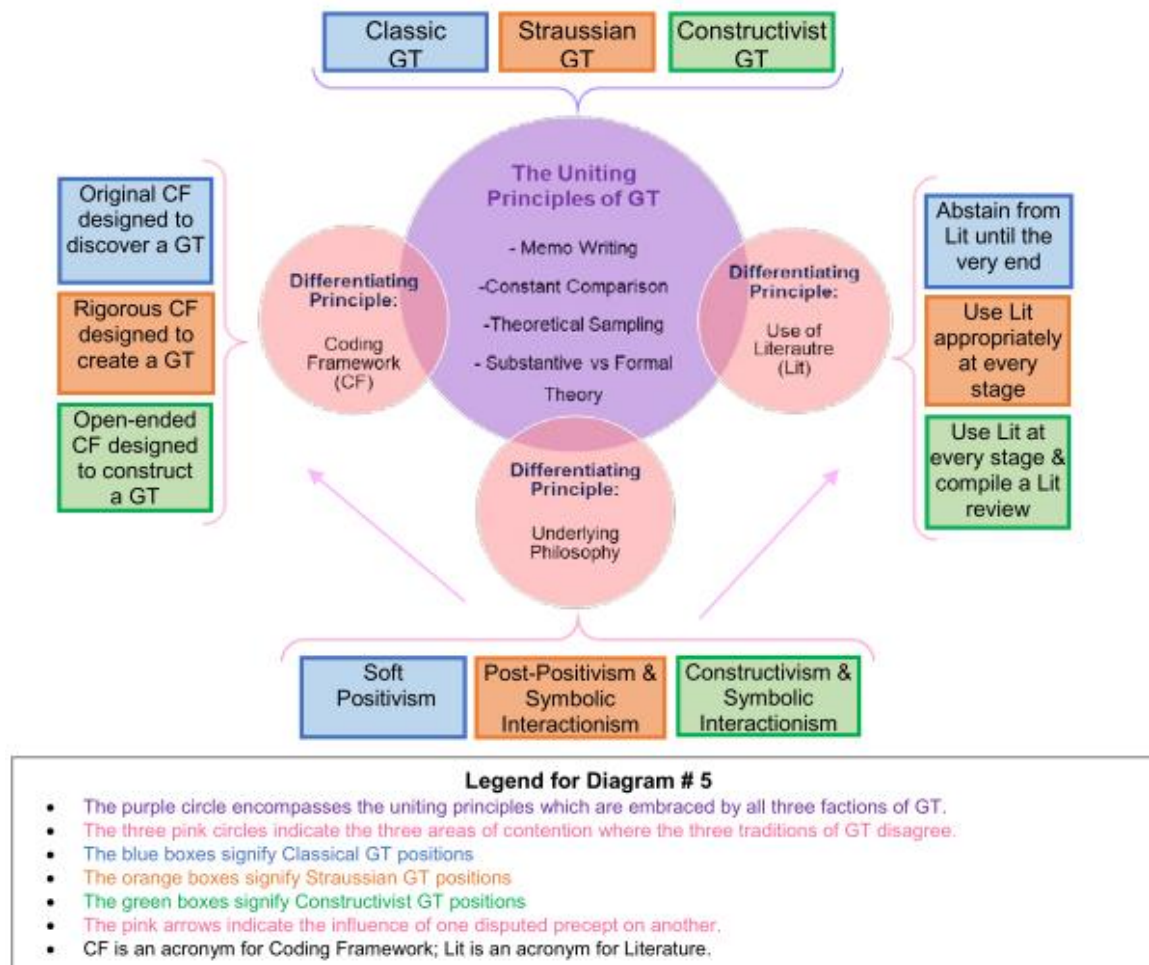


Figure 4: Similarities and differences in Grounded Theory Approached (Kenny & Fourie, 2015, p. 1286)

It is imperative that we understand all three methods of grounded theory discussed below and select the one that best fits the chosen ontology and epistemology views as set out at the beginning of this chapter. It is the selection of the grounded theory method that will ultimately provide the framework for this studies data and coding process.

2.2.2 Classic Grounded Theory

In classic grounded theory there are two types of coding, substantive coding and theoretical coding which requires the researcher to constantly compare data to as many dimensions as possible (Evans, 2013). A literature review is only conducted when the emergent theory is sufficiently developed allowing the literature to be used as additional data. The literature is used to challenge the new emergent theory and position the new theory in the current body of knowledge (Subbarao & Mahrin, 2021). Glaser and Strauss uses induction as a key process in

classic grounded theory, with deduction taking place on emerging questions and patterns, allowing for a transition from generalization to theory (Evans, 2013). Glaser did not link classic grounded theory to any research paradigm perceiving grounded theory to being a research method divorced from philosophical considerations (Kenny & Fourie, 2015). However due to the objectivist stance required by the researcher as observer it appears to correlate with traditional positivism.

I could not strictly adopt the classic grounded theory method for the very nature of the academic process in which this dissertation had to adhere. A literature review has been done all be it limited in its nature to identify gaps in the current literature of social customer relationship management. These gaps resulted in the investigation of our research phenomena and development of a research question. This is contrary to classic grounded theory where the research question should emerge from the data and a literature review being done after a theory is developed.

2.2.3 Straussian Grounded theory

The Straussian GT by Corbin and Strauss reconfigured the coding process of classic grounded theory to consist of four coding stages: open coding, axial coding, selective coding, and conditional matrix (Kenny & Fourie, 2015). This systematic and rigorous process leaned more towards creating theory rather than discovering theory from data. Straussian grounded theory supports the concept that the researcher brings forth the phenomenon to be studied also allowing literature to be used in the very early stages of research to develop theoretical sensitivity and the generation of hypotheses (Kenny & Fourie, 2015). Positioned in the interpretivist paradigm Corbin explains her epistemological position as subjective with a relativist ontology (Corbin & Strauss, 2012).

This method of grounded theory was not adopted for this study even though it favoured a literature review at the very beginning of a study. The step-by-step data collection and analysis process does provide some safety for a first-time grounded theory researcher like me however it is argued by many academics as becoming too complex. Most importantly however the Straussian GT method did not fit with the chosen philosophical position in a constructivist paradigm.

2.2.4 Constructivist Grounded Theory

Constructivist grounded theory like Straussian grounded theory allows for a literature review to be done mainly in the interest of determining what has been done before in the area of interest on the subject. This would prevent the pre-empting of variables that is creating the phenomenon. It allows the researcher to begin with a specific research question in a substantive area. Charmaz (2006) adopted a fluid framework towards a two stage coding procedure consisting of firstly Initial or open coding and secondly refocused coding. The constructivist coding procedure incorporates many of the generic grounded theory techniques of memo writing, constant comparison, theoretical sampling and saturation (Thornberg & Charmaz, 2014). This approach to grounded theory recognizes that knowledge is created by researcher and participants indicating a critical realist ontology and a relativist epistemology firmly positioning the constructivist approach to grounded theory in the constructionist paradigm (Levers, 2013).

Charmaz's philosophical position resonates with my worldview and thus I have selected her approach to grounded theory for this study. I will be selecting the constructivist approach to grounded theory for 3 main reasons. Firstly, the epistemological standpoint of multiple realities and my position within the research. I am acknowledging that I am an integral part of the research involved in the data and that I am the one assigning labels to the categories as much as that they are being derived from the data. Added to this, I am interacting with my interviewees and this relationship and conversation may influence interviewees interpretations. Secondly a literature review and a research question outlined were completed as requirements for this dissertation. To stay true to a research approach, constructivism was the best fit as it proposes that context is needed thus a literature review can be conducted to an extent. Thirdly the approach allows a research question to be outlined to narrow the scope. I am aware that the research question may change during my data collection process and that my initial literature review may serve only as context as the concepts that may emerged from the data analysis may very well be different from those discussed in the initial literature review.

In trying to understand the phenomena of customer participation on social customer relationship management platforms and developing a theory that addresses the question of this research I will be following the main steps of constructivist grounded theory as interpreted by Mills et al. (2006). These are.

- Data collection
- Data analysis
- Theoretical sampling
- Theory development

The constructivist grounded theory method and the application is graphically illustrated below in terms of the process in which this research project follows.

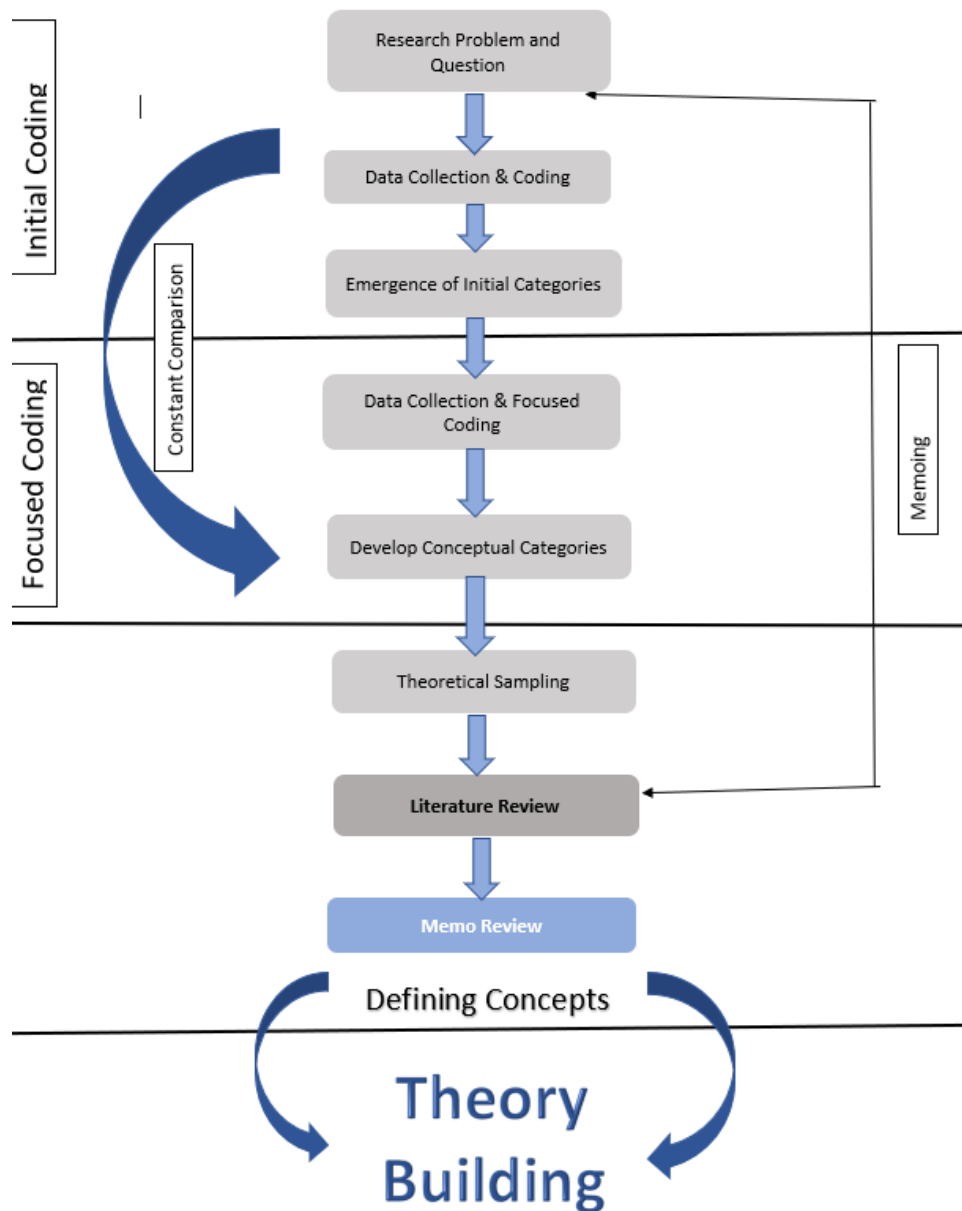


Figure 5: Research application process of grounded theory

I will be addressing each step in greater detail including its application in the context of our research which will provide the variables for the foundation of our theory development.

2.3 Methods and Instruments

2.3.1 Data Collection

With the research problem cited and research question clearly outlined. Grounded theory methodology begins with data collection.

Grounded theory methodology is based on an iterative process where data collection and analysis are done simultaneously. The formative stages' analytical work guides the researcher in which direction to go, for example, by indicating which additional data to collect and what emerging themes and questions to look for (Khan, 2014).

Grounded theory specifies data analysis strategies and methods, not data collection methods, and is open to a variety of data collection methods, including qualitative interviews, field observations, in-person conversations, focus groups, documents, questionnaires, and diaries (Saracho, 2015). However, Mills et al. (2006) indicate that a researcher's data collection method will determine what you find and therefore suggests that several data collection techniques should be used. The data collection methods used for our study was shaped by our research question. The goal was to collect a large amount of data that accurately depicts what is currently occurring on social media sites of home-based enterprises around the phenomena of customer participation and social customer relationship management.

Purposeful sampling is carried out in grounded theory as recruitment of participants are determined by the activity being researched (Nolas, 2011) with the method or combination of methods dependent on the research problem (Thornberg & Charmaz, 2014). Purposeful sampling was used in the selection of nine home-based enterprises that are active on social media platforms. These nine home-based enterprises were not selected based on their industry or location in South African but based on social media referrals. A post was placed on social media provided in Appendix C, enquiring of home-based enterprises that would like to be part of the study. Twelve referrals were received, three of which were eliminated from the study due to their social media accounts being private. Private accounts would prevent this study from extracting any data to use for analysis due to privacy protection regulations. These selected

home-based enterprises had active engagements on Facebook, Instagram and WhatsApp. The aim was to identify the antecedents that enhanced customer participation of home-based enterprises on these social customer relationship platforms.

The potential bias in the selection of the nine home-based enterprises was that the request for participants was only placed on Facebook making Facebook the common platform across all home-based enterprises that participated in the study. This was however deliberate as Facebook, Instagram and WhatsApp are prescribed as being the easiest most cost effective and requiring little knowledge for home-based enterprises to use and manage by owners themselves. Figure 6 below illustrates the split of social media posts across all platforms used by the nine home based enterprises. The figures on Facebook and Instagram are similar due to the same posts repeated across the platforms due to automatic linking of accounts across social media platforms.

Industry	Number of HBE Investigated	Facebook	Instagram	Whatsapp	Located in
Printing	2	32	32	15	South Africa - Gauteng / Western Cape
Construction	2	49	48	22	South Africa - Western Cape
Catering	1	28	2	27	South Africa - Western Cape
Coaching	1	33	33	12	South Africa - Western Cape
Auto Mechanics	1	131	0	19	South Africa - Western Cape
Childrens Toys	1	32	32	10	South Africa - Western Cape
Advertising	1	22	22	17	South Africa - Western Cape
Total	9	327	169	122	

Figure 6: Social media platform posts

The research analysis for this paper was performed on a four-cycle model, which analyses the data that is collected. The data is analysed starting with the first cycle of data collection and ending with the fourth cycle. The data collection and analysis in the early cycles of grounded theory are intended to reveal issues that need to be investigated further. Therefore, the theory development that occurs throughout the entire process guides the data collection process and remaining cycles.

2.3.2 Cycle 1

Three home-based enterprises were selected, and data was collected from the way in which customers participated with these home-based enterprises on Instagram, Facebook, and WhatsApp in the form of shares, likes and comments. These interactions were made public on

social media by customers. The home-based enterprises selected were not industry specific and covered a wide range of sectors from construction to catering. The observational data was extracted from these social media platforms using Export comments.com to a Microsoft excel document where manual coding was conducted. The data extract for this cycle consisted of 103 social media posts ranging from October 2020 to January 2022 with 198 customer comments and 771 reactions.

Cycle 1				
Industry	Number of HBE Investigated	Number of Social Media Posts	Social Media (SM) Platform	Located in
Catering	1	30	Facebook / Instagram / Whatsapp	South Africa - Gauteng
Printing	1	10	Facebook / Instagram / Whatsapp	South Africa - Western Cape
Construction	1	63	Facebook / Instagram	South Africa - Western Cape
Total	3	103		

Figure 7: Cycle 1 Data extract

In grounded theory data gathering and analysis occurs concurrently throughout the entire project and once initial categories started to emerge, I was able to proceed to the next cycle and collected additional data. Data analysis of the cycles will be discussed in further detail in the proceeding section of this chapter.

2.3.3 Cycle 2

In cycle 2 an additional three social media home-based enterprises were selected. With the use of Export comments.com 200 social media posts were extracted from December 2019 to January 2022 with 94 customer comments and 1097 reactions. The questions, clues and incomplete insights derived from the data collection was further developed in cycle 3.

Cycle 2				
Industry	Number of HBE Investigated	Number of Social Media Posts	Social Media (SM) Platform	Located in
Printing	1	69	Facebook / LinkedIn / Whatsapp	South Africa - Western Cape
Coaching	1	75	Facebook / LinkedIn / Youtube	South Africa - Western Cape
Construction	1	56	Facebook / Instagram / Whatsapp	South Africa - Western Cape
Total	3	200		

Figure 8: Cycle 2 Data extract

2.3.4 Cycle 3

In cycle 3 an additional three social media home-based enterprises were selected resulting in 150 SM posts being extracted from December 2021 to January 2022. This consisted of 167 comments and 4063 customer reactions. Data collection by observation of customer

participation on social media was an ongoing process that I followed until enough data was collected and no new patterns were found to be emerging from the data.

Cycle 3				
Industry	Number of HBE Investigated	Number of Social Media Posts	Social Media (SM) Platform	Located in
Auto Mechanics	1	150	Facebook / Youtube	South Africa - Western Cape
Childrens Toy	1	42	Facebook / Instagram / Whatsapp	South Africa - Western Cape
Advertising	1	39	Facebook / Youtube / LinkedIn	South Africa - Western Cape
Total	3	231		

Figure 9: Cycle 3 Data extract

2.3.5 Cycle 4

In cycle 4, interviews were conducted with customers that interacted with home based enterprises on social media. This served as a source of secondary data collection. Seven interviews were conducted as saturation was reached resulting in no new data emerging. The interviews were conducted online with the interview questions provided in Appendix D. The questions were open ended and in depth with data collection geared towards building on the themes that were formed from data collected from the previous cycles. The interviews assisted with gaining insight into questions arising from the data collected as well as adding confirmability to the data already gathered. Interviews were transcribed using Otter and thereafter converted onto a Microsoft excel document for coding into themes and categories. This is discussed in further detail when addressing theoretical sampling.

2.4 Data Analysis

Grounded theory employs coding to analyse the data that has been gathered. Coding is the method by which the researcher generates and develops data collection concepts. It is the analytical processes through which data is fractured, conceptualized, and integrated to form theory, as defined by Corbin and Strauss (2012). This process is carried out by the researcher when identifying activities, events, significant occurrences, or ideas that are indicators of a phenomenon from raw data, and these phenomena are then coded.

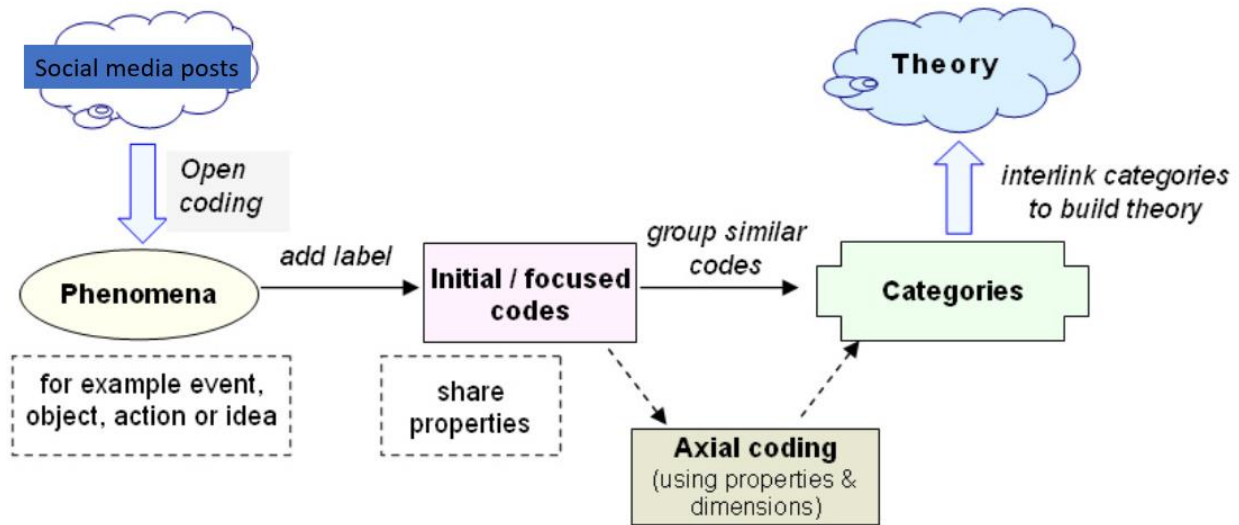


Figure 10: Coding steps in grounded theory adapted from (Anselm L. Strauss, 1998)

Corbin and Strauss (2012) indicate that the process of coding data is not just aimed at exploring the data but moving the data to a higher conceptual level. This initial coding process is more than merely listing codes; it requires intensive interaction with the raw, unstructured data. Corbin and Strauss (2012) emphasized this when stating that it is more than just noting concepts in the margins of the field notes or making a list of codes as in a computer program. It involves interacting with data (analysis) using techniques such as asking questions about the data, making comparisons between data, and so on, and in doing so, deriving concepts to stand for those data, then developing those concepts in terms of their properties and dimensions."(Corbin & Strauss, 2012, p. 56).

Instead of merely describing the data in terms of codes, grounded theory gives the researcher 'conceptual license' to interpret the data during the coding process (Shelley, 2014). Glaser (2002) states that the goal of grounded theory is to get to the third level of conceptual analysis at the very least. The first step is to gather data, followed by the creation of categories, and finally, the discovery of a core category that organizes the other categories by continuously resolving the main concern.

In line with the constructivist methodology the coding process followed by this study is depicted below.

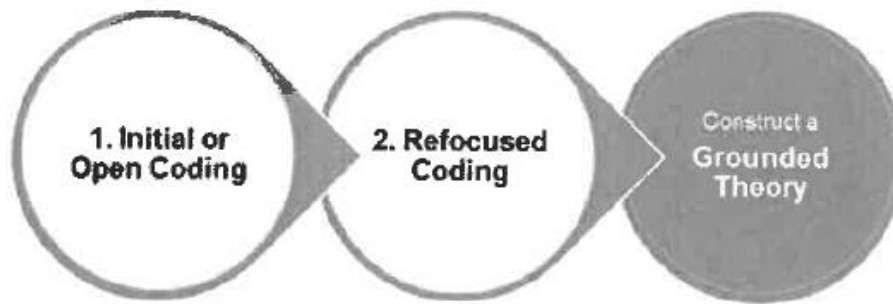


Figure 11: The coding procedure of constructivist grounded theory (Charmaz, 2008), (Kenny & Fourie, 2015)

Coding has at least two phases, according to constructivist grounded theory: initial coding and focused coding, which according to Charmaz (2014) is by no means a linear process.

2.4.1 Open Coding / Initial Coding

The first phase of coding is initial coding (also known as open coding). While moving slowly but steadily through the data, the researchers compare data with data, stay close to the data, and keep an open mind about what they think is going on in the data (Saracho, 2015). Comparing data with data is the idea of constant comparison. It allows the researcher to compare data they are coding right now to data that already has been coded (Urqhart, 2017b).

During this exercise Glaser (2002) states that the below questions should be asked

What is happening in the data?

What are these data a study of?

What category does this incident, statement, or segment of data indicate?

What is the participant's main concern?

In addition to this Charmaz (Mills et al., 2006) added the following questions as a tool for the researcher to identify what's going on in the data, as well as critically and analytically scrutinizing it.

What do the data suggest? Pronounce?

From whose point of view?

What do actions and statements in the data take for granted?

What process(es) is at issue here? How can I define it?

How does this process develop?

Under which conditions does this process develop?

How does the research participant(s) think, feel and act while in- involved in this process?

When, why, and how does the process change?

What are the consequences of the process?

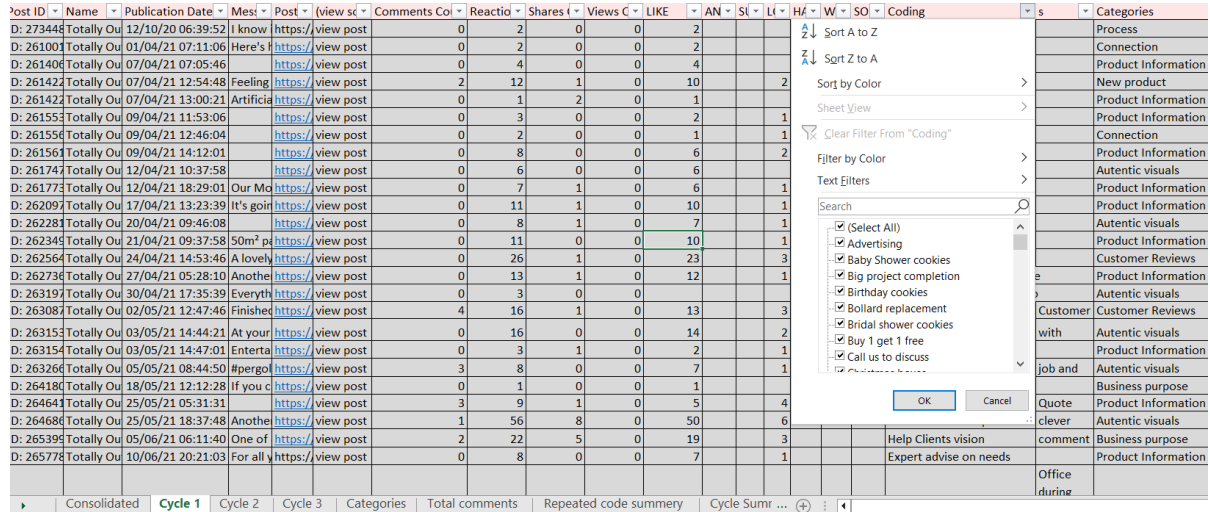
With these methodological guidelines in place, I began cycle 1 of our research study.

As soon as data had been collected in cycle 1, I began coding by attaching labels to the data that had been collected. These labels will later be developed into larger themes which will be used to build our theory.

Once data was extracted from social media sites using Export comments.com in the first cycle. Manually line by line coding was used. Glaser (1978) and Strauss (1987) recommend coding line by line. In addition, Charmaz (2006) is uncompromising in her advice on this subject stating that line by line coding forces a real intimacy with the data, that frees the researcher from preconceptions and makes the research findings easy to defend (Urqhart, 2017a).

When conducting initial coding I compared data with data, constructed and kept codes short, simple, precise, and active. I moved quickly but carefully through the data. Line by line coding was conducted with initial codes close to the data by using words from the data itself. When this was not possible, I used gerunds (noun forms of verbs) as this would assist me remaining focused on process and action according to Charmaz (Mills et al., 2006). My manual line by line coding was done on the same Microsoft Excel document in which data was extracted in.

Microsoft Excel made grouping, filtering, and calculating responses of customers more manageable due to the large amount of data collected, as indicated in the figure below.



