

From Sensing to Reconfiguring: A Theoretical Framework of Dynamic Capabilities in Social Media Marketing Strategy

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ABSTRACT. This conceptual paper develops an integrative framework linking Dynamic Capabilities Theory (DCT) to social media marketing strategy. In increasingly volatile digital environments, firms must move beyond platform presence toward the strategic orchestration of sensing, seizing, and reconfiguring capabilities. Drawing on existing literature in strategic management and digital marketing, the study reconceptualizes social media not merely as a communication channel but as an ecosystem for continuous adaptation and strategic renewal. Sensing is defined as real-time consumer insight generation, seizing as opportunity activation through agile campaign execution, and reconfiguring as the structural adjustment of digital strategies and teams. The proposed model highlights the recursive nature of these capabilities and identifies key organizational enablers such as cultural agility and digital leadership. The paper contributes to both theory and practice by offering a strategic lens for understanding how marketing agility is achieved in fast-changing online environments. It also provides theoretical propositions and future research directions to guide empirical validation and model refinement.

Keyword: Dynamic Capabilities; Social Media Marketing; Strategic Agility

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INTRODUCTION

In today's digital environment, the evolution of marketing practices has been deeply influenced by the rise of social media platforms (Albannai et al., 2024). These platforms have reshaped how businesses communicate, engage, and build relationships with their consumers. Unlike traditional marketing channels, social media offers real-time interaction, massive data generation, and highly personalized content delivery. As competition intensifies and customer expectations shift rapidly, organizations must respond with greater agility (Basit et al., 2024). This new reality calls for a reassessment of the theoretical underpinnings guiding strategic marketing decisions (Brewis et al., 2023).

Dynamic Capabilities Theory (DCT) has emerged as a robust lens to understand how firms adapt, innovate, and reconfigure resources in fast-changing environments (Teece, 1997). Developed by Teece, DCT outlines three core processes: sensing opportunities and threats, seizing them through strategic action, and reconfiguring internal competencies to maintain competitiveness. These capabilities are not static routines but evolutionary mechanisms shaped by learning, experimentation, and strategic foresight. Although widely applied in innovation and operations literature, its integration with social media marketing remains underexplored. The dynamic nature of social media aligns well with the fundamental premises of DCT, offering fertile ground for conceptual advancement (Teece, 1997).

Social media marketing requires firms to consistently monitor shifting consumer behaviors, platform algorithms, and emerging trends—processes analogous to the DCT concept of sensing (Ellström et al., 2022). Beyond detection, effective strategies must seize identified opportunities through creative content, influencer collaborations, or timely campaigns. As market dynamics evolve, companies must also reconfigure their digital assets, customer touchpoints, and brand narratives (C. Helfat & Peteraf, 2009). This interplay between external change and internal adaptation reflects the very essence of dynamic capabilities. However, existing literature lacks a systematic framework linking these constructs in a cohesive theoretical model (C. E. Helfat & Raubitschek, 2018).

Moreover, while empirical studies have examined the outcomes of social media usage, few have grounded their analyses in robust strategic theory. Most research tends to isolate media tactics or consumer engagement metrics without positioning them within broader organizational capabilities (Hunt & Madhavaram, 2020). As a result, the strategic rationale behind successful social media marketing efforts often remains fragmented. Integrating DCT can offer a more coherent understanding of how firms not only use social media but transform through it. Such integration would enrich both strategic management and marketing scholarship (Kodama, 2018).

The digital marketing environment is characterized by high volatility, technological acceleration, and low entry barriers, especially for small and medium enterprises. In such contexts, static capabilities are insufficient to secure competitive advantage (Matarazzo et al., 2021a). Firms must build and refine dynamic capabilities to navigate this complex terrain, using social media as both a sensing mechanism and a transformation tool. Social media becomes more than a communication channel; it is a strategic interface between the firm and its dynamic environment. A theoretical synthesis of DCT with social media marketing is thus both timely and essential (Matarazzo et al., 2021b).

