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Concept To Market

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Abstract

Purpose: The purpose of this article is to discuss how market research and practice may benefit from a microfoundation perspective and molecular thinking that are intertwined from the previous researchers.

Research Methodology: The study utilizes a theoretical review of the extant literature.

Results: This study found that theoretical study of the link between market knowledge, Customer Engagement, Employee Engagement, Supply Chain Engagement, and Business Performance have produced a new concept as a response to the disparity in the role of marketing functions.

Limitations: This study had restrictiveness in the body of this article, there is still a debate between views and theories on the revitalization of Resource Base View (RBV) and Resource-Based Theory (RBT) Practice-Based View (PBV), and Organizational Engagement in the whole aspects.

Contribution: The originality of this paper lies in the theoretical view of addressing a volatile market.

Keywords: *dynamic capability, market knowledge, multi actor, business performance*

1. INTRODUCTION

Sissors (1966) statement states that markets are people and the answer is: those segments in which most sales have been concentrated. So what's the definition of the market?, Rosenbaum (2010) argues that whatever definition of a market we choose, it is neither true nor false, only appropriate for the purpose at hand and as indicated in the preceding section, a definition of the market may have various purposes. So defining a market is essentially a normative enterprise that has to be judged by its usefulness for the chosen purpose rather than its truth or falsity. Therefore, what needs to be addressed is how does the market change? (Giesler & Fischer, 2017), what must be done to keep exist in the market? these questions do not mean they do not have an answer. Our review, provides solutions to the company's strategy in dealing with a changing market. Accurate market knowledge in two different markets (offline and online) will answer that question. However, to continue the existance in competitive competition, it is necessary to engage multi-actors (customers, employees and supply chains) to dominate markets that can improve business performance. Based on this, the purpose of this study is to provide a new perspective on the concept of marketing in a volatile market.

2. LITERATURE REVIEW

1. Market Knowledge

The essence of market knowledge is the mechanism that enables, supports, facilitates and mobilizes, shares or exchanges information and knowledge between providers and users. This knowledge about customers and competitors (Marinova (2004). Basically market knowledge refers to the magnitude of changes in knowledge in decision making between two circumstances at one time which separates the effect of the accuracy of knowledge from the magnitude of changes in market knowledge (Simard, 2006). The main focus of the market is to connect the two things to formulate solutions of problems that occur with the right people, and this is a transactional approach that assumes knowledge-based products or services are available for distribution to someone who wants to use them (D Tapscott & Williams, 2008). In this perspective, social networking providers and users have a goal to succeed in the digital market (Don Tapscott, Ticoll, & Lowy, 2000). Rapid changes in the competitive landscape and global competition also require companies to develop dynamic capabilities by creating, and combining resources that are difficult to emulate globally as competitive advantages (Griffit & Harve, 2001).

Empirically Hou & Chien (2010) supports the relationship between dynamic capabilities, market knowledge management competencies and business performance which has an effect to mediate management competence in market knowledge related to dynamic capabilities and financial performance. In online markets, utilizing market knowledge can motivate sellers to improve their performance with intermediaries (Jooryang, Jai-Yeol, & Kil-Soo (2010). However, trust enhancement does not always improve the quality of knowledge to continue learning (Zhang & Sundaresan, 2010). The findings of Zhou & Li (2012) show that the effect of the depth of knowledge depends on the acquisition of knowledge, and sharing knowledge in the opposite way will have an adverse effect on product innovation (Bao, Sheng, & Zhou, 2012). Having market knowledge and integrating it into technology can lead to further business opportunities and increase the absorption of employee market knowledge (Siegel & Renko, 2012; Jiménez-Castillo & Sánchez-Pérez, 2013; Musteen, Datta, & Butts, 2014; Åkerman, 2015). Then it can be postulated that market knowledge can improve the company's performance and market adaptation.

2. Multi Actor Engagement

a. Customer Engagement

Marketing in the network world in the COVID-19 era took a leading role, the enactment of lockdown and social distancing in all human activities raises and enhances the role of the internet as a platform that creates dependence on customer needs. Although in the view of researchers from some literature about customer engagement still has differences in customer contributions to the company (Bowden, 2009; Doorn van et al., 2010; Verhoef et al., 2010). However, it is recognized that customer engagement is very important for the company. Customer engagement can help companies attract other customers who are not interested. The traditional marketing channels that were paralyzed in the pandemic era had a strong influence on customer engagement. The role of social media greatly influences activities that create chain reactions of various types of customers and have an effect on companies' profits (Trusov, Bucklin, & Pauwels, 2009; Hogan, Lemon, & Libai, 2003; Lee & Grewal, 2004). Much earlier, Kumar et al., (2010) have revealed that to measure customer value is not enough based on the number of transactions, it is very important to appreciate the appearance of new customers to create attachments and avoid the over-value unappreciate evaluations (Barth, 2007). The globalization of technology with sophisticated customers certainly has excessive demands. With an unhealthy health condition and a bad competitive climate and a financial crisis that has strucked almost every country in the world is one of the few shifts in the business environment. The speed of information, responsiveness, management innovation and opportunities created by diverse choices, will certainly cause new problems for companies to retain (Carter, 2008). White, Harrison, & Turner (2010) show that the introduction of internet-based services is positively correlated with accelerated adoption behavior. Customers who use the internet for company service innovation are twice as likely to adopt the company's new product offerings during the begining of the first year.