Post ID	Name	Publication Date	Message	Post	Views	Comments	Reactions	Shares	Likes	AN	SL	LI	HA	W	SO	Coding	Categories
D: 273448	Totally Out	12/10/20 06:39:52	I know	https://view post	0	2	0	0	2								Process
D: 261003	Totally Out	01/04/21 07:11:06	Here's	https://view post	0	2	0	0	2								Connection
D: 261406	Totally Out	07/04/21 07:05:46		https://view post	0	4	0	0	4								Product Information
D: 261422	Totally Out	07/04/21 12:54:48	Feeling	https://view post	2	12	1	0	10								Product Information
D: 261422	Totally Out	07/04/21 13:00:21	Artificia	https://view post	0	1	2	0	1								Product Information
D: 261553	Totally Out	09/04/21 11:53:06		https://view post	0	3	0	0	2								Product Information
D: 261556	Totally Out	09/04/21 12:46:04		https://view post	0	2	0	0	1								Connection
D: 261561	Totally Out	09/04/21 14:12:01		https://view post	0	8	0	0	6								Product Information
D: 261747	Totally Out	12/04/21 10:37:58		https://view post	0	6	0	0	6								Autentic visuals
D: 261773	Totally Out	12/04/21 18:29:01	Our Mo	https://view post	0	7	1	0	6								Product Information
D: 262097	Totally Out	17/04/21 13:23:39	It's goin	https://view post	0	11	1	0	10								Product Information
D: 262281	Totally Out	20/04/21 09:46:08		https://view post	0	8	1	0	7								Autentic visuals
D: 262346	Totally Out	21/04/21 09:37:58	50m² p	https://view post	0	11	0	0	10								Product Information
D: 262564	Totally Out	24/04/21 14:53:46	A lovely	https://view post	0	26	1	0	23								Customer Reviews
D: 262736	Totally Out	27/04/21 05:28:10	Anothe	https://view post	0	13	1	0	12								Product Information
D: 263197	Totally Out	30/04/21 17:35:39	Everyth	https://view post	0	3	0	0									Autentic visuals
D: 263087	Totally Out	02/05/21 12:47:46	Finishe	https://view post	4	16	1	0	13								Customer Customer Reviews
D: 263153	Totally Out	03/05/21 14:44:21	At your	https://view post	0	16	0	0	14								Autentic visuals
D: 263154	Totally Out	03/05/21 14:47:01	Enterta	https://view post	0	3	1	0	2								with Product Information
D: 263266	Totally Out	05/05/21 08:44:50	#pergol	https://view post	3	8	0	0	7								job and Autentic visuals
D: 264180	Totally Out	18/05/21 12:12:28	If you c	https://view post	0	1	0	0	1								Business purpose
D: 264641	Totally Out	25/05/21 05:31:31		https://view post	3	9	1	0	5								Quote Product Information
D: 264688	Totally Out	25/05/21 18:37:48	Anothe	https://view post	1	56	8	0	50								clever Autentic visuals
D: 265395	Totally Out	05/06/21 06:11:40	One of	https://view post	2	22	5	0	19								comment Business purpose
D: 265778	Totally Out	10/06/21 20:21:03	For all v	https://view post	0	8	0	0	7								Expert advise on needs Product Information

Figure 12: Initial manual line by line coding

Once the first cycle of codes had been developed, I used the filter function in Microsoft excel to merge like codes, compare codes as well as rename codes.

The process followed in cycle 1 was further repeated in cycle 2 and cycle 3 with a constant comparative process involved in the sorting, clustering, and comparing of codes. The codes were easily viewed for sorting with Microsoft excel by using the filter function. Initially 506 codes were created with 19 categories. I then merged and combined identical or similar initial codes as well as sorted and clustered codes. It resulted in me revising codes and constructing new codes, more elaborated codes with more refined categories. This resulted in the initial 506 codes being reduced to 244 codes.

	A	B	C	D	E	F	G	H	I
1	Codes	Repeated	Comments	Reactions	Shares	Co	Views	Cou	LIKE
222	Updated address	1	0	3	0	0	2		
223	Use of templates	1	0	1	0	0	1		
224	Using graphics	1	0	3	0	0	3		
225	Valentines Competition	1	33	15	62	0	2		
226	Valentines cookies	1	0	5	8	0	3		
227	Video	8	12	130	13	0	82		
228	Video free advice	1	2	4	3	0	4		
229	Video on instalation	1	0	1	0	0	1		
230	video on use	4	0	2	0	0	1		
231	Video tip	1	0	0	0	0	0		
232	Video tip on perfection	1	0	7	3	0	6		
233	Vinyl Labels	1	1	1	3	0	1		
234	We can create it	1	0	2	0	0	2		
235	Webinar Link	1	0	3	2	0	3		
236	Website design	1	0	4	0	0	4		
237	Website link	1	0	0	0	0	0		
238	Wedding	1	0	8	6	0	4		
239	Wedding Planner	3	0	5	5	0	5		
240	What tense	1	1	2	0	0	2		
241	While stock last	1	0	2	0	0	1		
242	Wishing	4	3	14	0	0	8		
243	Workshop	1	0	32	1	0	28		
244	Writing Myths	2	0	10	0	0	10		
245	Grand Count	492	653	6330	816	0	4525		
246									
247									

Consolidated | Cycle 1 | Cycle 2 | Cycle 3 | Categories | Total comments | **Repeated codes**

Figure 13: Sorting of codes

While collecting, coding, and analysing data I had been memoing any thoughts, ideas, questions that came to mind as well as ideas and relationships between codes that may emerge, this served as a coding log for later discussions. Memo writing facilitates the management of codes, categories, thoughts, reflections, and ideas, as well as the stimulation of further theorizing (Charmaz, 2006). It encourages researchers to look at their codes, categorical categories, and emerging GT in a different light (Thornberg & Charmaz, 2014). The researcher will eventually 'discover' the most significant or frequent initial codes that make the most analytical sense as a result of doing initial coding. (Thornberg & Charmaz, 2014). Memoing helped remind me where I was in the process and what I was thinking about. It was also of vital importance in assisting me in moving from the coding phase to the theoretical write up.

2.4.2 Focused Coding

According to Glaser (1999) the initial or open coding phase ends once the grounded theorist has identified a core category, which is the most important and common code that is also related to as many other codes as possible. The core category serves as a starting point for data collection and coding (Saracho, 2015).

In contrast to this Charmaz and classic grounded theory employs focused codes rather than a single core category, and its guidelines for coding and subsequent data collection are more sensitive and flexible (Charmaz, 2006). Grounded theorists use focused coding to investigate and decide which codes best capture what they see happening in the data, and then elevate these codes to tentative conceptual categories. This procedure entails giving these categories conceptual definitions and assessing their relationships (Thornberg & Charmaz, 2014).

A focused coding approach finds codes in the data and across the data that index key meanings, actions, and processes. Focused codes represent recurring themes or processes by cutting across multiple data sets. They assist the grounded theorist in synthesizing and explaining larger chunks of data (Saracho, 2015).

To conduct this level of coding I began to sort, compare, group, and redefine categories that were produced from the coding process of all three cycles. These categories were then placed into a proposition log format on Microsoft excel which further synthesized the main themes in customer participation. This was carried out by determining a theme of each thematic category in the log which best reflects the nature of the data contained in that category, as graphically displayed in the figure below.

E	F	G	H	I	J	K	L	M	N	O
Marketing Strategy		Customer Value		Customer Participation		Relationship Building		Processes		Product & Service
Advertising		Competitions		Recommendations		Appreciation		Product Delivery		Product Info
Authentic Visuals		Free Products		Customer Reviews		Create Connection				Creative Offering
Pricing		Promotion		Requesting Feedback		Fun				Service Offerings
				Misconception		Motivation				
				Expertise		Fun posts				

Figure 14: Initial Categories proposition log

Compared to initial codes, these focused codes are more directed, selective, and conceptual they captured and synthesize the main themes extracted from the data. Once the main themes were determined moving the data to a third order conceptualization an interrelationship diagram was used to determine the most significant categories by viewing the interrelationships and hierarchies between them.

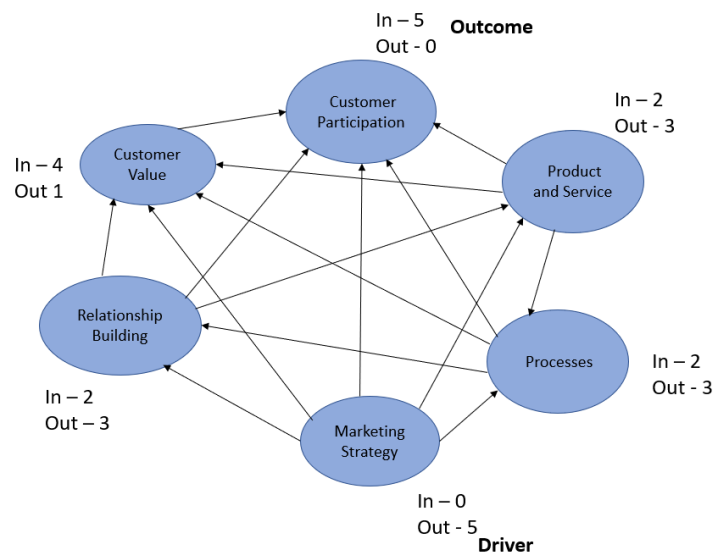


Figure 15: Interrelationships and hierarchies between categories

The interrelationship diagram above indicates our most significant variable to be home based enterprises marketing strategy a driver to the outcome variable of customer participation.

Once the tentative theoretical categories are developed, I focused on gathering additional information needed to illuminate these categories, adding to its properties, and defining its relationships. This method, known as theoretical sampling, has distinguished grounded theory as an analytic approach in qualitative research (Thornberg & Charmaz, 2014).

2.4.3 Theoretical sampling

The primary goal of theoretical sampling is to refine the emerging categories that will be used to develop the final theory, with the goal of saturating each category so that no new properties of the categories are discovered (Shelley, 2014). Thomson (2011) states that theoretical sampling procedure dictates that the researcher selects participants who have experienced the phenomenon under investigation as they are able to provide a more thorough understanding of emerging patterns, categories, and dimensions to saturate the emergent categories.

Saturation is reached when collecting new data no longer generates new theoretical insights or reveals new properties of the generated grounded theory and its categories or concepts (Thornberg & Charmaz, 2014). In constructivist grounded theory however there is no fixed endpoint or an exact representation of reality, but is always provisional and subject to later modification (Thornberg & Charmaz, 2014). It therefore needs to be acknowledged that in following the constructivist grounded theory mythology I am not claiming saturation of categories and that data gathering was stopped when no new properties were emerging.

Once the tentative categories were determined as outline in the above, I embarked on theoretical sampling by conducting interviews with participants that are customers of home-based enterprises and are affiliated to their social media platforms. The interviews were opened ended and focused around developing additional insight that would fully develop the categories that were formed. During this process an additional category emerged that was not evident from the initial data gathering method which was that of customer security. The new properties highlighted in blue, and category are displayed in the figure below.

Marketing Strategy	Customer Value	Customer Participation	Relationship Building	Processes	Product & Service	SM Security
Advertising	Comptitions	Recommendations	Appreciation	Product Delivery	Product Info	Investigate
Authentic Visuals	Free Products	Customer Reviews	Create Connection	Delivery Times	Creative Offering	Reputable
Pricing	Promotion	Requesting Feedback	Fun	Efficient	Service Offerings	Legitimate
Pricing	Competative pricing	Misconception	Motivation	Delivery	Terms and conditions	Business rating
Pricing	Cheaper rates	Expertise	Fun posts	Supply issues	Display information	Fraudulant accounts
Short videos	Specials	Customer Reviews	My Likes	Efficiency	Accessibility to information	Scammers
Pictures	Deals	Responds to feedback	My interests	Badly designed	Product knowledge	Reputable posts
Quality of pictures	Save money	Expert comments	Professionalism	Easy interaction	Niche Products	
Choice of words	cost effective	Assistance	Shared Interest		Forefront of development	
Simplicity	Weekly specials	Response to negative feedback	Build a relationship		Tailored Products	
Detailed adverts	Legitimacy of pictures	Positive feedback	Effort		Product information	
Regular posts	Gooding pricing	Customer concerns	Relationship shared		Bispoke products	
Samples	Comment comptitions	Voice openions			Customized product	
Unedited pictures	Afforability	Ask Questions			New information	
Authentic posts		Provide feedback			New products	
Like and follow		Review products			Product support	
Branding		Sample feedback				
Creativity		Review before purchase				
Keep relevent		Private comment				
Easy to use		Assist privatly				
Meaningful content						

Figure 16: Developed categories

The categories were further developed by referring to the memos written during the data gathering process to fill any gaps in the properties in the development of the categories. Memos are a method of capturing ideas, interpretations, hunches, or analytical responses to data that you as a researcher have (Nolas, 2011).

During the final analysis theoretical sampling of the literature was incorporated into the category development.

2.5 Criteria and Limitations

The study is limited in two ways. Firstly, it is restricted to home-based enterprises in the SME sector and future research should seek to expand the findings to incorporate the full scope of SME's including larger organizations equipped with a social customer relationship management strategy. Secondly the study collects customer participation data from three social media platforms those being Facebook, Instagram, and WhatsApp. This excludes other digital platforms for example twitter, TikTok as well as emerging technology in AI and chat bots.

2.6 Validity

I foresee two possible validity threats to my study; To improve the validity of the outcome of my proposed study the following two strategies have been incorporated to guard against these threats.

Member Checking, Interviewees have been revisited to discuss the analysis of their interviews thereby ensure an accurate interpretation. This will guard against any misinterpreting or misunderstanding of what interviewees say and it is a way of identifying any biases which could occur. Peer Review, the research process followed by this study has been peer reviewed by a secondary researcher to ensure adherence to high quality standards.

2.7 Reliability

To ensure the reliability of the study two processes were implemented. In the first, information was entered into a table to offer a general evaluation of the data gathering procedure. Fieldnotes were obtained using a good quality recorder. The transcribing and coding of data was conducted strictly according to grounded theory methodology. The naming of codes was formed by concepts found in the data providing stability of responses through multiple data sets (Creswell, 2007). These methods bolster data sourcing, data validation, and data presentation procedures as well as the claim of reliability regarding form and context.

The second process is the implementation of data triangulation. The study uses a combination of data from interviews, the observation of customer behaviour on social media platforms as well as current literature. This allowed for reduced risk of chance associations and bias in the development of categories. Glaser and Strauss (1999) promoted triangulation or the gathering of information from several sources that are all pertinent to the phenomenon being examined.

This process is referred to as collecting "slices of data" in Glaser and Strauss' original work because various data sources offer various perspectives—or points of view—from which to understand a prospective conceptual category (Stein & Alexander, 1989).

2.8 Ethics

Ethical clearance for this study has been obtained from the University of Cape Town Ethics Committee. Ethical considerations have been applied throughout this study. In applying the ethical principal of Utilitarianism during the global pandemic experienced by COVID-19 the decision was made that interviews of the participants will be conducted online for the benefit and safety of all (Robert et al., 2020). A signed consent statement was obtained from all participants before any interviewing was conducted. Interviewees were informed of their rights and made aware that they may withdraw from the study at any time with no risk or recourse to them (Khan, 2014). All data obtained was confidential and securely stored as required by the ethics committee guidelines.

This chapter outlined the paradigm of our study by discussing the researchers ontological, Epistemological, and theoretical perspectives. How it formed the foundation for the selection of a grounded theory methodology in investigating the phenomena of customer participation on social customer relationship management platforms of home-based enterprises.

Classic, Straussian and Constructivist grounded theory methods were discussed outlining why Constructivist grounded theory would be most appropriate for this research paper in answering our research question. The grounded theory method design was then followed with regards to Data collection where purposeful sampling in the selection of 9 home-based enterprises that participated in this study were discussed.

Data analysis in constructivist grounded theory guided the study along 4 iterative cycles of open coding which produced the emergence of 21 initial categories. These categories were further developed with the use a proposition log and further synthase into 6 categories. Theoretical sampling was then elaborated on which took the form of interviews with customers affiliated to home based enterprises on social customer relationship management platforms, to further saturate categories. An interrelationship diagram was then used to allow the core variable of the phenomena to emerge. The limitations of the study along with validity and ethical considerations were outlined.

Chapter 3: Research Results

In this chapter the application of the constructivist grounded theory process is explained. Which results in the detailed development and conceptualization of the key variables that addresses our research question. The structure of the chapter follows the work done by Shelley (2014) and Mugo (2013) in keeping with the grounded theory approach.

The selection of nine home-based enterprises is discussed, followed by how this research addressed each stage of data analysis with the development of initial codes and its evolution of key conceptual variables. The process followed by the three stages aligned to the constructivist grounded theory approach is provided. The first stage which is the initial step of theoretical analysis, open coding is the developing codes from the data (Mills et al., 2006). This is followed by focused coding in which the initial coded categories are further developed into initial conceptual categories. The final stage being theoretical sampling where conceptual categories are refined to produce our core variables. These three stages speak to the goal of grounded theory which as per Glaser (2002) is to arrive at minimally least the third level of conceptual analysis. First is collecting the data, then generating categories, followed by the discovering a core category which organizes the other categories by continually resolving the main concern. The chapter concludes with a description of each key variable that evolved through the data analysis process.

3.1 Home Based Enterprise (HBE)

With our research question being, how can customers be persuaded to participation on social customer relationship platforms of home-based enterprises? A data base of home-based enterprises that were actively participating on social customer relationship management platforms were required to analyse the current customer participation patterns in relation to our phenomena. Due to there being no official data base for home-based enterprises in South Africa an add was placed on Facebook as displayed in Appendix C inviting home based enterprises who would like to participate in this study as well customers of home-based enterprises to nominate their affiliated home-based enterprise.

There was no restriction on the type of home-based enterprise as I wanted the findings of the research to be as general as possible and not confined to one specific industry in the home-based enterprise sector. There was also no restriction with regards to the location of the home-based enterprise in South Africa. Selective sampling did however dictate in this research study

that customer participation data would be obtained from three social media platforms those being Facebook, Instagram and WhatsApp as explained in the previous chapter. This made it necessary for selected home-based enterprises to be actively participating on these platforms. Eleven participant nominations were received with only nine being selected. The two home-based enterprises which were eliminated from the study was because their home-based enterprise social media accounts were created as private which restricted the extraction of any data from their site both in terms of the enterprise and customer comments.

Table 1 below displays a breakdown of the nine selected home-based enterprises for this study, the industry category they operated in, their location in South Africa, the social media platforms that they are actively participating on and most importantly the number of social media posts that were extracted for analysis per industry. The posts were analysed by how customers reacted by way of their shares, likes and comments. The posts were extracted from December 2019 to January 2022 providing a wide timeline to cover seasonal trend usage by customers.

Table 1: Selected home-based enterprises

Industry	Number of HBE Investigated	Number of Social Media Posts	Social Media (SM) Platform	Located in
Printing	2	79	Facebook / Instagram / Whatsapp	South Africa - Gauteng / Western Cape
Construction	2	119	Facebook / Instagram / Whatsapp	South Africa - Western Cape
Catering	1	30	Facebook / Instagram / Whatsapp	South Africa - Western Cape
Coaching	1	75	Facebook / LinkedIn / Youtube	South Africa - Western Cape
Auto Mechanics	1	150	Facebook / Youtube	South Africa - Western Cape
Childrens Toys	1	42	Facebook / Instagram / Whatsapp	South Africa - Western Cape
Advertising	1	39	Facebook / Youtube / LinkedIn	South Africa - Western Cape
Total	9	534		

This initial sample size of 534 posts was deemed adequate to provide enough data to reveal illuminated patterns, categories, concepts, properties, and dimensions of our phenomenon. In grounded theory the researcher is required to continuously expand the sample size until data collection supplies no new data (Thomson, 2011). No new data was emerging at 490 posts however I proceeded to cover all posts within the date range for all nine home-based enterprises. The quality of data is important and thus interviews as part of theoretical sampling was conducted to ensure that the emergent categories of the phenomena were sufficiently saturated which I will discuss in further detail.

The following sections will discuss the research results taking you through initial data codes to the formation of our main conceptual variables used to answer our research question. This will be done through three stages, open coding, focused coding, and theoretical sampling.

3.2 Stage One – Open / Initial Coding

The collection and analysis of data which I have done line by line manually to produce initial codes that were used for the development of further codes.

3.2.1 Cycle 1

In cycle 1 the first three home-based enterprises were selected. Data in the form of home-based enterprise posts and customer participation reactions and comments had to be extracted from Facebook, Instagram, and WhatsApp to be coded. The table below describes the detail of cycle 1.

Table 2: Cycle 1 Data summary

Cycle 1				
Industry	Number of HBE Investigated	Number of Social Media Posts	Social Media (SM) Platform	Located in
Catering	1	30	Facebook / Instagram / Whatsapp	South Africa - Gauteng
Printing	1	10	Facebook / Instagram / Whatsapp	South Africa - Western Cape
Construction	1	63	Facebook / Instagram	South Africa - Western Cape
Total	3	103		

This is where I encountered my first challenge in the data collection process, data extraction. With the common social media platform being Facebook, extraction of data is allowed by Facebook but must be done by the home-based enterprise themselves. Having been given consent by these home-based enterprises to participate in the research I did not want them to feel additional burden by having to extract the data for this research project and thus explored alternative options for data extraction. The first option was to copy and paste all posts from December 2019 to January 2022 onto a word document and thereafter code on an excel document. This option was discarded as it would be long, tedious, and extremely time consuming. The second option was to use an application programming interface (API) to collect data from the selected social media sites. This would involve a fair amount of computer programming as a Python script would need to be created. This option was thus eliminated due to my limited computer programming knowledge. The third option was to make use of a social media scraper also referred to as an automatic web scraping tool that would extract data from social media sites. This was the most viable option for a non-computer programmer which was selected.

There were various web scraping tools available with this research project making use of Export Comments. Export comments was selected for three reasons. It was easy to use, all that was required was for the home-based enterprise social media URL to be copied and placed in the web scraper. Export comments had available a free option however this service was limited to only 100 comments thus a paid subscription had to be taken. Last and most importantly it exported all data into a Microsoft excel spreadsheet making analysis and coding easier for a first-time researcher.

Once the three home based enterprise social media URLs were copied into Export comments, I was able to select the parameters of the download December 2019 to January 2022 and extract a detailed excel report on all social media posting made by the home-based enterprise as well as all customer reactions, views, likes and comments. Below is a snapshot of the first data set. The names of the home-based enterprise and the specific URL linked to each post disported due to anonymity.

Table 3: Cycle 1 Data Extract

Post ID	Name	Publication Date	Message	Post Url (view source)	Comments Count	Reactions Count	Shares Count	Views Count	LIKE	ANGER	SUPPORT	LOVE	HAHA
D: 273448	Totally	12/10/20 06:39:52	I know it looks complicated bu	https://www.view post	0	2	0	0	2				
D: 261001	Totally	01/04/21 07:11:06	Here's hoping everybody will b	https://www.view post	0	2	0	0	2				
D: 261406	Totally	07/04/21 07:05:46		https://www.view post	0	4	0	0	4				
D: 261422	Totally	07/04/21 12:54:48	Feeling grey? Don't be, we've c	https://www.view post	2	12	1	0	10			2	
D: 261422	Totally	07/04/21 13:00:21	Artificial grass, paving, all weat	https://www.view post	0	1	2	0	1				
D: 261553	Totally	09/04/21 11:53:06		https://www.view post	0	3	0	0	2			1	
D: 261556	Totally	09/04/21 12:46:04		https://www.view post	0	2	0	0	1			1	
D: 261561	Totally	09/04/21 14:12:01		https://www.view post	0	8	0	0	6			2	
D: 261747	Totally	12/04/21 10:37:58		https://www.view post	0	6	0	0	6				
D: 261773	Totally	12/04/21 18:29:01	Our Most recent braai area pa	https://www.view post	0	7	1	0	6			1	
D: 262097	Totally	17/04/21 13:23:39	It's going to look so sweet in t	https://www.view post	0	11	1	0	10			1	
D: 262281	Totally	20/04/21 09:46:08		https://www.view post	0	8	1	0	7			1	
D: 262349	Totally	21/04/21 09:37:58	50m² paving completed in one	https://www.view post	0	11	0	0	10			1	
D: 262564	Totally	24/04/21 14:53:46	A lovely little braai entertainm	https://www.view post	0	26	1	0	23			3	
D: 262736	Totally	27/04/21 05:28:10	Another braai area /entertain	https://www.view post	0	13	1	0	12			1	
D: 263197	Totally	30/04/21 17:35:39	Everything boss, even building	https://www.view post	0	3	0	0					3
D: 263087	Totally	02/05/21 12:47:46	Finished this lovely 70sqm pa	https://www.view post	4	16	1	0	13			3	
D: 263153	Totally	03/05/21 14:44:21	At your service!	https://www.view post	0	16	0	0	14			2	
D: 263154	Totally	03/05/21 14:47:01	Entertainment areas come to	https://www.view post	0	3	1	0	2			1	
D: 263266	Totally	05/05/21 08:44:50	#pergola #decking #totallyout	https://www.view post	3	8	0	0	7			1	
D: 264186	Totally	18/05/21 12:12:28	If you can dream it, we can cre	https://www.view post	0	1	0	0	1				
D: 264641	Totally	25/05/21 05:31:31		https://www.view post	3	9	1	0	5			4	
D: 264686	Totally	25/05/21 18:37:48	Another pergolas and deck cor	https://www.view post	1	56	8	0	50			6	
D: 265399	Totally	05/06/21 06:11:40	One of our favourite things to	https://www.view post	2	22	5	0	19			3	
D: 265778	Totally	10/06/21 20:21:03	For all your entertainment are	https://www.view post	0	8	0	0	7			1	
D: 266303	Totally	18/06/21 17:49:20	Sign's of things to come , doin	https://www.view post	0	15	4	0	12			3	

The aim of this data collection process was to help gain data that would assist me in defining what promoted customer participation with these home-based enterprises. With the three home-based enterprises in the catering, printing, and construction industry there were 103 social media posts amongst them. The posts made by these home-based enterprises were to gain

customer interest and attention to their product and service offering. The behaviour of customers to these varying posts conceals the conceptual understanding of customer participation on social media.

In grounded theory data collection and analysis occurs simultaneously thus with the data collection process providing a significant amount of data I began coding by systematically analysing each post for emerging patterns that can be conceptualized into codes.

The first challenge in the data analysis process was that actual customer comments to the home-based enterprise posts were limited, of the 103 social media data posts gathered there were only 153 associated customer comments this was relatively small in comparison to the 1197 reactions, shares views and likes by customers. Being a first-time researcher, it was easier to code written text than to interpret reactions. The 1197 customer reactions provided valuable data towards the home-based enterprise posts that were included in the development of codes. The second challenge was that if the home-based enterprise made use of videos or pictures as their social media post I would have to individually click on the link extracted in the data document which would then transfer you to the social media post. The export comments tool did not export any visual data. With the extraction of visual data notes and codes were developed based on what was observed. This action usual had to be done where the data extraction message field was blank however there were customer comments and reactions.

With the first coding process I reviewed the data to extract codes which then developed into conceptual labels or themes. This process is the first step towards the facilitating the emergence of key categories. As a researcher employing the grounded theory methodology, I am granted the conceptual license that grounded theory offers meaning I can use my own concepts generated from the data. I commenced the process by adding three additional columns to the excel data spread sheet, the first column for codes that were developed to be stated, the second column for comments and notes after viewing pictures and videos to which the posts referenced. The third column for the development of conceptual categories.