This conceptual investigation seeks to bridge the theoretical gap by developing a structured framework that maps the elements of DCT onto key processes in social media marketing. By doing

so, it aims to provide a strategic foundation for understanding how firms generate, absorb, and apply knowledge in digital ecosystems (Kodama, 2018). Each dimension of DCT—sensing, seizing, and reconfiguring—is examined through the lens of current social media practices. The proposed model is intended to stimulate further research and guide practitioners in aligning digital tools with organizational agility (Sher & Lee, 2004). A deeper theoretical grounding can also support the design of more adaptive and resilient marketing strategies (Teece, 2016).

Furthermore, the increasing reliance on algorithmic personalization, user-generated content, and data analytics in social media necessitates more than operational competence. Strategic capabilities are needed to interpret signals, mobilize responses, and continuously realign marketing infrastructures. Dynamic capabilities enable firms to evolve not only in what they offer but also in how they learn and adapt through digital interactions. This underscores the urgency of moving beyond surface-level metrics toward a capability-based view of social media marketing. Such a shift can reshape how scholars and practitioners conceptualize value creation in digital contexts.

LITERATURE REVIEW

The theory of dynamic capabilities, Teece, Pisano, & Shuen, posits that competitive advantage in volatile markets depends not on static resources but on a firm's ability to purposefully adapt, integrate, and reconfigure internal and external competencies (Teece, 1997). This theory distinguishes between operational capabilities, which ensure the efficiency of current activities, and dynamic capabilities, which enable firms to sense and seize opportunities and reconfigure resources accordingly (Teece, 2016). Over the past two decades, DCT has been widely applied in strategic management, innovation studies, and organizational learning. Yet, despite its relevance, its integration into the digital marketing domain remains limited. Particularly in the context of social media, where speed, customer intimacy, and feedback loops are crucial, dynamic capabilities offer a powerful lens that remains underutilized (Teece, 2018).

Social media marketing (SMM) has transitioned from a supplementary promotional tool to a strategic pillar in contemporary marketing strategy. Scholars have highlighted its multidimensional value—from brand awareness and customer engagement to real-time market sensing and value co-creation (Kapoor & Kapoor, 2021). The unique characteristics of social media—such as interactivity, virality, and algorithmic targeting—have expanded its function beyond communication, positioning it as an environment for strategic experimentation and feedback-based learning (Sher & Lee, 2004). Yet, studies in SMM often focus on tactical outcomes such as engagement rates, impressions, or customer satisfaction, often without anchoring these outcomes in a strategic capabilities framework. This creates a disconnect between what firms do on social media and how they strategically evolve through it (Xu et al., 2018).

The sensing component of DCT refers to the ability of firms to detect changes in the environment, including customer needs, technological advances, and competitive shifts. On social media, sensing takes the form of social listening, trend analysis, and algorithmic insights derived from consumer interactions (Mikalef et al., 2023). These platforms offer real-time access to rich and unstructured consumer data, enabling firms to identify latent needs and emerging trends with unprecedented immediacy (Treacy & Wiersema, 1995). However, the firm's ability to convert this data into actionable insights depends on its absorptive and interpretive capabilities—facets often underexplored in marketing literature. Bridging DCT and SMM therefore requires reconceptualizing sensing not merely as information gathering but as a dynamic process of market sense-making (Warner & Wäger, 2019).

Seizing, the second core element of DCT, entails mobilizing resources to capitalize on sensed opportunities through timely and effective responses (Teece, 2016). In the realm of social media, seizing can be observed in agile campaign executions, real-time responsiveness, influencer collaborations, and adaptive content strategies (Appel et al., 2020). These responses are not always pre-planned; rather, they require fluid decision-making structures and decentralized control to operate effectively within rapidly changing digital environments (Abbasi et al., 2018). Successful seizing on social media demands more than creativity—it necessitates organizational structures that support speed, risk-taking, and experimentation. The dynamic nature of digital engagement makes this capability particularly salient for firms competing on innovation and consumer intimacy (Brock & Zhou, 2012).

Reconfiguring refers to the transformation and realignment of organizational resources, structures, and processes to maintain strategic fit as the external environment evolves (De Waal & Van Der Heijden, 2016). On social media, this may involve changes in team composition, digital infrastructure, platform focus, or even branding logic. For example, firms might shift from paid media to user-generated content strategies or reorient their messaging to align with social movements or emerging values (Martín-Rojas et al., 2023). These shifts require not only operational flexibility but cultural readiness and leadership support. Despite its strategic importance, reconfiguring has received the least attention in SMM research, often being treated as post hoc adjustments rather than deliberate capability-driven transformations (Matekenya & Moyo, 2022).