Literature in the marketing domain and cognitive psychology has provided a way to process varies information from customers according to the level of customer experience with product services

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offered by the company (J. Bowden, 2009). Customer acquisition, development and retention are customer life cycles (Bijmolt et al., 2010). Brodie, Ilic, Juric, & Hollebeek (2011) found customer engagement can increase customer loyalty, satisfaction, empowerment, connections, emotional ties, trust and commitment. Although the results of an exploratory study and focus group conducted by Javornik & Mandelli (2012) found that customers are not willing to bond with a brand if the customer is not offered to a unique value proposition. However, customer behavior is now increasingly active in the process of consumption, and this has caused excitement (Gummerus et al, 2012).. Psychological effects from customers can stimulate customer spending (Cheung, Shen, Lee, & Chan, 2015). This is no longer about trust, personal issues, age and gender but self-interaction that influences customer behavior as stated by Bitter, Kräuter, & Breitenecker (2014).

Digital space forces companies to engage with customers, explore customer roles, increase trust. The effect of WOM on brands through the social media community, can undermine the brand that has been consumed by community members. Although this opinion does not agree with Islam & Rahman,(2016b) and Ángeles Oviedo-García, Muñoz-Expósito, Castellanos-Verdugo, & Sancho-Mejías (2014), as well as So, King, & Sparks (2012) which states that academic research has no clear conceptualization and the absence of strict measurements of the customer engagement constructs. However, it should be noted that customer attachment arises from an emotional connection to the brand that is cognitively and these actions effectively change behavior outside the buying situation (Hollebeek, 2013; Verhagen, Swen, Feldberg, & Merikivi, 2015). Customer commitment to spreading positive word-of-mouth can lead to manifestations of engagement and certainly can improve company performance to encourage non-transactional behavior between customers (Cambra-Fierro, Melero-Polo, & Vázquez-Carrasco, 2013). A global economic order that has shifted from its axis and with a high level of competitive pressure, companies must be able to anticipate by investing more time and resources to continue innovating (Kumar et al., 2010; Doorn van et al., 2010). Thus the company must change its approach to customer portfolio management and start investing with an analysis model on non-transactional behavior towards business performance (J. Cambra-Fierro, Melero-Polo, & Javier Sese, 2015). Especially in the current situation, application users on smartphones feel the better values of emotional (Dovaliene, Masiulyte, & Piligrimiene, 2015).

The concept offered by Wirtz J., Ambtman A.D, Bloemer J. (2013) on four dimensions that are; brand orientation, internet use, funding and governance as well as three antecedents, namely; related to brands, social and functional which was then continued by Kandampully, Jay, & Bilgihan (2015), emphasizing the importance of engaging customers to encourage customer attachment to brand equity, a sense of togetherness and financial incentives (Hammedi, Jay, Zhang, & Bouquiaux, 2015). Stone & Woodcock (2013) have explained that the use of social media effectively supports customer management strategies in marketing that require an approach to social intelligence in four customer management strategies that are; win, carry on, development and cost. This shows that the social approach does not only depend on technology but there are elements of its business basis. Therefore, the strategy, structure and organizational culture of the company need to be re-innovated due to the effect of the inharmony between individual competencies and organizational commitment thus inhibiting the customer engagement successfully (Chathoth et al, 2014; Guesalaga, 2015). Because it is still vague, marketing and service development research that highlights the gaps between companies and customers who has lack understanding about how customers engage with respect for shared creation, it would be nice, suggestions from the findings of Jaakkola & Alexander (2014) on the wheel of customer engagement behavior with four types of behavior customer engagement is followed up on further empirical research. Although this has been done by So et al., (2014), it does not represent all the rudder offered, as well as Chathoth, Ungson, Harrington, & Chan (2016) who find modalities in service transactions based on the changes of attitude, technology is the one that allow and logic or ideology is what supports change. So far, it can be seen that researchers have sought to understand empirically engagement that goes beyond the purchase and level of interaction of the prospective and customer connected with the company's brand by involving others in the social

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networks created by the brand, offers and individual activities involved from customers and customer candidates.

