

The Role of Marketing Function for Competitive Advantage

Sumitro SARKUM^{1*}, Abd. Rasyid SYAMSURI²

¹Lecturer at Universitas Labuhanbatu, Jl. Sisingamangaraja No. 126 A KM 3.5 Aek Tapa Rantauprapat, North Sumatera, Indonesia; E-mail: sumitro.ulb@gmail.com

²Universitas Muslim Nusantara AL-Washliyah, Medan, Indonesia; E-mail: abd.rasyidsyamsuri@umnaw.ac.id

*Corresponding author

Abstract

Provide a new perspective on the involvement of dynamic marketing capabilities for sustainable competitive advantage by focusing on three areas of the scientific literature to be studied and integrated into the framework of small companies that can be learned and used in managing digital marketing company. The paper reviews prior literature on Customer Relationship Management (CRM), Social Customer Relationship Management (SCRM), Engagement, and Perspectives on Theory of Dynamic Capability (DC), Dynamic Marketing Capability (DMCs). Dynamic Marketing Engagement is a new concept that is created through a process of reduction of the concept of Dynamic Marketing Capabilities (DMCs) and the concept of Engagement associated with a competitive advantage and competitiveness sustainability. This new concept offers a marketing strategy using digital tools not forgetting offline strategies for identifying, anticipating, managing and winning business competition and studied business in the digital sector, especially for SMEs; thus has implications for the field of academics, practitioners and industry. Combining the three major areas of business research for sustainable competitive advantage, that is Social Customer Relationship Management, Engagement and Marketing Dynamic Capabilities.

Keywords: social CRM; engagement; dynamic capability; dynamic marketing capabilities.

1. Introduction

Integrating Customer Relationship Management on business operations using information technology as a media tool to build relationships with customers, requiring knowledge of management concepts and transformed comprehensively to all components within the company. Core elements of Customer Relationship Management towards sustainability must be combined with the core elements of sustainability to understand the customer's wishes in accordance with the characteristics and behavior of customers continues to grow. Identifying issues involving the development of marketing with customers to encourage innovation of product creation and improving customer retention sales. Integration of all elements in the Customer Relationship Management can measure and improve the performance of the company. The emergence of social media changing the map of central power with the creation of a customer-centric as a new generation of powerful, sophisticated, difficult to influence, induced and maintained. To deal with these changes, Customer Relationship Management assessment metrics to integrate social media and turned into a social CRM (Customer Relationship Management) as a new paradigm in marketing. To achieve goals and improve company performance required customer involvement in implementing marketing strategies in social media. Engagement is a new trend in marketing that first appeared in 1990, develops and talking when social networking media into a marketing tool for many companies to achieve a competitive advantage in the broad market. Engagement also seen to improve the performance of the company to increase sales, create new products and enrich the relationship between the company, employees, customers and supply chains. Finally, all of involvement boils down to the goal of excellence and competitiveness sustainability.

The debate between RBV and RBT invited researchers to

clarify confusion over less heterogeneity on performance and competitive advantage, while in the literature of the dynamic capability view of the split into three interrelated parts, between the economy, technology and innovation management. Beyond the debate, raised a new term called dynamic marketing capabilities that is based on the development of dynamic capabilities inherent in the organization and are considered to have a high level of value, rare, difficult to imitate and irreplaceable. It is indicated and leads for the purpose of competitive advantage in the ability of organizational competitiveness in the broad market. Dynamic Marketing Engagement is a new concept that is created through a process of reduction of the concept of Dynamic Marketing Capabilities (DMCs) and the concept of Engagement associated with a competitive advantage and competitiveness sustainability. The basic foundation of all renewal based on the incorporation of dynamic capabilities and marketing capabilities in the process involves the role of employees, customers and supply chains in entering and playing the role of marketing in both market linkages between non- and digital. This new concept aims to address significant issues of the role of the marketing function is dynamic and it is hoped will be able to be a marketing guide for SMEs in entering the digital market.

2. Literature Review

2.1. Social CRM

2.1.1. Integration Customer Relationship Management in Social Media

The emergence of social media as a marketing tool to be a bridge for the company to convergence with customer relationship management to social media. Metrics ratings more easily detected; evaluating the performance of each of the elements involved in the information technology supporting the

overall marketing strategy that influenced the decision, acquisition and retention (Malthouse, Haenlein, Skiera, Wege, & Zhang, 2013). The company's success in empowering customers on social networks depends on and how the company's experience designing social media programs that deliver value to customers. Provide support, attention and spend some time with the enthusiasm of the company is very difficult to be achieved from the customers as users of social networks. Companies must compete in the business area of extreme to integrate Customer Relationship Management in social media networks in order to acquire and develop the data, because customers and virtual network is very influential in driving the conversation (Baird & Parasnis, 2011). Therefore it is necessary for marketing research in understanding the explosion of social media usage and as a Customer Relations Management convergence analysis into social media (Ang, 2011). Change the traditional view of Customer Relationship Management by incorporating social media technology as a new form in establishing business relationships with customers is a dramatic shift. Rishika, et al (2013) expressed the need for managers to integrate knowledge from the relationship customer transactions with the participation of social media to serve customers and create sustainable business value.

Integrating knowledge have feedback that can be obtained from the moods, attitudes and behaviors to help customers get the benefit of the entire value chain that have an impact on forecasting and demand and establish sale (Woodcock, Green, & Starkey, 2011). This shift is like a game, started playing bowling in which companies only focus on targeting, but as the development of the game turned into a pinball require feedback. If the company can make sense of this game, both have risks, but in bowling, the manager is only required to how well in targeting customers, although sometimes a shot that missed estimates, while the pinball manager not only did the shot but the pass between the customer also needs to be anticipated to win the game such as word-of-mouth (WOM), customer relationship management, brand community, search engine optimization, viral marketing, guerilla marketing, event-based marketing and social media isolation. All of these things because of their relationship with the marketing done by the company in cyberspace called e-marketing. The definition of e-marketing itself according to Kotler et al, (2009), e-marketing is the company's efforts to inform the buyer, communicate, promote and sell products and services via the Internet. While the definition of e-marketing adopted by EMA (e-marketing association) according to Eid & El-Gohary, (2013) is the use of electronic data and applications to the planning and execution of the conception, distribution and pricing of ideas, goods and services to create exchanges that satisfy individual and organizational goals. Previously, researchers have confirmed the e-marketing their differences from findings such as Barwise & Farley, (2005), recognizes that the impact of e-Marketing less than expected during the dotcom boom in the 1990s and is now a significant impact. followed by Brodie et al, (2007), which Barwise & Farley, (2005) confirm previous research which claimed that e-Marketing "starting to come of age," to conduct investigations in areas that are rarely investigated and found that there had been an increase in the penetration of e-Marketing. Their findings also indicate that the adoption of e-Marketing is positively related to performance and have a tendency competitive advantage. Meanwhile in the literature review El-Gohary, (2010), distinguish areas such as: E-Business, E-market, Electronic Commerce, electronic platform, Mobile Marketing and other research areas, still has many gaps, especially in the field of research performance as well as the adoption of E-Marketing at the company's Small Business. In review by Tsiotsou & Vlachopoulou, (2011), on the implementation of e-marketing states that companies are using the Internet as the main vehicle to adopt e-marketing in developing value chain efficiency, reduce costs, gain promotions positive word-of-word, improve customer and channel relationships and gain competitive advantage. Empirically proved that

the use of the Internet to carry out transactional activities, such as reservations, sales, and payment is positively associated with increased business performance and has been proposed to be exploited fully the importance of the internet. In its findings stated that the market orientation of contributing to the performance through multiple mechanisms that contribute either directly or indirectly, to the relationship through e-marketing.