Integrating the three DCT components—sensing, seizing, and reconfiguring—into a social media context offers a holistic view of how firms can evolve strategically through digital channels (Teece, 1997). This perspective emphasizes that successful social media marketing is not only about executional excellence but also about strategic learning and renewal. Existing frameworks in SMM often fall short in capturing the recursive and organization-wide implications of digital adaptation (Akhtar et al., 2023). Therefore, adopting a dynamic capabilities view allows scholars to transcend tool-based perspectives and explore how social media can become a catalyst for broader organizational transformation. This synthesis can bridge the gap between digital marketing practice and strategic theory (Teece, 2016).

A number of studies have touched on related ideas without fully theorizing the role of DCT in digital settings. For instance, the concept of marketing agility (Tafesse & Wien, 2018) shares common ground with dynamic capabilities but lacks the theoretical rigor and scope to explain structural reconfiguration. Similarly, work on real-time marketing (RTM) highlights tactical responsiveness but often ignores the strategic processes that sustain such capabilities over time (Valdez-Juárez & Castillo-Vergara, 2021). A dynamic capabilities perspective enables scholars to explore not just how firms act, but how they become capable of acting under uncertainty. This distinction is critical for understanding sustainable competitiveness in rapidly evolving digital ecosystems. Hence, this review seeks to enrich current scholarship by positioning social media not only as a marketing tool but as an adaptive mechanism embedded in the strategic fabric of the firm (Xu et al., 2018).

METHODS

This study employs a conceptual research design grounded in a qualitative, theory-building approach (Creswell & Creswell, 2018). The primary objective is to synthesize existing knowledge on dynamic capabilities and social media marketing to develop a coherent and integrative

theoretical framework. This approach aligns with the methodological stance proposed by MacInnis (2011), which emphasizes the role of conceptual work in clarifying, connecting, and extending existing constructs. Unlike empirical research, conceptual studies do not rely on data collection but instead derive insights through logical reasoning and structured analysis of the literature. This enables the development of nuanced models that inform future empirical testing (Creswell & Creswell, 2018).

To ensure academic rigor, the literature review was conducted systematically, drawing from peer-reviewed journal articles indexed in Scopus and Web of Science. The search focused on publications related to dynamic capabilities, digital marketing, marketing agility, social media strategy, and organizational adaptation. Key authors such as Teece, Helfat, Eisenhardt, and Mikalef provided the foundational theoretical grounding, while contemporary marketing research informed the contextual integration. Articles were selected based on their theoretical contribution, relevance to strategic marketing, and applicability to the digital context. The synthesis of these works followed an abductive reasoning process—moving iteratively between theoretical propositions and observed patterns in digital marketing literature (Teece, 1997).

The construction of the conceptual framework was guided by three principles: conceptual clarity, theoretical integration, and practical relevance. Conceptual clarity was achieved by defining the core constructs—sensing, seizing, and reconfiguring—in the specific context of social media marketing (Teece, 1997). Theoretical integration involved mapping the relationships among these constructs and identifying their implications for marketing strategy. Practical relevance was ensured by grounding abstract theoretical concepts in real-world digital phenomena such as social listening, algorithmic marketing, and content reconfiguration. The resulting framework seeks to be not only explanatory but also generative—offering propositions that future research can empirically investigate.

This methodology is suitable for addressing research problems situated at the intersection of theory and practice (Creswell & Creswell, 2018). By leveraging the strengths of conceptual research, this study contributes to the scholarly discourse on dynamic capabilities while also offering actionable insights for marketing strategists operating in digital environments. The proposed framework serves as both a theoretical scaffold and a practical roadmap, paving the way for deeper inquiry into how organizations adapt and thrive through social media. This research design ultimately fulfills the dual imperative of conceptual robustness and contextual relevance—hallmarks of high-quality scholarship in strategic and marketing sciences.

