Leading the adoption of professional social networking sites (PSNS) within business to business (B2B) salesforces: a scoping study

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AMS | SIG Selling & Sales Management

Cranfield School of Management

Agenda

- Context and business problem
- Growth of social media use in B2B sales
- Research domains
- Theoretical lenses
- Findings to date and next steps
- Closing

Context and business problem

(Herhausen et al., 2020; Williams et al., 2017; Zoltners, Sinah and Lorimer, 2008

(Hartmann & Lussier, 2020; Ritter & Pedersen, 2020)

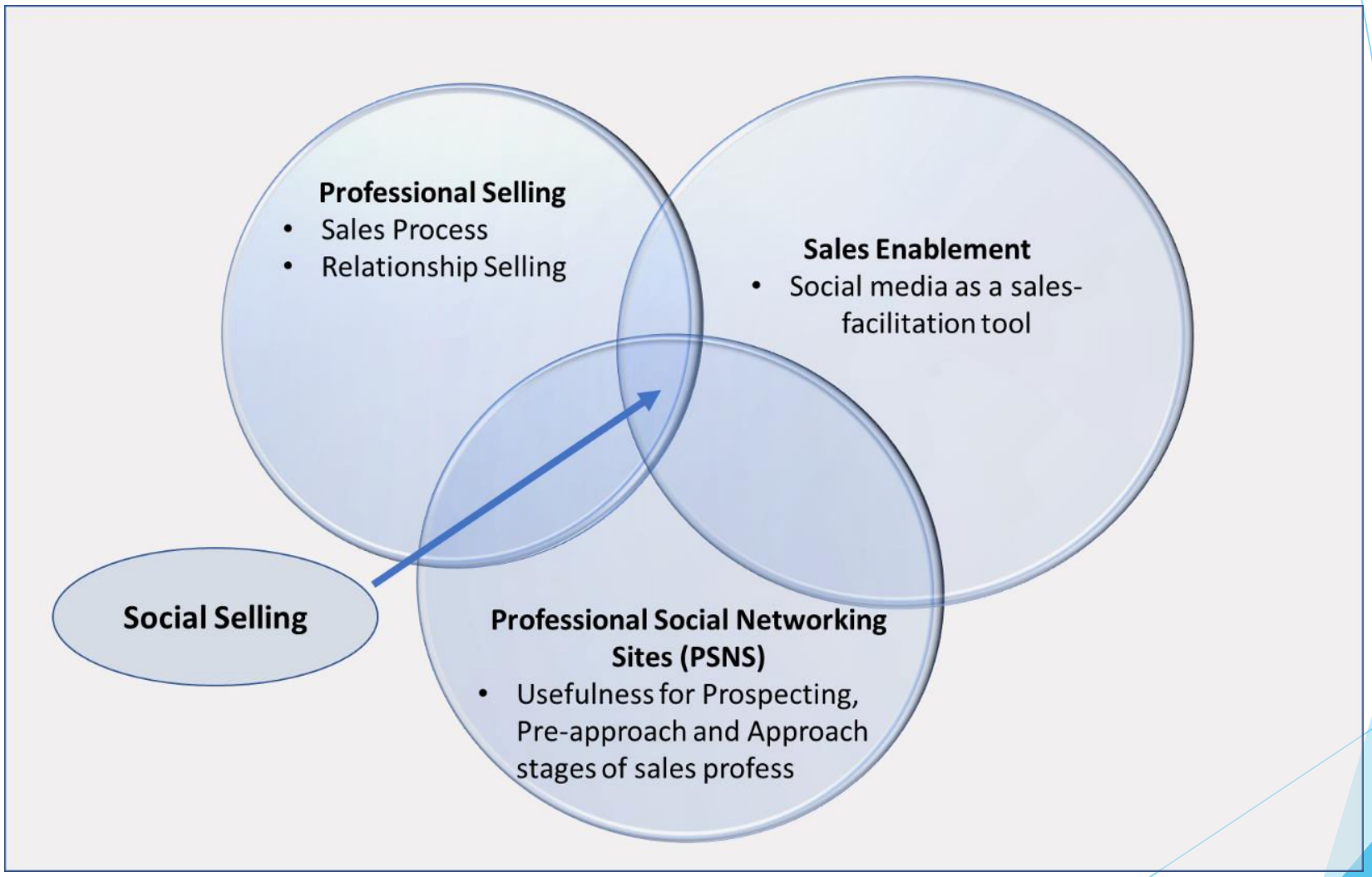
(Dwivedi et al., 2021; Agnihotri, 2020; Singh et al., 2019)