The discussion presented by Vivek, Beatty, Dalela, & Morgan (2014) explains that engagement can be seen as a way to create customer interaction and participation. Customer engagement is an interactive, mutual relationship experienced by customers with focal agents / objects that are meaningful and maintained in a network of social relationships. There are three dimensions of customer engagement offered, they are; attention awareness, enthusiastic participation and social relations that support participation, meaningfulness, connectedness and temporality relative to customer relations with the brand. The discussion was strengthened by the findings of Islam & Rahman (2016) which showed that brand image significantly affected customer engagement and customer engagement loyalty also affected customers. Need to be considered in insight; like the opinion of Maslowska, Malthouse, & Collinger (2016) which defines customer engagement is to change the dynamics of decisions historically informed by marketing, even though the steering of customer engagement outside of purchase is very important for customer satisfaction, loyalty and lifetime value. Thus it can be postulated that understanding personality traits and knowing the value which customers received by online method can increase customer attachment

b. Employee Engagement

Kahn (1990) argues, there are three psychological conditions associated with attachment at work, they are; meaningfulness, safety and availability. In other words, workers are more attached to the workplace in psychological situations that offer more meaningfulness, psychological security and psychologically considered. Employee engagement is the responsibility of management (Piersol, 2007). Management must create a strong open communication system and provide the tools needed to get the job done. Employee empowerment gives the organization an agility and competitive advantage (Christensen Hughes & Rog, 2008). In the work process, Avery, McKay, & Wilson (2007) revealed that satisfaction with coworkers' performance affects engagement and the findings of Bhatnagar (2007) revealed that the low load factor showed a low attachment result at the beginning of a 16-month career with the organization. Whereas the high load factor at the work transition stage shows a high level of attachment with the possibility of high loyalty, but has limited time. Both factors have a high friction indication and identification for the third factor which is different from organizational culture, career planning with incentives and organizational support.

While in practice, to achieve the goals of engagement McBain (2007) states the organization must empower managers to communicate with people on his team and organizational recognition is needed to understand employee engagement and commitment from various groups, types of roles, different generations and the needs and expectations that are also different. (Wildermuth & Pauken, 2008a; Simpson, 2009). Therefore, it is very important to recognize the diversity of ages among employees (James, Mckechnie, & Swanberg, 2010). Wildermuth & Pauken (2008b) added; logically, attachment will not be affected by training programs, increasing engagement is the proposition in the long period. The success barometer of an employee engagement in an organization is the result of the team's attachment which is under a manager (Pugh & Dietz, 2008; Papalexandris & Galanaki, 2009). Companies will be difficult to imitate by competitors, if the engagement of employees has been owned by the company and that is the key to the company's competitive advantage (Macey & Schneider, 2008; Sundaray, 2011). In the current difficult situation, many companies lay off their employees. This happens because the company only looks at the practice side and does not ensure the philosophical side (Devi, 2009) and managers should be able to retain their employees. The bounded labor is a sign of a healthy organization, whatever its size, geographical location and economic sector. Therefore the company must emphasize managers to be able to identify the engagement starting on the first day of the recruitment orientation program. Ensure employees have the resources needed, provide appropriate training to improve knowledge and skills, establish appropriate reward mechanisms with financial and non-financial incentives, build organizational culture to encourage

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hard work and encourage life success (Markos & Sridevi, 2010; Kunerth & Mosley, 2011). According to Rothmann & Rothmann Jr (2010), there are two psychological conditions that make employees bound, namely the psychology of meaningfulness and availability based on the role of a fit job and positive job resources (B. Shuck, Reio, & Rocco, 2011). So that organizational growth becomes passionate, has a dedication and absorption ability of attachment (Stander & Rothmann, 2010). In addition to the need for employee development, leadership development is also needed to demonstrate empowerment behavior (Van Schalkwyk, Du Toit, Bothma, & Rothmann, 2010; Romanou et al., 2010). The manager's direct role is needed in shaping the interpretation of employees bound to work (M. B. Shuck, Rocco, & Albornoz, 2011; J. Xu & Thomas, 2011; Andrew & Sofian, 2012; Saks & Gruman, 2011; Mone, Eisinger, Guggenheim, Price, & Stine, 2011). Whereas to achieve full engagement in organizations, Robertson & Cooper (2010) findings state the need to integrate well-being and the basis of commitment to sustainability as a better basis for building the benefits of sustained engagement for individuals and organizations (Wollard & Shuck, 2011). Therefore it is very necessary for companies to broadcast engagement strategies with effective communication within the company (Welch, 2011). Symbols of attachment should be announced by the company owner so that there is no psychological disturbance with the program which done by managers at the company (Ghafoor, Qureshi, Khan, & Hijazi, 2011). This relates to the credibility, perceptions and reputation of an organization that impacts engagement (Men, 2012; B. Shuck & Herd, 2012).

The importance of strengthening internal communication with employees to build a culture transparency between management and employees in organizational priorities. (Mishra, Boynton, & Mishra, 2014). Millar (2012) said to get employees committed to the company, loyal pledges, it is not easy and Sonenshein & Dholakia (2012) found there are efficacy of changes that theoretically in the cognitive pathway explain the change in implementation by focusing on the relationship between strategic views. Whereas combining affective approaches and psychological sources explains both of them as important pathways in employee behavior during the implementation of strategy changes; and the benefits of initiation find both important in a broader **process** for employees to adapt to change (Albdour & Altarawneh, 2014). Then it can be positioned that marketing can play an important role in the engagement of employees.

c. Supply Chain Engagement

Leadership has a strong influence to facilitate and foster a climate of management relations to achieve business success (Y. K. F. Cheung & Rowlinson, 2007; Berning & Venter, 2015;Kirkwood & Walton, 2010; Saunders et al, 2015). Supplier attachment to financial performance also influences the development of new products (Ragatz, Handfield, & Scannell, 1997; Primo & Amundson, 2002; Petersen, Handfield, & Ragatz, 2005) and influences business sustainability (Hong C. Zhang, Kuo, Lu, & Huang, 1997; Walton & Handfield, 1998; Hong C. Zhang et al., 1997). Engagement is also connected and involves stakeholders (Rantavaara et al., 2005). However, the benefits of strong engagement from stakeholders represent a different perspective. This was revealed by Umar & Chawaguta (2014) on the types of expertise and health of supply chain management.