Furthermore, Lahuerta Otero, et al (2014), offers four guidelines for companies that want to increase the flow of customers to their websites. The first is to improve search engine optimization by linking and re-linking of a company's website to other websites, linking with social media sites (Eg. Facebook, LinkedIn, Twitter) and include blogs on the site. The second is the use of the Infomediaries or websites that provide a virtual market place for other companies (Eg. Tripadvisor, Home Away.com); The third is to provide value to customers by ensuring they maintain a well-designed website; The fourth is to utilize social media in which a link back to the website, companies can increase SEO. Gajendra Sharma & Wang, (2015) adding that the quality of information and the quality of online services are key determinants of user satisfaction and sustainability of e-commerce technology. Of the various explanations and findings of the above is necessary to be known by the company in order to understand the fundamental building blocks of social media as a marketing strategy.

According to Constantinides, (2014) social media has changed the structure of power in the market with the advent of powerful new customer generation and sophisticated, it is difficult to be influenced, seduced and defend it. Crager, et al (, 2014), stated that social media can connect people who are using digital tools, such as Facebook. According to Carlota, et al (2013), the use of social media as part of a marketing strategy with the goal of customers, has clear benefits in improving customer relations, communications market, after sales service, and obtain feedback information from customers. Thus it can be digested on how to establish social relations in the social networking business more rapidly and widely (Ellison, Steinfield, & Lampe, 2007); (Chu, 2011). Social media is the web 2.0 aims to establish a relationship with the customer in a system that has an effect on the management and business. These effects led to a new paradigm in customer relationship management which was originally performed by the traditional system turned into an online system. Due to their integration into social networks it gives birth to a new paradigm called social CRM; talk social media together with social CRM and discuss both of these is about how relationships in the public domain (Askool & Nakata, 2011); (Heidemann, Klier, & Probst, 2012).

2.1.2. Paradigma of Social CRM

Social CRM was first discussed more extensively in the article by Greenberg, (2010), who found a new generation of customers with the needs of the company's transparency, authenticity and interaction. New customers have expressed an aggressive and smart in influence. Basically, Social CRM is an extension of the use of technology in Customer Relationship Management which was originally proposed by Jayachandran, (2005). Several studies of social CRM explains that social CRM is aimed at the performance of customer relations (Maklan & Knox, 2009); (Keramati, Mehrabi, & Mojir, 2010); (Rapp, Trainor, & Agnihotri, 2010); (Trainor, 2012). In the scientific literature state-of-the-art Lehmkuhl & Jung (Lehmkuhl & Jung, 2013), concluded that Social CRM as a new concept that requires a transformational effort between all parts of the organization. While Trainor et al. (Trainor, Andzulis, Rapp, & Agnihotri, 2014), states affected by the ability of social CRM customer-centric management system and social media technologies that have the interactive effect on the formation rate of the company's ability proved positively related to the performance of the customer relationship. And in the process (social CRM) involves customers to engage achieve goals (Choudhury & Harrigan, 2014).

Meanwhile, to see and measure social CRM (Customer Relationship Management) in the context of SMEs, Harrigan & Miles, (2014) illustrates the importance of customer relationship orientation, uncover support and data issues surrounding the use of social media, promoting the importance of customer engagement in the online community, and recognizes the role of driver update process. Once the strategic involvement of customers in relationship marketing, Vivek, et al, (2012), believes that customer engagement as the intensity of the participation of individuals in connection with the organization deals and it is composed of elements of the cognitive, emotional, behavioral, and social. While Bowden, (2009), stated in a study of satisfaction with the approach that includes an understanding of the role of commitment, engagement and trust in the creation of a customer engaged and loyal, can provide a deeper understanding and more complete than the nature of customer relationships and brand in the process of engagement that can be developed and fostered among different customer segments

2.2. Engagement

2.2.1. Customer Engagement

Customer engagement related to the behavior, attitudes, ethics, style, mood and more attached to the individual person in view, respond to, support and interpret a company's products and services are offered for use by customers as well as to merchantability starting point of the movement word-of-mouth to recommend to other people to participate in legal proceedings. Once the extent of the customer engagement, Doorn van et al., (2010), defines the behavior of customer engagement as a manifestation of customer behavior toward a brand or company outside of the purchase resulting from driver motivation.

While Verhoef, et al (2010), states that the involvement of the customer is regarded as a manifestation of your brand or company's behavior beyond the transaction. In a business environment that is interactive and dynamic, the role of customer involvement in the co-creation is needed and according to Brodie et al, (2011), customer engagement (CE) is a psychological state that occurs based on interactive, co-creative customer experience with intermediary voice / objects (Eg, brand) focus in the service relationship. This occurs under a specific set of context-dependent conditions produce different levels of CE; and there is a dynamic process that is repeated in relation assess the co-creation services. CE plays a central role in government relations nomological network services where other relational concepts (Eg, engagement, loyalty) is antecedents and / or consequences in the CE process repeats. It is a multi-dimensional concept subject to the context and / or expression of specific stakeholder relevant cognitive, emotional and / or behavioral dimension. In social networks such as Chu, (2011), stated that the basis of Facebook is to build and maintain social relationships, whereas Askool & Nakata, (2011), suggests that social CRM emerged as a new paradigm for integrating social networks, while Heidemann et al., (2012), found online social networking application for the business area of marketing and sales, one of which is social CRM. The statement also confirmed by Lehmkühl & Jung, (2013), stating that the Customer Engagement has been identified as the main purpose of SCRM.

More specific by Sashi, (2012), states that there are four types of relationships arise from the development of CE is the customer transaction, the customer is happy, loyal customers and fans. Customer engagement increasingly popularized by the technology sector for marketing digital marketing. According Hansen et al. (in Hallock, et al 2016), Social media technology has changed the nature of the interaction between the customer and the company, gave birth to the ways new radical interaction that basically revolutionized marketing. This revolution centered on the fact that potential customers are currently using social media to engage with companies and other consumer products and services. Requires answers to these questions to understand what personality traits customers who encourage to

engage them online and what value they think can receive in the digital age to help managers understand segments better and evaluate the involvement of their customers online, questions and answers of what it described raised by Marbach, Lages, & Nunan, (2016), and found seven personality traits associated with Online Customer Engagement (OCE) is introversion/extroversion, (dis) hospitality, awareness, openness to experience, needs activity, need to learn and altruism. In addition, their findings also show that customers are involved in the community of Facebook users see different forms of customer value as a social value, play, efficiency, forte, aesthetic and altruistic values.

