Influence of Digital Marketing Capabilities on the Performance of Textile Industry SMEs

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Abstract. The purpose of this study is to examine Indian textile industry small medium enterprises (SMEs) performance by considering the direct influence of "digital marketing capabilities" and role of "customer relationship management" (CRM). A survey was used to collect the data from the respondents (n=252). The survey was conducted in Delhi/NCR. Hypothesis testing was carried out utilizing structural equation modeling with partial least squares. (PLS-SEM). Study results found that "digital marketing capabilities" influence "firm performance" and CRM. Further, CRM influences "firm performance". Moreover, the mediating effect of CRM on the link between "digital marketing capabilities" and "firm performance" was significant. The study findings will help textile industries to focus on "digital marketing capabilities" (for instance social media and other technology related process used to interact with customers) and integrate them with CRM. Further, the current study's findings can be used by textile industries to analyze their performance.

Keywords: Firm performance, Digital marketing, CRM, Textile industry

1. Introduction

The textile industry, one of India's primogenital and prime industries, accounting for a significant portion of the country's GDP and employment [25]. The sector is diversified and covers a wide range of activities, including cotton, silk, jute, woollen textiles, readymade garments, and handloom textiles [18]. India, world's second-largest textile and garments producer, and the industry contributes significantly to the country's exports [19]. With a focus on modernization and increased production India's textile sector has witnessed a significant change recently [33]. The government has taken initiatives to promote the growth of the sector, including financial assistance, the development of eco-

friendly investment and implementing policies to rise the competitiveness of Indian textiles on the global market [46].

Digital marketing (DM) usage witness an increase in the textile sector to advertise its goods and services [36]. DM is used by firms as a tactics to reach a wider range from audience and boost sales in the light growth of platforms such as e-commerce and online market places [10]. DM is quickly becoming a crucial instrument for textile firms to reach their target [8]. Online presence is essential in the current era; to connect and interact with the targeted consumer a firm can use its digital marketing capabilities to reach its audience [39]. Organizations that effectively employ digital marketing strategies can achieve advantages as increase sales, enhance consumer engagement, brand awareness and improve consumer connections [43].

DMC and consumer relationship management (CRM) are closely related. A robust digital marketing plan is a powerhouse of an organization CRM department to build a connection with the firm's clients [30]. Business might see a noticeable enhancement in consumer involvement, retention and loyalty by combining DMC with CRM strategies [31]. Integrating DMC and CRM may result in an insightful data on the preferences and behaviour of customer [15]. Business might analyse consumer interaction and get insight that could guide future marketing strategies by using analytical solutions like CRM and google analytics [29]. Understanding consumer journey and using DMC to support CRM objectives at each turn in critical. This research uses [30] framework to investigate Indian textile industry [2].

The study research questions are:
1. What is the relationship between "digital marketing capabilities" and textile "firm performance"?
2. What is the role of "digital marketing capabilities" and "customer relationship management"?

The paper is structured as follows: the review of relevant literature is presented in the following section, with an emphasis on the creation of hypotheses. Later, study methodology is discussed, followed by analysis and results. Next, the study findings are discussed. Lastly, the study presents the conclusion along with future studies and implications of the study.

Objectives of the study:

1. To assess the impact of "digital marketing capabilities" on "firm performance" of textile industries.
2. To examine the mediating role of "Consumer Relationship Management" between the relationship of "digital marketing capabilities" and "firm performance" of textile industries

2. Literature Review & Hypothesis Development

According to [4] DM research literature consists of five major areas i.e. SM & marketing tools, transformation strategies, relationship with collaborative environment, leadership and digital technology. Authors also discussed new area of research in which performance is one of the areas to focus on. Performance includes customer satisfaction and business performance [22]; [45]; [34]; [5]. Additionally, [49] have focused on the value relevance of DMC & performance. [16] emphasis the relevance of improving an organization's performance with the help of digital capabilities for leadership. Hence, previous studies have found that DM innovations and capabilities have a substantial effect on the firm performance [21] & [12]. Though, the study in context of small and medium enterprises specifically to textile industries has not been conducted.

