

Corporate social responsibility and its role in the impact of marketing tools on strategic marketing**Ahmad Saleh Altwaijri^{a,b*}**^a*Department of Business Administration, College of Business & Economics (CBE), Qassim University, Buraidah, Saudi Arabia*^b*Dean of School of Business, Sulaiman Al Rajhi University, Buraidah, Saudi Arabia***ABSTRACT***Article history:*

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This paper aims to examine the role of CSR in the impact of two marketing tools (social media and CRM) on two dimensions of strategic marketing (innovation orientation and marketing capabilities). Gathering data from a sample of managers and employees in service firms using a questionnaire, it was found that both marketing capabilities and innovation orientation are positively related to social media and CRM. However, CSR mediates only the impact of social media on marketing capabilities and the impact of CRM on marketing capabilities. There was no significant mediating role of CSR in the effect of CRM or social media on innovation orientation. Furthermore, the study revealed that CSR did not moderate the effect of social media and CRM on innovation orientation and marketing capabilities. Such results contribute to marketing literature through answering an important question: does CSR mediate or moderate the effect of social media and CRM on innovation orientation and marketing capabilities. Moreover, this study suggests that CSR is a crucial mechanism for developing marketing capabilities and at the same time CSR is not a pivotal prerequisite for the impact of marketing tools on strategic marketing to occur.

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1. Introduction

Looking for competitive advantage, firms are required to make strategic decisions, particularly, in doing marketing functions, thus, firms should be engaged in strategic marketing. Such a term refers to planning marketing future activities, building strong durable relationships with customers, and processing market information to help make good strategic decisions (Milichovský & Šimberová, 2015). Three major concepts of strategic marketing were suggested: marketing capabilities, innovation orientation, and market orientation (Narver & Slater, 1990; Jaakkola et al., 2010; Norris & Ciesielska, 2019). Hence, firms adopt numerous strategic marketing tools such as social media (Jaisal & Singh, 2024; Susano, 2024) and customer relationship management (Abubakar, 2021; Guerola-Navarro et al., 2024).

Meanwhile, firms have a set of obligations toward their stakeholders practiced as corporate social responsibility (CSR) (Yang et al., 2020). Corporate Social Responsibility can be applied as a strategic marketing tool to improve customer purchase intention and loyalty (Dunn & Harness, 2018), increase stakeholders' engagement (Nasr et al., 2022), and gain positive outcomes such as enhancing brand equity (Yang et al., 2020). However, no empirical studies were carried out to investigate the mediating or the moderating role of CSR in the impact of marketing tools such as CRM and social media on strategic marketing dimensions such as innovation orientation and marketing capabilities. Therefore, this study aims to fill such a literature gap.

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2. Literature and hypotheses

2.1 Strategic marketing

As a key aspect of strategic management, strategic marketing has been conceptualized in several ways. First, it refers to planning marketing future activities, building strong durable relationships with customers, and processing market information to support top managers to make strategic decisions (Milichovský & Šimberová, 2015). Second, exploiting innovation to attain long-term competitive advantage (Jaakkola et al., 2010). As a process, strategic marketing contains three major phases, which are dividing a market into several sub-markets with fairly homogenous necessities, i.e., market segmentation, targeting attractive market segments, i.e., target market selection, and positioning the firm in the targeted segments, i.e., firm positioning (Venter & Jansen van Rensburg, 2014). In terms of its concepts, strategic marketing comprises three main concepts: marketing capabilities, innovation orientation, and market orientation. Market orientation refers to adopting a business culture by which all essential conditions for producing value to customers are dominant (Narver and Slater, 1990). Innovation orientation is driving innovation-based organizational practices via four core culture-related aspects: structure flexibility, knowledge, understanding environmental dynamics, and driving positive organizational performance (Norris & Ciesielska, 2019). Finally, marketing capability signifies a firm's ability to utilize its resource in valuable manner through outside-inside capability, i.e., capabilities developed to benefit from external resources such as building relationships with customers, or inside-outside capability, i.e., capabilities acquired or internally developed to improve a firm's performance in domains such as technology or human resource management (Jaakkola et al., 2010). For this study, innovation orientation and marketing capabilities were designated as two dimensions of strategic marketing.