2.2.2. Employee Engagement

The concept of engagement introduced by Socio-psychological Kahn, (1990) which is based on the theory of equity, became the reference Kumar & Pansari, (2014), which examines the involvement and produce a blueprint to improve the company's service, customer satisfaction and the resulting performance of the company. Whereas involvement of employees to improve customer satisfaction and increase sales turnover of employees is likely to cause financial benefit for short-term goals (Harter, Schmidt, & Hayes, 2002). Whereas for the purpose of continuing need to understand that there are differences between the two linkages involvement in the engagement that employees and companies, where employee involvement and the company predicted by job characteristics and predictable organization of procedural justice (Saks, 2006). Companies that have been running with a fair procedure and has run employee involvement in the operation, certainly very difficult to be exceeded by competitors because has a key competitive advantage (Macey & Schneider, 2008); (He, Zhu, & Zheng, 2014). Consistency employees in relation to the company's involvement was always influenced by the demands and requests that caused fatigue that tends to be seen as an obstacle to be negative and vice versa (Crawford, Lepine, & Rich, 2010). According to Gruman & Saks, (2011), in the model of management engagement agreement performance and amenities engagement provide input on employee engagement and may change depending on the needs of employees based on assessment and feedback, but it should be underlined that the process is ongoing and sustainable.

Further explain the engagement of management to begin the process of employee engagement is necessary in order to stimulate the energy, focus and intensity, or the feeling of engagement. Kahn, (1990) (in Gruman & Saks, (2011), notes that three psychological conditions that generate engagement parallel logic of the contract in that people tend to enter into a contract which has clear benefits (meaningfulness psychological), guarantees the protective (safety psychological), and they believe that they have the resources to respect (availability psychological). At this stage of facilitating the involvement, the main focus is on identifying and providing employees with the resources they need to become involved. This involves resources that will allow employees to proficient understanding, safety, and availability. The main activity at this stage involves the design work, leadership, training, coaching and social support. Key components of performance management as a cornerstone of the process is the assessment and evaluation of employee performance. In the context of employee involvement, this process should also include an assessment of employee engagement behavior (Eg, persistence, proactively, the expansion of the role, and adaptability) other than job performance. The main activity at this stage is the performance assessment and feedback. However, for the purpose of increasing engagement, trust and fairness perceptions are very important. Employee engagement is expected to have an immediate effect on job performance improved; the theory of engagement, the employees have been linked to job performance. Public Engagement has important implications for the performance of employees. Energy and focus are inherent in working enga-

gement allows employees to bring their full potential at work. The focus this energy to improve the quality of their core job responsibilities. They have the capacity and motivation to concentrate only on the task at their hands. the prediction by Bal, et al, (2013), that accommodates HRM (Human Resource Management) will be successful if it meets the specific needs of employees, selection, optimization and compensation strategies. And it takes leadership role to determine the success of the engagement, as predicted by Breevaart et al., (2014), that transformational leadership and appreciate the unity contributed to the more favorable working environment;, and in the process takes the professionalism of companies and PR (Public Relations) to strengthen internal communication with employees to build a culture of transparency with management (Mishra, Boynton, & Mishra, 2014).

2.2.3. Supply Chain Engagement and Organization Engagement

The company's business success is seen as a sustainable competitive advantage involving the value chain from retailer and supplier collaboration (Berning & Venter, 2015). The role of suppliers in the supply chain is important to be involved to bridge between buyers and suppliers as process of Customer Relationship Management (Duffy, Fearn, Hornibrook, Hutchinson, & Reid, 2013). It is necessary for the selection of suppliers to achieve success in performance management relationships within a competitive market to improve the performance of the purchase (Kannan & Choon Tan, 2006). Cherin, (2000), argues that the concept and practice of organizational involvement is not in the language or understanding of management; it remains trapped, unarticulated, and only described in vague terms. According to (Juhdi, Pa'wan, & Hansaram, 2013), Engagement Organization predicted to produce the success of employees, organizational and financial performance, but rarely studied; the involvement of different organizations with a commitment; Engagement the organization is the desire to remain as a member of a particular organization which translated into a willingness to conform to the values of the organization and exert every effort for the good of the organization as a whole; on the other hand the involvement of the organization is the absorption rate of a person's role in an organization's performance. More recently an involvement of research organizations investigated by Barrick et al, (2015), presents a comprehensive theory of the involvement of the collective organization, integrating theoretical engagement with resource management model. They propose that the engagement may be considered as construct an organizational level is influenced by organizational practices that focus on motivation to represent the level of resources in the company. Specifically, they evaluated three different organizational practices as a motivating source of job design, human resource management practices, and CEO transformational leadership that can facilitate the perception that members of the organization as a whole physically, cognitively, and emotionally invested in the workplace. Their theory is based on the idea that, when used together, the organization's resources to maximize each with three underlying psychological conditions necessary for full engagement; namely, the psychological significance, security, and availability.

Resource management model also underscores the value of members of the top management team to implement and monitor the progress of the company's strategy as a means to enhance the effects of organizational resources on the involvement of collective organization. They empirically test the theory in a sample of 83 companies, and provide evidence that the involvement of the collective organization mediates the relationships between organizational resources and corporate performance. In addition, they found that the implementation strategy of moderate positive relationship between the three organizational resources and the involvement of collective organization. While Plester & Hutchison, (2016), recommend to

the effects on an organizational level, creating an enjoyable workplace that stimulates pleasure greater overall involvement with the team, unit or organization itself.

3. Perspectives on Theory

In discussions by Newbert, (2007), based on the literature seen a shift that scholars can conduct empirical research on the RBV in the future might want to move away from the approach to the heterogeneity of the resource dominant to organizing approach or approaches ability dynamic to test theoretical models that better reflect the circumstances that took place on the use of Model RBV native of J. Barney, (1991). Further Newbert (Newbert, 2008), stated in the description that view is based on the company's resources (RBV) hypothesize that the exploitation of valuable, scarce resources and the ability to contribute to the competitive advantage of companies, which in turn contributes to its performance and the results showed that the value and scarcity associated with a competitive advantage by performance mediates the relationship of scarcity and performance.

RBV theory debate over the last 20 years, has reached a pre-eminent position among theories in the field of strategy, but it remains questionable nature of its accuracy and how methodological approaches to empirical research on RBV. Lockett, et al., (2009), it has been suggested that the resources are complex, unobservable and difficult to measure the greatest possible importance and further, it has been noted that the problem of multicollinearity and endogeneity hypothesis testing in the area of problems, particularly with the data level of the company. Addressing these issues will not be easy, probably more effort needs to be devoted to data collection at the business unit level or with a sample of smaller firms where less complex set of resources. Researchers management may need to be more diligent in the search for a suitable instrument to address the endogeneity problem in common variable used. Although the core message RBV is attractive, easy to understand and easy to teach, but the nature of RBV that is not determined from two basic concepts for the resources and values plus RBV concern because there is a problem with the explanation that narrow of RBV of competitive advantage of companies, for which Kraaijenbrink, et al (2010), argues for further directions, perhaps, is to move RBV in inherently dynamic and subjectively frame. In a popular proverb warns companies that they must innovate or die, the maxim also applies to organizational theory J. B. Barney, Jr, & Wright, (2011), stated that one of the implications of the maturity of a theory lies in the critical moments that followed the revitalization or decrease. Similarly, where the RBT, they revitalize and empirically analyze the assumptions underlying the theory of inductive perspective. Three major trends appear to coexist with theory RBT namely, resource-based view, knowledge-based view and relational view. However, recently at a forum in operations management journals, raised several questions aimed at RBV / RBT for operations management research, it was revealed by the editorial-in-chief of the Journal of Operations Management by Ketokivi, (2016) which emphasizes the importance of operating performance or financial, to avoid confusion with a competitive advantage. In the operations management research the authors were asked to be cautious in applying the theoretical basis if it is to present arguments about performance and competitive advantage as well as to answer the question why and what the implications are showing considerable heterogeneity. This suggestion is based on the span of the last 20 years in research and operations management in the debate were taken from two of literature, the first article by Hiitt, (2016) which identifies problems and shortcomings of the conceptual clarity and validity of the measurements in research RBT application operations management, and (claimed the resource-based view is a theory); The second article of the Bromiley & Rau, (2016), found heterogeneity

resource management research operations empiric not explained by RBV and RBV take a critical stance that is not required for linking resources to performance and offers practice-based view (PBV) because RBV is not a theory but a view (debate views).