Growth of social media use in B2B sales

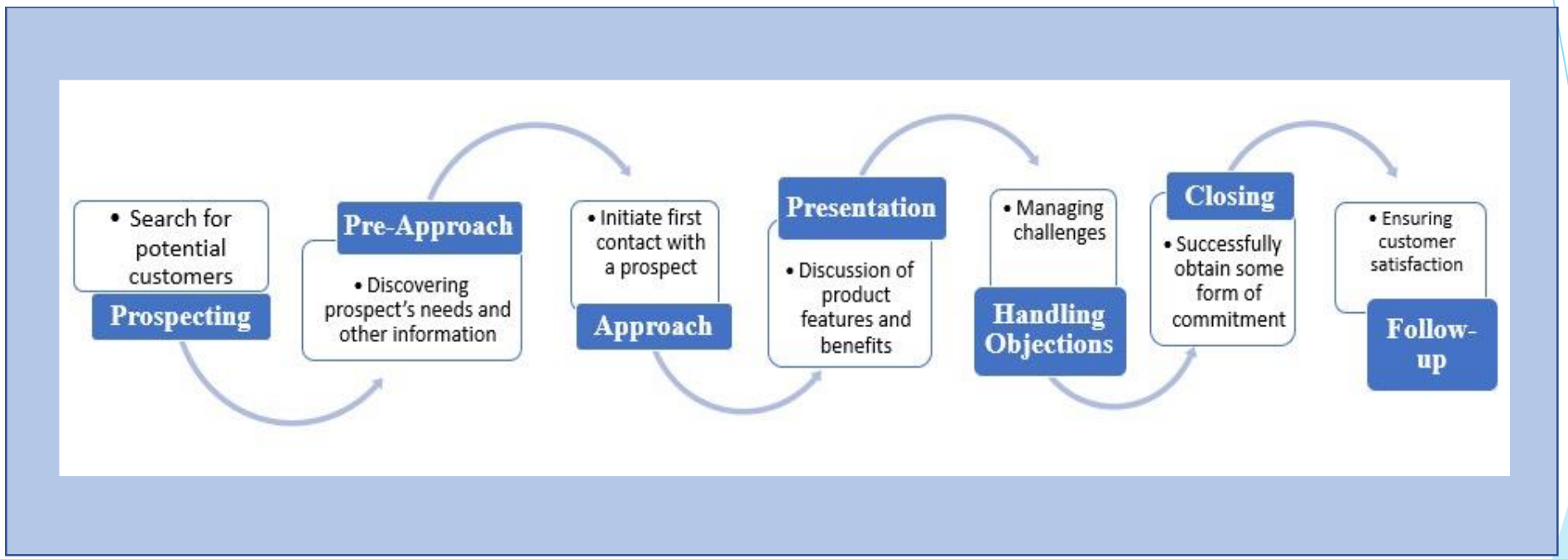
(Stelzner, 2018; Itani et al., 2017; Tuten 2014)

(Ahearne et al., 2022 ; Stelzner, 2018; Agnihotri et al., 2016; Guesalaga 2016, Itani et al., 2017; Andzulis et al., 2012

Research Domains



Professional selling and social media's influence on the B2B sales process



(Dubinsky 1981)

(Williams & Plouffe, 2007; Moncrief and Marshall (2005)