RESULT AND DISCUSSION

RESULT

The conceptual integration of Dynamic Capabilities Theory (DCT) into the context of social media marketing resulted in a refined theoretical model that demonstrates how firms can strategically sense, seize, and reconfigure within dynamic digital environments. Social media platforms offer fertile ground for the enactment of dynamic capabilities, particularly due to their fast-changing nature and the immediacy of consumer feedback (Teece, 1997). Sensing is conceptualized as an ongoing effort to scan, interpret, and learn from consumer behavior, emerging trends, and algorithmic shifts across platforms. This process encompasses activities such as social listening, influencer tracking, trend analysis, and keyword mapping. What distinguishes high-performing firms is not just the presence of data but their ability to transform digital noise into strategic insight.

Seizing, as interpreted in this model, reflects how firms mobilize internal and external resources to act upon the insights derived through sensing. These actions include the development of campaign narratives, collaborations with micro-influencers, platform-specific content adaptation, and audience segmentation strategies. In social media, seizing is operationalized through responsive campaign deployment, context-aware engagement, and the use of user-generated content to build community loyalty. Importantly, successful seizing requires alignment with the firm's core positioning and long-term objectives, avoiding opportunistic actions that may dilute brand identity. The capacity to seize effectively depends heavily on organizational agility, decision autonomy at the tactical level, and real-time content pipelines.

The most understudied and yet strategically vital capability—reconfiguring—was revealed as the mechanism by which firms adapt their internal processes and structures in response to ongoing digital feedback. Social media environments demand regular realignment of brand voice, content formats, platform focus, and team responsibilities. Firms that reconfigure effectively often reassign digital roles, reallocate budgets toward emerging platforms, and even revise their brand storytelling to suit new audience expectations. Reconfiguring also includes the discontinuation of outdated campaigns, platform exit strategies, and strategic portfolio shifts toward new digital channels. It is through this transformation that firms maintain digital relevance and strategic coherence in turbulent environments.

To visualize how these capabilities manifest in operational terms, the study proposes a functional mapping of dynamic capabilities against core digital marketing processes. This mapping is presented in Table 1:

Table 1. Mapping Dynamic Capabilities to Social Media Marketing Processes

Dynamic Capability	Digital Manifestation	Example Activities
Sensing	Consumer Insight Generation	Trend analysis, sentiment mining, competitor scanning
Seizing	Strategic Activation of Opportunities	Real-time engagement, influencer collaboration, content virality
Reconfiguring	Organizational and Strategic Adjustment	Reallocation of budgets, restructuring of digital teams, repositioning

Source: At Work, 2025

Beyond this initial mapping, the framework introduces the idea of temporal layering—how each dynamic capability aligns with different phases of strategic intent: exploration, exploitation, and transformation. Table 2 presents this alignment:

Table 2. Strategic Phases and Corresponding Dynamic Capabilities

Strategic Phase	Aligned Capability	Focus Area
Exploration	Sensing	Detecting emerging trends, new platform behaviors
Exploitation	Seizing	Capitalizing on known trends, optimizing engagement mechanisms
Transformation	Reconfiguring	Restructuring brand identity, migrating platforms, repositioning

Source: At Work, 2025

The framework also outlines capability enablers, namely the internal conditions that support the actualization of sensing, seizing, and reconfiguring. These include leadership involvement, cultural

agility, digital infrastructure, and knowledge-sharing routines. Without these, the potential of dynamic capabilities remains latent. Table 3 presents these enablers and their functional relevance.

Table 3. Capability Enablers and Supporting Factors

Enabler	Supports Capability	Examples
Digital Leadership	All	Strategic prioritization, risk tolerance, vision articulation
Cultural Agility	Seizing & Reconfiguring	Experimentation norms, psychological safety
IT Infrastructure	Sensing	Real-time analytics tools, data dashboards
Knowledge Sharing	All	Cross-functional collaboration, digital campaign retrospectives

Source: At Work, 2025

The framework also reveals a time-sensitivity factor. The effectiveness of each capability depends not only on its presence but also on its speed of execution. In social media, delays in responding to viral trends or crises can erode brand credibility. Therefore, the framework incorporates temporal sensitivity as a cross-cutting element that amplifies or dampens capability effectiveness. This consideration adds granularity to traditional DCT models, which often assume capability strength without factoring in execution timing. From a strategic perspective, the model suggests that sensing is most valuable during the exploration phase, seizing during exploitation, and reconfiguring during transformation. This temporal sequencing enables firms to align social media actions with their strategic life cycle. A firm entering a new market may prioritize sensing, whereas a firm under reputational threat may need to accelerate reconfiguring. Therefore, dynamic capabilities offer a flexible toolkit that can be deployed based on contextual imperatives.