Once the home-based enterprise social media posts were extracted manual line by line commenced. Charmaz (Mills et al., 2006) stated that line by line coding forces a real intimacy

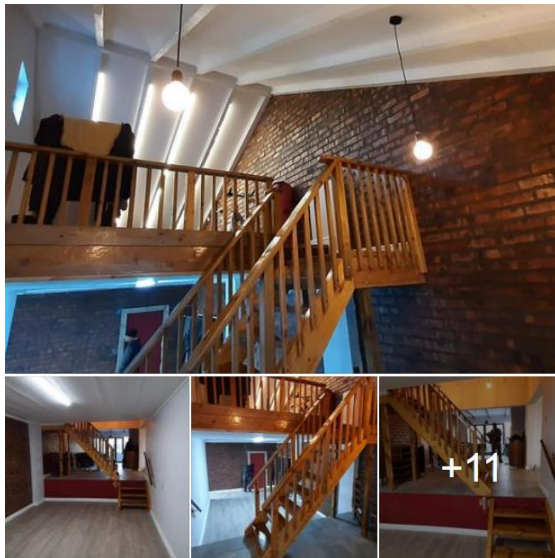
with the data and frees the researcher from preconceptions and makes the research findings easy to defend. This was one of the reasons why a coding program such as IN-VIVO was not used as well as being a first-time grounded theory researcher I wanted to have a developmental hands-on experience when it came to working with the data and developing the skill of coding and conceptualization.

The codes that were constructed by comparing data with data were kept short, simple and precise. I moved quickly but carefully through the data. The initial codes were close to the data by using words from the data itself. When this was not possible, I used gerunds (noun forms of verbs) as this would assist me remaining focused on process and action. These were the guidelines explained by Charmaz (Mills et al., 2006).

An example of coding practice followed is displayed below.

Data fragment (This post was made public): *“Awesome job completed over the last four weeks. Finished off a loft office/gym/entertainment space for a very happy client. From plastering to skimming. Electrical work done as well. Iso-board ceiling installation. Was quite a mammoth task but the Totally Outdoors team was up for the challenge. We love what we done and do it well. Give us a call for a friendly chat and expert advice. Stephen 065 918 0956 Janine 084 500 6807 stephen@totallyoutdoor.co.za*

In conceptualizing the above data fragment, the home-based enterprise completed a big renovation which was challenging for their team and resulted in a very happy customer. The above data fragment also contained the below completion pictures of the project.



Code Generated: Big project completion.

3.3 Developing of Initial categories

A category according to grounded theory is the identification of an emergent social pattern based on the research data (Glaser, 2002). Categories are discovered by comparing many incidents and incidents to generated concepts, which show the pattern named by the category and the sub patterns that are the category's properties (Glaser, 2002). The two most important properties of conceptualization for categories according to Glaser (2002) are that concepts are abstract of time, place, and people, and that concepts have enduring grab. In developing initial categories in this cycle, the corresponding code was taken, and a category developed that was indicative of its pattern and its higher order concept.

The conceptual category for the above example was developed based on the overall pattern to which the post spoke. The conceptual theme emerged by asking “why is the home-based enterprise posting this?”

Category Generated: Advertising

In the comments field it was documented that the home-based enterprise received 125 participative comments to this posting which were mainly messages of congratulations and praise to a job well done. Challenges of the job and its versatile space were also spoken to in the customer comments section. Noting that the pictures used in the post were not edited but raw and authentic.

The coding of all 103 social media posts resulted in the generation of 98 different codes. With the use of the filter function on excel I was able to filter and view all like codes. I then relooked at the data renamed and merged codes based on their properties, constantly comparing code with code and data with data. This exercise concluded with 83 different codes.

An example of the coding conducted in the three industries for cycle one is shown below. A more comprehensive list can be viewed in Appendix E.

Table 4: Cycle 1 Coding sample

Post ID	Nam	Publication Date	Message	Coding	Comments	Categories
ID: 263153	Tota	03/05/21 14:44:21	At your service!	Service	Video with pictures and online links	Authentic visuals
ID: 263154	Tota	03/05/21 14:47:01	Entertainment areas come to life with Totally Outdoors! Whatsapp now for your free quotation	Free Quote		Product Information
ID: 264180	Tota	18/05/21 12:12:28	If you can dream it, we can create it!	Create dreams		Business purpose
ID: 103394	Niste	29/09/21 04:49:15		Advertising	Pic	Product information
ID: 103714	Niste	29/09/21 15:39:52	Christmas Loading.....Christmas Personalised Puzzles R75Place you orders now to avoid the rush...	Personalized gifts		Bespoke Product
ID: 215889	Cook	21/09/21 19:53:16	Cutiepatootie Llamas for early this week, was a last minute order that consisted of 30 of these adorabl	New Llama cookies		Product Information
ID: 224898	Cook	05/10/21 17:35:16	Had our first market day last week, lots of hard work but we had so much fun. @bakedbyacherryontop	Market Day	Displayed product range	Advertising
ID: 252054	Cook	15/11/21 08:04:03	A few of our Christmas boxes are available. I still have a few Advent calenders for collection at the end	Christmas boxes	Christmas product range displayed.	Sale

3.3.1 Cycle 2

Cycle two was conducted under the Initial coding stage. In cycle 2 an additional three home-based enterprises were selected. Data was extracted and coded in very much the same way as conducted in cycle 1. The codes generated in cycle 1 were further developed with the additional data of cycle 2.

The naming criteria of codes and categories remained the same for this cycle except for the codes generated in cycle two were not only compared with codes of this cycle but also the codes and data generated in cycle 1.

Table 5: Cycle 2 Data summary

Cycle 2					
Industry	Number of HBE Investigated	Number of Social Media Posts	Social Media (SM) Platform	Located in	
Printing	1	69	Facebook / LinkedIn / Whatsapp	South Africa - Western Cape	
Coaching	1	75	Facebook / LinkedIn / Youtube	South Africa - Western Cape	
Construction	1	56	Facebook / Instagram / Whatsapp	South Africa - Western Cape	
Total	3	200			

In cycle two 200 social media home based enterprise posts were extracted and coded. This cycle concluded with 109 additional codes and 26 categories as displayed in the table below.

Table 6: Cycle 2 Data Extract

Post ID	Name	Publication Date	Message	Post URL	view sr	Comme	Reactio	Shares	Views	LIKE	ANGER	Coding	Commer	Categories
D: 162413	My Thesis	24/05/21 09:30:18	For many	https://wv	view post	0	4	0	0	0			complete	Free Products
D: 163261	My Thesis	25/05/21 19:30:31	Question:	https://wv	view post	0	2	0	0	0				Product Information
D: 163561	My Thesis	26/05/21 07:45:51	As a resea	https://wv	view post	0	3	0	0	0				Free Products
D: 164156	My Thesis	27/05/21 07:00:14	When I st	https://wv	view post	0	4	0	0	0				Product Information
D: 164805	My Thesis	28/05/21 07:00:48	#fridayfee	https://wv	view post	0	0	0	0	0			caption on	Create connection
D: 166820	My Thesis	31/05/21 15:02:50	Last week	https://wv	view post	0	1	0	0	0			Linked to	Free Products
D: 167245	My Thesis	01/06/21 09:12:40	Two week	https://wv	view post	0	4	2	0	0			Tip	Product information
D: 168537	My Thesis	03/06/21 11:51:58	Writing a t	https://wv	view post	0	0	0	0	0				Free Products
D: 169037	My Thesis	04/06/21 07:00:59	Nothing be	https://wv	view post	0	3	0	0	0				Customer reviews
D: 171536	My Thesis	08/06/21 08:48:52	Ok! Ready	https://wv	view post	0	4	0	0	0			linked in	Free Products
D: 176963	My Thesis	17/06/21 06:45:50	I am loving	https://wv	view post	0	2	0	0	0			between	Free Products
D: 179364	My Thesis	21/06/21 07:22:44	I love this	https://wv	view post	0	0	0	0	0			No	Create connection
D: 181203	My Thesis	24/06/21 08:03:34	It's here! T	https://wv	view post	2	1	0	0	0			5 part	Free Products
D: 183585	My Thesis	28/06/21 06:41:01		https://wv	view post	0	0	0	0	0				New project
D: 184217	My Thesis	29/06/21 06:50:49	I am so ex	https://wv	view post	0	4	0	0	0				Requesting feedback
D: 184900	My Thesis	30/06/21 07:00:16	Want to k	https://wv	view post	0	2	0	0	0			sharing of	Requesting feedback
D: 192249	My Thesis	12/07/21 06:30:35	#mondays	https://wv	view post	0	0	0	0	0				Motivation
D: 200984	My Thesis	26/07/21 10:56:26	It's been a	https://wv	view post	3	7	1	0	0			How to	Authentic visuals
D: 202128	My Thesis	28/07/21 07:30:22	So often I	https://wv	view post	0	0	0	0	0			No audio	Authentic visuals
D: 202733	My Thesis	29/07/21 07:45:26	Oh my, ev	https://wv	view post	0	0	0	0	0			Comment	Motivation
D: 214359	My Thesis	17/08/21 07:38:57	OK, I adm	https://wv	view post	2	3	0	0	0				Create connection
D: 219318	My Thesis	25/08/21 08:07:24	Are you re	https://wv	view post	0	2	2	0	0				Requesting feedback
D: 222567	My Thesis	30/08/21 12:56:14	Love watc	https://wv	view post	0	1	0	0	0				Customer reviews

3.4 Stage 2 – Focused Coding.

3.4.1 Cycle 3

In stage two of focused coding the 3rd cycle of data generating commenced. Data was extracted of three more home based enterprises which provided an additional 231 social media posts.

Table 7: Cycle 3 Data summary

Industry	Number of HBE Investigated	Number of Social Media Posts	Social Media (SM) Platform	Located in
Auto Mechanics	1	150	Facebook / Youtube	South Africa - Western Cape
Childrens Toy	1	42	Facebook / Instagram / Whatsapp	South Africa - Western Cape
Advertising	1	39	Facebook / Youtube / LinkedIn	South Africa - Western Cape
Total	3	231		

Coding of the posts resumed following the same process of cycle 1 and cycle 2. The codes in this cycle were compared with the codes of the previous cycles with similar codes being combined. Cycle 3 concluded with 51 codes and 28 categories.

3.5 First evolutionary stage of categories

All three cycles generated a total of 243 codes and 28 categories. These initial categories were developed as previously stated taking the corresponding codes to its higher order context description.

I used the filter function on excel to filter each of the 28 categories across all 3 cycles and calculated the number of associated comments. As illustrated in the table below.

Table 8: Cycle 3 Data Extract

Post ID	Name	Publication Date	Message	Post	view	Comments	Reactions	Shares	Views	LIKE	AN	S	L	HA	W	SO	Coding	Categories	
ID: 268156	Totally Ou	15/07/21 07:55:06	Awesom	https://	view post	125	47	9	0	36			11				Big project completion	Challenge	Advertising
ID: 270445	Totally Ou	10/08/21 22:00:53	Are you	https://	view post	2	17	5	0	16			1				Outdoor and indoor ideas	Pictures	Advertising
ID: 271836	Totally Ou	05/09/21 10:11:52	With wi	https://	view post	4	31	7	0	28			3				Create functional space	d job	Advertising
ID: 272874	Totally Ou	20/09/21 07:44:29	One of	https://	view post	0	13	5	0	12			1				Big project completion	Past big project in JHB	Advertising
ID: 273018	Totally Ou	22/09/21 09:45:42	Here's	https://	view post	0	8	1	0	6			2				Kitchen relocation		Advertising
ID: 274371	Totally Ou	11/10/21 16:28:44	Just cor	https://	view post	2	19	4	0	15			4				Finishing touches	job	Advertising
ID: 224898	Cook-E's	05/10/21 17:35:16	Had ou	https://	view post	0	9	1	0	4			5				Market Day	Displayed product range	Advertising
ID: 265335	Cook-E's	06/12/21 10:40:21	It was d	https://	view post	0	5	0	0	2			3				Raindeer cookies	Large	Advertising
						133													

3.6 Second evolutionary stage of categories

During the filter process categories were compared and refined in terms of description resulting in 7 categories being merged with categories which were the same in description. This reduced the initial categories to 21.

The list of the 21 categories is provided below along with the associated number of customer comments they received across all cycles. The categories were then data arranged from highest to lowest in terms customer responses.

Table 9: Stage 2 Categories

Category	Comments count
Advertising	133
Expertise	73
Product information	28
Recommendations	26
Appreciation	22
Service Offering	18
New Product	14
Product Delivery	9
Free Products	7
Autentic visuals	5
Competition	5
Pricing	5
Customer Reviews	4
Create connection	4
Creative offering	3
Promotion	3
Funny	3
Business purpose	2
Motivation	2
Requesting feedback	2
Misconception	1

The list displayed that home-based enterprise posts on advertising, showing their industry expertise and the proving of product information received the most comments in terms of customer participation.

3.7 Third / final evolutionary stage of categories

The 21 categories were placed in a log format with all like categories grouped together and a higher order conceptual title emerged that best described the log properties. It was critical at this stage of the process to ensure that the final categories I developed adequately represented the phenomena which had been observed. These categories would represent my interpretation of the real-world variables that can cause conceptual change in HBE customer participation. As a result, the categories must fit the data and resonate with the research participants - they must have enduring grab (Glaser, 2002). This action brought the codes to the third order conceptualization that best described the core variables of our studied phenomena. An example of the 3-stage conceptual development process in terms of 1 category is depicted below.

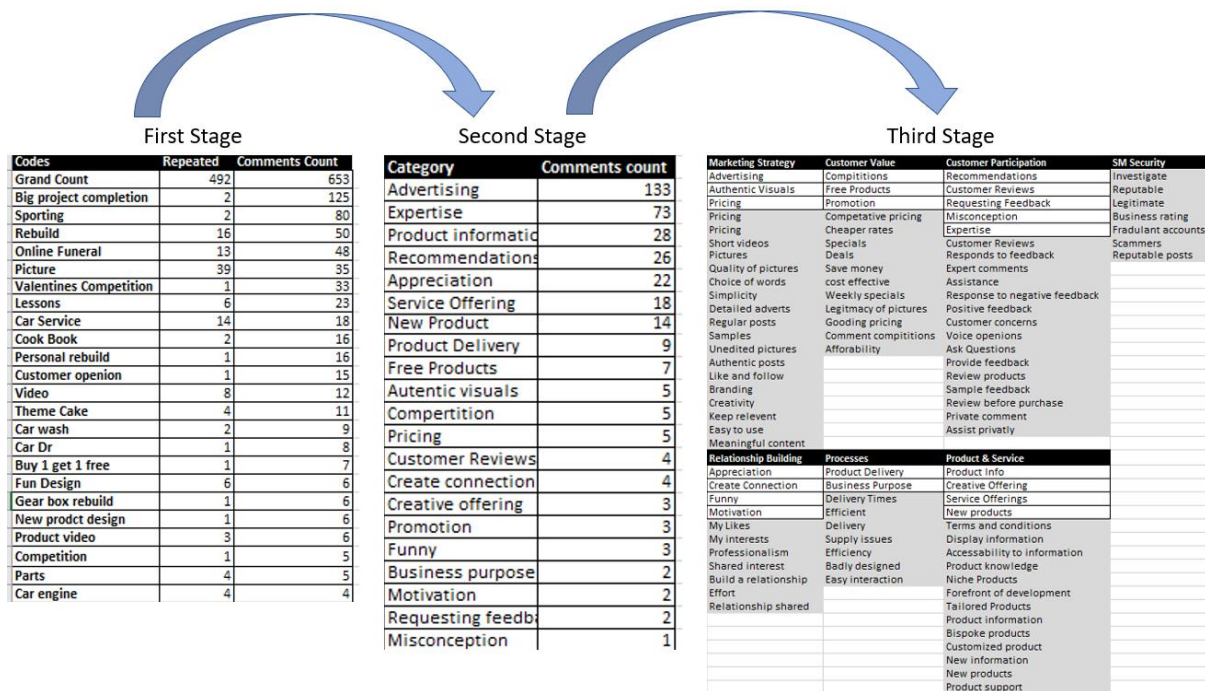


Figure 17: Evolutionary stages of categories

3.8 Stage 3 – Theoretical Sampling

The third order evolutionary process includes the theoretical sampling in which the categories are confirmed and developed resulting in the emergence of key variables and a core category that would answer our research question in the studied phenomena.

Till this point of the research, data and the tentative categories were developed based on observed posts and reactions on social media. Categories were developed based on my world view and the conceptual license granted by the GT methodology.

To ensure that the categories were sufficiently developed I embarked on the final data collecting through theoretical sampling. Theoretical sampling procedure, according to Thomson (2011), requires that the researcher chooses participants who have first-hand knowledge of the phenomenon under investigation because they can provide a more thorough understanding of emerging patterns, categories, and dimensions to saturate the emergent categories. Data was gathered through semi structured interviews with customers who supported home based enterprises. The customers are considered experts in the studied phenomenon as they actively participate with their home-based enterprises on social media platforms and are in the best position to relate and share their experiences in terms of what gets them or prevents them from participating with home based enterprises on social media.

Interviews were conducted with the aim of refining and adding depth to the emerging key categories. The focus of the interviews was to confirm the emerging categories which were developed with participants and the influence it has on their participation with home based enterprises on social media. This added to the validity and confirmability of fit in the context of our study. The interview discussions facilitated the development of understanding of categories including the emergence of any new categories.

Seven online interviews were conducted and transcribed using Otter software. The transcribed text was exported to Microsoft excel. Line by line coding continued with codes developed to refine and define the key variables. The coding process was in line with what was followed in the previous three cycles of observational data coding. The newly developed codes from the interview transcripts were then added to the categories providing them with more descriptive depth and dimension.

3.9 New Category emergence

The interviews conducted resulted in the emergence of a new category that of social media security. This category did not emerge through observation of social media data. It could however provide an explanation for the 6330 customer reactions that were extracted from the social media data as opposed to the 653 participative comments. Interviewees shared their views around social media security and how it influenced their participation or leads to their limited guarded participation.

Interview candidate 4 stated *“I do a review check first. Finally. I google them I see what other products is out there because you can go on Facebook marketplace, and it actually shows you how long people have been selling as well as the current items that they've sold in the last few months or so. That kind of gives you a track record of the person and home based enterprise”*.

The codes highlighted in the below table were added from the interviews conducted. The interview codes provided depth and clarity around the customer behaviour activity observed from the initial data method.

Table 10: Category Development

Marketing Strategy	Customer Value	Customer Participation	Relationship Building	Processes	Product & Service	SM Security
Advertising	Competitions	Recommendations	Appreciation	Product Delivery	Product Info	Investigate
Authentic Visuals	Free Products	Customer Reviews	Create Connection	Business Purpose	Creative Offering	Reputable
Pricing	Promotion	Requesting Feedback	Funny	Delivery Times	Service Offerings	Legitimate
Pricing	Competative pricing	Misconception	Motivation	Efficient	New products	Business rating
Pricing	Cheaper rates	Expertise	My Likes	Delivery	Terms and conditions	Fradulant accounts
Short videos	Specials	Customer Reviews	My interests	Supply issues	Display information	Scammers
Pictures	Deals	Responds to feedback	Professionalism	Efficiency	Accessibility to information	Reputable posts
Quality of pictures	Save money	Expert comments	Shared interest	Badly designed	Product knowledge	
Choice of words	cost effective	Assistance	Build a relationship	Easy interaction	Niche Products	
Simplicity	Weekly specials	Response to negative feedback	Effort		Forefront of development	
Detailed adverts	Legitimacy of pictures	Positive feedback	Relationship shared		Tailored Products	
Regular posts	Gooding pricing	Customer concerns			Product information	
Samples	Comment competitions	Voice openions			Bispoke products	
Unedited pictures	Afforability	Ask Questions			Customized product	
Authentic posts		Provide feedback			New information	
Like and follow		Review products			New products	
Branding		Sample feedback			Product support	
Creativity		Review before purchase				
Keep relevant		Private comment				
Easy to use		Assist privatly				
Meaningful content						

At this point the naming of the categories were revisited to ensure accurate description of the additional properties incorporate. This is aligned with Glaser’s (2002) pattern naming process where it has been stated that a concept (category) in GT reflects an accurately defined pattern by continuously comparing theoretically acquired facts up until conceptual saturation of

interchangeable indices. Comparing many occurrences and incidents to developed concepts reveals the pattern named by the category and the sub patterns, which are the qualities of the category (Glaser, 2002). The process resulted in the conceptualizing of a few categories' names changing as depicted in the diagram below.

Table 11: Category Naming

Category Naming	
Tentative Category name	Final Categories / Key Variables
Marketing Strategy	Visual communication
Customer Value	Customer value proposition
Customer Participation	Customer engagement
Relationship Building	Customer Reviews
Processess	Brand Loyalty
Product and services	Product Customization
Customer security	Customer Trust

3.10 Key Variables

In following the grounded theory methodology of data analysis. Seven key variables emerged from the data because of the three cycles of data coding conducted. This led to a three-stage conceptualization process which focused on the identifying of the key variables that are present in the system of our studied phenomenon of customer participation on social media platforms. A brief explanation of the seven variables that have emerged from the data gathered is provided together with an outline of the core variable which most significantly influences customer participation on social media platforms of home-based enterprises.

3.10.1 Visual Communication

In our investigation rich data was found that linked home based enterprise visual content posted on social media to reactions received from customers and followers. There was overwhelming evidence that showed responses improved when home-based enterprises made use of visual advertising content as opposed to or forms of content to communicate a message to customers.

The more compelling and authentic the visual post the greater the customer participation observed in terms of comments, likes and shares. In the data gathered, visual communication received 133 customer comments. These responses were more than any other category that emerged from the collected data.

The finding leads me to believe, my assumption that customer participation of home-based enterprises on social media is dependent on the advertising strategy undertaken by the home-based enterprise could be taken as fact. Conforming that visual communication displayed a significant impact on customer participation. This however does not provide a full explanation of the extent to which customer participation can be improved in home-based enterprises to generate value. The search for greater depth and understanding on customer participation was the key ingredient that guided me in the conceptualization process which led to the development of variables in the system of the phenomenon and ultimately the development of a core category that emerged from the grounded theory process.

Some of the variables that contributed and guided my thinking in the development of this category include.

- Authentic visuals
- Short videos
- Detailed adverts
- Regular posts
- Unedited pictures
- Creative content

In my analysis of the above category the content form as well as its authenticity had a positive impact on customer participation and their value contribution to home-based enterprises. It was found that customers comment increased when creative authentic videos and pictures were used as opposed to pictures of products that were photo edited or taken of the internet. The posts often resulted in customers comments requesting more information on products as well as customers commenting on their experience of products or services used by the home-based enterprise. Such posts and comments are an integral part in developing public discussion around the home-based enterprise product offering. It also provides the opportunity for home-based enterprises to develop that all-important social customer relationship management value exchange relationship with customers. The variable which was conceptualized as a result was

visual communication. This variable was significant in the context of my study given that it solicited the most responses from customers, promoted the home-based enterprise and contributed towards the relationship building.

The observable data was further supported by interviews.

Interview candidate 5 stated that they are more likely to follow a post and make enquiries if *“there’s branding, the quality of the picture used is good, product is showed. The price is displayed and if I see any creativity. I always check on the new creative ideas and new products. So if picture quality is nice, this price, product observable, I follow that post”*

Interview candidate 4 stated *“I’d like them to keep it more real. Some of them would be selling clothing and making clothes but the pictures that is used is not real. The advertising and sharing are either a picture that was sent to them by the person who they purchased it from themselves or it’s a stock photo from the internet. It’s not the actual real thing that when purchased you will receive. If you buy from a website like wish, you know for sure believe that you will not be going to be getting that product as displayed in the picture when it gets to you. Because the picture is just not legit”*

3.10.2 Consumer Benefits

Through the gathering and analysis of data it was revealed that social media posts produced by home based enterprises which highlighted the providing of customers with benefits did not receive an increase in customer comments. The total number of comments received by these categories amounted to 20. Posts on free products, promotions and competitions which made up this category did not gain home based enterprises any additional comments, it did however provide them with 225 likes and reactions.

The main variables used in the development of this category were.

Promotions

Competition

Pricing

Deals

In my analysis of the above variables, it was found that reactions from customers on these posts were favourable compared to any other category developed. These were however just reactions to the post and not comments. The posts contributed immediate value to the home-based enterprise by promoting its business reach on social media platforms. By creating such posts home based enterprises enticed customers to like, share and comment in exchange for the possibility of a free or discounted product. The data collected indicated that 106 shares occurred by customers and these shares were mostly in response to share and win competitions by home based enterprises.

In interviews conducted interviewees made statements in line with the below with regards to their thoughts on like share and win competitions.

“I’d like to share a post on my own and not be requested to. I only share a post if I know for sure that the business is legit, or I’ve purchased from the person, or I know someone who has purchased from them. I know the quality and the product that I received from them is good. I would then like and share on my own”.

The anticipated value gain of home-based enterprises with these posts would be to get customers to experience the product and provide feedback in terms of a comment or review of its product or services. This would provide the home-based enterprise an opportunity to develop and manage the relationship with customers and potential customers. It would also provide the opportunity to assist with new product development and product improvement, however currently these posts are only aiding in business awareness on social media. There was no evidence in these posts that displayed a customer commenting after receiving the benefit or free product which provided a product review for other customers.

3.10.3 Brand Reputation

The brand reputation of a home-based enterprise emerged to have an impact on customer participation. When home-based enterprises showcased their expertise by way of product offering or the proficient way, they serviced a customer it often resulted in a customer’s participation by way of a social media comment. This provided home based enterprises an opportunity for customer engagement.

The variables which contributed to the development of this category consisted of the below.

Expertise

Business Purpose

Efficiency

Product support

Professionalism

The data gathered on this category displayed those home-based enterprises received 84 customer comments, the second highest of all categories developed. The data showed customers participation by way of comments ranged from enquiries on products due to the display of expertise. It included comments of support and service received when utilizing the service of the home-based enterprise. Customers also use these posts made by home based enterprises as a way of determining legitimacy of the business based on public brand reputation.

In interviews conducted candidate 3 stated *“I comment based on how the market consults. I think that that's the first thing. Then number two, is once they respond, if they captured my attention. Just how efficient they are. I look at things, I always look for negative as well, because negative doesn't necessarily mean it's bad, but how they respond to negative feedback, because that normally tells a lot about a brand and the business”*.

A home-based enterprises interaction on social media with its customers builds credibility of its brand. It fosters a relationship with customers where customers are confident to participate having a ripple effect on other customers and their participation.

3.10.4 Customer Reviews

Customer reviews category had a supporting on brand reputation as discussed above. Social media posts by home based enterprises requesting customer reviews only received 35 comments. These posts were produced by home based enterprises asking customers to respond by providing a review on their products. The intention was for home-based enterprises to gauge customer opinion on a new business strategy and provide feedback and thoughts on new product development. These posts received disappointing results in terms of customer comments and

reviews. The data showed that these social media posts did not add positively to the value-add relationship which home based enterprises are trying to secure. It also points out that social customer relationship managements power lies with the value the customer is willing to contribute by way of their participation.