3.1. Dynamic Capability (DC)

In view of the resources, the dynamic is in the ability, as well as the capacity of organizational learning that generates additional opportunities from time to time, complementary, interrelated and co-specialization which are all talking about how to combine resources to create value and the idea of a combination of resources and recombination is central to the literature on capabilities. While the ability can be defined as the creation of resources and production factors simultaneously in productive activities (D. J. Teece, Pisano, & Shuen, 1997); (Helfat & Peteraf, 2003). According to D. J. Teece, (2007), Companies need dynamic ability to adapt to environmental changes and shaping the ecosystems they inhabit. dynamic capabilities made possible the company could renew competencies to respond to the changing needs of the market, studying the integration, reconfigure internal and external skills through company resources (D. J. Teece et al., 1997). Dynamic capabilities approach also provides a coherent framework for integrating existing concepts into empirical knowledge and facilitate what has been its recommendation by decision makers (D. Teece & Pisano, 2003), this is referred to discussions Newbert, (2007) and the next direction proposed by Kraaijenbrink et al., (2010) previous. Dynamic capabilities framework mentioned by Augier & Teece, (2007) has touched a "matchless" as one of the main intellectual foundation for the modern theory of resources based on business strategy, organizational routines and capabilities theory which placed the management of entrepreneurship in the theory of multinational companies as a framework of dynamic capabilities. More dynamic capabilities framework in touch Penrose help to explain the essence of the business enterprise profits escape from the trap absence explained Augier & Teece, (2007), Augier & Teece, (2009) that the company formed by the product of its own history shaped by managers not to get caught by the decision infestation they call the evolution of design. Paradigm dynamic capabilities view the company as an incubator and a repository for replicating specific asset companies such as technology and other intangible assets which require the manager's role in improving performance (D. J. Teece, 2010). Dynamic capability is also able to sense and capture the various forms of opportunities that arise. Can maintain its competitiveness by improving, combining, protecting, and reconfigure the intangible and tangible assets (Wu, 2010). Need to understand that the dynamic competition (Schumpeter) is a competition posed by the product and process innovation in a competitive market by bringing injustice and anti-trust price competition (anti-trust) of the product and the company which impact on cancellation of purchases by customers (Gregory Sidak & Teece, 2009). To deal with it, D. J. Teece, (2010) believes that needed a business model that describes the design of value creation, delivery and retrieval mechanism work that can provide value to the customer, persuade customers to pay for value and convert the payment into profits. For practical purposes, Leih, et al (2015) states that the dynamic capabilities can be decomposed into three sets of activities, namely, sensing opportunity, use it, and change the organization to do so. Business model innovation, implementation, and change is a major output of each of these activities and demonstrate that the dynamic capabilities framework can better understand the role of business model in the long-term performance of the business enterprise. Dynamic capabilities framework pointed to the importance of high-level cooperation in the internal supported by a culture of openness and sharing knowledge. It also shows that activities such as sensing can be supported by decentralized combined with extensive internal

communication. As for the business model innovation is different in different management requires the intervention of leaders of different will the model are conducted to achieve success (Foss & Stieglitz, 2015). In the real world, D. J. Teece, (2015) stated the manager was called to fill the role of entrepreneurship and leadership role in explaining the allocation of resources and the heterogeneity among enterprises for sensing opportunities, develop and implement a viable business model, the ability to build and guide the organization through the transformation. An understanding of organizational management and entrepreneurial skills will contribute to the economic model that is more realistic and better understanding by policy makers of the dynamics of the industry and as a requirement of innovation. Oliver, (2016) examines the theory of 'dynamic capabilities' in a media company in the UK (BskyB) to illustrate the importance of including a critical evaluation of the company's ability to adapt and change from a subscription-based television company into a multi-product, multiplatform media company; stated in conclusion that the theory of dynamic capabilities provide a valuable contribution to the debate about how media companies can maintain the company's high level of performance in response to rapidly changing market conditions. The theory of dynamic capabilities provide precise views for use in examining how media companies to adapt to a rapidly changing environment. In a dynamic market, companies must adapt and refresh their resource base in order to develop new skills and competencies that will provide a sustainable competitive advantage over time.

3.2. Dynamic Marketing Capabilities (DMC's)

At this time, the literature on dynamic capabilities is still strongly influenced by the evolution of the economy (Helfat & Peteraf, 2003), Technology by Lavie (Lavie, 2006), and innovation management by Teece et al. (D. J. Teece et al., 1997). Barrales-Molina (2014), stated that the current one significant problem happens is the role of the marketing function in the development of dynamic capabilities that have spawned a new term Dynamic Marketing Capability and any attempt to explain the DMC must begin with a common foundation, namely DMC is the ability to use knowledge of the market to adapt to the source organizational talent and ability. Previous, Bruni & Verona (2009) stressed the importance of marketing capabilities play a role in the development of new products in the pharmaceutical companies and involving the dispersion process knowledge, build social networks, as well as integrated with other processes. Easterby-Smith, Lyles, & Peteraf, (2009) believes that the ability of dynamic marketing involves the exchange process with external experts to exchange knowledge about what is happening in the industry and with customers, as well as cross-functional processes within the enterprise. Fang & Zou, (2009), develop marketing conceptualization dynamic capabilities (MDCs) to investigate the development of the international joint venture (IJVs), explores the effect on IJVs performance and competitive advantage. Their study found empirical support for their effect on the competitive advantage IJVs MDCs and performance. In addition, the MDCs found to be influenced by the level of resources IJV complementary to the culture and organizational structure. According to Wang, Hu, & Hu, (2013), in a growing market, dynamic marketing capabilities (DMC) enables companies to identify important market signal, evaluating new processes or services, and design and implement effective responses to market changes. Their results showed a direct effect on the ability of dynamic marketing of the company's market orientation, the use of IT to support CRM, IT infrastructure capabilities and functions. While Tan & Sousa, (2015) suggests that the principles of the theory of dynamic capabilities are dynamic capabilities as well as the marketing capability is an important determinant in the company's competitive advantage and performance (Fang & Zou, 2009). The reason is that the ability of dynamic marketing allows companies to meet changing customer needs and respond to competitive pressures in the

foreign market, with the right to adapt, integrate, and (re) configuring the skills of internal and external to the organization, resources, and functional competence including product development, price, distribution, and communication (D. J. Teece et al., 1997); (Griffith, Yalcinkaya, & Calantone, 2010). Therefore, a very dynamic marketing capabilities inherent in the organization so that it has a high level of value, rare, difficult to imitate and irreplaceable.