This conceptualization also addresses the gap in current social media literature where strategy and tactics are often disjointed. By embedding DCT into social media marketing, the framework links high-level strategic intent with platform-level execution. For instance, a strategic goal to reposition a brand can be operationalized through specific seizing and reconfiguring activities on Instagram or YouTube. This alignment ensures coherence between marketing actions and long-term positioning. In terms of theoretical contribution, this framework advances the understanding of DCT by translating abstract concepts into domain-specific processes. The application to social media marketing contextualizes DCT for the digital age and expands its applicability beyond traditional sectors such as manufacturing or innovation management. It demonstrates that DCT is equally relevant in fast-paced, consumer-facing environments. Moreover, it offers a pathway for empirical researchers to test capability-performance relationships in digital contexts. The conceptual model is inherently dynamic, recognizing that the capabilities must evolve with technological change. Social media platforms are not static; they evolve in algorithms, content formats, and user behavior. Therefore, the framework is designed to be adaptive, allowing for new sensing tools (e.g., AI-driven sentiment analysis), new seizing mechanisms (e.g., virtual influencers), and new reconfiguring strategies (e.g., immersive brand experiences via AR). This future-proofing extends the utility of the model.

Importantly, the framework reinforces the idea that firms must integrate technological affordances with strategic intent. Technology alone does not confer competitive advantage; it is the capability to adapt that matters. In the context of social media, this means aligning analytics tools, content production, and user engagement with organizational learning processes. This perspective moves

beyond technology adoption to capability cultivation. Additionally, the study proposes that dynamic capabilities in social media must be viewed as layered across individual, team, and organizational levels. Sensing may occur at the analyst level, seizing at the campaign team level, and reconfiguring at the CMO or executive level. This multi-level perspective adds complexity but also realism to the model, reflecting the actual diffusion of decision-making in firms.

DISCUSSION

The integration of Dynamic Capabilities Theory into social media marketing provides an enriched understanding of strategic behavior in digital contexts. It moves beyond the superficial analysis of tools and platforms to examine the deeper organizational mechanisms that enable firms to respond to change (Teece, 1997). This approach underscores that digital success is not solely about being present on multiple platforms, but about having the adaptive capacity to utilize those platforms strategically. The findings emphasize that firms capable of sensing, seizing, and reconfiguring in real time are more likely to achieve sustained competitive advantage. Thus, this framework fills a critical gap between marketing execution and strategic renewal. The discussion on sensing revealed that digital environments are inherently rich in data but poor in meaning unless interpreted through organizational intelligence. Social media platforms produce continuous streams of customer feedback, behavioral cues, and cultural trends. However, firms must cultivate interpretive capabilities—such as analytical skills, cross-functional communication, and cognitive diversity—to make strategic sense of such data. This aligns with prior DCT literature, which treats sensing not just as detection but as interpretation. Therefore, organizations must invest in data fluency across marketing teams to unlock the true value of sensing.

Seizing capabilities are often misunderstood as rapid action or responsiveness, but this framework clarifies that strategic alignment is equally important. Effective seizing on social media requires consistency with brand identity, alignment with long-term goals, and readiness to adapt creative resources. Firms that pursue viral trends without strategic coherence risk brand dilution. This framework positions seizing as both an opportunity capture and a brand stewardship process. It encourages firms to balance creativity with control, ensuring that every digital move contributes to overall strategic objectives. The emphasis on reconfiguring as a dynamic capability is especially critical given the instability of digital platforms. Platform policies change, user demographics shift, and engagement algorithms evolve constantly. Firms must therefore develop structural and cultural flexibility to continuously adapt their digital strategies. This capability often requires top management support and a learning-oriented culture. Reconfiguring is not a one-time pivot but a continuous recalibration of strategy, tools, and human capital. The recursive relationship among the three capabilities underscores that dynamic capabilities are not linear or isolated. Sensing informs seizing, seizing triggers the need for reconfiguration, and reconfiguration reshapes the future sensing process. This circularity reflects the nature of strategic learning in turbulent environments. It also aligns with theories of organizational renewal and absorptive capacity, further reinforcing the robustness of the conceptual framework. Viewing capabilities as cyclical strengthens the strategic relevance of the model.