Environmental management becomes an important topic in supply chain management, with only a little practice and theoretical understanding that addresses how companies provide supervisory, reward and training support for dealing with employee engagement in environmental behavior. David & Paula (2012) argues that it is very important to know employees' perceptions of the level of attachment to environmental behavior; and how organizations can modify the infrastructure of internal environmental behavior through the effects and commitment of employees (Sharma, 2014). Most of the management research in the supply chain only focuses on the ideal situation of producer engagement with all downstream partners. That is due to high costs, lack of trust or incompatibility of electronic data processing systems to help small and medium-sized companies. Disclosure of possible strengths and weaknesses does not appear in the reorder process. Likewise with the number and types of customers in the management system of inventory management or cooperation in planning, deepening and refilling is also not stated in the value of the goal. Whereas producers and consumers substantially benefit partially on increasing demand visibility (Thron, Nagy, & Wassan, 2006). Support from several customers will be valuable in the engagement process, but it is important to note the frequent delays in delivery and decreased service levels. It is possible to use the internet to facilitate services and create interactive work for users. The Increase of e-Business transactions become significant in sharing information and collaborative management practices in the supply chain in planning, deepening and refilling, becoming a successful and sustainable business operations strategy (Attaran & Attaran, 2007). Improving supply chain effectiveness through demand planning, production scheduling synchronization, production planning, logistics planning and new product design can force suppliers to innovate and build strong relationships with one another. Encourage smarter ways to do things with various actions (Kannabiran, 2009). Thus it can be positioned that management and a dynamic environment can increase engagement with sustainable supply chains.

d. Business Performance

There are two different aspects of business performance namely product-market performance and financial performance (Morgan, 2012). The discussion in this study is the concept of product-market performance. According to Morgan (2012)) that product-market performance concerns the response of customer buying behavior and prospects in the target market to realize the company's position in customer excellence. Furthermore, perception is improved by changing customer buying behavior in a way that is profitable for the company. If everything is the same, this improves the performance of market products in ways that can be captured by indicators, such as; greater sales volume, increase customer satisfaction and loyalty behavior, lower price sensitivity and growth in the company's market share. Or, the company realizes profit costs by choosing to offer offers equivalent to the value of shares offered and trying to maintain existing perceptions of buying behavior patterns in achieving customer targets while enjoying bigger profits than receiving the same selling price from competitors. Other research from Morgan, Clark, & Gooner (2002) explains that market performance concerns awareness of the markets and reactions to profits aware of the position achieved. This can be seen from customers, competitors and internal perspectives. From a customer perspective, market performance concerns cognitive and effective responses (for example; brand awareness and perceived quality) and the subsequent consequences of behavior (for example; purchasing decision making and actions) from customers prospect in the target market to realize the position advantage achieved by the company. From the perspective of internal orientation, market performance is manifested in subsequent effects on customer behavior in units and sales revenue. From a competitor's perspective, market performance indicators can be seen in the mind and market share. Whereas from the normative perspective, evaluating marketing performance can involve evaluating marketing resources and capabilities as a source of profit and financial position achieved. Market performance resulting from customer perceptions and behavior can be seen from the post-purchase of customers in the sales unit and increasing market share. The time needed between obtaining a source of profit and achieving an advantage position and market performance, as well as the main financial impact may differ among types of industries. Moya & Alemán (2012) argues that knowledge is needed to play this important role in improving product performance, both directly and indirectly through new product creativity and speed to market that depends on market competition (Kotabe, Jiang, & Murray, 2011).

The changes of competitive maps based on environmental concerns such as pandemic or ongoing natural disasters, a change in strategy in top management is needed to avoid risks due to the effects arising from the company's assets and finances (Leonidou, Katsikeas, & Morgan (2013). Strategy requires a dual ability to influence the external environment so that market performance and new products can run based on the changes (Chen, Li, & Liu, 2015), because the wealth of shareholders has an effect on the average competitor of the company (Aslan & Kumar, 2016). The effect on market performance in competing products is equal with post-activism improvements in productivity, cost and capital allocation efficiency targets, and product differences. These effects can be observed on the market performance of competing products which measured by profit margins (raising or lowering

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prices) and the types of market shares, operations and capital investment of competing companies. Conversely, to deal with competitors in responding to activism, it is necessary to cut the prices with efficiency and improve with product differences, so that the effect of overflowing the distribution of investment management activism can be equal with the improvement of company distribution. In addition to this, to deal with a competitor's finances, it is necessary to place restrictions by accommodating targets for improvement and competitors' business partners who are threatened by intervention. The description of the explanation on business performance raises the proposition that investment management activism can improve business performance