2.1 Digital marketing capabilities and firm performance

Online presence is important for business to engage and reach their target audience, which can be achieved by DMC where it can increase brand awareness, higher consumer engagement, improve consumer acquisition rates and increases sales [3]. Using digital marketing tools can help business improves their online visibility and reach a wider range of audience, which in turn leads to higher brand recognition and awareness, thus increases the profit and revenue of the sales [44]. Furthermore, consumer involvement can be increased by implementing DMT, that is a vital element in driving firm performance [27]. Further, DMT helps in bridging the gap between the consumer and the firms hence, its strength the firm's relationship with its customers and keep them involved with the brand, which may lead to higher consumer loyalty and satisfaction [45]. Improved data and insights are another way that DMC affects firm performance (FP). By employing tools like CRM systems and Google Analytics, businesses may track the effectiveness of their marketing campaigns, examine customer interactions, and gain insights that could direct future marketing plans [40]. This could lead to a higher return on investment for digital marketing and more accurate targeting.
 H1. DM capabilities have a positive influence on textile firm performance

2.2 Digital marketing capabilities and CRM

Digital marketing capabilities has changed the way business handle consumer relationships, leading to substantial effect on CRM [11]. DMC has enabled business to enhance their consumer interaction, create deeper relationship with them and provide more tailored experience [32]. More targeted and personalized marketing camping can be achieved

through DMC techniques like website analytics, email marketing and social media monitoring providing the business with detailed database of consumer [24]. Chatbots and other DMCs, such social media monitoring, have totally changed how organisations conduct customer service [5]. Organisations may promptly discover and handle consumer complaints through social media monitoring, however chatbots can offer clients instant support even outside of usual business hours. Businesses may increase customer satisfaction and forge closer bonds with their audience by offering great customer service [44]. Therefore, we suggested that H2. CRM benefits from knowledge of digital marketing.

H2. DM capabilities have a positive influence on CRM

2.3 CRM and textile firm performance

CRM is the management of an organization contacts with its clients to foster enduring bonds and boost client retention [9]. CRM helps companies to serve customers more effectively, which raises customer happiness. Businesses may enhance their reputation and create good word-of-mouth referrals by attending to client problems and offering personalized experiences [37]. Increased repeat business and client loyalty result from this, which can boost sales and profitability. According to [41], "CRM enables businesses to target their marketing efforts more effectively," which boosts sales. Businesses may determine their target market and develop more specialised and focused marketing efforts by evaluating consumer data. Sales and conversion rates rise as a result [20]. CRM also helps companies to monitor customer interactions and sales prospects, which improves forecasting and sales management [14]. Businesses may acquire a competitive edge and boost their bottom line by boosting customer happiness, sales and marketing, customer retention, and operational efficiency [42]. To remain competitive in the market today, organizations must invest in CRM strategies and solutions.

H3. CRM has positive impact on company performance.

2.4 Role of CRM

In order to resolve conflicts between DMC and FP, CRM is vital. By leveraging consumer data and insights, businesses can produce highly focused, personalised digital marketing campaigns that are more related and enticing to their target audience. More sales and returns eventually flow from this increased client immersion and loyalty [26]. Moreover, CRM can contribute to companies in optimising their digital marketing approach by offering real-time feedback and statistics on the efficiency of their efforts [46], [47]. Businesses may determine areas for development and make well-informed decisions to optimise their marketing strategy by keeping an eye on key performance indicators (KPIs) including website traffic, clickthrough rates, and conversion rates [23]. Businesses can

advance their digital marketing strategies and achieve better performance, higher profitability, and eventually sustainable growth by utilising CRM technology and data [13].