2.2 Strategic marketing tools

Numerous tools of strategic marketing have been suggested in the literature. Examples of these tools take in service orientation (Benyoussef & Zaiem, 2017), trade shows, event, and celebrity endorsement (Kellezi, 2014; de Sousa et al., 2020; Nzuva, 2021), social media (Trad & Al Dabbagh, 2020; Jaisal & Singh, 2024; Susano, 2024; Zamani et al., 2024; Ibrahim & Anuar, 2024), customer relationship management (Okeji, 2015; Yang & Hu, 2015; Abubakar, 2021; Guerola-Navarro et al., 2024), search engine optimization (Kospay, 2023), franchising (Brown, 2009), branding (Jahan et al., 2024), loyalty cards (Cant & Meyer, 2012), virtual reality (Shahab et al., 2022) and augmented reality (Fernando et al., 2024), business communications (Susyanti et al., 2024), sales promotion (Kadiri, 2024) as well as market segmentation (Lee et al., 2006; Vladimirov, 2024). For the current study, two tools were selected to be empirically examined as crucial factors for strategic marketing, which are social media and customer relationship management (CRM). The social media platforms signify Internet-based applications by which firms can create, communicate, and exchange information (Hansjee et al., 2024).

2.3 Corporate social responsibility (CSR)

CRS refers to a set of responsibilities a firm follows in its interactions with stakeholders (Yang et al., 2020). These activities are developed based on social, economic, and environmental values (González-Ramos et al., 2023). Traditionally, firms communicate their CSR strategies via traditional channels such as newspapers, corporate websites, and TV ads (Dunn & Harness, 2018). Nowadays, firms communicate their SCR activities through social media platforms and try to address their stakeholders needs and interests (Yang et al., 2020). In terms of CSR effects, firms that utilizing social media to do their SCR initiatives gain positive outcomes such as enhancing brand equity (Yang et al., 2020), increasing stakeholders' engagement (Nasr et al., 2022), improving customer intention to purchase and customer loyalty (Dunn & Harness, 2018).

2.4 Hypotheses development and research models

This study encompasses three variables, i.e., marketing tools, CSR, and strategic marketing. Two tools of marketing were selected, which are social media and customer relationship management, as independent variables, CSR as a mediating and moderating variable, and strategic marketing as a dependent variable with two dimensions, which are marketing capabilities and innovation orientation. The focus of the research is to examine the role of CSR in the influence of social media and CRM on innovation orientation and marketing capabilities, that is, is it a mediator or a moderator. Mediation refers to the means by which an independent factor influences a dependent factor (Musairah, 2015). Using mediation analysis provides insights on the mechanisms responsible for the influence of the independent factor on the dependent one (Judd et al., 2014). In fact, a mediation model explains why and how a specific causal impact occurs (Wu & Zumbo, 2008; Baron & Kenny, 1986). On the other hand, using moderation analysis offers perceptions on the conditions required to produce the impact of an independent factor on a dependent factor (Judd et al., 2014). It helps identify what situations make the relationship between independent and dependent variables weak or strong (Musairah, 2015). That is, a moderation model explains when an independent factor influences a dependent factor (Wu & Zumbo, 2008; Baron & Kenny, 1986). In order to achieve the aim of this study, two models were conceptualized to highlight the mediating role of CSR in the impact of marketing tools (social media and CRM) on strategic marketing dimensions (marketing capabilities and innovation orientation) as well as to recognize the moderating role of CSR in the influences of marketing tools (CRM and social media) on strategic marketing dimensions (marketing capabilities and innovation orientation).