3. THEORETICAL PERSPECTIVE METHODOLOGY

The study utilizes a theoretical review of the extant literature. Theoretical studies and explanations about the engagement between market knowledge (Hou & Chien, 2010; Musteen et al., 2014; Barrales-Molina, Martínez-López, & Gázquez-Abad, 2014; H. Xu, Feng, & Zhou, 2016), Customer Engagement (Kumar et al., 2010; Brodie, Hollebeek, Juric´, & Ilic´, 2011; Vivek et al., 2014), Employee Engagement (Macey & Schneider, 2008; Kumar & Pansari, 2014), Supply Chain Engagement (Attaran & Attaran, 2007; Saunders et al., 2015) and Business Performance (Morgan, 2012; Leonidou et al., 2013) have been justified and stated as new concepts in market research by Sarkum, Pramuka, & Suroso (2017) the new concept is called Dynamic Marketing Engagament.
The derivation of the concept begins with the RBV view of concept Wernerfelt (1984), regarding "resource position barrier" which inspires many researchers to consider and differentiate company resources as a source of sustainable competitive advantage. However, after eleven years of view of the RBV, Wernerfelt (1995) states it is not important for the coming year based on a strategy of differences between companies. This is also different from the view of the RBV after eleven years from 1991 for further research agendas, but not according to Barney, Wright, & Ketchen (2001) who say, it is indeed not important, but instead working on dynamic capabilities is true and consistent with logic early RBV. The ability to learn and change possibilities, becomes one of the most important abilities a company has. The ability to get and produce profits is much worthy to be the concern of researchers. The affirmation came from Cho & Pucik (2005) who in the view of the RBV were the result of imitating sustainable, rare, and not competitive power from intangible resources (Barney, 1991). Therefore, companies which have intangible resources can gain competitive advantage from the market.

Responding to this, Newbert (2007) sees that there is a shift of view using the view of the RBV in the future. The dominance of the heterogeneity resource approach will move to a dynamic capability approach. The dynamic capability theory better reflects the ongoing situation than using the original RBV model from Barney (1991). Seen in the last 25 years, the view of the RBV as a strategic theory remains questionable for the nature and accuracy of the methodological approach in empirical research (Lockett, Thompson, & Morgenstern, 2009). Multicollinearity and endogeneity problems in complex, unobservable and difficult to measure resources. Although the core message of the RBV is very interesting, easy to understand, and easy to teach, but the other RBV's unspecified nature of the two basic concepts of resources and RBV's excess value is of concern, because of the RBV's narrow explanation of competitive advantage. Regarding to this, Kraaijenbrink, Spender, & Groen (2010) proposed the moving RBV into inherently dynamics preferably with a subjective and tightly clarified framework by J. B. Barney, Jr, & Wright (2011) which states one of the theories implicating maturity and declared critical when followed by revitalization or decline. Although the revitalization of RBV and Resource Based Theory (RBT) raises questions on both views in operations management research (Ketokivi 2016); and refuted by Hitt, Xu, & Carnes (2016) who claim that resource-based views are indeed a theory that can be used in operations management research rather than RBT because of conceptual clarity and validity of measurements from RBT. Then the claim was refuted again by Bromiley & Rau (2016) which stated that empirical operations management research was not explained by the RBV. This refusal is mediated by Bromiley & Rau (2016) who provide solutions to Practice Based View (PBV). Beyond the RBV, RBT and PBV debates, dynamic capabilities can

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integrate, build and configure internal and external competencies of companies to cope with a rapidly changing environment (Helfat et al, 2007; D. J. Teece, Pisano, & Shuen, 1997). The view of resources, dynamic is in capability, as the capacity of organizational learning which produces additional opportunities over time, complementing each other. The definition of capability is the simultaneous creation of resources and factors of production in productive activities (Teece, Pisano, & Shuen, 1997; Helfat & Peteraf, 2003). According to Teece (2007) companies need a dynamic ability to adapt to the changes in the environment and shape the ecosystem which is occupied. Dynamic capabilities enable companies to renew competencies to respond to changing market needs, learn about integration, reconfigure internal and external skills through company resources (D. J. Teece et al., 1997).

The dynamic capability approach also provides a coherent framework for integrating existing concepts into empirical knowledge and facilitating what has been recommended by decision makers (D. Teece & Pisano, 2003). This is the mean of Newbert (2007) discussion and the subsequent directions proposed by Kraaijenbrink, Spender, & Groen (2010) beforehand. The dynamic capability framework mentioned by Augier & Teece (2007) has touched "Penrose" as one of the main intellectual foundations for a modern resource theory based on business strategy, organizational routines and the ability to place entrepreneurial management in multinational corporate theory as a dynamic capability framework. The Penrose touch helps explain the essence of a company's business that escapes the absence of the profit trap, as explained by Augier & Teece (2009) that companies are formed by products of their own history and therefore management should not be trapped by investment decisions which they call design evolution. Basically, the dynamic ability paradigm sees companies as incubators and repositories to replicate technological assets and other intangible assets to improve company performance (Augier & Teece, 2009; D. J. Teece, 2010b). Dynamic abilities are also able to feel and seize various forms of opportunities that arise. Being able to maintain competitiveness by increasing, combining, protecting, and reconfiguring intangible and intangible assets (Wu, 2010).