4. Results and discussion

Starting from the literature review in the article by El-Gohary, (2010), in e-marketing study in 365 scientific articles published in 89 journals indexed by Scopus 2003-2010 found any research gaps that need further research to investigate the relationship between the implementation of e-Marketing and small business performance. Constantinides, (2014) provide an explanation on the foundations of e-marketing with derivatives, Web1.0 is a website and web 2.0 is social media. For far more types of similar applications increase, but the most market share and ranks the first is used, particularly in view of SMEs is Facebook (Stelzner (Stelzner, 2015); *We are Social: Digital in 2016*, 2016). Thus, the purpose of using Facebook as a marketing strategy is to establish social relations in the social networking business (Ellison et al., 2007); (Chu, 2011). Due to the nature and effect of social media impact on business and management with the integration in establishing a business relationship with the customer into the system online in social networking (which was originally performed by traditional / offline) was born a new paradigm called social CRM, therefore, talk social media as well as discuss social CRM (Askool & Nakata, 2011); (Heidemann et al., 2012). Meanwhile, to achieve performance goals in the Social CRM customer relationship, Lehmkuhl & Jung, (2013) identify the impact of customer engagement on a matrix of traditional performance and customer relationships, as well as statement by Trainor et al., (2014), that Social CRM capabilities are influenced by customer-centric management system and social media technology that is proven to positively associated with the performance of the customer relationship. From the second that opinion, so take it can be interpreted in Social CRM processes to achieve performance enterprise customer relationship must involve the customer in the process Choudhury & Harrigan, (2014) and to measure the performance of Social CRM, Harrigan & Miles, (2014) in his article stated, the importance of customer engagement in the use of social media as a marketing strategy. In the second linkage, Kumar & Pansari, (2015) find a second engagement (CE & EE) while positively impacting the company's performance despite higher customer engagement influence compared to the involvement of employees, therefore, Kumar & Pansari, (2015) advised to re-examine the influence of each engagement on the performance of the company to achieve competitive advantages. At this time, significant problems that arise and the concept of dynamic marketing capabilities is the role and function of marketing DMCs proposed by Barrales-Molina et al., (2014) for that, each dynamic marketing research capabilities must start from the bottom of DMCs that ability to use knowledge of the market adapted to the resources and organization. There is a need to answer the questions raised by clicking collaborative competitive advantage through the concept of engagement and dynamic marketing capabilities with a new concept that I call temporarily with a dynamic marketing engagement. The concept of engagement is the foundation of customer engagement as the goal of social CRM, the second engagement refers to a competitive advantage with the dimensions of engagement, then combined with a dynamic ability that is focused on marketing and its role will be enabled with a competitive advantage through the involvement. In the process of engagement mindset dynamic capabilities, Second engagement (CE & EE) aims to improve the company's performance, the same hope in future studies presented by

Fang & Zou, (2009) to pour knowledge of the market on the company's performance and competitive advantage, and this is in line with research by Kumar & Pansari, (2015) the competitive advantage engagement dimension. Similarly, knowledge of market research by Bruni & Verona, (2009) who revealed in future studies to consider complementary source of market knowledge into competitive advantage. Furthermore, based on the research suggested by the equation Fang & Zou (in Bruni & Verona, 2009) were followed by Barrales-Molina et al., (2014) states for further research, marketing and operations in order to collaborate to integrate market knowledge into the supply chain. In the follow-up process of this line of thinking, the author combines the direction of further study of DMCs findings Barrales-Molina et al. (Barrales-Molina et al., 2014) and competitive advantage dimensional findings engagement Kumar & Pansari (Kumar & Pansari, 2015) to be developed in the concept of a dynamic marketing engagement. In the logic of the concept mapping, DMCs (Dynamic Marketing Capabilities) overshadow the market knowledge and competitive advantage dimension overshadow engagement customer engagement, employee engagement and company performance. The author combines the supply chain to be involved in accordance with the direction of future research by Barrales-Molina et al., (2014) into the scope of marketing and operations were filled by second engagement (CE & EE). Furthermore, in the process flow of thought in the context of the concept of novelty, engagement in the supply chain and operational marketing turns into supply chain engagement. While the performance of the company became the object of which is considered by Dynamic Marketing Engagement as the novelty of the process of merging the two engagement of the concept of competitive advantage engagement dimensions, plus the engagement of the supply chain market knowledge dynamic marketing capabilities. Finally, the discussion of a conceptual model of Dynamic Marketing Engagement illustrated and in formulating the hypothesis of a merger of the research model as follows: How can knowledge of the market can affect customer engagement, employee engagement and supply chain engagement in Dynamic Marketing Engagement (DME) to affect the firm performance (see figure 1).

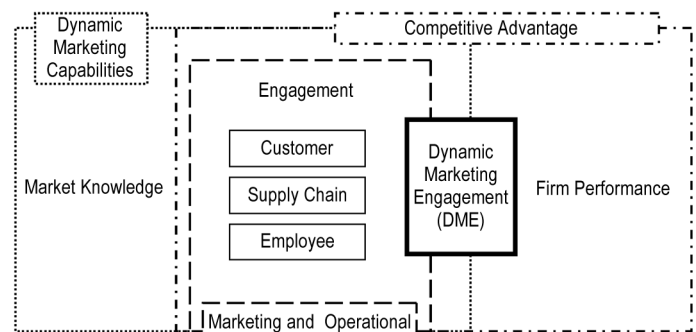


Figure 1. The Concept of Dynamic Marketing Engagement

5. Conclusion

Starting from differences in the results of research in the literature of e-marketing that affect the performance of the business using internet marketing media, in the catapult was a new concept in this book to meet the needs and answer the significant problem of the role of the marketing function in the dynamic capabilities that had previously been raised by Barrales-Molina et al., (2014). This concept is called "Dynamic Marketing Engagement". In the process of creation, Dynamic Marketing Engagement raised to the surface after the process of decline of RBV, RBT, DC and Dynamic Marketing Capabilities are then mated with the concept of Engagement also through the process of reduction of CRM, Social CRM, Customer Engagement, Employee Engagement and Competitive Advantage through Engagement, A new theory or concept is declared when a theory or concept expressed critical or required followed by

revitalization or with a decrease (J. B. Barney et al., 2011). This concept has fulfilled two conditions for the so-called new and further more research is needed to test these concepts in business reality. For a while the authors conclude that dynamic capabilities within the marketing function will be successfully implemented when companies engage employees, customers and supply chains into a competitive advantage strategy to improve the performance of the company, for which this concept was created.