Social media usage is positively related to outcomes such as enhancing firms' innovation capability (Zhang et al., 2024) as well as marketing capabilities (Odoom & Mensah, 2019; Tarsakoo & Charoensukmongkol, 2020). Social media is the newest method firms use to communicate their CSR strategies (Dunn & Harness, 2018; Yang et al., 2020; Hansjee et al., 2024). On the other side, CSR was regarded as a significant predictor of firm innovation (Gallardo-Vázquez et al., 2019; Bahta et al., 2021; García-Piquere. and García-Ramos, 2020; Hermanto et al., 2022; González-Ramos et al., 2023; Ubius & Alas, 2012; Ji et al., 2019; Wang et al., 2019). However, it was stated that the effectiveness of CSR activities is highly affected by the way by which these activities are communicated to related stakeholders (Dunn & Harness, 2018; Yang et al., 2020). Another way firms can utilize to increase their capabilities such as innovation capability is CRM as it enables firms to understand customer demands and enhance customer satisfaction (Lin et al., 2010). In the same line, firms adopt CSR, either reactive or proactive activities, to meet stakeholders' values and needs (Yang et al., 2020). These values and needs can be understood through ensuring stakeholders' engagement by which firms build and manage long-term relationships with stakeholders (Nasr et al., 2022; Hansjee et al., 2024) or in other words through their CRM efforts. So, CSR can be regarded as an explanation factor of how CRM influences innovation orientation and marketing capabilities. The main research question of this study is: does CSR mediate or moderate the impact of marketing tools (CRM and social media) on strategic marketing (innovation orientation and marketing capabilities)? Hence, hypotheses from H1 to H8 were postulated. The first model includes the following hypotheses:

H₁: CSR significantly mediates the impact of social media on innovation orientation.

H₂: CSR significantly mediates the impact of social media on marketing capabilities.

H₃: CSR significantly mediates the impact of CRM on innovation orientation.

H₄: CSR significantly mediates the impact of CRM on marketing capabilities.

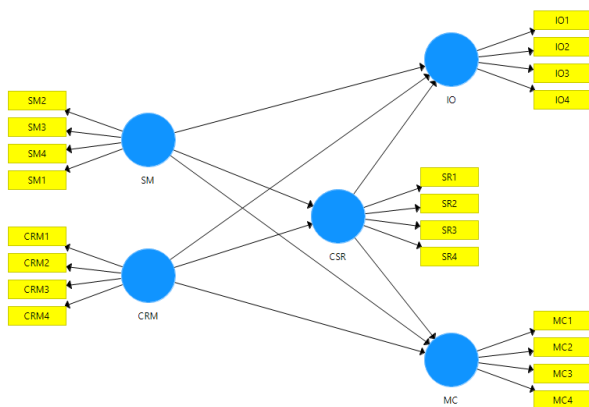


Fig. 1. Research conceptual model (1)

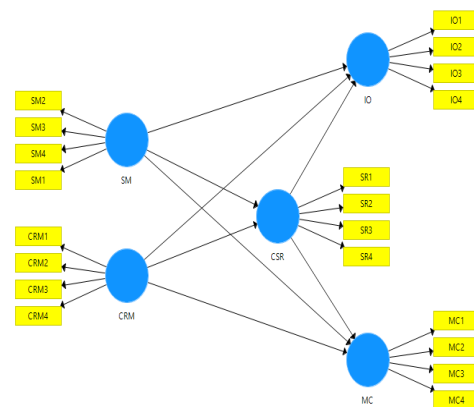


Fig. 2. Research conceptual model (2)

The second research model as illustrated in Fig. 2 highlights the moderating role of SCR in the effect of social media and CRM on innovation orientation and marketing capabilities:

H₅: CSR significantly moderates the impact of social media on innovation orientation.

H₆: CSR significantly moderates the impact of social media on marketing capabilities.

H₇: CSR significantly moderates the impact of CRM on innovation orientation.

H₈: CSR significantly moderates the impact of CRM on marketing capabilities.

3. Methodology

3.1 Sampling and data collection

The sample of this study covers 250 managers and employees in marketing departments in service firms. Using a five-point Likert scale design in which one-point refers to "strongly disagree" and five-points signifies "strongly agree", a questionnaire was developed based on previous related studies to gather research data. A total of 250 questionnaires were distributed to these managers and employees and 214 questionnaires were returned. Excluding 7 questionnaires, the final total number of valid questionnaires is 207 with a retrieval rate of 83%.

3.2 Research measurements

Research variables as shown in Table 1 were measured using 20 items distributed equally on 5 variables: social media, CRM, CSR, and two dimensions for strategic marketing (innovation orientation and marketing capabilities).