Data revealed that social media posts received no response when a post requested that customers scan the QR code to leave a comment. A task which may have been too difficult and time consuming for customers. New and existing customers often looked for customer reviews and comments to gain information, determine quality of the product and service as well as determine legitimacy of the home-based enterprise. Customers were not forthcoming when specifically asked to provide feedback and reviews as they often preferred to do this as and when they experienced the product and only if the experience was extremely good or extremely bad.

Interviewee 4 stated that *“I don't necessarily comment on posts or on customers posts. The main time I actually comment if it's something that I've tried and I've used then I'd actually say yes this works awesomely or I will be like no it is really bad, and you need to do something about it. If somebody shares comments on a post and it's something that I agree with, I would usually just like the comment”*.

Categories which influenced the development of this variable are

- Requesting feedback
- Recommendations
- Expert comments
- Sample feedback

3.10.5 Customized products

Home based enterprise posts centred around customized products and bespoke offerings received 71 customer comments. These social media posts took the form of a home-based enterprise introducing new customized products and offerings which they thought would spark customer interest. The data showed 123 customer reactions the second highest number of reactions received in comparison to visual advertising.

Customized products developed as a conceptual variable shaped by the below categories.

Creative offerings

Forefront of development

Niche Products

Tailored products

The comments received for these social media posts revealed that customers welcomed the home-based enterprise initiative around catering for the individual needs of its customers. When home-based enterprises in the data set used videos to display these bespoke offerings, they received 349 views.

In Interviews candidate 2 stated that *“I do purchase products from home-based enterprise. However, majority of the small, based businesses I follow is in a niche or industry that own or manufacture products to my interests”*.

The data gathered from these social media posts displayed customer participation in terms of reactions and views and are interpretive to the customer relationship management strategy of home-based enterprises.

3.10.6 Customer Engagement

In a home-based enterprises effort to build and encourage a relationship with customers, authentic social media posts obtained traction. The posts were mainly reflective pieces on the business journey, challenging projects, appreciation to customers for their support and the sharing of personal views. The social media posts included some personal stories which showed vulnerability and agility as a form of motivation. It also consisted of humorous posts to enhance a more personal connection with its customers.

The categories which aided in the development of this variable were

Creative connection

Appreciation

Motivational

Funny

Interview candidate 2 stated *“For me the kinds of content that would prompt me to comment or react would either be things that make me laugh, things that I find useful. And then I feel like this is this is life. And it’s sometimes things that I find oppressive or aggressive or disgusting. And I also voiced my opinion related to that”*.

3.10.7 Customer Trust

Customer trust emerged as the core conceptual category in our studied phenomena of customer participation of home-based enterprises on social customer relationship management platforms. This variable forms a core element in most of the other variables generated on the phenomena of customer participation on social customer relationship management platforms. There is an underlying thread of this category to the other conceptual categories which determines the extent to which customer participation occurred or can occur. It is important to note that this category did not emerge from our initial data gather sources but only emerged through interviews. It does, however, explain the 6330 customer reactions extracted from the social media data as opposed to the 653 participatory comments.

The variables which emerged through interviews are listed below and provide clarity around the observed customer participation behaviour activity from the initial data method.

Legitimacy

Scammers

Investigate

Fraudulent accounts

Reputable Posts

An analysis of the above categories framed the conceptualization of the core variable which emerged as being the most significant in the context of customer participation on social customer relationship management platforms.

To highlight the conceptual relationship customer trust has on the categories developed an interrelationship diagram was used.

Figure 18 below depicts how the emerged data driven variables interact with the core variable and contribute towards customer participation on social customer relationship management platforms.

The diagram is constructed based on the question “Does A influence / or affect B”.

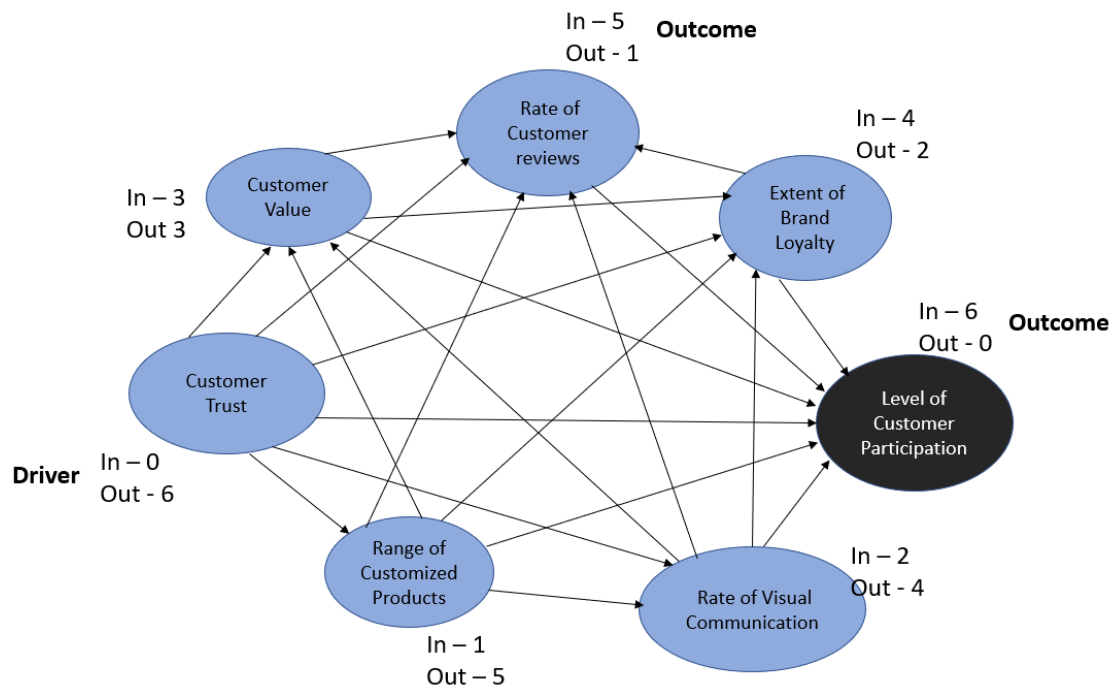


Figure 18; Interrelationships and hierarchies between final categories

The arrows represent the hypothesized relationships between the categories. When asked the question “Does A (Customer Trust) influence / or affect (Level of customer participation) B?” if yes, an arrow is drawn from customer trust to the level of customer participation to represent that relationship. Figure 18 displays customer trust as a driving core variable which has an impact on all other variables. It also illustrates the relationship outcome of all other variables with the level of customer engagement primarily being the outcome and customer reviews being secondary. With the key result of our research being the development of a theory in line with the constructivist grounded theory approach. The relationship of these variables will be further expanded on in chapter five and confirm support of the theory developed.

This chapter discussed the studies application of the grounded theory process in the development and conceptualization of key variables to address our research question. Detail is provided on each stage of the data analysis process from which emerged initial codes resulting in key conceptual variables. The results of a three stage constructivist grounded theory approach was provided in keeping with Glaser’s (2002) goal of grounded theory being a minimum of third level conceptual analysis. The chapter concluded with a description of each key variable



that emerged from the data. To add depth to these variables we proceed to investigate what existing literature and theories state. Providing us with a foundation on which to build a substantive theory.

Chapter 4: Literature Review

In the previous chapter, we detailed the results of our research. The results reveal seven categories that have the greatest impact on the core variable of consumer participation in home-based enterprises on social customer relationship management networks. These seven categories are the essential elements in providing an answer to our research question “how can customers be persuaded to participation on social customer relationship platforms of home-based enterprises?”.

Relationship marketing as applied to social commerce has provided the best fit to the research categories developed. Application of the Elaboration Likelihood Model (ELM) model and the model of online trust forms the basis of the theoretical contribution this work brings to the state of social customer relationship management knowledge in home-based enterprises.

A review of the literature is a technique used to assess the body of work already produced in a certain topic, identify current gaps in knowledge, and preview a variety of literature results pertaining to knowledge and understanding (Tan, 2010). Unlike other forms of quantitative research, which prioritizes examining a sizable body of published material on a certain hypothesis, traditional grounded theory requires researchers to enter the field of inquiry with as few predetermined thoughts as possible, enabling them to "remain sensitive to the data by being able to record events and detect happenings without first having them filtered through and squared with pre-existing hypotheses and biases (Mills et al., 2006). In keeping with the chosen grounded theory methodology an initial examination of the literature on the subject was investigated to help focus our research strategy by highlighting areas where gaps exist verses what is known and has been thoroughly investigated (Nolas, 2011). More focused reading, according to grounded theorists, only happens when emergent theory has sufficiently developed for the literature to be employed as new data. The process of reviewing the literature enables the researcher to "challenge emergent theory and situate the emergent theory within the existing body of knowledge" using existing theory (Evans, 2013). In performing a literature review at this stage of the research it is consistent with the constructivist GT methodology. The literature review is to confirm the findings of the study and assist in the development of the theory.

In this chapter I provide a literature review of the parent discipline that being social customer relationship management. The key concepts of the research question are described including the key categories that have emerged as part of the research findings relevant to our research phenomenon. The main aim of this chapter is to locate the seven categories that have emerged from our analysis in a relevant body of knowledge and to research theoretical advancement of these categories. This assists and advances to theory development which is discussed in detail in the preceding chapter in line with the constructivist grounded theory methodology.

To provide structure the literature search for this chapter was conducted according to a three-step process. The process speaks to the why, what, and how of our studied phenomenon. The process followed is explained in the table below in which Level 1, the parent discipline discusses the importance of social customer relationship management in home-based enterprises and the value that is provided by research in the area. The focus discipline, Level 2 is the importance and need for improvement of Customer participation on social customer relationship management platforms. Level 3 discusses the core categories that have emerged from our research. The categories were developed and discussed in chapter 3 including their relation to the concern variable, customer participation. At this level we dive into what current literature has to say about the core categories developed in social customer relationship management and its effects on customer participation on home-based enterprises as part of the SME sector.

Table 12: Literature review process

Literature Review Level	Area of Focus	
Level 1 – Parent Discipline	Social customer relationship management	Why – Describes why this area of research is important.
Level 2 – Focus Discipline	Customer participation on social customer relationship management platforms	What – The concern which is being addressed
Level 3 – Core categories	<ul style="list-style-type: none"> - Visual Communication - Customer Value - Brand Loyalty - Customer Reviews - Product Customization - Customer Engagement - Customer trust 	How – Seeks to explain the core variable

The discussion of these levels will provide a deeper understanding of each focus area thereby increasing the theoretical sensitivity in theory building.

4.1 Level 1 Parent Discipline – Social customer relationship management

Global social media stats there are currently 4.48 billion social media users around the world equating to 57 percent of the world’s population (Datareportal, 2021). The rising growth of social media sites such as Facebook, Instagram and Twitter have created new opportunities for SMEs in electronic commerce also known as social commerce.

Social networking sites, also known as social media, and traditional customer relationship management have been integrated into social customer relationship management. Ahani (2017) describes the goal of traditional customer relationship management as a business strategy is to organize, automate, and synchronize business processes in order to create, manage, and preserve long-term profitable customer relationships. Liang and Turban (2011) defined social commerce as the use of Web 2.0 social media technologies and infrastructure that support online interactions and user contributions to aid in the purchase of products and services. This

new behaviour in terms of managing customers on social media has been termed social customer relationship management. It has resulted in a new business concept and strategy which combines and integrates social networking with 'traditional' customer relationship management processes and strategies to improve customer engagement (Yawised & Torugsa, 2017a).

Resulting in social customer relationship management being defined as a philosophy and business strategy, supported by technology platforms, business rules, processes, and social characteristics, are designed to engage customers in a collaborative conversation to create mutually beneficial value in a trusted and transparent business environment. It is the company's response to the customer's responsibility for the conversation (Lehmkuhl & Jung, 2013). The world of business is fundamentally changing as a result of this trend towards online communication, especially for small and medium-sized businesses (SMEs) (Yawised & Torugsa, 2017b). Social media platforms offer entrepreneurs the opportunity to innovate and expand with little investment.

The world is at the forefront of economic progress for small businesses and medium sized enterprises, which includes micro business by definition (Department of Small Business Development, 2019) as described in chapter one. To achieve social economic change, it is seen as essential that micro home-based enterprise use the opportunities presented by social media to grow their businesses. In South Africa, home based businesses make a significant contribution to local economies and operate in rural areas contributing to the sustainable development of human settlements enhancing access for low-income households to services products throughout Southern Africa.

SMEs are said to account for more than 95% of the global business landscape (Yasiukovich & Haddara, 2021). Tipple (2005) stated that 60% of the urban labour force in Africa works in the informal economy. This is supported by Galvao et al. (2018) stating that SMEs, despite it being difficult for them to survive in the market, are important to the economy of several countries, as they create jobs, and their presence and impact add to social cohesion and this ensures that economic activity is diversified. Therefore, the development of SMEs has a great impact on the country's economic development, making it essential to promote the success of SMEs.

The adoption of e-commerce by SME's is significantly low in developing nations. Businesses, including SMEs, must adopt e-commerce to survive in the information era, the new economic era as the adopters will leave the non-adopters behind (Rahayu & Day, 2015). Mbatha (2013) explained in research conducted that E-commerce tools are also very good at attracting new clients, boosting revenue, and enhancing marketing and that SMEs must have access to appropriate e-commerce tools in order to take advantage of ICTs and benefit from them. This is supported by the research of Yasiukovich and Haddara (2021) suggesting that the social media phenomenon opens up numerous value creation opportunities for entrepreneurship and start-ups to innovate and thrive, as they now have unprecedented access to digital and emerging technologies to develop and implement innovative business models and extract business value from the social web. Therefore, it can be said that these social sites enable home-based enterprises to get closer to customers and by doing so facilitate increased revenue, cost reduction and improved efficiencies at an extremely low cost. However, this is only successfully achieved by developing and maintaining online customer relationships.

Social media has redefined how businesses manage their customer relationships. Traditionally customers were primarily passive message receivers however since then with the raise of social media the flow of information has become bidirectional, as customers create, seek, and share information through various channels and devices (Marolt et al., 2020). This makes managing customer relationships more difficult. Nonetheless, businesses see social media as a valuable tool for fostering customer relationships. For example, with social media, businesses can actively engage with customers and develop deeper relationships, some even manage to involve customers in the process of product and service innovation (Marolt et al., 2020).

With the advantages of SME's use of social media, many do not take full advantage of the opportunities in comparison to larger organizations. Marolt (2020) found that while large enterprises integrate customer relationship management systems with social media to improve customer relations, small businesses appear to rely primarily on social media to build customer relationships. Research by Ali (2021) found that SMEs can easily adopt and use social media to share information with stakeholders and that the performance of SMEs is influenced by their capacity to access and share information. Marolt (2020) further added that when compared to traditional customer relationship management systems, social media appears to be more

affordable tools for businesses with limited resources making it ideal for Micro, small, and medium-sized enterprises to reach the global market with minimal costs and effort. Even though SMEs appear to be aware of the opportunities enabled by social media, the majority of them use it primarily as a marketing tool, often without a formally defined customer-centric social media strategy (Marolt et al., 2020). Yawised (2017b) supported this with his research stating that SME's adopted social customer relationship management without any strategy or policy framework and that a lack of time and knowledge on how to implement social customer relationship management effectively were barriers to successful social customer relationship management adoption. It can therefore be determined that to improve the success rate of SMEs and make the most of the opportunities social media offers, SMEs need to develop strategies that improve customer engagement and add value all together.

Value is created for SME's on social customer relationship management platforms when customers participate with brands in terms of comments, experiences and new products features or new product development (Derham et al., 2011). Customers can co-create value with firms by participating in firm-initiated social media activities that help them form identities, express their preferences, socialize with other users and create different experiences (Quach et al., 2020). Customer engagement is an essential element of how value is created by customers for SME's. Quach (2020) states that direct contribution refers to customer purchases, contributing directly to firm value and that Indirect contributions are classified into three types. Customer referrals and recommendations are the first. Second, customers can indirectly contribute to businesses through influential social network behaviours such as reviews and social media conversations. Finally, customer feedback and suggestions to the company are an indirect contribution (Quach et al., 2020). I define customer participation for this study as a customer's active involvement and contribution to SME's online business activity. This is consistent with service-dominant logic, which emphasizes the significance of understanding customers' active participation in the value creation process, as well as customer engagement (Quach et al., 2020).

SME's who have implemented a customer relationship management approach previously have been hampered by low user acceptance rates which account for up to two-thirds of failures; according to CSO insights just 40% of organizations claim to have an adoption rate of over 90% (Heller Baird & Parasnis, 2011). If social customer relationship managements lack of

customer engagement is not addressed, not only will SMEs fail to improve revenue, efficiency and valuable customer insights but also contribute to small business failure rate.

4.2 Level 2 Focus Discipline – Customer Participation on social customer relationship management platforms

It has been established throughout this study that for home-based enterprises to successfully implement a social customer relationship management strategy customer participation needs to be improved.

Home based enterprises use social networks as a form of marketing medium with no customer engagement strategy which provides the much-needed valued business benefits. Arora (2021) concluded that social customer relationship management has proven to be an effective tool for engaging customers it is this customer engagement that builds customer loyalty (CL, customer retention (CR), and customer satisfaction (CS). The study revealed.

Social media helps to maintain good relationships with customers, influence them to continue purchasing, and strengthen them to share the information with their friends and followers on social media by engaging them.

Customer engagement is an important strategy for maintaining the relationship between customer relationship management and social media.

The study assists marketers in developing sound online customer engagement strategies by providing additional knowledge on social customer relationship management to improve online customer engagement over social media.

That customer engagement occurs as a result of proper customer relationship management strategies, which results in customer satisfaction, customer loyalty, and customer retention (Arora et al., 2021).

In addition to this an experimental study by Wu et al. (2009) found that customer participation is an important factor influencing customer relationship management performance. It concluded that customers' perceptions of product quality increase the effectiveness of customer relationship management. Furthermore, stating that customer participation can improve customers' perceptions of the quality of goods and improve customer relationship management performance through perceived participation. According to the findings, customer participation is a critical factor for companies to maintain good customer relations (Wu et al., 2009).

Gaining higher customer participation levels benefits customers and creates value as it allows customers to get a better-quality customized home-based enterprise social customer relationship management experience. Studies on social media platforms confirm that engaged customers contribute to idea generation and collaborative behaviours such as sharing knowledge and ideas to support the brand, thereby shaping their brand experiences (Carlson et al., 2019). Brand value is created with the lowering marketing costs, making customers more accessible, improving the processes involved in acquiring new customers, and increasing customer retention and profitability (Malthouse et al., 2013).

The management of customer participation on social media requires a better understanding of how customer participation in social customer relationship management platforms adds to customers' perceptions of value and the degree to which this translates to home-based enterprise relationship performance. Carlson (2019) stated that service-dominant logic sees customers as active co-creators rather than passive recipients of value and actively pushes brands to be joint facilitators of the value co-creation process by exchanging resources with customers. Customers can co-create value with firms by participating in firm-initiated social media activities that help them form identities, express preferences, socialize with other users, and create unique experiences (Quach et al., 2020).

Value co-creation is defined by Quach (2020) as a cooperative, concurrent process that creates new value, both materially and symbolically, as a result of the selfless efforts of many participants, leading to mutual well-being. Emphasizing that value is not provided by the company to customers but integrated in the co creation process that occurs between company and customer. Busser and Shulga (2018) define co created value from a customer's perspective as "a personal appraisal of the meaningfulness of a target (product or service, further referred to as service) based on what is contributed and what is realized through the process of co-creation" (p. 70) and includes personal, relational, economic, interactional, and experiential components. Personal value is defined as the sensation of success and acceptance of one's intrinsic worth (Quach et al., 2020). The relationships and connections between the business and its clients, as well as between clients, are represented by the relational value (Quach et al., 2020). Interactional value is produced through the interchange of resources like ideas, knowledge, and information (Quach et al., 2020). Economic value is a way to describe the possible advantages of a relationship, such as reduced costs, improved offers, and higher-

quality products (Quach et al., 2020). Experiential value is the term used to describe the whole emotional response to co-creation, which encompasses affective reactions like interest, joy, happiness, and fun. (Quach et al., 2020). According to the study findings, creating a positive social media brand experience through participation is especially important because it influences subsequent brand relationship performance outcomes (Carlson et al., 2019). The necessity of customer participation is made clear despite social customer relationship management being an effective customer engagement tool as it is the active participation by customers that allow for the building of relationships which influence purchases.

Home based enterprises that encourage customers on social customer relationship management platforms to become value co-creators in essence, co producers through customer participation are in fact improving their competitive effectiveness. When customers participate in production, labour is freed up, costs decrease allowing a company to market its product at a lower monetary price, resulting in a win-win situation in the buyer-seller relationship (Fitzsimmons 1985). It is worth noting that customer participation in production generally results in a lower monetary price. The total cost of customer participation, which includes both monetary and nonmonetary costs such as time, effort, and other psychic access costs, may be higher for both firms and customers (Bendapudi & Leone, 2003). For this value to be co-created by home based enterprises customer participation needs to be motivated for customers to become effective value co-creators in the social customer relationship management space.

Web users become more empowered because of their active involvement in the creation, development, and dissemination of content. They have the freedom to publicly share viewpoints or ideas on any pertinent topic. Organizations must take note of the situation because web users control how much is said about and about them. They demand transparency, authenticity, and some sort of value in return for their engagement from organizations because they are the main stakeholders in interactions. Additionally, they benefit from discussions with other consumers about companies, goods, and brands. In conclusion, the web user, who is empowered by a variety of different SM applications, is the centre of a Web 2.0 based interaction for organizations (Lehmkuhl & Jung, 2013).

The discussion above explains the importance of customer participation to home-based enterprises on social customer relationship management platforms and that customer engagement is necessary for maintaining customer relationships. The building of strong relationships is dependent on customer participation which influences customer purchases through co created customer and brand value. This study which investigated, from a customer's perspective what is necessary for home-based enterprises to conduct on social customer relationship management platforms that would improve customer participation. Seven variables emerged from our analysis which will be discussed in detail.

The method used to source articles for the literature review was to initially source references from key articles based on the key word searches. The remaining articles were sourced using searches done on google scholar database with a key word search. The searches consisted of key words social customer relationship management as well as social customer relationship management and Homebased enterprises with one of the emergent variables listed below:

- Visual Communication
- Consumer Value Proposition
- Brand Loyalty
- Customer Reviews
- Product Customization
- Customer Engagement
- Customer Trust

Further articles were sourced referring to the references used by articles found in the relevant research articles.

The purpose of the literature review is to provide insight from the parent discipline in terms of customer participation on social customer relationship management as well as the achievement of theoretical advancement of the categories developed.

4.3 Visual Communication

The famous quote, a picture is worth a thousand words, is true when the messages sent by visual communication on social media are appreciated (Kujur & Singh, 2020). The role of visual advertising is extremely important in current social customer relationship management

marketing strategies as it is at the heart of the SNS ecosystem. Han and Lee (2022) have stated that three-quarters of Gen Z (77%) and Millennials (77%) of the 627 social media users across the US prefer to post photos on SNS, confirming that Tweets with images are 94% more likely to be retweeted than tweets without images. Millennials are also more likely to react to images than other types of content in SNS which has led to the widespread use of images in SNS such as pictures and videos are constantly increasing (Knott, 2018). An example of this is Instagram, an image focused SNS whose primary function is to share images of everyday life. It has grown in popularity since its launch in 2010, reaching over one billion active users in 2018 (Statista, 2020). In addition to its popularity with the general public, many organizations use Instagram as their primary communication tool, including social customer relationship management (Han & Lee, 2022).

In South Africa, there are over 10 million Millennials, the majority of whom own smartphones or feature phones, and three out of four of whom use mobile devices to access the Internet and social media (Duffett & Wakeham, 2016). With 93% of Africans having access to a mobile network, Duffett and Wakeham (2016) revealed that mobile platforms had replaced traditional mass media as the most effective advertising medium on the continent. In South Africa, about 11 million people utilize mobile devices to access the Internet, making up 90% of broadband connectivity (Duffett & Wakeham, 2016). Additionally, 80% of Africa's 200 million Internet users access Facebook on mobile devices, making up 50% of the continent's total Internet population (Duffett & Wakeham, 2016).

Social media users rely on visual content to communicate by telling stories, entertaining their friends, or sharing their feelings with others. Visual communication can be considered as one of the main tools used to improve social media engagement, readership, and even sales. Phrases like visual content is king or visual web are strong keywords in professional blogs, articles, and white papers, and promote visual content as a necessity rather than an option. (Kujur & Singh, 2020). The research results of this study confirmed visual advertising on social customer relationship management platforms as a necessity as it received more reactions from customers than any other form of SM advertising.

Visual posts of home-based enterprises are used to communicate and disseminate information. According to Manic (2015) visual content can be classified into three main categories:

Illustration - component of a still image that includes drawings, photos, and the latest visual meme introduced. This type of visual content usually has a line of text to summarize the images. Illustrations are usually short and extremely easy to understand.

Comics - a collection of images and text, arranged in a logical sequence, with a clear plot. This type of visual content includes infographics (graphical presentations of big information) and visual stories. This type of image is a good and memorable storyteller.

Video - a collection of moving images in the form of clips or short films with a clear story and a short message. Video is an immensely powerful means of communicating with human emotions.

Kujur and Singh (2020) found that entertainment content is said to have the most influence on consumer interaction as it is perceived as fun, exciting, exciting, and flashy and that it captures immediate attention, inspiring users to view the content and share it. This was evident in our findings as fun, exciting and authentic visual content did receive the most likes and shares compared to other content shared by home based enterprises.

Home based enterprises create fan pages of various social customer relationship management platforms to connect and provide information to customers and we found that communication is more effective if done visually. Kujur and Singh (2020) stated that the sharing of brand-related visual content is becoming an integral part of social media activities and that communicating visual content is a powerful way to increase your brand's presence on SNS because it is more impactful than text messages. Images provide more specific, vivid, and accessible representations of information to a person's memory, making processing and recalling faster and easier. This can benefit brands in the form of building deeper connections, increasing the credibility of marketing efforts, and boosting communications (Kujur & Singh, 2020).

Readers' visual attention is a key element of any media initiative. Its importance in marketing communications is driven by two factors. First, as the amount of information available increases, attention span decreases, making it more important to understand how signals compete for attention (Badenes-Rocha et al., 2022). Processing fluency is defined as the ease with which new information can be processed. Fluency is directly related to processing speed and mental effort. Processing speed can determine how favorable a person is to objects (Bae,

2016). An increasing number of studies indicate that the subjective experience of fluent information processing can influence an individual's judgment and emotional responses. Badenes-Rocha et al. (2022) conducted a study on how to attract and maintain visual attention on cues in social customer relationship management Instagram posts which revealed that Pictures capture attention before text in social customer relationship management posts. This is in line with the AC-TEA model used, which proposes that greater attention is paid to pictures. The results suggested that text attracts greater attention (longer fixation duration and higher number of fixations) than pictures. Fluency theory explains in that textual data is harder to understand and process than pictures, therefore readers have to pay greater visual attention to it to adequately process the information (Badenes-Rocha et al., 2022).