Resources

- [1] Ang, L. (2011). Community relationship management and social media. *Journal of Database Marketing & Customer Strategy Management*, 18(1), 31-38. <https://doi.org/10.1057/dbm.2011.3>
- [2] Askool, S., & Nakata, K. (2011). A conceptual model for acceptance of social CRM systems based on a scoping study. *AI and Society*, 26(3), 205-220. <https://doi.org/10.1007/s00146-010-0311-5>
- [3] Augier, M., & Teece, D. J. (2007). Dynamic Capabilities and Multinational Enterprise: Penrosean Insights and Omissions. *Management International Review*, 47(2), 175-192. <https://doi.org/10.1007/s11575-007-0010-8>
- [4] Augier, M., & Teece, D. J. (2009). Dynamic Capabilities and the Role of Managers in Business Strategy and Economic Performance. *Organization Science*, 20(2), 410-421. <https://doi.org/10.1287/orsc.1090.0424>
- [5] Baird, C., & Parasnis, G. (2011). From social media to social customer relationship management. *Strategy & Leadership*, 39(5), 30-37. <https://doi.org/10.1108/10878571111161507>
- [6] Bal, P. M., Kooij, D. T. A. M., & De Jong, S. B. (2013). How Do Developmental and Accommodative HRM Enhance Employee Engagement and Commitment? The Role of Psychological Contract and SOC Strategies. *Journal of Management Studies*, 50(4), 545-572. <https://doi.org/10.1111/joms.12028>
- [7] Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120. <https://doi.org/10.1177/014920639101700108>
- [8] Barney, J. B., Jr, D. J. K., & Wright, M. (2011). The Future of Resource-Based Theory: Revitalization or Decline? *Journal of Management*, 37(5), 1299-1315. <https://doi.org/10.1177/0149206310391805>
- [9] Barrales-Molina, V., Martínez-López, F. J., & Gázquez-Abad, J. C. (2014). Dynamic marketing capabilities: Toward an integrative framework. *International Journal of Management Reviews*, 16(4), 397-416. <https://doi.org/10.1111/ijmr.12026>
- [10] Barrick, M. R., Thurgood, G. R., Smith, T. A., & Courtright, S. H. (2015). Collective Organizational Engagement: Linking Motivational Antecedents, Strategic Implementation, and Firm Performance. *Academy of Management Journal*, 58(1), 111-135. <https://doi.org/10.5465/amj.2013.0227>
- [11] Barwise, P., & Farley, J. U. (2005). The state of interactive marketing in seven countries: Interactive marketing comes of age. *Journal of Interactive Marketing*, 19(3), 67-80. <https://doi.org/10.1002/dir.20044>
- [12] Berning, A., & Venter, C. (2015). Sustainable Supply Chain Engagement in a Retail Environment. *Sustainability*, 7(5), 6246-6263. <https://doi.org/10.3390/su7056246>
- [13] Bowden, J. (2009). Customer Engagement: A Framework for Assessing Customer-Brand Relationships: The Case of the Restaurant Industry. *Journal of Hospitality Marketing & Management*, 18(6), 574-596. <https://doi.org/10.1080/19368620903024983>
- [14] Breevaart, K., Bakker, A., Hetland, J., Demerouti, E., Olsen, O. K., & Espevik, R. (2014). Daily transactional and transformational leadership and daily employee engagement. *Journal of Occupational and Organizational Psychology*, 87(1), 138-157. <https://doi.org/10.1111/joop.12041>
- [15] Brodie, R. J., Hollebeek, L. D., Juric, B., & Ilic, A. (2011). Customer Engagement: Conceptual Domain, Fundamental Propositions, and Implications for Research. *Journal of Service Research*, 14(3), 252-271. <https://doi.org/10.1177/1094670511411703>
- [16] Brodie, R. J., Winklhofer, H., Coviello, N. E., & Johnston, W. J. (2007). Is E-Marketing Coming of Age? An Examination of the Penetration of E-Marketing and Firm Performance. *Journal of Interactive Marketing*, 21(1). <https://doi.org/10.1002/Dir.20071>
- [17] Bromiley, P., & Rau, D. (2016). Operations management and the resource based view: Another view. *Journal of Operations Management*, 1-12. <https://doi.org/10.1016/j.jom.2015.11.003>
- [18] Bruni, D. S., & Verona, G. (2009). Dynamic marketing capabilities in science-based firms: An exploratory investigation of the pharmaceutical industry. *British Journal of Management*, 20(SUPP. 1). <https://doi.org/10.1111/j.1467-8551.2008.00615.x>
- [19] Carlota, L.-R., Efthymios, C., & Maria-del-Carmen, A.-A. (2013). Social Media as Marketing Strategy: An Exploratory Study on Adoption and Use by Retailers. *Social Media in Strategic Management*, 11(2013), 197-215. [https://doi.org/10.1108/s1877-6361\(2013\)0000011014](https://doi.org/10.1108/s1877-6361(2013)0000011014)
- [20] Cherin, D. A. (2000). Organizational engagement and managing moments of maximum leverage: New roles for social workers in organizations. *Administration in Social Work*, 23(3,4), 29-46. <https://doi.org/10.1300/J147v23n03>
- [21] Choudhury, M. M., & Harrigan, P. (2014). CRM to social CRM: the integration of new technologies into customer relationship management. *Journal of Strategic Marketing*, 22(2), 149-176. <https://doi.org/10.1080/0965254X.2013.876069>
- [22] Chu, S. (2011). Viral Advertising in Social Media: Participation in Facebook Groups and Responses Among College-Aged Users. *Journal of Interactive Advertising*, 12(1), 30-43. <https://doi.org/10.1080/15252019.2011.10722189>
- [23] Constantinides, E. (2014). Foundations of Social Media Marketing. *Procedia - Social and Behavioral Sciences*, 148, 40-57. <https://doi.org/10.1016/j.sbspro.2014.07.016>
- [24] Crager, J., Ayres, S., Nelson, M., Herndon, D., & Stay, and J. (2014). *Facebook: All-in-One For Dummies* (2nd ed.). John Wiley & Sons, Inc.
- [25] Crawford, E. R., Lepine, J. A., & Rich, B. L. (2010). Linking job demands and resources to employee engagement and burnout: A theoretical extension and meta-analytic test. *Journal of Applied Psychology*, 95(5), 834-848. <https://doi.org/10.1037/a0019364>
- [26] Doorn van, J., Lemon, K. N., Mittal, V., Nass, S., Pick, D., Pirner, P., & Verhoef, P. C. (2010). Customer Engagement Behavior: Theoretical Foundations and Research Directions. *Journal of Service Research*, 13(3), 253-266. <https://doi.org/10.1177/1094670510375599>
- [27] Duffy, R., Fearn, A., Hornibrook, S., Hutchinson, K., & Reid, A. (2013). Engaging suppliers in CRM: The role of justice in buyer-supplier relationships. *International Journal of Information Management*, 33(1), 20-27. <https://doi.org/10.1016/j.ijinfomgt.2012.04.005>
- [28] Easterby-Smith, M., Lyles, M. A., & Peteraf, M. A. (2009). Dynamic capabilities: Current debates and future directions. *British Journal of Management*, 20(1). <https://doi.org/10.1111/j.1467-8551.2008.00609.x>
- [29] Eid, R., & El-Gohary, H. (2013). The impact of E-marketing use on small business enterprises' marketing success. *The Service Industries Journal*, 33(1), 31-50. <https://doi.org/10.1080/02642069.2011.594878>
- [30] El-Gohary, H. (2010). E-Marketing-A literature Review from a Small Businesses perspective. *International Journal of Business and Social Science*, 1(1), 214-244.
- [31] Ellison, N. B., Steinfield, C., & Lampe, C. (2007). The benefits of facebook "friends": Social capital and college students' use of online social network sites. *Journal of Computer-Mediated Communication*, 12(4), 1143-1168. <https://doi.org/10.1111/j.1083-6101.2007.00367.x>
- [32] Fang, E. (Er), & Zou, S. (2009). Antecedents and consequences of marketing dynamic capabilities in international joint ventures. *Journal of International Business Studies*, 40(5), 742-761. <https://doi.org/10.1057/jibs.2008.96>
- [33] Foss, N. J., & Stieglitz, N. (2015). Business Model Innovation: The Role of Leadership. In N. J. Foss & T. Saebi (Eds.), *Business Model Innovation: The Organisational Dimension* (First, p. 104). <https://doi.org/10.2139/ssrn.2393441>
- [34] Gajendra Sharma, & Wang, L. (2015). The effects of online service quality of e-commerce websites on user satisfaction. *The Electronic Library*, 33(3). <https://doi.org/10.1108/EL-10-2013-0193>
- [35] Greenberg, P. (2010). The impact of CRM 2.0 on customer insight. *Journal of Business & Industrial Marketing*, 25(6), 410-419. <https://doi.org/10.1108/08858621011066008>
- [36] Gregory Sidak, J., & Teece, D. J. (2009). Dynamic competition in antitrust law. *Journal of Competition Law and Economics*, 5(4), 581-631. <https://doi.org/10.1093/joclec/nhp024>
- [37] Griffith, D. A., Yalcinkaya, G., & Calantone, R. J. (2010). Do marketing capabilities consistently mediate effects of firm intangible capital on performance across institutional environments? *Journal of World Business*, 45(3), 217-227. <https://doi.org/10.1016/j.jwb.2009.09.008>
- [38] Gruman, J. A., & Saks, A. M. (2011). Performance management and employee engagement. *Human Resource Management Review*, 21(2), 123-136. <https://doi.org/10.1016/j.hrmr.2010.09.004>
- [39] Hallock, W. B., Roggeveen, A., & Crittenden, V. L. (2016). Social Media and Customer Engagement: Dyadic Word-of-Mouth. In M. W. Obal, N. Krey, & C. Bushardt (Eds.), *Let's Get Engaged! Crossing the Threshold of Marketing's Engagement Era* (p. 439). https://doi.org/10.1007/978-3-319-11815-4_121
- [40] Harrigan, P., & Miles, M. (2014). From e-CRM to s-CRM. Critical factors underpinning the social CRM activities of SMEs. *Small Enterprise Research*, 21(1), 99-116. <https://doi.org/10.1080/13215906.2014.11082079>
- [41] Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *The Journal of Applied Psychology*, 87(2), 268-279. <https://doi.org/10.1037/0021-9010.87.2.268>
- [42] He, H., Zhu, W., & Zheng, X. (2014). Procedural Justice and Employee Engagement: Roles of Organizational Identification and Moral Identity Centrality. *Journal of Business Ethics*, 122, 1-15. <https://doi.org/10.1007/s10551-013-1774-3>
- [43] Heidemann, J., Klier, M., & Probst, F. (2012). Online social