Table 1
Research variables and items

Variables	Codes	Items	Reference
Social media	SM1	Communicating and exchange information with customers	Dunn & Harness (2018); Yang et al. (2020); Hansjee et al. (2024)
	SM2	Increasing stakeholders' engagement	
	SM3	Understanding stakeholders' needs and values	
	SM4	Communicating CSR strategies	
CRM	CRM1	Understanding customer	Lin et al. (2010)
	CRM2	Maintain long-term partnership with customers	
	CRM3	Sharing information with customers	
	CRM4	Jointly solving customer problems	
CRS	CRS1	Reinforcing relationships with stakeholders.	Ji et al. (2019); González-Ramos et al. (2023)
	CRS2	Enhancing community health and safety	
	CRS3	Fulfilling stakeholders' requirements	
	CRS4	Capturing new market opportunities.	
Innovation orientation	IO1	Launching new products	Gallardo-Vázquez et al. (2019); Hermanto et al. (2022)
	IO2	Adapting new business practices	
	IO3	Improving existing products	
	IO4	Conforming to change and new markets	
Marketing capabilities	MC1	Benefiting from external resources such as customers	Morgan et al. (2009); Jaakkola et al. (2010);
	MC2	Acquiring internal resources to enhance business performance	
	MC3	Owing marketing planning skills	
	MC4	Developing and launching advertising programs	

3.3 Validity and reliability

Validity was measured using factor loadings and average variance extracted (AVE) with cut-off values of 0.70 for factor loadings and 0.50 for AVE values. Reliability was assessed by Cronbach's alpha (α) formula and composite reliability (CR). Threshold values of these two indexes is 0.70. As can be seen in Table 2, it was found that reliability and validity measurements were achieved as all alpha coefficients and CR values were higher than 0.70 ranging from 0.827 to 0.917, all factor loadings were greater than 0.70 ranging from 0.753 to 0.918 and all AVE values were higher than 0.50 ranging from 0.660 to 0.801. Hence, the current questionnaire is reliable and valid, so that it was used to collect research data.

3.4 Model fit

Three indicators were used to assess model fit, i.e., the determination factor (R^2) to estimate the predictive power of the model, impact size criterion (f^2) to recognize the degree of impact size of the independent variables on the dependent variables, and Stone-Geisser (Q^2) to identify the predictive relevance of the model. The results recorded moderate predictive power of innovation orientation and CSR ($R^2 = 0.305$, $R^2 = 0.404$) and a substantial predictive power of marketing capabilities ($R^2 = 0.774$). In terms of the impact size, there was a small impact size of social media on innovation orientation and CSR ($f^2 = 0.047$, $f^2 = 0.092$) and a large impact size of social media on marketing capabilities ($f^2 = 0.814$). The impact size of CRM on innovation orientation and marketing capabilities was small ($f^2 = 0.057$ & 0.092) with a relatively moderate impact size on CSR ($f^2 = 0.116$). Concerning the predictive relevance, it was found that all Q^2 values were higher than zero, i.e., CSR ($Q^2 = 0.307$), innovation orientation ($Q^2 = 0.188$), and marketing capabilities ($Q^2 = 0.614$).

3.5 Hypotheses testing

The results of Smart-PLS's algorithm for the first structural model are shown in Fig. 3. The model comprises four hypotheses (H1, H2, H3 & H4) on the mediating role of CSR between social media as an independent variable and innovation orientation as well as marketing capabilities as dependent variables.

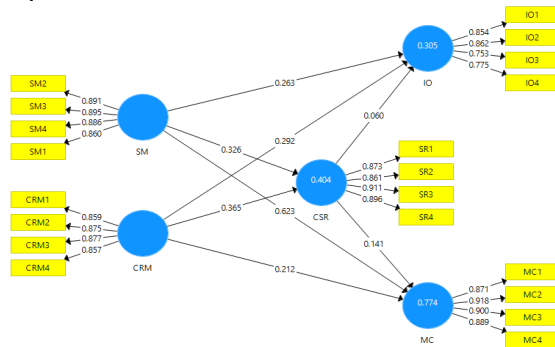


Fig. 3. Research structural model (1)

As elaborated in Table 2, social media had significant effects on innovation orientation (beta = 0.263, $t = 2.709$, $p = 0.002$) and CSR (beta = 0.326, $t = 3.667$, $p = 0.000$), CSR had no significant impact on innovation orientation (beta = 0.060, $t = 0.686$, $p = 0.493$). Meanwhile, CSR did not mediate the effect of social media on innovation orientation (beta = 0.020, $t =$