Professional Social Networking Sites

Category	Classification	Examples
1) Blog	Chronologically listed journals on disparate topics	WordPress, Blogger, Wix, Weebly
2) Micro-blog	Exchange of small pieces of information	Tumbler, Twitter, Plurk
3) Presentation exchange	Database for presentations	SlideShare, Speaker Deck
4) Webinar / Online conferencing	Instantaneous meetings via the internet	Go to Meeting, Zoho, Hopin
5) Social networking	Sharing of data with others for social networking	Facebook, Meetup, Diaspora
6) Professional Social Networking	Users disseminate information to maintain and grow professional contacts	LinkedIn
7) Interactive broadcasting	Stream live, real-time video to individuals or groups	Zoom, Teams, Skype, Facetime
8) RSS Feed Readers	Consolidated RSS feds	Feedly, Newsblur
9) Photo Sharing	Publicising or transferring digital photos	Flicker, Instagram, BeBee
10) Moderated Web communities	Virtual communities that discuss specific topics which require membership	Microsoft Community, OnlineGroups
11) Unmoderated web communities	As above but do not require membership	Reddit, 4Chan, Quora, Voat
12) Video hosting and sharing	Share and storage of video clips	YouTube, Tiktok, Ustream, Dailymotion, Vimeo, Twitch
13) Social Bookmarking	Store and share website bookmarks	StumbleUpon, Digg

Adapted from Moore (2015)

(Zahay, 2021; Tuten, 2014)

Sales Enablement and PSNS

(Rapp & Beeler, 2021; Matthews & Schenk, 2018; Rangarajan et al., 2020; Zhang & Li, 2019)

Theoretical Lenses

Social Media Adoption

- 1) – General motivations; Theory of Reasoned Action and Theory of Planned Behaviour
- 2) - Social psychological theories; e.g., Social Identity Theory and Social Comparison Theory

Social Media as a Technology

- 3) Technological functionality of available platforms; e.g., Technology Acceptance Model and Task-Technology Fit Model

Relationships in B2B Marketing

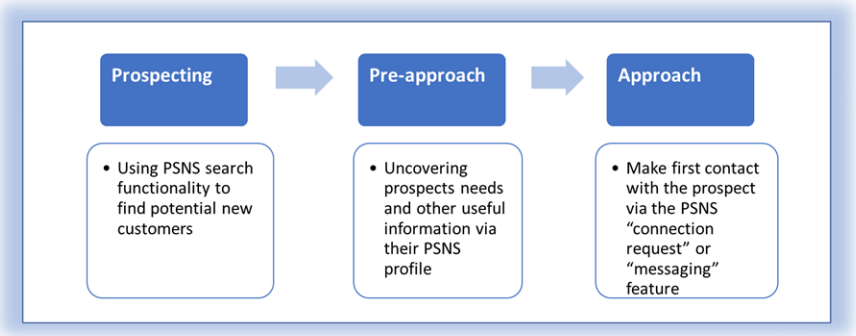
- 4) Relationship-oriented theoretical lenses, e.g.; e Social Capital Theory, Social Network Theory, and Relationship Marketing Theory

Social Media and Strategy / Management

- 5) Organisational resource and capability foundations, e.g; Resource-based View, Resource Advantage Theory, and Dynamic Capability Theory.
- 6) Organisational orientations, e.g.; E-Marketing orientation and Innovation orientation

(Cartwright 2021)

Findings to date and next steps



Topic	Expected research outputs
Sales Management	What knowledge do sales managers require to aid their sales strategy formation when using PSNS?
Professional selling	How is PSNS integrated within existing sales processes and what are the associated effects?
Professional social networking sites	How can social selling, as a digital marketing strategy, be implemented effectively within the sales organisation?
PSNS as a sales enablement tool	How will organisations use PSNS as a sales enablement tool in the broader sales and marketing strategy to generate revenue?

Output: A framework to guide sales organisations strategic use of PSNS to facilitate sales revenue generation

(Cartwright et al., 2021; Liu et al., 2021; Iankova et al., 2019; J Ogilvie et al., 2018; Chirumalla et al., 2018; X. Liu et al., 2019; Siamagka et al., 2015; Moore, Hopkins, and Raymond 2013)

Closing

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