H4. CRM mediates between "digital marketing capabilities" and "firm performance"

In light of the above discussion, the study proposes a conceptual framework (Figure 1) that presents DM capabilities have direct relationship with textile firm performance and CRM plays a mediating role between DM capabilities and firm performance.
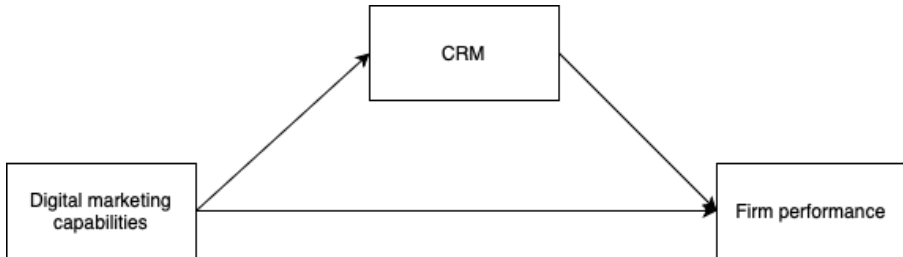

Figure 1. The conceptual framework (adopted from [30])

3. Research methodology

The research method used for the study is: initially, development of structured questionnaire followed by data collection and analysis using PLS-SEM (figure 2).

Instrument: Structured questionnaire was used to gather data from participants. This approach was chosen because large data can be collected in a shorter time. Therefore, a survey was appropriate for this study, with the questionnaire serving as the primary data collection tool. The questionnaire was structured into three distinct parts. The first section has statements related to DMC, while the second part focuses on CRM. The third and final part collected data on the FP.

Sampling: The sample was selected primarily using the snowball sampling technique. Respondents were contacted personally who were interested in the survey. The study was conducted in Delhi/NCR, India. The survey data were collected over three months, spanning from Jan 2023 to March 2023. Respondents for the survey were drawn in two stages. Initially, convenient sampling was used to identify informants, who could be acquaintances or family members of the researchers. "In the second stage, additional participants were selected based on snowball sampling technique." Once the researchers received information about potential participants, they contacted them personally. Upon agreement, the questionnaires were sent to them for data collection. 300 questionnaires were circulated, out of which 252 filled questionnaires were received.

Variables: Scale to measure digital marketing capabilities are adopted from [35]; and [17]. CRM was measured by adopting a scale from [27]; [39] and textile firm performance was measured by [1]. All the responses were based on a five-point Likert scale. Study hypotheses were tested using PLS-SEM.

Figure 2: Methodology   **Source: By Author's**

4. Data analysis

4.1 Structural model assessment

The PLS technique was used to evaluate each item's factor loadings in order to guarantee the quality and dependability of the data gathered for this investigation. The outcomes presented that all factor loadings were acceptable, with values greater than 0.7 [50]. In addition to measuring factor loadings, reliability analysis was conducted to verify the consistency and accuracy of the data. Cronbach alpha (Cra) and composite reliability (CR) were calculated and presented in Table 1. The outcomes shown that the Cra and the CR values for all constructs fell within the recommended range (>0.7).

The study also examined convergent and discriminant validity. [7] study found that the convergent validity of the measured construct was confirmed with significant factor loading and a high level of composite reliability (CR). "Furthermore, all items had acceptable values of Average Variance Extracted (AVE) greater than 0.5, indicating strong convergent validity." "Discriminant validity was also assessed by comparing the inter-item correlations with the estimated square root of AVE values, as shown in Table 2. The Fornell-Larcker criterion was met, confirming discriminant validity.