It needs to be understood that dynamic capability (Schumpeter) is a competition arising from products and innovation processes in a competitive market by bringing injustice, price competition and anti-trust to the product and the company, thus impacting on the cancellation of purchases by customers (Gregory Sidak & Teece, 2009).. To deal with this, D. J. Teece (2010) argues, a business model is needed that illustrates the design of value creation, delivery and job taking mechanisms that can provide value to customers, persuade customers to pay value and convert these payments into profits. In practice, Leih, Linden, & Teece (2015) state that dynamic abilities can be broken down into three parts of activities, they are, opportunities to feel, use them, and change organizations to do so. The business model of innovation, implementation, and renewal is the main outcome of these activities and shows that the dynamic capability framework can better understand the role of the business model for long-term performance. The dynamic capability framework points to the importance of high level internal cooperation supported by a culture of openness and knowledge sharing. It also shows that activities such as sensing can be supported by decentralization combined with internal communication. Whereas for different innovation business models in management requires different leadership intervention, so that the model can be implemented to achieve success (Foss & Stieglitz, 2015). Furthermore, at the same position in the real world, D. J. Teece (2015) stated that the manager's role is needed to fill entrepreneurship and the leadership role explaining the allocation of resources and diversity in order to feel opportunities, develop and implement a proper business model, the ability to build and guide organizations through transformation. The understanding of management and the entrepreneurial capabilities of the organization will contribute to a more realistic economic model and a better understanding by policy makers of industrial dynamics as a requirement of innovation. Therefore, it is very important to do a critical evaluation of the company's ability to adapt and change subscription-based capabilities into multiplatform multi-product (Oliver, 2016). Dynamic capability theory makes a valuable contribution to the debate on how companies can maintain high-level performance in the face of rapid market changes. In a dynamic market, companies

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must be able to adapt and refresh existing resource bases to develop new capabilities with competencies which provide sustainable competitive advantage over time.

This recent time, the theory of dynamic capability is strongly influenced by the view of the economic evolution of Helfat & Peteraf (2003); technological views by Lavie (2006); and the view of management innovation by Teece, Pisano, & Shuen (1997). And lately there has been much discussion by researchers on marketing perspectives, such as Barrales-Molina, Martínez-López, & Gázquez-Abad (2014) which states that one significant problem occurs is how the role of marketing functions in the development of dynamic capabilities (Bruni & Verona, 2009; Fang & Zou, 2009; Oliver, 2016). Although, Wang, Hu, & Hu (2013) have stated that Dynamic Marketing Capabilities allow companies to identify market signals, evaluate the process of goods or services, design and implement effective responses to the market changes. Similar to Tan & Sousa (2015) which states that the principle of dynamic capability theory is marketing ability (Fang & Zou, 2009). Dynamic marketing capabilities enable companies to meet changing customer needs and respond to competitive pressures in the market, appropriate to adapt, integrate and reconfigure the organization's internal and external skills, resources, and functional competencies including product development, pricing, distribution, and communication (Teece, Pisano, & Shuen, 1997; Griffith, Yalcinkaya, & Calantone, 2010). Dynamic marketing capabilities are deeply attached to organizations and have a higher level of value, rare, difficult to replicate and irreplaceable. This is the lack of explanation from the views and theories on RBT, RBV and PBV. One element is the crucial role of social media as a marketing tool that bridges companies to compensate for managing customer relationships; change assessment metrics to be easily detected; evaluating the performance of each element that supports the overall marketing strategy so that it affects decisions, acquisitions and retention (Malthouse, Haenlein, Skiera, Wege, & Zhang, 2013). Social network users find it very difficult to provide support, attention and spend time enthusiastically with the company. Companies must compete with extremes to integrate customer relationship management in social media networks to obtain and develop data, because customers and virtual networks are very influential in driving conversations (Baird & Parasnis, 2011). The role of media in Covid-19 and virtual methods are the main tools in carrying out the company's strategy (Ang, 2011). Integration can be obtained from the mood, attitude and behavior of customers to help getting the benefits of the entire value chain. The integration according to Rishika, Kumar, Janakiraman, & Bezawada (2013) will have an impact on forecasting and demand and shape promotion (Woodcock, Green, & Starkey, 2011).