When information is visually conveyed through a particular medium, the viewer's brain processes the image, then interprets and understands through personal filters made up of individual experiences, cultural and social contexts as well as attitudes. Previous studies have shown that visual advertising with more information and without any cognitive load is said to be more persuasive than verbal advertising because it conveys great information immediately (Muñoz & Towner, 2017). However, the combination of visual and verbal communication receives the best response from viewers (Kujur & Singh, 2020).

Research on visual communication has been conducted in various fields such as communication, psychology, art and science, etc. due to its wide applicability in various fields (Hellberg, 2015). Because visual communication conveys information and ideas using symbols and images, it can affect viewers emotionally (emotionally) or cognitively (logic) or both. simultaneous response (Hellberg, 2015). According to Sharma et al. (2012) 75% of all information processed in the human brain comes from visual communication.

A series of studies have viewed visual communication as a precondition for consumer interaction and described the importance of social networks in building and strengthening relationships (Kujur & Singh, 2020). Previous studies revealed that pleasure-oriented information system generates social effects and promotes participation and contribution to the brand community on SNS (Dholakia et al., 2004). Research also shows that when visual content is used, it conveys more information to the reader more quickly and easily than plain text. Several media such as videos, slideshows, graphs, charts, and infographics can be used to

condense information for social media users as they are more engaging, user-friendly and tend to get more clicks, tweets and retweets (Russmann & Svensson, 2017).

This study attempted to explore the effects of visual content on the level of relationship between consumers and brands through consumer engagement using CGU. Based on this theoretical framework, the quality of the relationship between consumer and brand was evaluated with hypothetical relationships. The results of the tested hypothetical relationships suggest that images have a positive effect on consumer engagement and help build relationships between consumers and brands. Respondents revealed that visual content types play a significant role in their active engagement on corporate SNS pages in the Indian context. Additionally, users who are more engaged in viewing pictures and watching videos on company SNS pages tend to build trust in the company/brand and experience higher levels of satisfaction, and at the same time, experience higher levels of satisfaction. develop a sense of commitment to the organization/brand (Kujur & Singh, 2020).

Creating engaging visual content can strengthen a strong relationship between a brand and its customers. A successful content marketing strategy must build and strengthen relationships. (Kujur & Singh, 2020). According to Cvijikj and Michahelles (2013) visual content can be divided into three categories, namely informative, entertaining, and rewarding content, which has been shown to be the main driver of online interaction in terms of likes, comments, and likes and share.

As a result, visual posts containing brand-related information also serve as a key driver for creating interactions with consumers and engaging them in brand-related activities (likes, comments and shares) on SNS. Another study showed that because consumers receive useful information, they tend to have a positive attitude towards information rich SNS advertisements (De Vries et al., 2012). Thus, the information contained in the content drives consumer engagement on SNS (Kujur & Singh, 2020). The important motivational factors for the consumer participation in SNS depend upon consumers' interest to experience entertaining content in the brand post. Enginkaya and Yilmaz (2014) pointed out that entrainment factor are novel characteristics for social media brand engagement literature. Various other studies have also considered the entertaining value to measure the level of consumer engagement using visual posts like images and videos on brand SNS pages, as it involves high levels of pleasure and arousal while viewing or watching an advertisement (Li & Meshkova, 2013). This high

level of pleasure and arousal further influences consumers' intentions to return to social media and also influences the desire to spread positive WOM about the brand (Zhang & Benyoucef, 2016). Muntinga et al. (2011) also found the entertaining value or content as the main motivating factor for online engagement which was utilized in the form of consumption, contribution and creation.

Due to the larger amount of information is available on social media, the users prefer to skip many contents until they find them more attractive and are convinced that it is useful to them. The high-quality visual assures visibility in SNS as it is eye-catching and conveys the idea quickly.

The literature confirmed our research finding and my assumption that customer participation of home-based enterprises on social media is dependent on the advertising strategy undertaken by home based enterprises could be taken as fact.

4.4 Consumer Value Proposition

No literature emerged during my research on the benefits received by customers engaged in social customer relationship management. Most of the research conducted focused on the organizational perspective of social customer relationship management. Research conducted in the sector mostly speaks to benefits obtained by organizations for implementing a social customer relationship management strategy.

Katsiolouides et al. (2007) had stated in their customer relationship management research conducted that customers take a more dominant position in social customer relationship management relationship is a result of the following reasons

Deregulation further increased competition as it pushed down prices and increased pressure on profit levels and thus profitability. Good news for those customers.
Challenges for companies

Pervasive Internet access provides valuable information to anyone, anytime, anywhere. Customers can be more informed and have significantly higher expectations. Competing offers can be quickly evaluated, and business can be transferred to another company if necessary. Supplier organizations are under pressure to quickly monitor, track and respond to growing expectations.

Customers have more choices about how and when they interact with your business. Businesses are being forced to invent new ways to interact with their customers to cut costs and gain market share.

Many companies are moving from mass production to mass customization. For companies to be successful, they must understand their customers' needs and preferences as they adapt or change their individual requirements. Customer personalization comes with a financial burden, yet organizations are still under pressure to keep unit costs within target ranges.

Rising advertising costs mean that it costs five times more to sell to a new customer than it does to an existing customer for a business. The result is a strong incentive to maximize existing customer relationships. The best way to extract every drop of value from your existing customers is to get to know your best customers.

This would by implication benefit customers by providing them with

- Decreased prices.

- Increased access to product and business information

- Engagement flexibility

- Customer personalization of products

- Customer incentives in the form of remuneration.

Chua and Banerjee (2015) conducted a study to determine the type of social media brand posts attracted social media users attention. The study found that rewards encourage social media users to engage in brand-related activities such as liking, commenting, and sharing brand posts on social media sites and that people affected by rewards tend to participate in brand forums, online communities, brand pages on various social networks, and comment on blogs, photos, videos, etc (Chua & Banerjee, 2015). The study also revealed that brand posts without incentives are more likely to attract attention if they are visually appealing and invite quick interactions (Chua & Banerjee, 2015). Our study however revealed that the more incentives were offered for participation in the form of likes, shares and comments the more customers questioned the validity and authenticity of the post. Our results showed that there was no increase in participation on the part of customers when remuneration was linked to a post. The evidence collected revealed that customers were increasing afraid when such incentives were in place due to the lack of trust developed with the organization. Our findings correspond closely with the study conducted by Kujur and Singh (2020) which found that images had little

impact on customer retention when associated with rewards this despite visual images being one of the most important factors in customer retention, leading to positive attitude and purchase intent (Kujur & Singh, 2020).

The results of our research confirmed that when a reward was linked to gaining participation or requesting an action from a customer there was no surge in valued responses. Customers stated that at times they would like and share the content but was more sceptical when a reward was linked. This was mainly due to the lack of security and trust felt towards the organization.

4.5 Brand Loyalty

Brand loyalty is a result of the commitment relationship developed between a brand and its customers. Haudi (2022) stated that when a person demonstrates loyalty, it means that they are deeply committed to sticking with the same company even in the face of external influences and marketing strategies that would tempt them to switch. Wantini (2021) described brand loyalty as a measure of the attachment that a customer has to a brand. When a customer makes the same purchase over and over again, this demonstrates brand loyalty between them and the company (Haudi et al., 2022). It is crucial for SMEs to have brand-loyal customers if it is to survive. Previous research has shown that loyal customers spend more than non-loyal consumers and act as advocates for a brand by engaging in positive word of mouth, which means "that the most valuable customer groups are at the heart of every company's business (Russell-Bennett et al., 2007).

The research conducted revealed that brand commitment and loyalty on the part of customers has an impact on the level of participation conducted by customers. There is an abundance of literature on brand loyalty with research being conducted in the online space which assimilates to our findings on participation. This study analyses different models of customer relationship management in the literature and defines a loyalty approach for SMEs in the service sector. It is characterized as exploratory research, with a qualitative approach (Galvão et al., 2018).

A customer's positive attitude towards a SME's brand increased the participation and contribution of customers on social media. A study by Russell-Bennett et al. (2007) investigated relationship between attitudinal and behavioural loyalty in SMEs and the key precursors of

loyalty in this business context. The research found that attitudinal loyalty is an attitudinal predisposition consisting of brand commitment and the intent to repurchase the brand and the commitment aspect reflects the emotional component of the attitude (Russell-Bennett et al., 2007). The intention aspect reflects the cognitive or evaluative component thus defining behavioural loyalty as repeat purchases of a brand by consumers, as evidenced by patterns of ongoing patronage and actual consumption behaviour. (Russell-Bennett et al., 2007) The results of the study specifically showed that the effects of the studied antecedents (category engagement and purchase pleasure) on behavioural loyalty are mediated by attitudinal loyalty (Russell-Bennett et al., 2007). While satisfaction and involvement are well debated in consumer literature it is generally accepted that high levels of involvement lead to high levels of satisfaction. Involved customers experience greater satisfaction they also typically have higher levels of product knowledge which lead to better purchase decisions (Russell-Bennett et al., 2007).

Zhang et al. (2015) investigated the effects of consumers community commitment on social media, information technology (IT) habits and participation on brand loyalty. The study listed motives for participation include shared beliefs, values, or a willingness to talk about a certain problem among members (Zhang et al., 2015). Additionally, there are two other reasons why consumers participate in brand communities, community satisfaction and the level of consumer influence within the community. The study findings were supported by Janh and Kunz (2012) which showed that online community commitment drives brand commitment.. In a qualitative analysis by Coelho et al. (2018) which evaluated customers experiences with brands on social media. The results showed that in mass markets, brand community participation by consumers may lead to the development of favourable brand attitudes, such as trust and loyalty, and that consumer-brand identification may play a crucial role in the transformation of brand community interactions into consumer-brand relationships (Coelho et al., 2018). Concluding that a social media community's long-term growth and sustainability depend heavily on participation because of brand loyalty.

Web site stickiness is the ability to encourage customers to stay longer, navigate more deeply into a web site, and return more often (Holland & Baker, 2001). In an effort to increase brand loyalty and stickiness Holland and Baker (2001) suggested that websites build relevant and

valuable content, providing sufficient depth and breadth to warrant consumer involvement but also to

Allow users to personalize the site.

creating online spaces where users may share information and organize discussion groups.

inviting users to respond to columnists with feedback.

adding games to the site

using several hypertext links to other areas of the website

Although each of these methods of increasing site stickiness it can be argued that these techniques are fundamental in fostering customer participation in marketing efforts (Holland & Baker, 2001).

In an investigative study conducted by Jahn and Kunz (2012) on how fan pages affect the connection between consumers and brands as well as what drives people to participate. The study demonstrated a strong impact of customer-brand relationships on fan page utilization of online services. It also highlighted many values, including practical and hedonistic content, as motivators of fan-page engagement. According to research findings, one of the most significant factors luring consumers to fan sites is the presence of valuable information on the fan page itself, both hedonic and functional. Brand fan sites must provide their followers with engaging, amusing, and creative material. To do this, brand fan sites can employ things like contests, online events, exclusive material, and prizes. This is supported by Zheng et al. (2015) who explain brand loyalty through user engagement. The findings indicated that user engagement behaviours are greatly influenced by perceived benefits. Zheng et al. (2015) explained that members are more inclined to repeat actions that result in favourable rewards and accomplishments. E-marketers are advised to promote active engagement in their online brand communities on SNSs by outlining the advantages to their users. For instance, they ought to offer their members some financial incentives (such as discounts, freebies, and unrestricted use of resources). For its members to freely connect and speak with other members in these online social spaces, they should also maintain a peaceful online atmosphere (Zheng et al., 2015).

Engaged consumers show increased customer loyalty, satisfaction, empowerment, connection, emotional attachment, and trust. Nambisan and Baron (2007) found that customer participation

in business-to-consumer (B2C) communities that support virtual products is primarily motivated by their belief in the benefits of participating in such activities. I am reporting. - Interactive communication and activities that are meaningful in a way. Similarly, in consumer-to-consumer (C2C) contexts, individuals can find intimacy, belonging, social interaction and bonding through virtual communities (Brodie et al., 2013)

4.6 Customer Reviews

Online customer reviews are defined as sources of consumer information about products and brands sold (Wijaya et al., 2021). Another definition of online customer review is a consumer-generated evaluation of information on a product or service posted on a third-party or retailer's website (Novitasari, 2022). Online customer reviews can also be classified as electronic reviews on customer opinions (Novitasari, 2022).

Melián-González et al. (2013) stated that the opinions customers express in an online review site represents an important type of word of mouth, which has come to be called “electronic word of mouth” ; which plays a crucial part in consumer purchase decisions (Melián-González et al., 2013). Electronic word of mouth communication in electronic media is also used to assist consumers in obtaining information about products and services from people they know, but also from groups of people from different geographic areas who have purchasing experience of products or services (Novitasari, 2022). They often research other customers experiences before purchasing the item or service. This is supported by Wijayaa et al. (2021) who stated that online customer reviews have a significant effect on buying intention. The quantity of electronic word of mouth reviews is often interpreted by customers as a sign of a product's value or popularity, which also influences their decision to purchase it (Wijaya et al., 2021).

The effectiveness of online customer reviews is dependent on

- Providing fast, easy, and near-instantaneous communication that is publicly accessible;
- and

- Making the content easily identifiable using search engines. (Kawaf & Istanbuluoglu, 2019).

The importance of electronic word of mouth and traditional word of mouth to businesses is reflected in numerous studies, with positive electronic word of mouth creating positive attitudes and increasing purchase opportunities, while negative electronic word of mouth having the opposite effect. Which is motivated by a guests extremely good or extremely bad experience (Melián-González et al., 2013). The study by Melian et al. (2013) supported these findings with an inverted U-shaped relationship between customer satisfaction and the amount of word of mouth and electronic word of mouth. Confirming that the most satisfied and dissatisfied customers are those who generate more comments. On the other hand, customers who are neither extremely satisfied nor dissatisfied do not share word of mouth comments (especially electronic reviews) (Melián-González et al., 2013).

The research by Melian et al. (2013) did not specifically investigate ways to encourage customer participation in terms of customer reviews but highlighted discussions on external and intrinsic approaches that can be actioned these being client follow-up used in human resource management. Which means training clients in the skills they need, when they need it, and motivating them to provide reviews. The main motivation for posting reviews is the benefit that people perceive to be obtained (Parra-López et al., 2011). These external efforts may be cumbersome suggesting that the intrinsic approaches of facilitating reviews such as telling guests the importance of their opinion on a particular website at checkout, having your computer handy, with a message printed on your bill or receipt stating the importance of the review, an email with a link to the review website as well as Emails highlighting the importance of customer engagement within a specific time frame including the offering of free her WiFi so guests can use their own computers to fill out ratings (Melián-González et al., 2013).

The importance of customer participation plays a role in the vitality of online communities. Ling (2005) confirmed that participation is often suboptimal in online review communities with many online groups participation dropping to zero and surviving communities suffering from low levels of contribution. Email messages can motivate people in online communities by reminding them of the opportunities to contribute. It was found that making community members feel unique in the reminder messaging encourages them to participate and contribute more generally and specifically in their own areas. (Lin et al., 2005). According to the collective

effort model, uniqueness should influence contributions by making people feel their contributions are more valuable. but this prediction was not supported by data (Ling et al. 2005).

Existing research on customer reviews on products and services focuses on the three key areas the reasons for writing of a review, reasons for reading a review and the effect or impact of customer reviews. The latter two receiving the most attention. The Reasons for reading reviews include factors related to involvement in purchasing decisions (eg, to reduce risk), involvement in products (eg, to learn about new products) and the social involvement of being part of an online community (Breitsohl et al., 2010).

Factors that contribute to the effectiveness of online customer reviews include

providing generally accessible, fast, easy, and near-instantaneous communication, and the content being easily identifiable using search engines.(Kawaf & Istanbuluoglu, 2019).

Even though the literature emphasizes the critical importance of customer reviews. Consumer reviews are also known to have an influence the formation of consumers' trust, particularly competence dimension of trust judgements with regards to how consumers perceive competence when making judgments about trust (Kawaf & Istanbuluoglu, 2019). As confirmed in the research conducted customer reviews create a sense of legitimacy which provides a level of reduced risk for our new customers building on the level of trust.

4.7 Product Customization

The use of some of the categories created in connection to SME's and, more importantly home-based enterprises, has been the subject of limited literature. This is true with the customization of products in home-based enterprises and customer participation. We thus proceed by drawing reference from other studies around customized product development in other sectors of business and test applicability to customer participation.

Product customization is a process of tailoring a product to the requirements of a specific customer (Stump et al., 2002). Typically, what it entails is determining the customer's needs and then altering the product to meet those needs. The manufacturer will not be able to truly identify with the customer and will not have access to customer suggestions to improve and

curate the product if a customer is only seen as a passive recipient of customized goods (Sawhney et al., 2005). Customized product development (CPD) increasingly encourages development in order to motivate customers to provide more and better information (Smets et al., 2013).

Customized product development (CPD) was first introduced in business-to-business settings, which then encouraged manufacturers to use development methods that actively involve the customer (Smets et al., 2013). Customers want to be able to create their own products in the current consumer-centered economy and use it as an expression of their self-image. Chang (2009) states that in order to achieve this the Individualized products have been made available through mass customization, which is based on effective and flexible modulation designs, to satiate the desire of customers. The customization of products requires manufacturers to frequently persuade customers to participate in the form of feedback, suggestions, and recommendations for them to create customized products in a timely and cost-effective manner. It is the customer in this case that has the necessary development knowledge and/or experience. The manufacturer is not able to truly understand the customer and may lack the crucial suggestions to create and improve the customized product if the customer is only seen as a passive recipient of the product (Smets et al., 2013).

Customer participation has become an essential ingredient in cocreating of brands, product customization and design including new service and product innovations. It has been mentioned by Mustak (2013) that many writers use the term "co-creation" without making clear whether they mean customer involvement in the process of offering creation or customer involvement in the process of value creation. In this instance we focus on customer involvement in the creation process and highlight how this in turn leads to value creation. A study by Smets et al. (2013) confirmed that customer participation impacts new product performance, the findings suggest that giving customers access to process and/or output control increases their level of commitment to achieving customized product development objectives and successful product customization, this in turn motivates customers to engage more fully in customized product development. In addition to this it is further stated that customers place a high value on the creation of products that are specifically tailored to their needs and preferences (Smets et al., 2013). Not forgetting that manufacturers gain from customized product development as well because consumers notice when they do so that they produce aesthetically pleasing products and provide superior customer value (Smets et al., 2013).

The requirement for creating an environment that is conducive to a customer's willingness and capacity to cooperate effectively in a partnership for customization to occur depends on a variety of factors, including financial, social, technical, and psychological ones (Hoyer et al., 2010). Mustak (2013) stated that consumers gain financial value by participating in the creation of products because they receive cost savings and discounts. Additionally, some merchants offer discounts in exchange for customer participation, further enhancing the advantages for customers (Mustak et al., 2013). In addition to this Chang (2009) stated that customers also receive utilitarian benefits through customization and hedonic benefits from both interactive design tools and customized products.

It has been discovered in recently completed studies that the degree of online user participation depends on the functional (information acquisition), socio-psychological along with hedonic benefits (Parra-López et al., 2011). The study by Parra-López also revealed a number of individual and societal motivators for using social media, including technological aptitude and propensity, belief in other people's contributions, altruism, access to technology, and the socio-technical environment (Parra-López et al., 2011).

The main effect of participation suggests that fostering customer participation tends to increase customer satisfaction with a customized product (Chang et al., 2009). Despite this overall high level of satisfaction, when customers participate actively in the specification process, their satisfaction with the product increases. Self-congruity mediates the relationship between customer participation and satisfaction, and the degree to which this mediating effect varies depends on the level of the design example used in the design process. Additionally, the higher sense of self-congruity that customers experience when designing their own unique products can be linked to the increased satisfaction that resulted from customer involvement. Increased ownership of the product and consequently higher customer ratings of their creations are the results of this assumed responsibility (Chang et al., 2009). Additionally customers are more likely to tell their friends and family about the service provider (Straus et al., 2016).

When it comes to customers who lack the necessary knowledge or have clearly defined preferences, the abundance of product features and customization options can occasionally heighten the perception of difficulty in personalizing a good or service (Chang et al., 2009). Research conducted by Straus et al. (2016) focus on how consumers perceive and rate online toolkits that enable them to customize t-shirts, shoes, and even skis to suit their unique needs

and preferences. Despite the encouraging results, some practitioners and researchers have insisted that the impact of customer participation may depend on how complex or difficult it is perceived to be.

According to a number of other researchers mutual commitment and the development of trust are essential for successful collaborative product development (Hoyer et al., 2010).

4.8 Customer Engagement

Customer engagement is one of the variables from our analysis that has received a tremendous amount of academic literary attention. The theoretical underpinnings of customer engagement are found in the "extended area of relationship marketing" with the use of relationship marketing theory as a more thorough theoretical framework for examining consumer interaction (Brodie et al., 2013). The words "engage" and "engagement" are often used to describe the type of interactions and/or interactive experiences that customer have (Brodie et al., 2013). There is however an important distinction between customer engagement and customer involvement which needs to be considered. Consumer engagement is portrayed as a tool for establishing, fostering, and improving consumer relationships (Brodie et al., 2013). Consumer involvement is regarded as an important strategic requirement for creating and maintaining a competitive advantage as well as a reliable indicator of future business success, consumer involvement is perceived as a key factor in sales growth implying that consumer engagement increases profitability (Brodie et al., 2013). Research supports the topic of consumer involvement by offering evidence that consumer engagement is a multidimensional notion with cognitive, emotional, and behavioral elements. The data also reveals that the process of customer involvement is mostly driven by consumers' desire for information and a multitude of subprocesses, such as "learning," "sharing," "advocating," "socializing," and "co-developing," which are all aspects of the highly interactive, immersive consumer engagement process (Brodie et al., 2013).

The customer engagement process is essential for value creation. Consumer engagement procedures appear because of the perceived co-created value brought about by the engagement process. Loyalty, contentment, consumer empowerment, emotional connecting, trust, and commitment are among the key customer engagement consequences listed by Brodie et al. (2013). This supports his claim that consumer involvement is crucial for relational interaction, with other relational ideas serving as antecedents or outcomes of, iterative engagement

processes (Brodie et al., 2011). customer engagement typically influences consumer behavior through influencing brand perceptions, brand observations, and ultimately brand loyalty (Brodie et al., 2013). Arora et al. (2021) refer to CE as a psychological process that manifests as customers' loyalty to a brand. Brodie et al. (2013) however describes it as a psychological state that occurs by virtue of interactive, co-creative customer experiences with a focal agent/object (e.g. a brand) in focal service relationships (Brodie et al., 2013).

By interacting with customers on social media platforms social customer relationship management develops new relationships. Customer engagement is the primary duty in this new marketing and commercial environment. Through the use of cutting-edge technology, social consumer engagement enables businesses to improve the overall customer experience (Arora et al., 2021). Consumer engagement in the current technology world refers to how customers interact and participate with brands through online channels including brand websites, blogs, social media platforms, and videos. Customers use social network sites as a quick and effortless way to obtain information on products and services as well as resolving any issues they have. Social media platforms are useful for providing quick answers to customers' questions and for making it simple to solve their problems by sending them personalized messages (Arora et al., 2021).

By offering customers the most promising solutions and suitable products, businesses can achieve advanced status using social customer relationship management practices. Results from earlier studies demonstrate the importance of social customer relationship management as a business tool. By segmenting markets and focusing on them with products that address customer needs, customer relationship management systems are excellent tools for businesses to satisfy the needs and wants of their customers. By involving them, you can use it to improve communication with them (Arora et al., 2021).

The crucial importance of consumer engagement's reciprocal nature in a context of online brand communities. Customers' confidence in the advantages of participating in such activities is what drives them to join business-to-consumer virtual product support communities. This suggests that customers find engaging in reciprocal, interactive communications and activities fulfilling in particular ways. Similar to this, in consumer-to-consumer settings, people can connect with one another through virtual communities and find proximity, affiliation, social engagement, and bonding (Brodie et al., 2013). Three-year longitudinal research examining the growth of a

specific online business community was conducted by Nolan et al. (2007). Their findings demonstrate that people participate in online communities when they judge the utility and interest to be greater than the perceived risk (Nolan et al., 2007).

There are eight distinct factors, according to Hennig-Thurau et al. (2004) which drive people to participate in online communities:

The need to express negative emotions

Concern for other users

Self-enhancement

Advice-seeking

Social benefits

Economic benefits (cost savings)

Platform support; and

Helping the business.

Of these, social benefits influence consumers most strongly, thus emphasizing the interactive, two-way nature of the consumer engagement concept (Brodie et al., 2013). These eight factors aligned with the findings of our research in terms of when and why customers chose to participate in home-based enterprise social media platforms.

Customers that are committed to an online community contribute more in terms of participation. Research suggests that The community members who give the most, both in terms of quantity and quality, do so primarily out of a sense of loyalty to it (Brodie et al., 2013). Members of the brand community who have similar interests can bond and inspire consumer empowerment (de Valck et al., 2009) and in so doing solicit participation. The virtual brand community is an effective, interactive engagement platform for consumer-to-consumer (C2C) recommendations and adds to the perceived credibility of consumer evaluations (Sawhney et al., 2005). Additionally, the virtual brand community is a setting where participants and guests work together and independently create and co-create value for themselves, other participants, and the organization (Brodie et al., 2013).

A study by Arora et al. (2021) confirmed that social media keeps up good relationships with customers, which makes them feel connected, it highlights that social media encourages customers to keep making purchases and influences them to do so by encouraging customers to share the information with their friends and followers on social media in the process. It indicates that when customers are enthusiastic about the goods and services, they are likely to recommend them to their friends and followers on social media, which promotes customer loyalty.

It has been determined that a key strategy for preserving the connection between customer relationship management and social media is customer engagement. The study provides additional knowledge on social customer relationship management to improve online customers' engagement experience on social media, which aids marketers in creating sound online customer engagement strategies. The study suggests a coherent conceptual model that combines social media technologies with customer relationship management efficiency measurements to produce engagement in the form of brand loyalty, customer retention, and customer satisfaction. emphasize the use of social media, customer relationship management capabilities, and employee engagement to improve business performance (Bhatti et al., 2019). Compared to traditional marketing methods that only focus on firm and customer relations, social customer relationship management offers comprehensive response rates and extensive customer engagement (Bhatti et al., 2019).

The social media platform's customer engagement has a significant impact on customer satisfaction. Customer relationship management enables businesses to manage customer conversations in real time or nearly real time, listen to their opinions, and deliver contextual, relevant, and engaging communications rather than merely "interrupting" their days (Stone & Woodcock, 2013). The current study supports earlier studies' recommendations that businesses should respond promptly to customer inquiries and clearly manage them on social media platforms to satisfy customers.

Engagement, which is a crucial component to achieving financial presentation in the form of brand loyalty, customer retention, and customer satisfaction, is measured with social media technologies. Consumers can now actively participate on social media platforms, communicate, and enrich their engagement by working with brands thanks to social media technologies. Customer engagement is a crucial strategy for preserving the connection between customer

relationship management and social media, according to a conceptual model. According to the study's findings, customer engagement results from proper social customer relationship management, which causes customer satisfaction, customer loyalty, and customer retention. (Arora et al., 2021).