0.675, $p = 0.500$). Hence, H1, i.e., CSR significantly mediates the effect of social media on innovation orientation, was rejected. For the mediating role of CSR in the impact of social media on marketing capabilities as stated in H2, it was revealed that social media had a significant positive effect on marketing capabilities ($\beta = 0.623$, $t = 9.499$, $p = 0.000$), and a significant positive effect on CSR ($\beta = 0.326$, $t = 3.667$, $p = 0.000$), CSR had a significant positive impact on marketing capabilities ($\beta = 0.141$, $t = 2.615$, $p = 0.009$). Therefore, H2 was accepted ($\beta = 0.046$, $t = 2.371$, $p = 0.018$).

Table 2
Results of testing H1, H2, H3 and H4

Research hypotheses and paths					Direct effects			Indirect effects		
					Beta	t	P	beta	t	P
H1	SM	→	IO	-	0.263	2.709	0.007	-	-	-
	SM	→	CSR	-	0.326	3.667	0.000	-	-	-
	CSR	→	IO	-	0.060	0.686	0.493	-	-	-
	SM	→	CSR	→	IO	-	-	0.020	0.675	0.500
H2	SM	→	MC	-	0.623	9.499	0.000	-	-	-
	SM	→	CSR	-	0.326	3.667	0.000	-	-	-
	CSR	→	MC	-	0.141	2.615	0.009	-	-	-
	SM	→	CSR	→	MC	-	-	0.046	2.371	0.018
H3	CRM	→	IO	-	0.292	2.612	0.009	-	-	-
	CRM	→	CSR	-	0.365	4.216	0.000	-	-	-
	CSR	→	IO	-	0.060	0.686	0.493	-	-	-
	CRM	→	CSR	→	IO	-	-	0.022	0.626	0.531
H4	CRM	→	MC	-	0.212	3.565	0.000	-	-	-
	CRM	→	CSR	-	0.365	4.216	0.000	-	-	-
	CSR	→	MC	-	0.141	2.615	0.009	-	-	-
	CRM	→	CSR	→	MC	-	-	0.051	1.980	0.048

On the other hand, the results of H3 and H4 on the mediating role of CSR in the influence of CRM on innovation orientation indicate that CRM had a significant positive impact on innovation orientation ($\beta = 0.292$, $t = 2.612$, $p = 0.009$), a significant positive impact on CSR ($\beta = 0.365$, $t = 4.216$, $p = 0.000$), CSR had no significant impact on innovation orientation ($\beta = 0.060$, $t = 0.686$, $p = 0.493$). Thus, CSR did not mediate the impact of CRM on innovation orientation ($\beta = 0.022$, $t = 0.626$, $p = 0.531$), meaning that H3 was rejected. Finally, the results on the mediating role of CSR in the influence of CRM on marketing capabilities, the results explain that CRM had a significant positive impact on marketing capabilities ($\beta = 0.212$, $t = 3.565$, $p = 0.000$) and CSR ($\beta = 0.365$, $t = 4.216$, $p = 0.000$), CSR had a significant influence on marketing capabilities ($\beta = 0.141$, $t = 2.615$, $p = 0.009$). Therefore, H4 was accepted ($\beta = 0.051$, $t = 1.980$, $p = 0.048$).

In relation to the moderating role of CSR in the influence of social media and CRM on innovation orientation and marketing capabilities as presumed in H5, H6, H7, and H8, the results as shown in Figure 4 and Table 3 recorded a significant effect of social media on innovation orientation ($\beta = 0.260$, $t = 2.877$, $p = 0.004$), a non-significant impact of CSR on innovation orientation ($\beta = 0.076$, $t = 0.864$, $p = 0.388$), and a non-significant moderating impact of CSR in the influence of social media on innovation orientation ($\beta = 0.050$, $t = 0.500$, $p = 0.617$). Therefore, H5 was rejected.