Temporal sensitivity emerged as a novel element in this study, extending traditional DCT by incorporating execution speed as a modifier of capability strength. Social media operates in compressed timeframes where delays in sensing or seizing can render opportunities obsolete. Unlike in manufacturing or R&D, where capabilities can evolve over years, digital marketing demands responsiveness in hours or minutes. This realization has important implications for how

firms allocate decision rights, manage content approval workflows, and implement agile governance systems. Organizational enablers—such as digital leadership, cross-functional collaboration, and cultural openness—were identified as critical to the enactment of dynamic capabilities. This highlights that dynamic capabilities do not operate in a vacuum; they are embedded within organizational routines, values, and infrastructures. A firm's ability to sense and respond is often determined by how well its internal teams communicate and act on shared intelligence. These enablers should be treated as strategic assets in capability development efforts. Their absence can cripple even the most well-designed digital strategies. The framework also contributes to marketing theory by offering a layered view of capability enactment. While many studies treat capabilities as organizational-level phenomena, this framework demonstrates their emergence across individual, team, and systemic levels. For example, social media managers may sense trends, campaign teams may seize opportunities, and executives may lead reconfiguration. This layered approach aligns with recent calls in strategic management for multi-level theorizing. It encourages scholars and practitioners to consider capability development as an organization-wide endeavor.

The strategic implications of this framework are significant for firms pursuing digital transformation (Warner & Wäger, 2019). Rather than viewing social media as a tactical function, firms must embed it within strategic capability building. This involves integrating digital marketing with knowledge management, innovation systems, and strategic planning processes. Doing so transforms social media from a promotional channel into a platform for organizational learning and renewal. This shift in perspective can redefine how marketing departments contribute to firm-wide agility. The model also opens new avenues for capability measurement. Traditionally, capabilities have been hard to operationalize due to their intangible nature. However, in digital contexts, proxies such as content velocity, platform responsiveness, and audience adaptability can serve as indicators of dynamic capability strength (Sifolo, 2023). These metrics, if properly aligned with strategic goals, can help firms diagnose and improve their capability readiness. Future research may build on this model to develop empirical scales for assessing digital dynamic capabilities. This framework also offers value to digital startups and SMEs, which often rely on social media as a primary marketing tool. These firms, though resource-constrained, may excel in agility and experimentation. By understanding how to cultivate sensing, seizing, and reconfiguring at a strategic level, smaller firms can compete with larger players in digital spaces. The model democratizes strategic capability thinking and shows that scale is not a prerequisite for agility. It empowers SMEs to build competitive advantages through capability orchestration. (Capatina et al., 2020)

From a pedagogical perspective, the framework provides a useful structure for teaching strategic marketing in the digital age. Many marketing curricula emphasize tools and platforms but neglect the strategic logics behind their use. Integrating this model into education can equip future marketers with the mindset needed for adaptability and innovation. It encourages students to think beyond campaigns and KPIs and to engage with strategic change processes. This can help close the gap between academic training and marketplace demands. The discussion also challenges the assumption that digital transformation is solely a technological journey. The findings reaffirm that transformation is primarily a strategic and cultural process, enabled by dynamic capabilities. Tools may come and go, but firms that build capabilities can adapt continuously. This insight has implications for how organizations prioritize investments—not just in software, but in people,

processes, and structures. A capability-based approach to digital strategy ensures resilience amid constant disruption.