The results showed a strong relationship between social customer relationship management capabilities and customer engagement and the success of the company. The efficient capabilities of social customer relationship management increase customer satisfaction and loyalty, which in turn boosts the company's output and sales and propels it toward high performance (Bhatti et al., 2019). According to this study, businesses with the greatest breadth and depth of social media engagement experienced appreciable positive financial outcomes. Many long-term, well-documented studies have shown that improvement in customer engagement has a commercial value (Stone & Woodcock, 2013). The companies with the highest levels of social engagement saw an average revenue increase of 18% over the previous 12 months, while the companies with the lowest levels of engagement saw an average revenue decline of 6% (Stone & Woodcock, 2013).

The efficient capabilities of social customer relationship management increase customer satisfaction and loyalty, which boosts the company's output and sales and propels it toward high performance. People who use social media can communicate with the company more quickly from home, which boosts employee engagement and social customer relationship management capabilities, which in turn boosts business performance (Bhatti et al., 2019).

According to earlier study, it is helpful to consider customer involvement and loyalty when evaluating a company's product or service offerings. Positive customer attitudes and contented purchasing behavior demonstrate their commitment to the brand (Brodie et al., 2013).

In addition to creating and managing customer relationships, social customer relationship management has served as a point of contact for clients. Through its various engagement campaigns, it has helped to increase customer satisfaction and turn them into loyal customers. Due to the rise in social media users, businesses have begun to rethink how to engage customers on social media by building trusting relationships with them and rewarding them with additional discounts or benefits if they promote their goods and services online. In order for businesses to effectively promote their goods and services on social media, satisfied customers often share relevant content with their networks. As part of their strategic decisions,

organizations must concentrate on utilizing social media to improve their relationships with their customers (Arora et al., 2021). Applications or content that are intended to amuse, inform, educate, or provide insight can be created from a brand engagement perspective to connect with consumers whenever and wherever they are ('fish where the fish are') (Stone & Woodcock, 2013).

Although there are grand expectations, customer relationship management strategies are now allowing customers to comment, share ideas, and even recommend the brand to other customers. As a result, businesses must modify their social media activity to satisfy customer expectations (proposition 1). 91% of Generation Y members are connected to social networks, compared to less than 50% of members of other age groups. As a result, any business looking to gain customer loyalty and attract new clients should include these users in their social customer relationship management strategy (Dutot, 2013).

Applications for social media that improve customers' capacity for interaction with businesses and empower users to actively contribute to the creation of their experiences (Bhatti et al., 2019) Through their preferred channels, brands and businesses can interact with consumers on their own terms, whenever they want, at work or during leisure. Applications or content for entertaining, informing, educating, or offering insight can be created to connect with consumers whenever they want, wherever they are. This is from the perspective of brand engagement. They can be used at any point in the customer life cycle to increase brand awareness, encourage purchases, facilitate simple and convenient purchases, facilitate brand usage, or assist in resolving service-related complaints and issues (Stone & Woodcock, 2013).

Our analysis emphasizes that consumers do not necessarily follow brands to interact with them; rather, they do so to stay informed of their activity. In this situation, regular publishing should play a significant role in a company's social customer relationship management strategy. In contrast, our research suggests that few businesses post frequently on Facebook and Twitter (only six companies post on Facebook every day, and half of them only post on Twitter sporadically). Companies should increase publication frequency to meet customer expectations for the two most popular (Dutot, 2013).

Social customer relationship management significantly influences the way in which HBE engage with customers. Customer engagement is significantly impacted by social customer

relationship management. The positive experience has a cascading effect on customer loyalty and customer satisfaction.

4.9 Customer Trust

Customer trust is a core variable that has emerged from our findings. It has been discussed as a present element in the underpinning of the other research variables discussed in terms of literary support. There is an array of literature that discusses trust and the building of trust in customer environments with little mention of the application to home based enterprises and the effects of customer participation on social networks. For online transactions to be effective, trust is crucial. Although the value of trust has been examined from a variety of angles, research on online trust is still in its early stages and is fragmented in nature (Salo & Karjaluoto, 2007).

A consensus among business and management scholars defines trust as "a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another" (Ramanathan et al., 2020). Pipitwanichakarn and Wongtada (2019) describe trust as one party's feelings of security in the adoption of e-commerce based on the dependability and integrity provided by another.

The outcomes of an SME's online interactions are based on its reliability, legitimacy, and trust. Trust enhances a customer's perception of the business, which is likely to strengthen the customer's intention to continue purchasing from the business (Oluwajana et al., 2021). Before interacting with the company on social media, customers would have seen reviews and ratings of the business's products or services. Their experience with social media contributes to this, which is likely to improve trust and expectations of consistency. This is one of the many dimensions of customer relationship management which is seen as essential to building connections with clients. Trust allows two people to resolve power struggles and low profitability by believing in each other's intentions inside a partnership (Oluwajana et al., 2021). Due to the digital environment's intrinsic virtuality and the customer's complete willingness to establish a positive buying intention toward any transaction, trust is typically acknowledged as a fundamental antecedent of social customer relationship management (Oluwajana et al., 2021).

Online purchases require an environment of safety, ease of use and trust. A study by Darmawan (2021) investigated the effect of trust, usability, and security on impulsive purchasing behavior. The findings revealed that three factors significantly influence impulsive buying behavior: (1)

security; (2) convenience of use; and (3) trust. Security had a strong and dominant positive effect on impulsive buying behavior (Darmawan & Gatheru, 2021). The study outlined three factors that make up the indicators used to measure trust these are (1) integrity, which measures how much trust is placed in a seller's honesty to uphold and fulfill the promises made to customers; (2) benevolence, which measures how much trust is placed in a seller's willingness to treat customers well; and (3) competence, which measures how much trust is placed in a seller's capacity to assist customers (Darmawan & Gatheru, 2021). It can be assumed that by creating an environment of trust purchases increase resulting in improved participation.

The examining of trust is important in explaining the adoption and acceptance of e-commerce by consumers. Most of the literature speaks to this relationship with the application of the technology acceptance model (TAM). Pipitwanichakarn and Wongtada's (2019) investigation with street vendors with the application of TAM found that in order to provide a sense of safety and to lessen environmental uncertainty, trust is crucial. Because of the possibility for unfavorable service provider actions, such as transaction failures, inappropriate information use, etc., many consumers are reluctant to adopt new technologies. Intent to use e-commerce is heavily influenced by trust, which also has an impact on how often it is used (Pipitwanichakarn & Wongtada, 2019). It can therefore be said that lack of trust by a service provider is a significant obstruction to customer usage and that it is essential for SME's to create trust to improve participation.

Information and communication technologies (ICTs) make it possible for individuals and businesses to take advantage of economic opportunities through enhancing process effectiveness, promoting participation in wider economic networks, and generating employment prospects (Mbatha, 2013). The lack of privacy and security has a considerable influence in the adoption of e-commerce by SME's and its customers. The research by Mbatha (2013) concluded that concerns about privacy make many consumers reluctant to provide information while online. While online social networks provide a high level of flexibility and choice to customers it is the responsibility of service providers to ensure the security of its users (Mbatha, 2013). In addition to social media promotion and information sharing, a new factor, 'e-safety', was found to mediate the relationship between customer purchase intent and customer satisfaction (Ramanathan et al., 2020).

Online customers are in a constant state of vulnerability, especially on social media platforms, as their details may be exposed to others, and they expect security from trusted merchants when shopping online. In the B2C (Business to Consumer) platform, where people-to-people interaction is rare, online businesses can provide an "e-trust platform" to increase the sense of security on the website and gain the trust of customers (Ramanathan et al., 2020). Without oversight, as is often the case with online B2C platforms, customers are especially vulnerable as they trust merchants based on their instincts (Ramanathan et al., 2020). This is known as "feeling-based" trust. Under these circumstances, the seller has a duty to provide reliable service to its customers to maintain trust (Ramanathan et al., 2020). Therefore, it can be stated that in the social media context trust is the foundation of online sales as well as a precursor to online commerce in viewing a seller as a 'trustworthy online seller'.

A study by Ramanathan et al. (2020) concluded that online e-trust is created between a customer and the service company when an online purchase is made, it is during this time the quality of online information and e-safety of online payments make the service company trustworthy for future purchases. The article suggests that the service industry must ensure electronic safety and security to sustain e-commerce success. Online services must earn customer trust and reassure them that purchases and other risks are minimized or mitigated (Ramanathan et al., 2020).

Trust by home based enterprises is a vital issue in using social customer relationship management to obtain required business growth and benefits. In an article by Hajli et al. (2017) which examines the relationship between trust and purchase intent in social commerce and discusses the mechanisms that explain this relationship. The model developed clarifies the methods by which behavioral intentions on social commerce platforms are influenced by trust, familiarity, social presence, and information retrieval from social commerce (Hajli et al., 2017). A Facebook user survey revealed that confidence in social networking sites (SNS) boosts information searching, platform familiarity, and social presence (Hajli et al., 2015).

In social commerce environments, trust is a crucial issue and, more precisely, it increases buy intentions. Customers participate in the buying process to a greater extent as their trust in the platform grows. By improving the platform's reputation, size, information quality, transaction safety, communications, economic viability, and word-of-mouth referrals, social commerce and SNS designers can increase customers' trust (Hajli et al., 2017). To better understand the

satisfactions that are likely to influence a customer's social participation, it is appropriate to identify the different satisfactions initially received and their social impact on discourse. Kamboj (2020) investigates how different satisfaction levels achieved in the context of social media brand communities affect customer participation and how these affect brand trust, brand engagement and word of mouth (WOM) on social media with the application of Uses and gratifications theory. This study explores the relationships between received satisfaction (relationship building, information seeking, entertainment, brand liking, and incentives), customer social engagement, and behavioral outcomes (brand trust, brand loyalty, and WOM). The finding confirms that rewards earned in the context of SNS significantly improve customer Participation (Kamboj, 2020).

Different researchers have developed different theories to explain the importance of trust and how to establish trust relationships in the electronic world. The elaboration likelihood model (ELM) is a dual processing model of persuasion which Kong and Hung (2006) used as a theoretical lens to examine customers' formation of initial trust and repeat trust simultaneously.

According to elaboration likelihood model the "routes to persuasion" are divided into two distinct categories: the core route and the periphery route (Kong & Hung, 2006). These pathways differ in terms of the amount of cognitive processing necessary and the strategy used to examine information. The central route to attitude formation is more likely to happen because of a person's careful and thoughtful, self-generated, and issue relevant considerations of the factual merits of the information presented in support of an advocacy (Kong & Hung, 2006). The peripheral route to attitude formation is more likely to happen because of a persuasive cue that induces change without requiring scrutiny of the factual merits of the information presented by Kong and Hung (2006). The ability to assess relevant information and the motivation to exert cognitive effort both have an impact on the selection of which option to take (Kong & Hung, 2006). The degree to which someone considers information relevant to a situation depends on their drive and ability to digest it. Elaboration likelihood model gives us a theoretical lens through which to investigate the information processing pathways leading to initial and sustained online trust (Salo & Karjaluoto, 2007). Customers' readiness to trust an online provider depends on both individual and technological aspects.

Kong et al. (2006) provided a model of online initial and repeat trust shown below, which identifies motivation and the capacity to process vendor-related attributes as two key factors that influence the peripheral and central routes of developing a trust attitude.

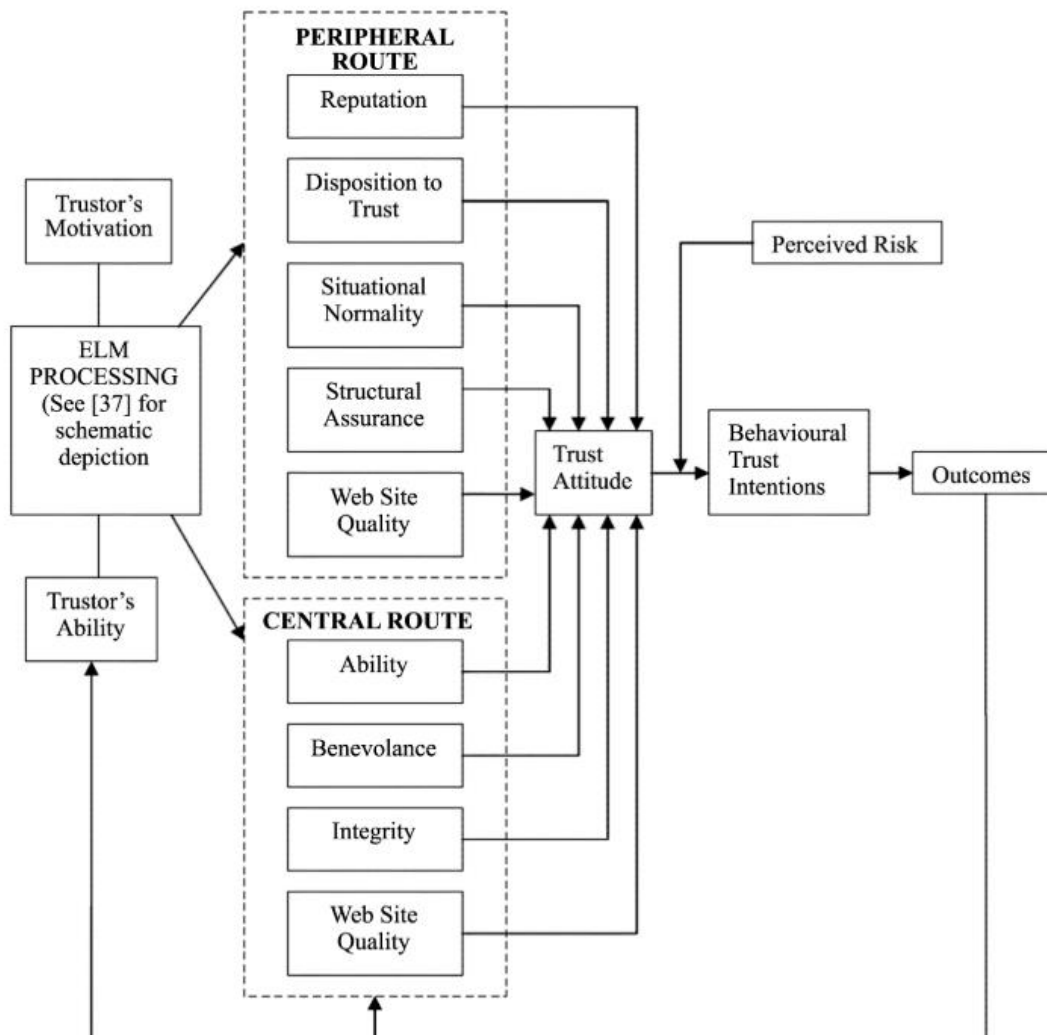


Figure 19: The elaboration likelihood model (Kong & Hung, 2006, p. 7)

The model highlights motivation and the capacity to evaluate online vendors' features as the major influences on the development of an attitude toward online trust. These two elements work together to establish the importance of various pieces of information in affecting a person's trust attitude toward an online merchant (Salo & Karjaluoto, 2007).

End users rely more on the factors in the peripheral route when they have little or no expertise working with web vendors (Kong & Hung, 2006). These variables include the standing of the

business, structural assurance, the caliber of the website, the dispositional trust of the clients, and the apparent normality of their circumstances (Kong & Hung, 2006). End consumers may be better able to defend the e-vendor's competence, goodness, integrity, and website quality after having in-depth interactions with them. As a result, individuals may place more weight on the central route considerations when forming their attitude toward trust (Kong & Hung, 2006).

In the literature, there seems to be a consensus that trust is a crucial component of consumer connections in the online space. Trust can inspire clients to engage in online activities by easing their concerns about the risks and uncertainties of doing difficult business online (Salo & Karjaluoto, 2007).

In this chapter we presented a review of current literature that adhered to a three-step process that addressed the why, what, and how of customer participation on social customer relationship management platforms. In the first step, the significance of social customer relationship management platforms used by home based enterprises was discussed along with major pieces of literature demonstrating the importance of the research topic. A discussion of existing literature is used to highlight the importance of social customer relationship management platforms on SME's along with its positive contributing factors and how this study contributes to the growing field of social customer relationship management platforms. In the second step studies are provided outlining the importance and the need for improved participation on social customer relationship management platforms along with the benefits of improved participation on long term business sustainability. The last step included a discussion of the seven main categories that our study has revealed as well as an explanation of the core variable. The purpose of the literature review was to provide insight from the parent discipline in terms of Customer participation on social customer relationship management platforms as well as the achievement of theoretical advancement of the categories developed. Due to social customer relationship management platforms being a new field currently receiving attention we proceeded to draw reference from studies in other areas. The seven categories developed as a result of our investigation are positioned in literature and the applicability discussed in the social customer relationship management platforms space. The literary evidence providing a deeper understanding of each focus area thereby increasing the theoretical sensitivity in theory building which we discuss in our next chapter.

Chapter 5: Theory Building

In the previous chapter an overview is provided of customer participation which assists in the identifying the parent discipline of this study. With a constructivist approach being taken for this study I selected social customer relationship management platforms as the parent discipline. The literature review conducted provides an in-depth review of the key concepts developed by following the constructivist grounded theory process. The current literature provides extremely limited research in the field of SMEs in the context of social customer relationship management.

This study contributes by adding to the growing body of literature in the field of social customer relationship management. It makes a theoretical contribution by examining social customer relationship management adoption from a customer participation perspective in SME's, more specifically home-based enterprise operating in a developing country.

The aim of this chapter is to explain the analogical theory building process adopted by the study in developing a theory based on the variables identified and discussed in the literature review. I begin by providing a brief description of what a theory is in terms of the grounded theory process. This is followed by Beer's (1994) theory building process in which scientific analogizing is applied to develop a customer participation theory. In building the theory comparisons are made by applying the Beer's (1994) method between elements of science and the studied phenomenon using the seven key variables to develop a theory that answers our research question. This is followed by a discussion relating to the developed theory.

5.1 Grounded Theory and Theory Building

What is Theory? "A theory is a viewpoint or perspective which is explanatory"(Williamson, 2002, p. 49). In social science theory is regarded as a methodical justification for the observed facts and laws that pertain to a particular aspect of life (Williamson, 2002).

By adopting a constructivist approach for this research in the chosen grounded theory methodology. The aim of the study was to best describe the empirical reality of customer participation on social customer relationship management platforms as closely as possible.

My approach towards the development of a theory draws on the constructivist writings of Charmaz (2006). Charmaz proposes two paradigms on the interpretation of what theory is, the first being a positivist interpretation. According to positivists, theory is composed of

interconnected variables that are expressed as propositions with the aim of being able to make predictions. The second paradigm is the interpretive approach to theory which places more of an emphasis on understanding theory rather than on explaining theory (Thornberg & Charmaz, 2014). It accomplishes this through conceptualizing customer participation on social customer relationship management platforms by home based enterprises to understand it in abstract terms. A grounded theory, according to Charmaz (2014) has both positivist and interpretivist tendencies.

Charmaz (2006) stated that a grounded theory must meet the following requirements:

A continuous fit with the data must be considered while developing the theory.

Grounded theory must be beneficial.

Density of concepts

The theory must stand the test of time.

The theory must be flexible (this is often referred to as transferability)

The theory must have potent explanatory capacity.

Charmaz (2006) indicates that constructivist grounded theory is interpretive in that data and analysis is created from shared experiences between the researcher and research participants. The final theory developed depends on the researcher's point of view and the interpretation of the phenomena under study rather than reality itself. This is in contrast to Classic grounded theory which implicitly assumes an objective, external reality, a neutral observer who discovers data, reductionist inquiry of manageable research problems, and objectivist rendering of data (Kenny & Fourie, 2015). Strauss and Corbin (1998) have asserted that theorizing is the process of building an explanatory framework from data that systematically integrates various concepts through statements of relationship and that theories are interpretations made from predetermined viewpoints adopted or investigated by researchers (Mills et al., 2006).

I have used the variables which have emerged from this studies data and analysis process to build a causal mechanism that that best describe dynamics of customer participation on social customer relationship management platforms. In keeping with the constructivist grounded theory methodology, it provides an interpretation of the phenomena in an exploratory framework. In following Beer's (1994) theory building process a scientific process is applied on the empirical results obtained in the study to construct a theory.

5.2 The theory building process.

Beer's (1994) provides us with a scientific modeling process to theory development through a process of analogizing. Below is a graphical representation of the process which I followed in four steps to construct a scientific model that gives insights into customer participation on social customer relationship management platforms.

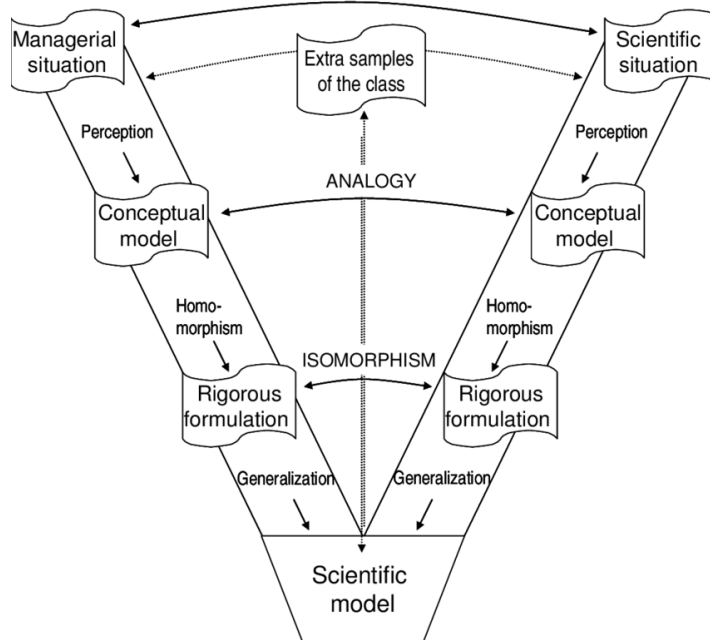


Figure 20: The nature of science model (Beer, 1994, p. 14)

5.3 The Nature of science model explained.

Beer (1994) begins the process with a conceptual model of the managerial situation being studied. In this study the managerial situation is in reference to customer participation of home-based enterprise on social customer relationship management platforms. A conceptual model is developed on the perceptual understanding of the phenomena. This indicates that we have "taken a spare copy" of the facts as we directly perceive them with our understanding of how the system "really works" incorporated into this conceptual model (Beer, 1994).

The next step is to choose a conceptual model from a scientific situation that describes how the situation "really works." The scientific model is thought to resemble the managerial environment. Then, a comparison between these two conceptual models is made to see where there are overlaps and to see if the behavior of one model can shed light on the other. It aims to

ascertain the degree to which the behavior of one system sheds light on the behavior of the other and explores how current scientific theories in one field might be applied to another (Beer, 1994).

According to Beer (1994) there are three levels of comparison that can be used when applying the above. The first is a Metaphor, metaphors serve more as a "poetic device," and as such, their accuracy may be called into question. A metaphor might offer fresh perspectives on the managerial situation.

The second level is analogy. This comparison's validity is based on logic, and classical logicians have written extensively to explain its utility and define its bounds. The justification, however, is essentially philosophical rather than scientific (Beer, 1994).

The third level of comparison is identity itself. In which conclusions that hold for one thing under similar circumstances will undoubtedly hold for the other if the two things are literally identical to one another (Beer, 1994).

The ultimate goal in the application of the above model is for the researcher to create a mapping between two conceptual models that, in more contemporary terms, he hopes will be isomorphic (Beer, 1994).

5.4 Application of the Nature of science model

Steps 1

The first level of comparison is graphically depicted in figure 21 below.

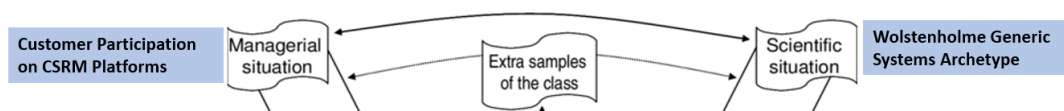


Figure 21: The nature of Scientific model Step 1

In figure 21 the managerial situation is defined as customer participation on customer relationship management platforms. We have established in previous chapters that customer participation needs to be monopolized for SMEs to receive the critical value and advantages of social customer relationship management. When consumers engage with brands in terms of

comments, experiences, new product features, or new product development, value is created for SME's on social customer relationship management platforms (Derham et al., 2011). If the lack of customer involvement in social customer relationship management is not addressed, it will not only fail to help SME's increase their revenue, efficiencies, and valuable customer insight, but it may also experience the same failure rates as social customer relationship management, making it yet another factor in the high failure rate of SMEs.

A scientific model that best describes this situation is a generic causal loop structure commonly referred to as a systems archetype. System archetypes were developed by Senge and Wolstenholme in 1990 as a formal and independent method of categorizing the structures that underlie recurring, generic patterns of behavior, particularly counterintuitive behavior (Wolstenholme, 2003). The system archetypes that are currently categorized can be thought of as the culmination of a great deal of qualitative and quantitative modeling work done over many years by many analysts, which can be used to generate understanding in new application domains. They are a very effective mechanism for accelerating learning in a world that is becoming more chaotic because of their isomorphic nature (Wolstenholme, 2003).

Step 2 - Analogy

The second level of comparison is depicted below in which conceptual models are required for the managerial situation and the scientific situation.



Figure 22: The nature of Scientific model Step 2

An analogy is a term used to describe how an object's relationship to certain attributes or circumstances corresponds to the relationship that exists between that object and certain attributes or circumstances that are related to it (Tsoukas, 1991). It calls for the transfer of an explanatory structure from the source domain to the target domain. With analogical reasoning

a person can employ analogies from very similar domains or analogies derived from conceptually very different domains (Tsoukas, 1991).

5.5 Managerial conceptual model

For this step Beer (1994) illustrates, as depicted in figure 21 above, a conceptual model needs to be developed in order to explain the current managerial situation. Customer participation on social customer relationship management platforms takes the position of a target domain in the conducted study. During the grounded theory methodology process followed there were seven categories that were developed through coding cycles and theoretical sampling. These seven categories were customer reviews, brand reputation, customer engagement, visual advertising, customized products, customer benefits and customer security.

To develop a conceptual model to represent customer participation on social customer relationship management platforms I used these seven categories to form variables. Variables are a way of describing current reality as key patterns of behavior over time, Ryan (2016) states that variable names should

Be nouns or noun phrases with few modifiers.

Not be verbs.

Fit into phrases starting with “the level of...”, “the number of...” or “the quantity of...”

Be neutral.

Should not suggest an amount.

Table 13 below displays each core category and the variable formed. The last two categories were maintained as variables in naming as they fitted the above criteria and served as a key pattern of behavior.

Table 13: Framing of categories as variables

Core Category	Variable
Customer Reviews	Rate of Customer Reviews
Brand Loyalty	Extrent of brand Loyalty
Customer enguagement	Level of Customer participation
Visual Communication	Rate of visual Communication
Product Customization	Range of customized products
Customer Value	Customer value
Customer Trust	Customer Trust

The framed variables above are placed in a conceptual model. Concept maps are diagrams that depict interrelationships between concepts and conceptual frameworks within a specific domain of knowledge (Van Boxtel et al., 2002). Van Boxtel et al. (2002) elaborates that concept maps represent a domain's main concepts and relationships. It is a network with nodes representing concepts, lines connecting the nodes representing relationships, and labels on the lines representing the nature of the relationships.

Figure 23 below is an interrelationship diagram used as a conceptual model to describe the current situation of customer participation of home-based enterprise on social customer relationship management platforms. The grounded data used in the formation of these variables were derived from the analysis of data conducted in chapter three. The interrelationship diagram (ID) considers the relationship between variables and helps analyze the factors in a complex situation.