- networks: A survey of a global phenomenon. *Computer Networks*, 56(18), 3866-3878. <https://doi.org/10.1016/j.comnet.2012.08.009>
- [44] Helfat, C. E., & Peteraf, M. A. (2003). The dynamic resource-based view: Capability lifecycles. *Strategic Management Journal*, 24(10), 997-1010. <https://doi.org/10.1002/smj.332>
- [45] Hitt, M. A., Xu, K., & Carnes, C. M. (2016). Resource based theory in operations management research. *Journal of Operations Management*, 41, 77-94. <https://doi.org/10.1016/j.jom.2015.11.002>
- [46] Jayachandran, S., Sharma, S., Kaufman, P., & Raman, P. (2005). The role of relation information processes and technology use in customer relationship management. *Journal of Marketing*, 69(4), 177-192. <https://doi.org/10.1509/jmkg.2005.69.4.177>
- [47] Juhdi, N., Pa'wan, F., & Hansaram, R. M. K. (2013). HR practices and turnover intention: the mediating roles of organizational commitment and organizational engagement in a selected region in Malaysia. *The International Journal of Human Resource Management*, 24(15), 3002-3019. <https://doi.org/10.1080/09585192.2013.763841>
- [48] Kahn, W. a. (1990). Psychological Conditions of Personal Engagement and Disengagement At Work. *The Academy of Management Journal*, 33(4), 692-724. <https://doi.org/10.2307/256287>
- [49] Kannan, V. R., & Choon Tan, K. (2006). Buyer-supplier relationships: The impact of supplier selection and buyer-supplier engagement on relationship and firm performance. *International Journal of Physical Distribution & Logistics Management*, 36(10), 755-775. <https://doi.org/10.1108/09600030610714580>
- [50] Keramati, A., Mehrabi, H., & Mojir, N. (2010). A process-oriented perspective on customer relationship management and organizational performance: An empirical investigation. *Industrial Marketing Management*, 39(7), 1170-1185. <https://doi.org/10.1016/j.indmarman.2010.02.001>
- [51] Ketokivi, M. (2016). Point-counterpoint: Resource heterogeneity, performance, and competitive advantage. *Journal of Operations Management*, 41, 75-76. <https://doi.org/10.1016/j.jom.2015.10.004>
- [52] Kotler, P., Brady, M., Goodman, M., & Hansen, T. (2009). *Marketing Management* (first). Pearson Education, Inc.
- [53] Kraaijenbrink, J., Spender, J.-C., & Groen, a. J. (2010). The Resource-Based View: A Review and Assessment of Its Critiques. *Journal of Management*, 36(1), 349-372. <https://doi.org/10.1177/0149206309350775>
- [54] Kumar, V., & Pansari, A. (2014). The Construct, Measurement, and Impact of Employee Engagement: a Marketing Perspective. *Customer Needs and Solutions*, 1(1), 52-67. <https://doi.org/http://dx.doi.org/10.1007/s40547-013-0006-4>
- [55] Kumar, V., & Pansari, A. (2015). Competitive Advantage through Engagement. *Journal of Marketing Research*. <https://doi.org/10.1017/CBO9781107415324.004>
- [56] Lahuerta Otero, E., Muñoz Gallego, P. a., & Pratt, R. M. E. (2014). Click-and-Mortar SMEs: Attracting customers to your website. *Business Horizons*, 57(6), 729-736. <https://doi.org/10.1016/j.bushor.2014.07.006>
- [57] Lavie, D. (2006). Capability Reconfiguration: An Analysis of Incumbent Responses to Technological Change. *The Academy of Management Review*, 31(1), 153-174. <https://doi.org/10.5465/AMR.2006.19379629>
- [58] Lehmkuhl, T., & Jung, R. (2013). Towards Social CRM – Scoping the concept and guiding research. *BLED 2013 Proceedings*, 190-205.
- [59] Leih, S., Linden, G., & Teece, D. J. (2015). Business Model Innovation and Organizational Design: a Dynamic Capabilities Perspective. In N. F. and T. Saebi (Ed.), *Business Model Innovation: The Organizational Dimension* (First, p. 24). Oxford University Press.
- [60] Lockett, A., Thompson, S., & Morgenstern, U. (2009). The development of the resource-based view of the firm: A critical appraisal. *International Journal of Management Reviews*, 11(1), 9-28. <https://doi.org/10.1111/j.1468-2370.2008.00252.x>
- [61] Macey, W. H., & Schneider, B. (2008). The Meaning of Employee Engagement. *Industrial and Organizational Psychology*, 1, 3-30. <https://doi.org/10.1111/j.1754-9434.2007.0002.x>
- [62] Maklan, S., & Knox, S. (2009). Dynamic capabilities: the missing link in CRM investments. *European Journal of Marketing*, 43(11/12), 1392-1410. <https://doi.org/10.1108/03090560910989957>
- [63] Malthouse, E. C., Haenlein, M., Skiera, B., Wege, E., & Zhang, M. (2013). Managing customer relationships in the social media era: Introducing the social CRM house. *Journal of Interactive Marketing*, 27(4), 270-280. <https://doi.org/10.1016/j.intmar.2013.09.008>
- [64] Marbach, J., Lages, C. R., & Nunan, D. (2016). Who are you and what do you value? Investigating the role of personality traits and customer-perceived value in online customer engagement. *Journal of Marketing Management*. <https://doi.org/10.1080/0267257X.2015.1128472>
- [65] Mishra, K., Boynton, L., & Mishra, A. (2014). Driving Employee Engagement: The Expanded Role of Internal Communications. *International Journal of Business Communication*, 51(2), 183-202. <https://doi.org/10.1177/2329488414525399>