Table 1. Constructs, items, loading, convergent validity and reliability

Constructs	Items	Loadings	α	CR	AVE

Digital marketing capabilities	CM	0.883	0.875	0.923	0.800
	OA	0.920			
	USM	0.880			
CRM	CRM1	0.825	0.879	0.912	0.673
	CRM2	0.846			
	CRM3	0.810			
	CRM4	0.811			
	CRM5	0.810			
Textile Firm performance	FP1	0.770	0.893	0.916	0.609
	FP2	0.778			
	FP3	0.778			
	FP4	0.805			
	FP5	0.742			
	FP6	0.786			
	FP7	0.803			

Source: By Author's

Table 2. Discriminant validity

Constructs	SEP	DER	GPE
CRM	*0.821*		
DMC	0.717	*0.895*	
TP	0.819	0.837	*0.780*

Note: Correlation is significant at 0.05, figures in bold and italics represent the square root of AVE

Source: By Author's

4.2 Hypotheses testing

The test of four hypotheses using PLS. Figure 3 depicts the SEM output and a summary of hypothesis testing is tabulated in Table 3. First, the influence of DM capabilities on textile firm performance was significant ($\beta = 0.509, t = 6.812, p = 0.000$). Second, the influence of digital marketing capabilities on CRM was also significant ($\beta = 0847, t = 33.145, p = 0.000$). Third the impact of CRM on textile firm performance was also significant ($\beta = 0.387, t = 4.832, p = 0.000$). Fourth, the mediating effect of CRM on the relationship between DM capabilities and textile firm performance was significant ($\beta = 0.218, t = 2.543, p = 0.000$).
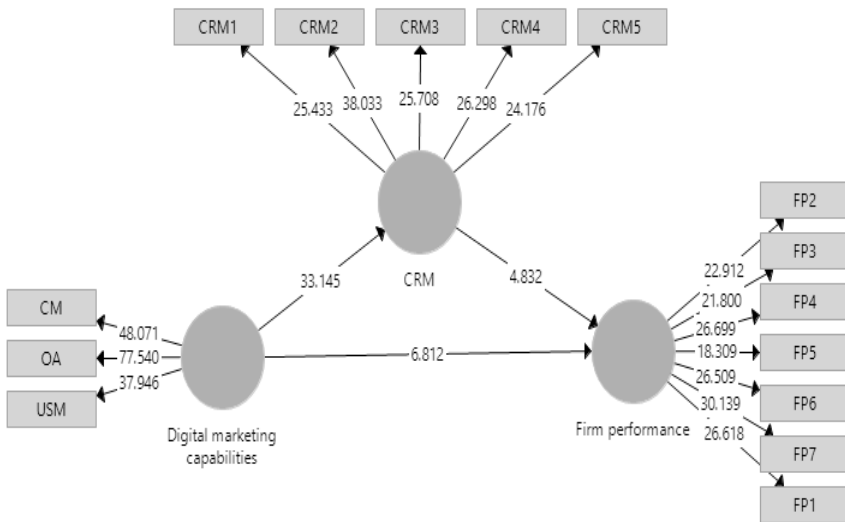

Figure 3. PLS SEM Model

Table 3. Hypothesis testing

Hyp otheses	Path	Path coefficient	Stan dard error	t-static	Test outcome
1	DMC→FP	0.509	0.075	6.81 2	Supported
2	DMC → CRM	0.847	0.026	33.1 45	Supported
3	CRM → FP	0.387	0.080	4.83 2	Supported
4	DMC → CRM → FP	0.218	0.086	2.54 3	Supported

Source: By Author's

5. Discussion

There is a significant relation between CRM and knowledge of DM. one may argue that DM is essential component of any successful CRM strategy. DM components that facilitate more effective and direct customer interactions for organizational involving email marketing, social media marketing and tailored advertisement aiding in increasing firm performance. The study results shows that DM has significant relationship with FP, supporting hypothesis 1. These tools allow business and firms to obtain useful information on the intentions and behaviour of their consumers that will help them in CRM initiatives. Hence, support Hypothesis 2. Next, there was noticeable effect of CRM on corporate performance by providing a comprehensive system which manage consumer interaction, supporting Hypothesis 3. Which in turn, helps in increasing firms' profitability and revenue and retaining and loyalty of consumers. Lastly, CRM moderating effect on the relation between DM abilities and textile firms' performance was significant, supporting Hypothesis 4. Business might use the data collected from the clients create more targeted and successful marketing campaign and to improve consumer support and service by incorporating it into CRM.