Kotler, Brady, Goodman, & Hansen, (2009) stated that, it is very important for companies to notify buyers, communicate, promote and sell through the internet because it can create satisfying exchanges between individuals and organizations (Eid & El-Gohary, 2013; Barwise & Farley, 2005; Brodie, Winklhofer, Coviello, & Johnston, 2007). Beside that, it can also increase competitive performance, Efficiency in the value chain, reduce costs, get word of mouth promotions, increase the number of subscribers and sustainable channel relationships (Tsiotsou & Vlachopoulou, 2011). Lahuerta Otero, Muñoz Gallego, & Pratt (2014) added, utilizing social media links connected to company websites can improve Search Engine Optimation (Gajendra Sharma & Wang (2015). According to Constantinides (2014), social media has changed the structure of power in the market with the emergence of a new generation of customers who are strong and sophisticated, difficult to influence, seduced and defended. This is about customer empowerment agents (Stelzner, 2015; Crager, Ayres, Nelson, Herndon, & Stay, 2014; Carlota, Efthymios, & María-del-Carmen, 2013; Ellison, Steinfield, & Lampe, 2007; Chu, 2011). Social media aims to establish relationships with customers in a system that has an effect on management and business. It's about corporate strategy, how to establish relationships in the public sphere (Askool & Nakata, 2011; Heidemann, Klier, & Probst, 2012). With e-mail, PDA technology (Personal Digital Assistant) and smartphone devices customers can receive facilities from sales, service, and marketing vendors and interact among customers. At this stage, the most severe focus the company’s facing is the implementation assessment of the customer relationship management on customer value, satisfaction, loyalty and retention. Kim, Suh, & Hwang (2003) explain that there are four components of centralized customer evaluation in first customer

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relationship management; lifetime customer value and loyalty; second, customer satisfaction, retention and acquisition; third, customer interaction; and fourth, customer knowledge, profile and understanding. This component results in the implementation of e-CRM in businesses on the internet that require continuous improvement based on an assessment from the customer's perspective.
Two different understandings require a comprehensive effort from the company to still exist so as not to fail in integrating customer relationship management using internet technology (Kimiloglu & Zarali, 2009; Greenberg, 2010; Jayachandran, Sharma, Kaufman, & Raman, 2005). Several studies on social CRM explain that social CRM aims at the customer relationship performance (Maklan & Knox, 2009; Keramati, Mehrabi, & Mojir, 2010; Rapp, Trainor, & Agnihotri, 2010; Trainor, 2012; Lehmkuhl & Jung, 2013; Trainor, Andzulis, Rapp, & Agnihotri, 2014; Choudhury & Harrigan, 2014; Harrigan & Miles, 2014). Once the strategic engagement of customers in relationship marketing, Vivek, Beatty, & Morgan (2012) argues that customer engagement as an intensity of individual participation in offering relationships with organizations consists of cognitive, emotional, behavioral, and social elements. While Bowden (2009) provides a deeper and more complete understanding of the nature of customer and brand relationships in the engagement process that can be developed and fostered between different customer segments. Customer attachment relates to behavior, attitude, ethics, style, mood and others that are attached to an individual's person in seeing, responding, supporting and interpreting a company from products or services offered to be used by the customers or to be traded with the starting point of movement from mouth to mouth to recommend to other individuals.

Previously, Doorn van et al., (2010) had defined customer engagement behavior as a manifestation of customer behavior towards a brand or company outside of purchases that resulted from motivational steering (Verhoef, Reinartz, & Krafft, 2010). In an interactive and dynamic business environment, the role of customer engagement in creating creation is really needed. Brodie, Hollebeek, Juric´, & Ilic´ (2011) explain that customer attachment is a psychological state that occurs based on interactive, creative customer experience experiences with voice / object intermediaries (for example, brands) as the focus of relationships in services. This occurs under a specific entity depending on the context of conditions which results in different levels of customer engagement; and it is an iterative dynamic process in service relationships to evaluate creation. Customer engagement also plays a central role in nomological government relations network services, where other relational concepts are antecedents and / or consequences in re-processing customer engagement. This is the subject of multidimensional concepts for the context and / or expressions of certain cognitive stakeholders that are relevant to the emotional and / or behavioral dimensions. More specifically explained by Sashi (2012) that there are four types of relationships arising from the development of customer attachments, they are: customer transactions, happy customers, loyal customers, and fans. But to get the stage, first through the circle of customer attachment that starts from connection, satisfaction, retention, commitment, advocacy and then is attachment (Halloc, Roggeveen, & Crittenden, 2016). Marbach, Lages, & Nunan (2016) explained that there are seven personality traits associated with online customer engagement, namely introversion / extroversion, friendliness, awareness, openness to experience, need for activities, need for learning and altruism. The concept of attachment actually starts with Kahn (1990) socio-psychological approach which states that people are personally bound in psychological situations and willing to break away in situations that are less willing to be bound. In the context, customer engagement has a close relationship with employee engagement (Kumar & Pansari, 2014). Engagement can improve company service, customer satisfaction and company performance results. In addition, employee engagement can increase customer satisfaction and increase sales turnover and benefit short-term financial goals (Harter, Schmidt, & Hayes, 2002).