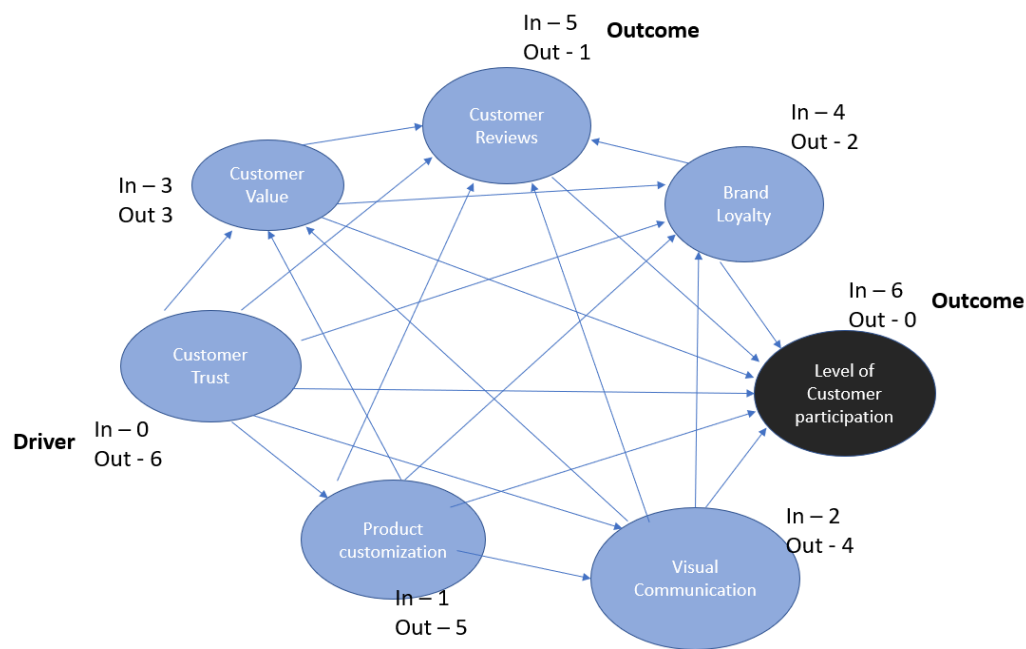


Figure 23: Interrelationship Diagram (ID) of managerial situation.

The interrelationship diagram illustrates that the rate of customer reviews affects the level of customer participation. The number of customer reviews received by a home-based enterprise on a social customer relationship management platform influences and gives confidence to other customers as to whether to contribute or not. Brand reputation is shown to influence customer reviews as well as participation. The stronger the brand reputation built by a home-based enterprise the more inclined customers are to participate and provide customer reviews. The rate of visual communication had a positive effect on customer reviews, brand loyalty and level of customer participation which contributed to customer value. Customer value is displayed as a balancing variable in the interrelationship diagram mainly because value is provided through customer reviews, the level of customer participation and brand reputation. Simultaneously the rate at which visual advertising is conducted along with the range of customized products provided by a home-based enterprise influences customer trust. Customer trust has a direct impact on the level of customer participation. If customer trust is not made explicit and customers are not provided the reassurance of a legitimate home-based enterprise which protects customer information, it adversely effects their level of participation.

The inference which can be derive from the interrelationship diagram is that the main driver of customer participation on social customer relationship management platforms in this conceptual model is customer trust. The model also identifies two main outcomes that being

the level of customer participation on social customer relationship management platforms and the rate of customer reviews.

5.6 Scientific Conceptual Model

In the selection of a scientific concept model Wolstenholme (2003) presents a reduced set of four generic archetypes the actions of which are condensed to one of two kinds. There are actions that attempt to improve an organization's performance by introducing reinforcing feedback effects and those that attempt to control an organization by introducing balancing feedback effects. Reactions can also be reduced to one of two types. There are only four completely generic two-loop archetypes possible, resulting from the four different ways to order the two basic types of feedback loops (balancing and reinforcing) (Wolstenholme, 2003).

For this study the 'out of control archetype' is selected where the intended control fails to be realized. The out-of-control archetype resembles what is occurring in home-based enterprises in terms of customer participation on social customer relationship management platforms.

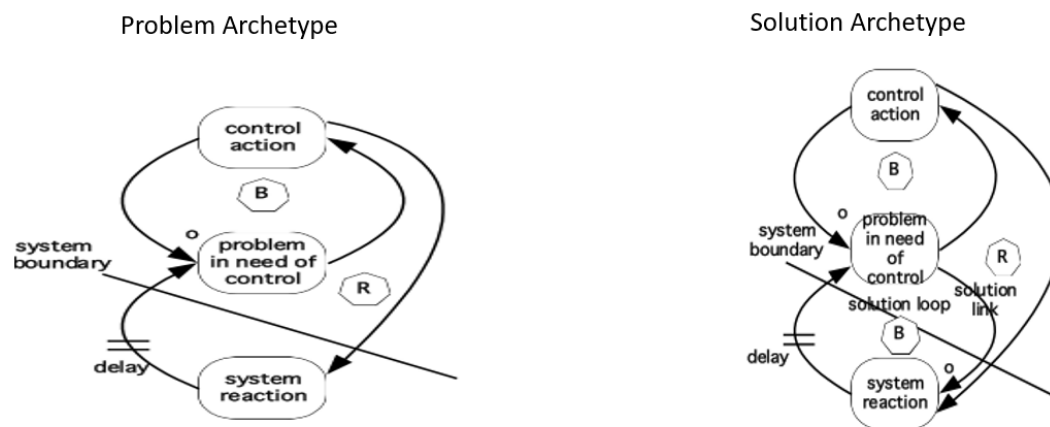


Figure 24: Out of control Archetype (Wolstenholme, 2003, p. 18)

The out of control archetype represented above has a balancing intended consequence loop started in one sector of the organization to control the magnitude of a problem (Wolstenholme, 2003). The reaction from another sector creates a reinforcing loop, potentially worsening the problem, which spirals out of control. It is important to note that in this archetype, it is usually the control action itself that causes the reaction, rather than the outcome. It is proposed that introducing a direct link (the 'solution link') between the problem and the system reaction. This

link's purpose is to introduce or reemphasize a second balancing loop in parallel with the intended consequence balancing loop in order to counteract the reinforcing reaction (Wolstenholme, 2003).

Step 3 - Isomorphism

The third level of comparison, depicted below is conducted to achieve isomorphism between the two systems discussed above. Tsoukas (1991) describes isomorphism as the highest form of resemblance resulting in the interchangeability of two isomorphic systems.

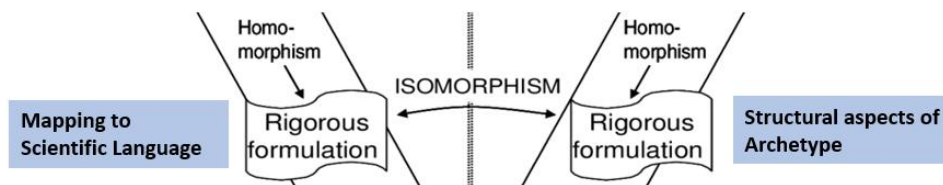


Figure 25: Third level comparison – Isomorphism

The third level of comparison is identity ‘itself’. In which conclusions that hold for one thing under similar circumstances will undoubtedly hold for the other, if the two things are identical to one another. In this instance however the two objects being compared are not identical in any conventional sense (Beer, 1994).

To achieve this, I discuss how a ‘shifting the burden’ archetype is selected. The structure of this archetype is discussed as a special case of the ‘Out-of-Control’ archetype. The aspects of the interrelationship diagram developed are then inferred against this archetype.

5.7 ‘Shifting the burden’ Archetype

Figure 26 below depicts how the ‘shifting the burden’ archetype was selected using Braun’s (2002) archetype tree.

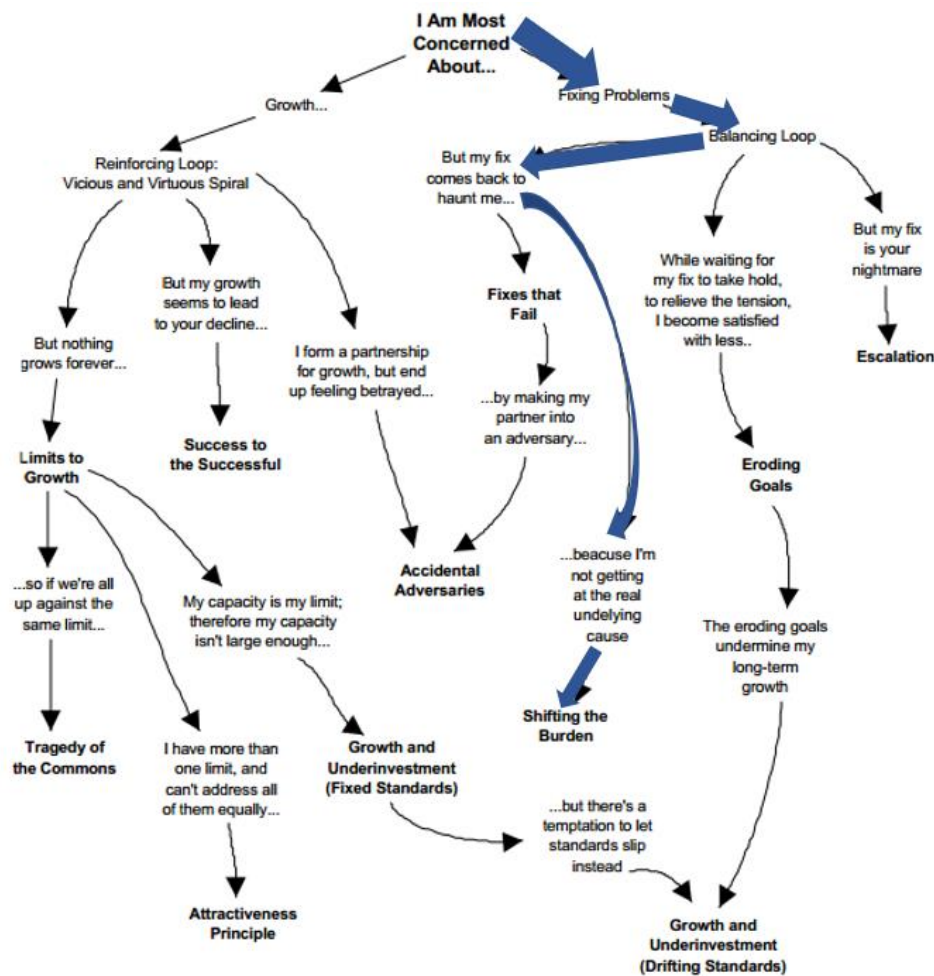


Figure 26: Connections between the archetypes (Braun, 2002, p. 24)

Shifting the Burden exemplifies creative tension in action. The archetype emphasizes the disparity between short-term performance pressures and the insights and long-term sustaining decisions (Braun, 2002).

Figure 27 below displays the structure of the shifting the burden archetype.

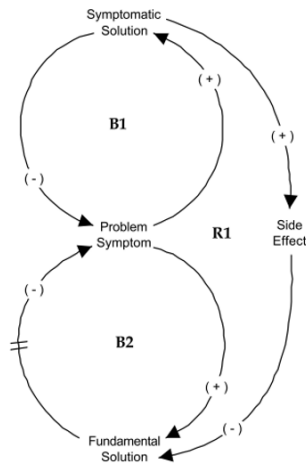


Figure 27: Shifting the burden archetype (Braun, 2002, p. 4)

The archetype exemplifies the tension between, firstly the allure (and relative ease and low cost) of devising symptomatic solutions to visible problems and secondly the long-term impact of fundamental solutions aimed at the underlying structures that produce the pattern of behavior in the first place (Braun, 2002).

The essence of Shifting the Burden is that once the Solution symptomatic solution has had its effect (which, in contrast, requires less Generic Archetype understanding, is easier to formulate, is relatively less expensive - in the short run - and produces instant gratification), there is little perceived need to pay any more attention to the fundamental, underlying systemic problem (Braun, 2002).

This archetype asserts that a problem symptom can be resolved using either a symptomatic solution or a fundamental solution. It hypothesizes that once a symptomatic solution is used, it alleviates the problem symptom and reduces pressure to implement a fundamental solution, which has the unintended consequence of undermining fundamental solutions (Braun, 2002).

I proceed to use archetype mapping to achieve isomorphism between the interrelationship diagram developed and produced by the findings on customer participation on social customer relationship management platforms together with the shifting the burden archetype.

5.8 Archetype Mapping

To commence the archetype mapping process, I first begin to transfer the elements from the shifting the burden archetype into the variables developed and used in our interrelationship diagram. This transference is displayed in the table below. I then proceed to discuss the rationale used in the implementation of the mapping process.

Table 14: Transforming elements from the Shifting the burden archetype to variables determined by the study

Elements of Shifting the Burden Archetype	Corresponding elements from Interrelationship Diagram
Symptomatic Solution	Rate of Visual communication
Problem Symptom	Level of Customer Participation
Fundamental Solution	Customer Trust
Side Effect	Rate of Customer Reviews

This high-level comparison displays a fair fit between the core variables of the study with the conceptual model.

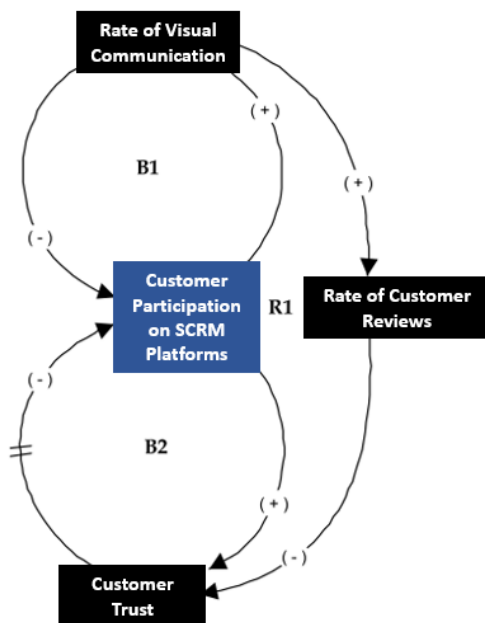


Figure 28: Shifting the burden archetype applied to customer participation in social customer relationship management.

The shifting the burden archetype in figure 27 above holds a balancing loop B1 containing the problem symptom. Management intervenes in solving the problem symptom with an intervention that brings about a temporary improvement in performance. This is indicative of the pattern found in this study in which the problem symptom (customer participation) needs to be improved by home based enterprise and the intervention exercised (visual communication) brings about a limited improvement in participation.

The assumption is made that the intervention is well planned, and the problem symptom is resolved. This however is not the case as the underlying problem persists and a reappearance of the problem symptom occurs (Braun, 2002). We have found that home-based enterprises improve their visual advertising which did not result in an increase in customer participation mainly because the underlying cause (Customer Security) was not addressed. This is mainly because as stated by Braun (2002) home based enterprises find that visual advertising requires less understanding, easier to implement and less expensive and in the short run improves customer participation in a limited extent.

A long-term solution requires deeper understanding of the problem which home based enterprises cannot afford and do not have the appetite for. The archetype makes explicit that customer participation can be influenced with a solution link that directly targets the fundamental solution (customer trust).

It can therefore be concluded from the above that isomorphism is researched as there is intractability of both conceptual systems.

Step 4 - Scientific model

The final stage of Beer's (1994) natural science model culminates in a formation of a scientific model as illustrated below. It is this step that allows the development of a scientific theory which explains the managerial situation. The new theory developed is the theory formulated for this study.

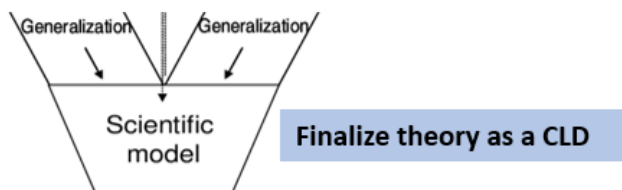


Figure 29: Scientific model finalization

The shifting the burden archetype is applied to the variables that emerged from our study and is illustrated in figure 28 above.

5.9 Developed Theory

Customer trust improves customer participation on social customer relationship management platforms.

The systems model depicted in figure 28 represents the variables of this study and the relationships between them which results in the development of a theory that answers the research question.

It is important to note at this point as Charmaz (2006) explains “theory” is just a detailed explanation and understanding, it does not have to be a theory in that sense of the word. The developed theory by this study may not be entirely new however my findings offer value by providing a detailed analysis and explanation of the studied phenomenon. It contributes by adding additional evidence to the existing theory from a new study and new context. Since I was not working on the data deductively, I was not guided by the ELM trust model when developing the data collection tools or when working on my analysis, and yet my findings fit the theory that exists. This adds credibility to that theory because what I inductively developed, without any outside influences, is in line with it and supports it.

5.10 Research Question

How can customers be persuaded into participation on social customer relationship platforms of home-based enterprises?

The question addresses customer participation on social customer relationship management platforms which needs to be improved. This is understood by home based enterprises as they

are dependent of the value contribution of customers through these interactions. Home based enterprises then increase their visual posts on social customer relationship management platforms as this often gets a response from customers all be it limited. The findings of our study reveal that the underlying cause that needs to be addressed is that of customer trust. Only when customer trust is addressed by home based enterprises will the customer participation on social customer relationship management platforms improve.

5.11 Answer to Research question

Improving customer trust persuades customers to participate on social customer relationship management platforms of home-based enterprises.

The literature on social customer relationship management is dominated by technology adoption theories which investigates the successful implementation from a business perspective. The theory developed by this research is from a customer's perspective on social customer relationship management of home-based enterprises. It concludes that trust needs to be developed by home based enterprises on social networks for customer participation to be improved. The theory was developed in this chapter by following the analogical theory building process based on the variables identified and discussed in the literature review. The chapter provided a brief description of what a theory is in terms of the grounded theory process. It actioned Beer (1994) theory building process in which scientific analogizing is applied to develop a customer participation theory. In building the theory comparisons are made between elements of science and the studied phenomenon by using the seven key variables to develop a theory that answers our research question. This is followed by a discussion relating to the developed theory and concluded with an evaluation of the developed theory.

Chapter 6: Conclusions and Evaluations

The previous chapter explained the theory developed by using the Beer's (1994) process of scientific analogizing. A comparison was drawn between the scientific conceptual model of shifting the burden' archetype to the managerial situation being customer participation on social customer relationship management platforms. This process enabled the development of a theory to improve customer participation on social customer relationship management platforms of home-based enterprises. This chapter provides a brief overview of the previous chapters discussed. This is done to provide the context for our discussion on the findings of our research and the theory developed. The chapter elaborates on the implications of our findings and discusses the overall evaluation of the research process. It concludes with the limitations of the study with concluding remarks.

Chapter one provided the context for this study. It explained the importance SME's play in the economic and socio-economic contributions they make in developing countries. It has been stated that home-based enterprises are included in the definition of SME's and our specific focus in reference to SME's is directed at home-based enterprises. A description of the current situation faced by SME's and how their adoption of a social customer relationship management platforms strategy has been largely unsuccessful. The introduction of social media and the benefits it provides to home based enterprises were presented. The adoption of social media by home based enterprises as a customer strategy led to the development of social customer relationship management. The focus being on how customer participation is essential for the development of a successful strategy design. The research question for this study **How can customers be persuaded into participation on social customer relationship platforms of home-based enterprises?** is discussed, formulated, and presented.

It is discussed in chapter one that this study has adopted a constructivist grounded theory methodology which only allows for a pre literature review to identify the research problem. The chapter provides a pre literature review in three main areas of customer relationship management (CRM), social media (SM) and social customer relationship management (SCRM). The pre literature review outlined gaps in literature and provided a clear understanding of the conceptual framework for this study.

In chapter two the philosophies underpinning the methodological framework undertaken by this study is stipulated and the selection discussed. The paradigm of the study was determined as complying with the constructivist / interpretative paradigm. A critical realist ontology was adopted.

The research methodology chosen to conduct the study is discussed and debated. A decision to proceed with a grounded theory methodology was followed due to my research exploring new ground in social customer relationship management platforms while attempting to develop a theory focusing on human interaction. The chapter further discussed the origins of grounded theory providing insight into three prevailing traditions: Classic, Straussian and Constructivist Grounded Theory. After a comparison of the three grounded theory approaches and guided by the selected philosophical positions. A constructivist grounded theory was selected to conduct the study. The chapter then proceeded to describe the constructivist grounded theory methodology by explaining and applying the data collection, data analysis, theoretical sampling, and theory formulation process.

The purposeful sampling conducted by the study of nine home-based enterprises, with data collected from active customer engagements on Facebook, Instagram, WhatsApp, LinkedIn, and YouTube is provided. The data collected was then analysed using a four-cycle model. Coding is used by grounded theory to examine acquired data. The chapter explains how the data for this study was deconstructed to develop key categories. Tentative theoretical categories emerged requiring further development.

Chapter three discussed how the grounded theory method was used in the study to identify and conceptualize important variables that would help us answer the research question. Each step of the data analysis process, from which the initial codes that led to the important conceptual variables arose, is described in detail. Following Glaser's (2002) directive that grounded theory should at least include third level conceptual analysis, the findings of a three-stage constructivist grounded theory approach were presented. The seven key categories which emerged are listed as:

Visual communication

Customer value

Customer engagement



Customer reviews

Brand Loyalty

Product customization

Customer trust

The chapter concluded with a brief explanation of each category in relationship with customer participation on social networking sites.

In chapter four a literature review was conducted using a three-step process. The first phase addressed the importance of social customer relationship management platforms use by home based enterprises with pieces of literature highlighting the importance of our research. The second stage studied the significance and requirement of expanded participation on social customer relationship management platforms as well as the benefits of higher participation on long-term business sustainability for home based enterprises. The third stage includes an explanation of the core category (customer trust) and provides a detailed discussion on the remaining categories which our research has identified. The goal of this literature review chapter was to position the seven categories developed in literature. Due to social customer relationship management being a new area of research literature from other fields were used to make comparison in terms of customer participation. The literary evidence provided deeper understanding of the categories increasing theoretical sensitivity in theory development.

In chapter five a discussion is provided on how the study built an analogical theory based on the factors identified and discussed in the literature review conducted in chapter four. The chapter begins by providing a quick definition of a theory in terms of the grounded theory method. The Beer's (1994) process on developing a theory was applied to create a substantive theory of customer participation on social customer relationship management platforms. By comparing scientific ideas to the situation being studied, a hypothesis that answers our research question is created using the seven crucial criteria. The chapter ends with an assessment of the theory.

6.1 Discussion on research Findings

This section discusses the findings of the research question in the context of the literature review presented in chapter four. The seven key variables which emerged from the data of our investigation is presented and its influence on customer participation on social media platforms. The discussion will address commonalities and disagreements including the theoretical and practical contributions of this study. There is limited literature that speaks directly to how our key variables effect participation on social media platforms thus reference is drawn from studies in other areas where the variables speak to customer face to face interactions.

6.1.1 Visual Communication

Kujur and Singh (2020) found that entertainment content is said to have the most influence on consumer interaction as it is perceived as fun, exciting, and flashy. It captures immediate attention, inspiring users to view the content and share it. Kujur and Singh (2020) further states users who are more engaged in viewing pictures and watching videos on company SNS pages tend to build trust in the company/brand and experience higher levels of satisfaction.

Our study confirmed that participation improved with visual posts in comparison to other forms. The greatest number of likes, shares and interactions were received with the use of visual posts by home based enterprises. This finding highlighted the necessity of an advertising strategy of home-based enterprises to gain customer attention. The research found during interviews that authenticity and creativity of content had a big impact on customer participation. Most importantly trust is developed when users are view authentic pictures and videos displayed by home based enterprises.

6.1.2 Consumer Value Proposition

The literature on social customer relationship management highlights the fact that business value is generated by the collaborative nature of social customer relationship management Woodcock (2011) lists these benefits as

- Increasing customer insight and engagement
- Customer life cycle in acquisition, retention, and value development
- Managing service costs
- Drive customer centric innovation

Better demand planning

Shaping promotions

For home based enterprises to acquire these benefits customers need to actively engage in the participation process.

This study found that when customers were provided with tangible value through social media. In the form of free products, promotions and competitions, participation did not improve. Reactions to the posts were received however no value contribution was made in the form of a comments or reviews. The interview process revealed that customers viewed such social media posts with scepticism as it did not always feel like a safe and trusting service provider. Participants found it difficult to identify the difference. They reserve participation for providers which they already have a relationship with.

Chua and Banerjee (2015) study which found that rewards encourage social media users to engage in brand-related activities such as liking, commenting, and sharing brand posts on social media sites and that people affected by rewards tend to participate in brand forums, online communities, brand pages on various social networks, and comment on blogs, photos, videos, etc. This study however revealed that in the case of home-based enterprises this was not the case as rewards used to encourage participation was met with scepticism.

6.1.3 Brand Loyalty

A common theme extracted from brand literature of customers experiences with brands on social media is that mass markets, brand community participation by consumers may lead to the development of favourable brand attitudes, such as trust and loyalty, and that consumer-brand identification may play a crucial role in the transformation of brand community interactions into consumer-brand relationships (Coelho et al., 2018).

The research conducted revealed that brand commitment and loyalty on the part of customers has an impact on the level of participation conducted by customers. There is an abundance of literature on brand loyalty with research being conducted in the online space which assimilates to our findings on participation.

6.1.4 Customer Reviews

Our investigation revealed that customer reviews of home-based enterprises on social media sites were limited. In the observed data it was evident that customers provided extremely favourable feedback, or the feedback was negative. This was reaffirmed in our participant interviews. The finding was supported by the Melián-González et al. (2013) study confirming that the most satisfied and dissatisfied customers are those who generate more comments. On the other hand, customers who are neither extremely satisfied nor dissatisfied do not share word of mouth comments (especially electronic reviews) (Melián-González et al., 2013). Ways to encourage customer participation was not investigated by this study however it did suggest that intrinsic approaches of facilitating reviews should be followed. Communicating the importance of providing a contribution was not effective from the evidence we gathered in our investigation.

6.1.5 Product Customization

Product customization necessitates customer participation. Sawhney (2005) found that manufacturers will not be able to truly identify with the customer and will not have access to customer suggestions to improve and curate the product if a customer is only seen as a passive recipient of customized goods. Data gathered and participants stated that they welcomed enterprises creating products that were specific to their needs. Customers however only requested customized products after they had developed a relationship with the home-based enterprise. This relationship developed is reinforced by trust which allows for customization. According to a number of other researchers mutual commitment and the development of trust are essential for successful collaborative product development (Hoyer et al., 2010).

6.1.6 Customer Engagement

Our investigation found that to engage and build a relationship with customers home based enterprises gained traction with social media posts that exposed an emotional element. They were often reflective, venerable, or humorous posts. Brodie (2013) supported this finding stating that Loyalty, contentment, consumer empowerment, emotional connecting, trust, and commitment are among the key customer engagement consequences.

Hennig-Thurau et al. (2004) provided eight factors which drive people to participate in online communities, these are

- The need to express negative emotions
- Concern for other users
- Self-enhancement
- Advice-seeking
- Social benefits
- Economic benefits
- Platform support
- Helping the business.