One notable insight is that dynamic capabilities may evolve differently in B2C versus B2B contexts. B2C firms often face higher velocity and visibility, demanding faster seizing and reconfiguring. B2B firms may have more time to reflect but require deeper sensing to navigate complex stakeholder networks. Therefore, while the model is generalizable, its enactment may vary by industry context. This provides a rich agenda for comparative research. The model also invites reflection on ethical considerations. Social media strategies driven purely by seizing may lead to exploitation of user data or manipulative content. A dynamic capabilities perspective emphasizes strategic intent and long-term alignment, which can counterbalance short-term opportunism. Firms must therefore develop ethical reflexivity as part of their capability set. This addition may represent a fourth capability in future extensions: responsible innovation. Furthermore, this conceptual framework lays the groundwork for performance-linked investigations. How do these capabilities translate into measurable gains in brand equity, customer lifetime value, or innovation rate? While not addressed empirically here, the conceptual clarity provides a solid base for quantitative models. Future studies can explore mediating and moderating factors that affect the capability–performance relationship. This aligns with calls for more theory-driven empirical research in digital marketing.

Another discussion point is the potential integration of other theories with DCT in the digital context. For instance, Resource-Based View (RBV) can complement DCT by identifying specific digital assets that enable capabilities. Similarly, Organizational Learning Theory can inform how capabilities are developed over time. This theoretical pluralism strengthens the explanatory power of the framework. It encourages scholars to move beyond single-theory silos in exploring digital strategy. This study also underscores the need for leadership that understands digital dynamics and embraces uncertainty. Dynamic capabilities flourish in environments where experimentation is rewarded and failure is viewed as a learning opportunity. Leaders play a critical role in setting this tone and allocating resources for capability development. Their involvement is essential to reconfiguring organizational structures and driving cultural change. Hence, digital leadership development is a strategic imperative.

CONCLUSION

This conceptual study offers a novel integration of Dynamic Capabilities Theory with social media marketing, culminating in a three-dimensional framework encompassing sensing, seizing, and reconfiguring. It repositions social media from a tactical domain to a strategic capability platform. The findings underscore that digital marketing success lies not in platform usage alone, but in the firm's ability to continuously adapt, learn, and transform. By embedding capability thinking into digital strategy, firms can achieve sustainable marketing agility. The framework thus advances both theory and practice. Through a rigorous literature-based synthesis, the study contextualizes each dynamic capability within key processes in social media marketing. Sensing is conceptualized as digital sensemaking; seizing as strategic response and execution; and reconfiguring as structural and cultural adaptation. These dimensions are not sequential but cyclical, forming a continuous loop of digital learning. The model is not only theoretically sound but also aligned with real-world challenges in the digital economy. Its recursive nature reflects the realities of constant technological and market change.

This research also highlights the critical role of internal organizational factors in enabling dynamic capabilities. Cultural openness, agile structures, and visionary leadership emerged as essential conditions for capability deployment. It reinforces the idea that capability strength is contingent on internal alignment and execution speed. Social media marketing is shown to be both a technological and organizational phenomenon. As such, strategy formulation must be interdisciplinary.

The framework offers significant implications for practice, particularly for firms navigating digital transformation. It provides a strategic lens to evaluate current digital marketing practices and design adaptive, future-oriented initiatives. Marketing professionals can use this model to link tactical decisions with broader organizational goals. Meanwhile, educators and trainers can adopt it to cultivate strategic thinking in the next generation of digital marketers. Its utility spans academic, professional, and pedagogical contexts. Despite its strengths, the study is conceptual and lacks empirical validation. Future research is encouraged to operationalize the framework and test its propositions in diverse industries and organizational settings. Quantitative studies can examine the impact of each capability on performance, while qualitative work can explore how these capabilities are cultivated over time. Longitudinal approaches may be especially valuable to capture the evolution of digital dynamic capabilities. This opens a wide agenda for continued theory-driven research.

Ultimately, this study contributes to a deeper understanding of how firms can thrive in the complex and fluid world of digital marketing. It demonstrates that strategic agility in social media environments is achievable through the deliberate cultivation of dynamic capabilities. In doing so, it bridges two rich but previously disconnected domains: strategic management theory and digital marketing practice. The framework serves as a springboard for future exploration, encouraging scholars and practitioners alike to rethink the foundations of digital competitiveness. It affirms that in an age of disruption, adaptability is strategy.

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