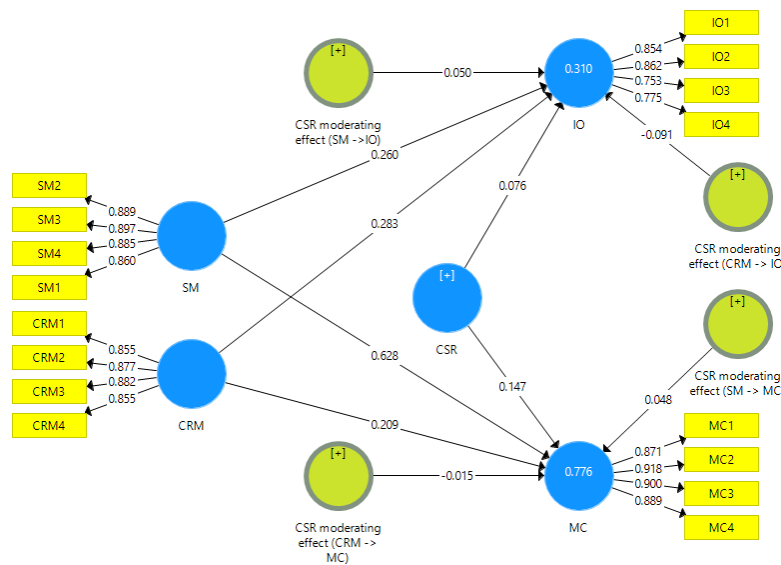


Fig. 4. Research structural model (2)

Moreover, the results showed a significant influence of social media on marketing capabilities ($\beta = 0.628$, $t = 9.649$, $p = 0.000$), a significant impact of CSR on marketing capabilities ($\beta = 0.174$, $t = 2.858$, $p = 0.004$) and a non-significant

moderating impact of CSR in the effect of social media on marketing capabilities ($\beta = 0.048$, $t = 827$, $p = 0.409$). Then, H6 was rejected. Regarding the moderating impact of CSR in the influence of CRM on both innovation orientation and marketing capabilities, it was found that CRM had a significant effect on innovation orientation ($\beta = 0.283$, $t = 2.798$, $p = 0.005$), CSR had no significant influence on innovation orientation ($\beta = 0.076$, $t = 0.864$, $p = 0.388$), however, CSR had no significant moderating impact in the influence of CRM on innovation orientation ($\beta = 0.091$, $t = 0.853$, $p = 0.394$). Hence, H7 was not supported. Finally, the results indicate that CRM had a significant impact on marketing capabilities ($\beta = 0.209$, $t = 3.248$, $p = 0.001$), CSR had a significant impact on marketing capabilities ($\beta = 0.147$, $t = 2.858$, $p = 0.004$), nevertheless, CSR had no significant moderating role in the influence of CRM on marketing capabilities ($\beta = 0.015$, $t = 0.266$, $p = 0.791$). Therefore, H8 was rejected.

Table 3

Results of testing H5, H6, H7 and H8

	Research hypotheses and paths				Path coefficients			Moderating effects			
					β	t	P	β	t	P	
H5	SM	→	IO	-	-	0.260	2.877	0.004	-	-	-
	CSR	→	IO	-	-	0.076	0.864	0.388	-	-	-
	CSR moderating impact 1	→	IO	-	-	-	-	-	0.050	0.500	0.617
H6	SM	→	MC	-	-	0.628	9.649	0.000	-	-	-
	CSR	→	MC	-	-	0.147	2.858	0.004	-	-	-
	CSR moderating impact 2	→	MC	-	-	-	-	-	0.048	0.827	0.409
H7	CRM	→	IO	-	-	0.283	2.798	0.005	-	-	-
	CSR	→	IO	-	-	0.076	0.864	0.388	-	-	-
	CSR moderating impact 3	→	IO	-	-	-	-	-	0.091	0.853	0.394
H8	CRM	→	MC	-	-	0.209	3.248	0.001	-	-	-
	CSR	→	MC	-	-	0.147	2.858	0.004	-	-	-
	CSR moderating impact 4	→	MC	-	-	-	-	-	0.015	0.266	0.791

In summary, hypotheses 1, 3, 5, 6, 7, and 8 were rejected while hypotheses 2 and 4 were accepted. Such results indicate that CSR mediates the effect of social media and CRM on marketing capabilities but has no significant moderating role in this regard.