When applied to Brodie (2013) research it would suggest that social benefits influence consumers most strongly. Emphasizing the interactive, two-way nature of the consumer engagement concept. The eight factors provided by Hennig-Thurau et al. (2004) aligned with the findings of our research and the variables developed in terms of when and why customers chose to participate in home based enterprise social media platforms. It is necessary for home based enterprises to establish online platforms that drive these eight factors to improve customer participation.

6.1.7 Customer Trust

Pipitwanichakarn et al. (2019) describe trust as one party's feelings of security in the adoption of e-commerce based on the dependability and integrity provided by another. This definition is most fitting and confirmed in the research as the category emerged as customer security which developed into customer trust.

Customer trust is the core category of our research findings. In the forementioned six categories discussed, customer trust is a common thread woven through each. In visual communication trust is built by watching videos on company's social network pages with customers experiencing higher levels of satisfaction (Kujur & Singh, 2020). In terms of customer value proposition our interviews revealed that value posts were viewed at with scepticism as was not created with the service provider. In brand loyalty community participation by consumers may lead to the development of favourable brand attitudes, such as trust and loyalty (Coelho et al., 2018). In the case of customer reviews it has have an influence on the formation of consumers'

trust, particularly competence dimension of trust judgements in terms of how consumers perceive competence when making judgments about trust (Kawaf & Istanbuluoglu, 2019). In Product customization the development of trust is essential for successful collaborative product development (Hoyer et al., 2010). For customer engagement Brodie (2013) stated that Loyalty, contentment, consumer empowerment, emotional connecting, trust, and commitment are among the key customer engagement consequences.

There are numerous pieces of literature that speak to customer trust in customer environments. However, there is no application to home based enterprises and customer participation on social network sites. Numerous researchers have developed theories which explain the importance of trust in the electronic world. In this paper the use of elaboration likelihood model (ELM) by Kong and Hung (2006) as a theoretical lens is used to examine and conceptually align our investigated phenomena.

According to elaboration likelihood model the "routes to persuasion" are divided into two distinct categories: the central core route and the periphery route (Kong & Hung, 2006). The central route to attitude formation occurs because of a person's careful and thoughtful, self-generated, and issue relevant considerations of the factual merits of the information presented (Kong & Hung, 2006). The peripheral route to attitude formation occurs to a persuasive cue that induces change without requiring scrutiny of the factual merits of the information presented (Kong & Hung, 2006). The model identifies these routes as comprising of motivators to process customer-related attributes in developing a trust attitude.

In the application of the elaboration likelihood model to our studied phenomena and the variables developed. A resemblance is drawn in the diagram below with the emersion of this studies variables into the central and peripheral route.

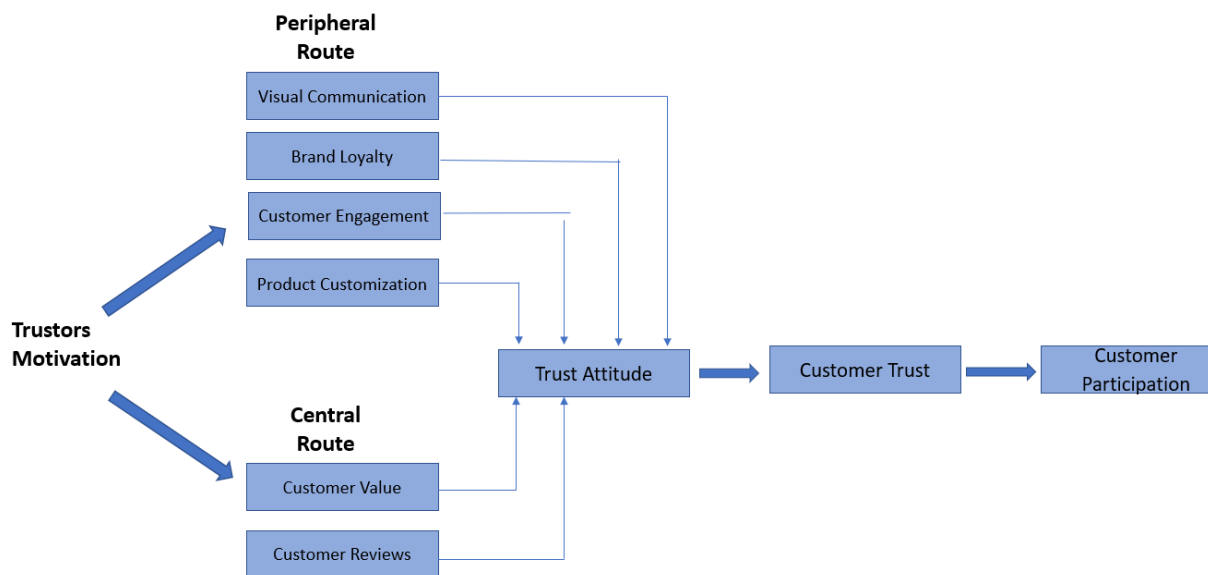


Figure 30: Variables applied to elaboration likelihood model adapted from (Kong & Hung, 2006)

Many of our variables fall within the peripheral route which are used to attract users. An explanation for this is that our research focused gaining data from a customer's perspective with primary data collection being observation of customer behaviour on social media platforms. The reactions by way of customer participation would intensify and thus creating a wider number of variables in the peripheral route. Visual communication, customer value, customer engagement and branding are often used to attract audiences' attention. This connection is weaker than one using the central processing route as it requires a more in-depth level of thinking. Central processing users are more likely to return due to the level of thought that went into their interaction (Kong & Hung, 2006).

With many of our variables in the peripheral route, as a long-term sustainable strategy home based enterprises need to develop a balance between the two. The trust motivators of both routes assist in the development of a trusting attitude in customers which bring about behavioural trust intentions resulting in an outcome of participation. Home based enterprises need to appeal to both processes when designing social media content to stand a higher chance of success in motivating customer participation.

The theory developed in this study demonstrates how improved customer participation can contribute and add value to home-based enterprises wanting to achieve business success on social media platforms.

My answer to the research question is summarized as follows.

The research question formulated:

How can customers be persuaded into participation on social customer relationship platforms of home-based enterprises?

The answer to the question:

The theory developed shows that customer participation contributes by means of added value to home-based enterprises. Home-based businesses are aware of this since they depend on the value that customers contribute through these interactions. To get customers to actively participate by way of contributing to home based enterprises on social network platforms trust needs to be created between customer and home-based enterprises on social network sites. When trust is created customers are more comfortable to contribute on social media platforms and their responses are more frequent and valuable in terms of comments and suggestions. It is only when customer trust is created and addressed by home based enterprises will the participation of customers improve.

Answer

Improving customer trust persuades customers to participate on social customer relationship management platforms of home-based enterprises.

6.2 Summary of Research Contributions

This study contributes to literature in the following ways.

It contributes to research in the social customer relationship management space, an emerging area that has seen limited scientific research. With majority of research in social customer relationship management field focused on small, medium, and large organizations. This study focused on home-based enterprises.

The study investigates social customer relationship management adoption through customer participation with home based enterprises operating in developing countries. Current research

focus has centred around social customer relationship management from an internal business adoption and process perspective. Little to no attention has been directed from the customers perspective and how customers react to the implementation and adoption of social customer relationship management. This study has sort to address that gap.

This study used a behaviouristic model, the elaboration likelihood model (ELM) as a lens to view social customer relationship management from a customer's perspective. With literature in social customer relationship management being dominated by the application of technology acceptance models the study provides a behaviouristic approach to social customer relationship management success.

The research conducted by this study adds to literature of home-based enterprises operating in a digital space. Literature on home-based enterprises is extremely limited, as covered in the literature review section of the study which is why application had to be drawn from SME's. This study specifically focused on home-based enterprises and their challenge with social customer relationship management.

The development of a substantive theory for home based enterprises operating in the social customer relationship management space to improve customer participation has been made. An area in which theory development has been lacking. Although the theory proposed in this study may not be completely novel, my findings are valuable since they offer a thorough analysis and explanation of the phenomenon under examination. It contributes by providing further proof for an existing theory from fresh research and novel settings. This lends more validity to that theory because it aligns with and supports what I inductively developed that is, without any external influences.

Practically the study provides home based enterprises with a strategy to build customer participation on social customer relationship management platforms by advancing trust building activities. This would not only aid in the success of home-based enterprise on social customer relationship management platform but most importantly gaining business value.

6.3 Evaluation of Research Findings

6.3.1 Validity of the Theory

To evaluate the grounded theory developed and explain the phenomena that I observed. According to Barney and Glaser (2002) a theory developed through the grounded theory methodology should have four interrelated properties these are fitness, understanding, generality and control. I will evaluate the grounded theory developed against these properties in explaining the observed phenomena.

6.3.2 Fitness

A prerequisite of grounded theory is that the theory developed must fit the area to which it will be applied (Glaser & Strauss, 1999). The substantive theory developed of customer trust to improve participation of home-based enterprises on social customer relationship management platforms was derived and supported by the diverse data of this study. The theory is closely linked with the substantive areas of social customer relationship management and applicable in addressing customer participation.

6.3.3 Understanding

Glaser and Strauss (1999) states that a developed grounded theory should correspond closely to the realities of the area under investigation and be understandable to the people working in that area. The theory developed is clear and understandable to those operating home-based enterprises on social customer relationship management platforms. It is important to note that the trust variable had emerged from the interviews conducted with customers as part of secondary data collection.

6.3.4 Generality

Leading to the generating of the developed theory the categories were guided by the data gathered. The naming of the categories went through three levels of conceptualization to ensure its generality but not losing sight of its sensitizing aspect (Glaser & Strauss, 1999).

6.3.5 Control

Glaser and Strauss (1999) describes the control element of a developed substantive theory as allowing the user to have sufficient control in commonplace scenarios to make its application worthwhile. The theory's user must be capable of comprehending and analysing current situational realities, as well as producing and foreseeing change in them (Glaser & Strauss, 1999). The Shifting the burden archetype which is used to formulate this studies theory allows home based enterprises to focus on the key elements which allow for improved customer participation on social media platforms. An awareness of these variables allows home based enterprises a level of control which influences the rate of customer participation. Home based enterprises are easily able to apply the studies developed theory on social media platforms.

The following steps were followed to enhance the validity of this study.

The study followed a rigorous process of open, axial, and selective coding for internal validity.

Triangulation was used in the obtaining of data through observation and interviews reducing the risk of bias.

Theoretical sampling was used to test the validity of data variables.

The research process followed has been peer reviewed to ensure adherence to high quality standards in terms of the research process followed (Creswell, 2007).

6.4 Implications for Further research

This study was restricted to customers of home-based enterprises. Future research should seek to expand findings to the full scope of customers in all SME's. Data for this study was collected from three social media platforms Facebook, Instagram, and WhatsApp. Future research should include and expand data gathering to more newly developed platforms such as TikTok as well as emerging technology in AI and chat bots. The focus of the study was customer participation from a customer's perspective which may have contributed to limited data in the central route categories. Future research should introduce further depth, by including business owners as well as platform developers.



6.5 Conclusion

This chapter provided a conclusion to this thesis. It presented an overview of all chapters which set the context to our discussion on the finding of our research. The theory developed through the lens of the elaboration likelihood model was presented and answered our research question. The main theoretical contribution this study makes in the social customer relationship management space is the necessity of trust to improve customer participation. Trust is deemed an essential element required for home based enterprises to gain the much-needed value and benefits in the use of social customer relationship management.

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Appendices

Appendix A:

Table 1: Paradigm Approach

Illustrates the various philosophical positions to research and their relation to each other in determining a research paradigm.

Paradigm	Ontology <i>What is reality?</i>	Epistemology <i>How can I know reality?</i>	Theoretical Perspective <i>Which approach do you use to know something?</i>	Methodology <i>How do you go about finding out?</i>	Method <i>What techniques do you use to find out?</i>
Positivism	There is a single reality or truth (more realist).	Reality can be measured and hence the focus is on reliable and valid tools to obtain that.	Positivism Post-positivism	Experimental research Survey research	Usually quantitative, could include: Sampling Measurement and scaling Statistical analysis Questionnaire Focus group Interview
Constructivist / Interpretive	There is no single reality or truth. Reality is created by individuals in groups (less realist).	Therefore, reality needs to be interpreted. It is used to discover the underlying meaning of events and activities.	Interpretivism (reality needs to be interpreted) <ul style="list-style-type: none"> • Phenomenology • Symbolic interactionism • Hermeneutics Critical Inquiry Feminism	Ethnography Grounded Theory Phenomenological research Heuristic inquiry Action Research Discourse Analysis Feminist Standpoint research etc	Usually qualitative, could include: Qualitative interview Observation Participant Non participant Case study Life history Narrative Theme identification etc
Pragmatism	Reality is constantly renegotiated, debated, interpreted in light of its usefulness in new unpredictable situations.	The best method is one that solves problems. Finding out is the means, change is the underlying aim.	Deweyan pragmatism <i>Research through design</i>	Mixed methods Design-based research Action research	Combination of any of the above and more, such as data mining expert review, usability testing, physical prototype
Subjectivism	Reality is what we perceive to be real	All knowledge is purely a matter of perspective.	Postmodernism Structuralism Post-structuralism	Discourse theory Archaeology Genealogy Deconstruction etc.	Autoethnography Semiotics Literary analysis Pastiche Intertextuality etc.
Critical	Realities are socially constructed entities that are under constant internal influence.	Reality and knowledge is both socially constructed and influenced by power relations from within society	Marxism Queer theory feminism	critical discourse analysis, critical ethnography action research ideology critique	Ideological review Civil actions open-ended interviews, focus groups, open-ended questionnaires, open-ended observations, and journals.

(Patel, 2015)

Table 2: Characteristics of Five Qualitative Approaches

Five qualitative approaches to inquiry which further have their characteristics explained in Table 3.

Table 4.1 Contrasting Characteristics of Five Qualitative Approaches

<i>Characteristics</i>	<i>Narrative Research</i>	<i>Phenomenology</i>	<i>Grounded Theory</i>	<i>Ethnography</i>	<i>Case Study</i>
Focus	Exploring the life of an individual	Understanding the essence of the experience	Developing a theory grounded in data from the field	Describing and interpreting a culture-sharing group	Developing an in-depth description and analysis of a case or multiple cases
Type of Problem Best Suited for Design	Needing to tell stories of individual experiences	Needing to describe the essence of a lived phenomenon	Grounding a theory in the views of participants	Describing and interpreting the shared patterns of culture of a group	Providing an in-depth understanding of a case or cases
Discipline Background	Drawing from the humanities including anthropology, literature, history, psychology, and sociology	Drawing from philosophy, psychology, and education	Drawing from sociology	Drawing from anthropology and sociology	Drawing from psychology, law, political science, medicine
Unit of Analysis	Studying one or more individuals	Studying several individuals that have shared the experience	Studying a process, action, or interaction involving many individuals	Studying a group that shares the same culture	Studying an event, a program, an activity, more than one individual

(Creswell, 2007)

<i>Characteristics</i>	<i>Narrative Research</i>	<i>Phenomenology</i>	<i>Grounded Theory</i>	<i>Ethnography</i>	<i>Case Study</i>
Data Collection Forms	Using primarily interviews and documents	Using primarily interviews with individuals, although documents, observations, and art may also be considered	Using primarily interviews with 20–60 individuals	Using primarily observations and interviews, but perhaps collecting other sources during extended time in field	Using multiple sources, such as interviews, observations, documents, artifacts
Data Analysis Strategies	Analyzing data for stories, “restorying” stories, developing themes, often using a chronology	Analyzing data for significant statements, meaning units, textural and structural description, description of the “essence”	Analyzing data through open coding, axial coding, selective coding	Analyzing data through description of the culture-sharing group; themes about the group	Analyzing data through description of the case and themes of the case as well as cross-case themes
Written Report	Developing a narrative about the stories of an individual’s life	Describing the “essence” of the experience	Generating a theory illustrated in a figure	Describing how a culture-sharing group works	Developing a detailed analysis of one or more cases

(Creswell, 2007)

Table 3: Characteristics of the five qualitative approaches.

Table 1. Contrasting characteristics of five qualitative approaches

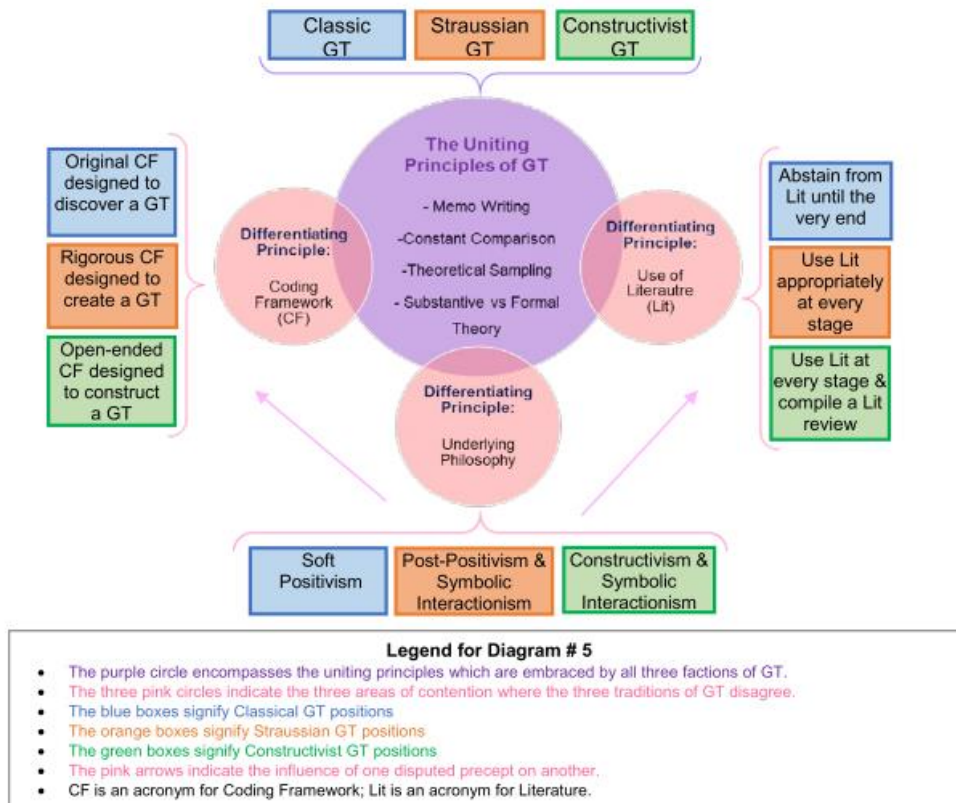
Characteristics	Narrative Research	Phenomenology	Grounded Theory	Ethnography	Case Study
Focus	Exploring the life of an individual	Understanding the essence of the experience	Developing a theory grounded in data from the field	Describing and interpreting a culture-sharing group	Developing an in-depth description and analysis of a case or multiple cases
Type of problem best suited for design	Needing to tell stories of individual experiences	Needing to describe the essence of a lived phenomenon	Grounding a theory in the views of participants	Describing and interpreting the shared patterns of a culture of a group	Providing an in-depth understanding of a case or cases
Discipline background	Drawing from the humanities including anthropology, literature, history, psychology, and sociology	Drawing from philosophy, psychology, and education	Drawing from sociology	Drawing from anthropology and sociology	Drawing from psychology, law, political science, medicine
Unit of analysis	Studying one or more individuals	Studying several individuals that have shared the experience	Studying a process, action, or interaction involving many individuals	Studying a group that shares the same culture	Studying an event, a program, an activity, more than one individual
Data collection forms	Using primarily interviews and documents	Using primarily interviews with individuals, although documents, observations, and art may also be considered	Using primarily interviews with 20 – 60 individuals	Using primarily observations and interviews, but perhaps collecting other sources during extended time in field	Using multiple sources, such as interviews, observations, documents, artifacts
Data analysis strategies	Analysing data for stories, “restoring” stories, developing themes, often using a chronology	Analysing data for significant statements, meaning units, textual and structural description, description of the “essence”	Analysing data through open coding, axial coding, selective coding	Analysing data through description of culture-sharing group; themes about groups	Analysing data through description of the case and themes of the case as well as cross-case themes
Written report	Developing a narrative about the stories of an individual’s life	Describing the “essence” of the experience	Generating a theory illustrated in a figure	Describing how a culture-sharing group works	Developing a detailed analysis of one or more cases

Source: Modified by Creswell (2007; P. 78-79).

Appendix B

Figure 1: Grounded Theory Approaches

The below figure displays the similarities and differences in grounded theory approached.



(Kenny & Fourie, 2015, p. 1286)

Figure 2: Coding steps in grounded theory adapted from (Strauss & Corbin, 1998)

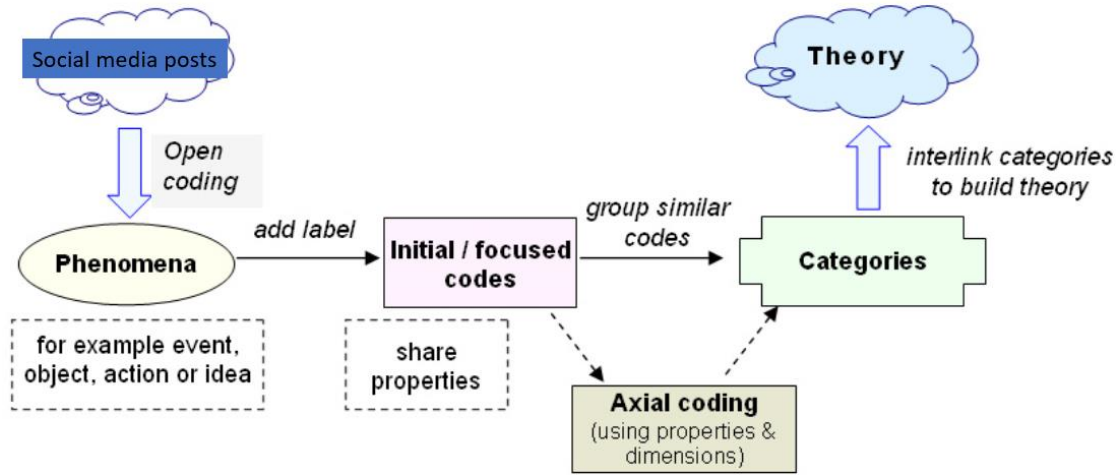
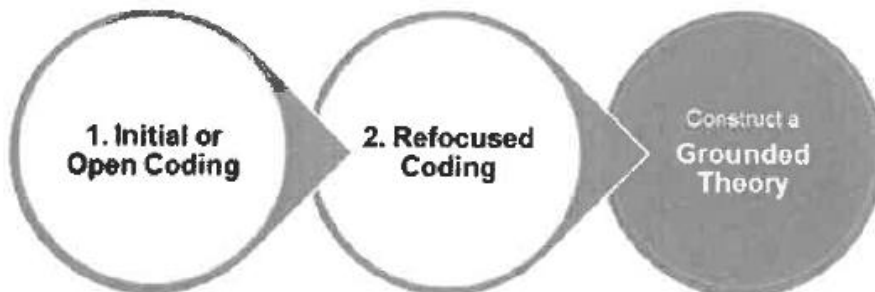
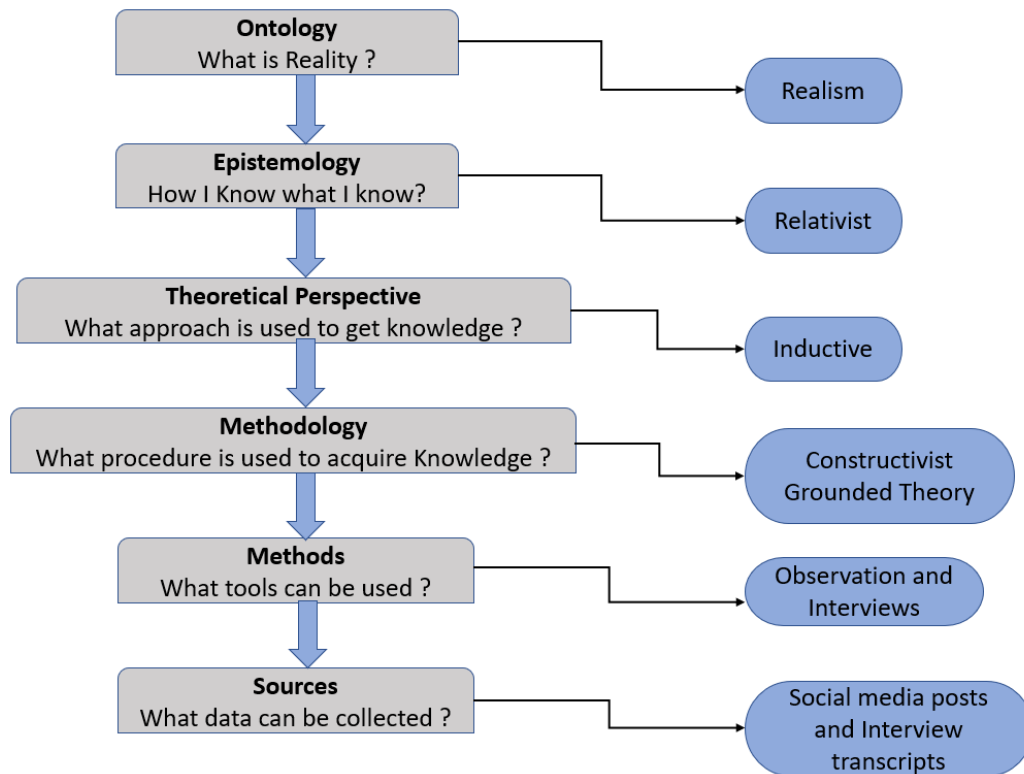


Figure 3: Constructivist Grounded Theory Coding Procedure



(Kenny & Fourie, 2015)

Figure 31: The methodology process



Adapted from (Grix, 2002, p. 180)

Appendix C: Social Media Post

A post was placed on social media enquiring of home-based enterprises that would like to be part of the study.



Appendix D: Interview Questions Guide

Sample Size and Interview	Proposed Interview Questions	Why do I want to know this?
These questions were used as a guide to the questions that might be asked during the interview.	1) What are the current SM platforms that you use?	To know if HBE's are making use of the most popular SM platforms used by customers
In keeping with GT, questions will be formulated after discussions with interviewees and categories and themes have emerged.	2) What prompted you follow an HBE on SM?	To assess the customers thoughts and actions around the SME that lead to the action.
Unstructured interviews will be conducted with 3 - 6 customers leading to semi structured interview questions	3) What type of posts are most likely to get you to respond to an HBE on SM?	To understand what customers, consider as engaging enough to elicit a response.
Interviews will be conducted between 20 - 60 customers	4) What benefits do you get from following an HBE on SM?	To understand what customers, view as value to them
	5) What type of HBE SM posts you find yourself liking and sharing	To assess what is currently getting customers to promote HBE's
	6) When have you assisted or commented on other customers posts?	To assess what brings about an urgency to contribute from customers
	7) In what situations have you provided feedback to HBE's on their products or services?	To understand what situations customers felt comfortable to add value to HBE's
	8) What would you like to see HBE's doing more of in terms of their SM posts and why?	To understand what customers what to see more of as to what HBE's are currently posting.



	9) What type of interactions have you had on SM with HBE's that have resulted in you making a purchase?	To assess the likelihood of customer engagement resulting in a sale