6. Findings of the study:

The study's conclusions complement H1 by showing that digital marketing capabilities have a major impact on firm performance. Digital Marketing Capabilities can facilitate more effective and direct customer interactions for organizations involve email marketing, social media marketing, and tailored advertisement aiding in increasing firm performance.

The study's findings complement H2 by indicating that digital marketing capabilities affect customer relationship management. Digital Marketing Capabilities allow businesses and firms to obtain useful information on the intentions and behaviour of their consumers, which will help them in Consumer Relationship Management initiatives.

The findings suggests that Consumer Relationship Management has significant impact on firm performance, supporting H3. Consumer Relationship Management can help the firm to increase firms' profitability and revenue by retaining the loyalty of the consumers.

Moreover, H4 is supported by the substantial mediation of the relationship between textile manufacturers' performance and digital marketing capabilities by consumer relationship management. Businesses can use the data collected from the clients to create more targeted and successful marketing campaigns and to improve consumer support and service by incorporating it into Consumer Relationship Management.

7. Implications of the study:

The empirical findings of this research have significant implications which may advance managerial thinking about digital marketing capabilities and consumer relationship management.

The results might help managers and entrepreneurs in the enterprise sector defend their spending on digital marketing. Specifically, the study's findings that indicate a major impact on firm performance will assist companies in allocating their resources more wisely and turning a profit.

These results can be useful for micro and small enterprises to reduce overall marketing costs as social media provides cost-effective communication. Micro and small enterprises can achieve competitive advantage by connecting with suppliers and customers easily.

The study can also be helpful to early-stage and growth-stage entrepreneurs for enhancing sales performance by understanding these factors.

8. Conclusion

The study supports that there exists a relationship between DM capabilities and textile firm performance. Also, it found a significant mediating role of DM capabilities and CRM. This study relies on the framework of [30] and tests the study framework of [30] in the context of the Indian textile industry. Digital marketing capabilities encompass a broad range of skills, such as: SEO, social media, email & content marketing, and data analysis. Employing these capabilities effectively can enhance brand visibility, attract new audiences, engage customers, and boost sales. Studies have demonstrated that firms with strong DM capabilities tend to outperform their competitors specifically in profitability, revenue growth and customer satisfaction.

The research has a significant implication. To begin with, the findings demonstrated that digital capabilities are viral to the organization's effectiveness. This aligns with the concept of the resource-based view, focusing on the importance of unique and valuable resources in obtaining a competitive advantage. Through digital tools like social media marketing, SEO and data analytics, business may have access to these kinds of resources which would enhance their operational efficiency. Furthermore, by integrating the concept of CRM as intermediary opens up the possibility of fully realising digital capabilities. This supports the concept of "dynamic capabilities" which highlights how crucial it is for an organization to be able to adopt to changing circumstances. This validates the concept of dynamic capabilities which focuses on how critical to business to be able to respond and adopt changes on the market.

By incorporating digital capabilities into CRM system business can develop dynamic capabilities that let them respond to shifting customers demand and market conditions more swiftly. Further, the research indicates that integrating digital capabilities with a CRM system my enhance corporate performance by acting as mediator. Due to this, companies need to consider implementing a CRM system to improve marketing camping's and handle customer relationship more skilfully. Finally, the study suggests that integrating DMC (such as social media, or any other digital technology-based process used to interact with customers) with CRM may lead to the development of dynamic capability which helps companies responding more quickly to changing in the market situations. Therefore, business should focus on developing a dynamic competence that allows them to adjust to changings customer's expectations if they want to stray ahead of the curve.

9. Limitations of the study and Future scope:

This study focuses on the Small and Medium Enterprises from Delhi/NCR in India. Further study can be done in the micro, small and medium enterprises of other regions or countries to generalize the results.

Further studies can also add other emerging variables to the present research path model to better understand the firm performance of textile industries.

This study was conducted using a small sample size. Therefore, further studies can use larger sample size to better understand the impact of these factors on firm performance.

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