There are differences in attachment between employee and company linkages, where employee engagement is predicted by job characteristics, and the company is predicted from procedural fairness (Saks, 2006). Companies that have done procedural fairly and have engaged employees in their operations are certain to be very difficult to surpass by competitors because they have the key to competitive advantage (Macey & Schneider, 2008; He, Zhu, & Zheng, 2014). Employee consistency

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in attachment to the company is always influenced by demands caused by fatigue which tends to be seen as a negative hurdle and vice versa (Crawford, Lepine, & Rich, 2010). In engagement management, according to Gruman & Saks (2011), performance agreements and engagement facilities must be found that provide input as a continuous process, have psychological significance, guarantee safety and be respected (psychological availability). Furthermore, at the stage of facilitating attachment; the main focus is to identify and provide the needs of the employee's resources to become attached. At this stage, it involves job design, leadership, training, coaching and social support. While the foundation of the process is the assessment and evaluation of employee performance. In addition to management performance, this process also includes assessing employee engagement behaviors as a basis for evaluating performance and feedback. The aim of increasing employee engagement, trust and fairness is expected to have a direct effect in improving job performance. The focus and energy which attached to work engagement enable employees to fully devote the potential and quality of responsibility to the core work, have the capacity and motivation to concentrate. To achieve success Bal, Kooij, & De Jong (2013) suggest that companies meet the specific needs of employees, selection, optimization of strategies and compensation. In addition, transformational leadership that respects unity, contributes, professional and plays the role of PR (Public Relations) is needed to build a culture of transparency with management (Breevaart et al., 2014; Mishra et al., 2014).

The success of the company's business does not necessarily come from two aspects of engagement, there is one attitude from actors for the competitive advantage of sustainability. This involves the value chain of the retailers collaboration and suppliers The success of the company's business does not necessarily come from two aspects of engagement, there is one attitude from actors for the competitive advantage of sustainability. This involves the value chain of the collaboration of retailers and suppliers (Berning & Venter, 2015). The role of suppliers in the supply chain is very important to be involved to bridge the relationship between buyers and suppliers as the process of customer relationship management (Duffy, Fearne, Hornibrook, Hutchinson, & Reid, 2013). For this reason supplier selection is needed to achieve success in managing relationship performance in competitive markets to improve purchasing performance (Kannan & Choon Tan, 2006). Although Cherin (2000) argues that the concepts and practices of organizational engagement do not yet exist in language or understanding of management; More subtly stated Juhdi, Pa’wan, & Hansaram (2013), rarely studied. Until finally Barrick, Thurgood, Smith, & Courtright (2015) answered that and stated that engagement can be considered as a construct at the organizational level that is influenced by organizational practices that focus on motivation and represent the level of company resources. The whole member of the organization are physical, cognitive, and emotional invested in the workplace. Full attachment is needed for psychological meaningfulness, security, and availability; and a pleasant workplace to create enjoyment that stimulates overall engagement with units, teams and or organizations (Plester & Hutchison, 2016). Based on the explanation and understanding of dynamic capabilities and attachments that previously have been stated, it can be summarized as a basis for drawing conclusions that dynamic marketing capabilities are a portfolio of dynamic capabilities that are tied to social relations to customer, employee and supply chain management. this is about the role of multi actors in the context of competitive advantage as a performance goal in the company's business; and claims, the new concept of Dynamic Marketing Engagement (DME) already has a strong theoretical basis. Sumitro Sarkum et al.(2017) explained the concept of DME is a strategy of the ability and skills of company knowledge in two different markets (offline to online). The findings in this article describe the process of implementing a dynamic marketing engagement, marketing and operational collaboration, which involves multi-actor engagement (customers, employees and supply chains) in it. The company's internal and external involvement in the collaboration knit is the relationship of an engagement in facing, entering and maintaining and continuing in a competitive, broad and volatile market.

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4. RESULTS AND DISCUSSIONS

In the process of dynamic marketing capabilities, knowledge is needed in managing the market as a skill to maintain the company's competitiveness and competitive advantage. In addition, market management knowledge also plays a role in integrating and configuring the company's internal and external competencies in order to cope with a rapidly changing environment. To achieve success in a competitive market, a company must be able to deal with changing trends that occur among customers. Furthermore, corporate responsibility is needed to empower employees with a more open system so that competitive advantage can run successfully. After that, companies need to involve the supply chain in the process of managing customer relationship management to meet the buyers and suppliers in the company's marketing strategy. Therefore, substantive directions for future research on the development of empirical models based on the concept of Dynamic Marketing Engagement are scheduled as follows: first, future research should begin by proving the four propositions outlined and reducing them to empirical variables as a basis for testing in further research; second, the collection of research sample data should be taken from populations who have implemented and conducted online marketing systems from offline to online in the pandemic era; third, proving marginal DME concepts with indicators of concepts and theories that underlie the formation of DME or generate new indicators through the longitudinal

5. CONCLUSION

The originality of the concept in this study discusses the location and order of theory as an explanation of the concept of Dynamic Marketing Engagement (DME) in addressing a changing market. Whatever the reason is, DME is a new concept that has gone through a process of revitalization and synthesis of theories that support the findings of the microfoundation perspective. The emphasis on organizational competitive advantage stems from relationships, engagement and ability for sustainability is the basis of microfoundation. This concept has an important role in the discovery of new theories or constructs which strengthen dynamic capability theory and other marketing theories at the level of marketing strategy management. The contribution of DME to marketing records as a new perspective strengthen the theoretical basis of dynamic marketing capabilities and multi-actor engagement as a sustainable competitive advantage.

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