- [66] Newbert, S. L. (2007). Empirical Research on The Resource-Based View of The Firm: An Assessment and Suggestions for Future Research. *Strategic Management Journal*, 28, 121-146. <https://doi.org/10.1002/smj.573>
- [67] Newbert, S. L. (2008). Value, rareness, competitive advantage, and performance: a conceptual-level empirical investigation of the resource-based view of the firm. *Strategic Management Journal*, 29, 745-768. <https://doi.org/10.1002/smj.686>
- [68] Oliver, J. (2016). Dynamic Media Management Capabilities: A Case Study. In G. F. Lowe & C. Brown (Eds.), *Managing Media Firms and Industries* (Media Busi, pp. 293-308). <https://doi.org/10.1007/978-3-319-08515-9>
- [69] Plester, B., & Hutchison, A. (2016). Fun times: the relationship between fun and workplace engagement. *Employee Relations: The International Journal*, 38(3). <https://doi.org/10.1108/ER-03-2014-0027>
- [70] Rapp, A., Trainor, K. J., & Agnihotri, R. (2010). Performance implications of customer-linking capabilities: Examining the complementary role of customer orientation and CRM technology. *Journal of Business Research*, 63(11), 1229-1236. <https://doi.org/10.1016/j.jbusres.2009.11.002>
- [71] Rishika, R., Kumar, A., Janakiraman, R., & Bezawada, R. (2013). The Effect of Customers' Social Media Participation on Customer Visit Frequency and Profitability: An Empirical Investigation. *Information Systems Research*, 24(1), 108-127. <https://doi.org/10.1287/isre.1120.0460>
- [72] Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619. <https://doi.org/10.1108/02683940610690169>
- [73] Sashi, C. M. (2012). Customer engagement, buyer-seller relationships, and social media. *Management Decision*, 50(2), 253-272. <https://doi.org/10.1108/002517412112103551>
- [74] Stelzner, M. (2015). How Marketers Are Using Social Media to Grow Their Businesses. In *Social Media Examiner*, pp. 2-53.
- [75] Tan, Q., & Sousa, C. M. P. (2015). Leveraging Marketing Capabilities into Competitive Advantage and Export Performance. *International Marketing Review*, 32(1), 78-102. <https://doi.org/10.1063/1.2756072>
- [76] Teece, D. J. (2007). Explicating Dynamic Capabilities: The Nature and Microfoundations of (Sustainable) Enterprise Performance. *Strategic Management Journal*, 28(13), 1319-1350.
- [77] Teece, D. J. (2010). Technological Innovation and the Theory of the Firm: The Role of Enterprise-Level Knowledge, Complementarities, and (Dynamic) Capabilities. In *Handbook of the Economics of Innovation* (1st ed., Vol. 01, pp. 679-730). [https://doi.org/10.1016/S0169-7218\(10\)01016-6](https://doi.org/10.1016/S0169-7218(10)01016-6)
- [78] Teece, D. J. (2015). Dynamic Capabilities and Entrepreneurial Management in Large Organizations: Toward a Theory of the (Entrepreneurial) Firm. *European Economic Review*. <https://doi.org/10.1016/j.euroecorev.2015.11.006>
- [79] Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic Capabilities and Strategic Management. *Strategic Management Journal*, 18(7), 509-533.
- [80] Teece, D., & Pisano, G. (2003). Dynamic Capabilities of firms. In P. C. W. Holsapple (Ed.), *Handbook on Knowledge Management* (2nd ed., pp. 195-213). https://doi.org/10.1007/978-3-540-24748-7_10
- [81] Trainor, K. J. (2012). Relating Social Media Technologies to Performance: A Capabilities-Based Perspective. *Journal of Personal Selling and Sales Management*, 32(3), 317-331. <https://doi.org/10.2753/PSS0885-3134320303>
- [82] Trainor, K. J., Andzulis, J., Rapp, A., & Agnihotri, R. (2014). Social media technology usage and customer relationship performance: A capabilities-based examination of social CRM. *Journal of Business Research*, 67(6), 1201-1208. <https://doi.org/10.1016/j.jbusres.2013.05.002>
- [83] Tsiotsou, R. H., & Vlachopoulou, M. (2011). Understanding the effects of market orientation and e-marketing on service performance. *Marketing Intelligence & Planning*, 29(2), 141-155. <https://doi.org/10.1108/02634501111117593>
- [84] Verhoef, P. C., Reinartz, W. J., & Krafft, M. (2010). Customer Engagement as a New Perspective in Customer Management. *Journal of Service Research*, 13(3), 247-252. <https://doi.org/10.1177/1094670510375461>
- [85] Vivek, S. D., Beatty, S. E., & Morgan, R. M. (2012). Customer Engagement: Exploring Customer Relationships Beyond Purchase. *Journal of Marketing Theory and Practice*, 20(2), 127-145. <https://doi.org/10.2307/23243811>
- [86] Wang, E. T. G., Hu, H. F., & Hu, P. J. H. (2013). Examining the role of information technology in cultivating firms' dynamic marketing capabilities. *Information and Management*, 50(6), 336-343. <https://doi.org/10.1016/j.im.2013.04.007> We are Social: Digital in 2016. (2016).
- [87] Woodcock, N., Green, A., & Starkey, M. (2011). Social CRM as a business strategy. *Database Marketing & Customer Strategy Management*, 18(1), 50-64. <https://doi.org/10.1057/dbm.2011.7>
- [88] Wu, L. Y. (2010). Applicability of the resource-based and dynamic-capability views under environmental volatility. *Journal of Business Research*, 63(1), 27-31. <https://doi.org/10.1016/j.jbusres.2009.01.007>