4. Results discussion and conclusion

Assuming CSR plays a mediating as well as a moderating role in the effect of both social media and CRM on two dimensions of strategic marketing results in eight hypotheses. In agreement with some previous studies (e.g., Zhang et al., 2024), this paper found significant effect of social media on innovation orientation and CSR as well as marketing capabilities (e.g., Odoom & Mensah, 2019) and in contrast to some previous works (e.g., Wang et al., 2019; Gallardo-Vázquez et al., 2019), there is no relationship between innovation orientation and CSR, while there is a significant impact of CSR on marketing capabilities. Therefore, this study revealed that CSR did not mediate the effect of social media on innovation orientation but significantly mediated the effect of social media on marketing capabilities. These results suggest that respondents view CSR as an important mechanism to enhance marketing capabilities as social media platforms enable firms to communicate and exchange information with customers and to benefit from external resources such as customers but not to adapt new business strategies for launching new products. The original reason in this study behind the non-significant role of CSR as a mediating factor between social media and innovation orientation is that there is no significant effect of CSR on innovation orientation. Similarly, the results pointed out a significant mediating role of CSR in the influence of CRM on marketing capabilities and not in the impact of CRM on innovation orientation. Previous works in this regard (Yang et al., 2020; Nasr et al., 2022; Hansjee et al., 2024) showed that CRM allows firms to meet stakeholders' value and needs through building long-term relationships with their stakeholders. These results suggest that firms utilize CRM information to enhance innovation orientation without referring to their CSR initiatives and to improve marketing capabilities based on their CSR initiatives. This might be since firms are concerned firstly with understanding customer demands (Lin et al., 2010) then engaging in improving existing products, adopting new business practices, or launching new products. Concerning the moderating role of CSR in the effects of social media and CRM on innovation orientation and marketing capabilities, the current results revealed that marketing capabilities and innovation orientation are positively related to both social media and CRM. However, CSR did not moderate the effect of social media on innovation orientation or the influence of social media on marketing capabilities, as well as did not moderate the impact of CRM on innovation orientation or the impact of CRM on marketing capabilities. These results put forward a critical finding stating that CSR cannot be regarded as a key condition for the effect of social media and CRM on marketing capabilities and innovation orientation to occur. Based on the results of the current study, it was concluded that strategic marketing (marketing capabilities and innovation orientation) can be enriched using marketing tools such as social media and CRM. Particularly, innovation orientation can be heightened through social media and CRM, and marketing capabilities can be developed via exploiting CSR initiatives, as CSR mediates the effect of CRM and social media on marketing capabilities. Hence, social media and CRM are two central mechanisms that firms adopt to develop their marketing capabilities. Yet, CSR does not assist marketing tools to exert significant effects on strategic marketing dimensions. It is not a prerequisite for that impact to arise.

5. Research limitations, implications, and future research

Theoretically, this paper extends the extant previous studies on the impact of marketing tools such as CRM and social media on strategic marketing dimensions, i.e., innovation orientation and marketing capabilities through investigating the mediating as well as the moderating roles of CSR in the impact of these marketing tools on these strategic dimensions. Principally, this study confirms the positive influence of both CRM and social media on marketing capabilities and innovation orientation and finds a significant mediating role of CSR in the effects of social media and CRM on marketing capabilities and innovation orientation. Additionally, the study reveals that CSR does not moderate the impact of marketing tools on strategic marketing dimensions. Empirically, this study instructs firms to adopt two crucial mechanisms to develop their marketing capabilities, which are social media and CRM. Such mechanisms can be boosted through communicating firms' CSR initiatives. Still, this research is limited to a sample selected from managers and employees in marketing departments in service firms with 214 usable responses collected following a cross-sectional design. Therefore, future studies are required to use larger responses based on longitudinal research design. Moreover, this study is limited to its measurements of research variables. Despite that these measurements are reliable and valid; a revision of the statements is required. Totally, this study found significant mediating effects of CSR in the effect of CRM and social media on marketing capabilities but not on innovation orientation, as well, CSR does not moderate the effect of CRM and social media on both marketing capabilities and innovation orientation. Thus, the same conceptual models of this study can be re-examined to confirm or reject these results.

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