

The Influence of Dynamic Capabilities in Bridging Search Engine Optimization, Social Media, and Personalization with Economic Performance

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Osrita Hapsara^{1*}, Ignatius Septo Pramesworo², M. Ramadhan³, Sigit Sugiardi⁴, Rudianto⁵

¹Department of Management, Faculty of Economics, Universitas Batanghari; Jambi, Indonesia

²Department of Management, Faculty of Economics and Business, Institut Keuangan-Perbankan dan Informatika Asia Perbanas; Jakarta, Indonesia

³Department of Management, Sekolah Tinggi Ilmu Ekonomi Pancasetia; Banjarmasin, Indonesia

⁴Master of Natural Resources and Environmental Management, Graduate School, Universitas Panca Bhakti; Pontianak, Indonesia

⁵Master of Management and Entrepreneurship, Graduate School, Universitas Andi Djemma; Palopo, Indonesia

*Corresponding Author E-Mail: osritahapsara@yahoo.co.id

Submitted:
November 7, 2025

Revised:
January 20, 2026

Accepted:
January 30, 2026

Published Online:
January 31, 2026

ABSTRACT

Digital marketing requires firms to adapt quickly to stay competitive. This study investigates the influence of dynamic capabilities as a mediating mechanism that bridges SEO, social media marketing, and personalization with economic performance. Grounded in the dynamic capability theory and resource-based view, this research aims to understand how digital marketing practices contribute to firm performance in a dynamic business environment. Using partial least squares-structural equation modeling, the findings reveal that SEO and social media marketing have a positive and significant impact on dynamic capabilities. At the same time, personalization does not show a significant effect. Furthermore, dynamic capabilities have a positive and significant influence on economic performance, confirming their strategic importance. Mediation analysis indicates that dynamic capabilities significantly mediate the relationship between SEO and economic performance, as well as between social media marketing and economic performance, but not between personalization and economic performance. These results highlight that a firm's ability to adapt, integrate, and reconfigure its digital resources is essential to achieving superior economic outcomes. The study contributes to the ongoing discourse on digital transformation and strategic marketing by emphasizing dynamic capabilities as the key mechanism linking digital marketing strategies to economic success.

Keywords: *Dynamic Capabilities, Economic Performance, Personalization, SEO, Social Media Marketing.*

INTRODUCTION

In today's rapidly evolving digital economy, organizations face the critical challenge of not only adopting digital capabilities but also effectively transforming them into a sustainable competitive advantage. The speed of technological change and the increasing complexity of digital markets require firms to continuously adapt, innovate, and integrate new digital practices into their strategic operations (Massa et al., 2023). Investments in digital capabilities such as Search Engine Optimization (SEO), social media marketing, and personalization have become strategic imperatives for companies seeking to maintain

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 14 No. 1, 2026
pp. 769-780
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v14i1.4551

relevance, enhance customer engagement, and strengthen their market position in increasingly competitive environments. However, an intriguing paradox emerges as many organizations, despite making significant investments in these digital capabilities, still struggle to realize the expected economic outcomes. This persistent gap between digital capability ownership and economic performance realization suggests the presence of underlying mediating factors that critically influence the success of digital transformation initiatives.

A potential theoretical approach to understanding the mechanisms behind organizational transformation is offered by the dynamic capabilities framework. This framework provides a lens to examine how firms achieve and sustain competitive advantage in environments characterized by rapid and unpredictable changes. Zafar et al. (2022) further developed this perspective, emphasizing that organizations can effectively adapt to such turbulent conditions by integrating, developing, and reconfiguring their internal and external competencies in a purposeful and strategic manner. In particular, the framework highlights the importance of continuous learning, knowledge management, and the alignment of organizational resources with emerging market demands.

Within the realm of digital marketing, dynamic capabilities are reflected in an organization's ability to systematically monitor and anticipate emerging digital trends, swiftly respond to new opportunities through agile marketing campaigns, and reallocate or modify marketing resources and processes to maintain relevance and competitiveness in an increasingly dynamic and technology-driven marketplace (Erdmann & Ponzoa, 2021; Tao, 2023; Thamrin et al., 2025). This approach not only underscores the importance of adaptability but also demonstrates how the proactive development of organizational capabilities can serve as a critical driver for innovation, customer engagement, and long-term performance in the digital era.

This research specifically focuses on the bridging role played by dynamic capabilities in connecting three key digital capabilities, SEO, social media marketing, and personalization, with organizational economic performance. While these three digital capabilities have been extensively studied individually, the understanding of how dynamic capabilities mediate their collective relationship with economic outcomes remains limited. This research argues that mere ownership of digital capabilities is insufficient; what proves more critical is the organization's ability to dynamically reconfigure and leverage these digital capabilities through sensing, seizing, and transforming processes (Thamrin et al., 2025).

This study addresses the research question of how dynamic capabilities mediate the relationship between SEO, social media marketing, personalization, and economic performance. Thus, this study aims to address the theoretical gap by developing a comprehensive model that explains the mediation mechanism of dynamic capabilities. By examining how organizations can effectively bridge their digital investments to achieve superior economic outcomes, this research not only contributes to the development of the dynamic capabilities literature in digital marketing contexts but also offers actionable, practical insights for managers seeking to optimize their digital investment returns. Through a rigorous quantitative approach, this study attempts to unlock the 'black box' of digital transformation by revealing the critical role played by dynamic capabilities in translating technical digital capabilities into sustainable economic advantage.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Effect on Economic Performance

Dynamic capabilities explain how firms systematically build and sustain competitive advantage in rapidly changing environments (Harrigan et al., 2020; Widjaja & Hadi, 2025). Extending the resource-based view, this framework emphasizes a firm's ability to integrate, build, and reconfigure internal and external competencies to remain aligned with market dynamics. Its three micro-foundations, sensing, seizing, and transforming, enable firms to identify opportunities and threats, mobilize resources to capture value,

and continuously renew assets, processes, and strategies through innovation and strategic realignment (Santa et al., 2022; Cao & Weerawardena, 2023; Garrido-Moreno et al., 2024).

Personalization has progressed from a basic marketing tactic into an advanced digital capability and represents the peak of customer-centric marketing in the digital era (Akbar, 2024). It leverages customer data and artificial intelligence to deliver tailored experiences, content, and product recommendations across multiple touchpoints. Grounded in relationship marketing and customer lifetime value optimization, personalization improves satisfaction, engagement, and conversion performance (Onifade et al., 2024). Contemporary personalization extends beyond name-based targeting to include dynamic website content, individualized recommendations, personalized pricing, and customized communication flows, supported by advanced analytics and machine learning technologies (Ali & Zeebaree, 2025). Search Engine Optimization (SEO) has evolved from technical manipulation into a strategic digital capability critical for organizational visibility and customer acquisition (Khoirunnisa, 2025). Modern SEO integrates technical optimization, high-quality content, and user experience, guided by algorithms emphasizing relevance, intent, and authority (Tatikonda et al., 2024). SEO links organizational content with search behavior, shaping digital journeys and marketing efficiency (Singh, 2024). Economic performance captures financial outcomes of digital marketing through metrics such as ROMI, CLV, CAC, and marketing-induced revenue (Cek & Eyupoglu, 2020; Erdmann & Ponzoa, 2021).

H1: Dynamic capabilities have a positive effect on economic performance.

H2: Personalization has a positive effect on economic performance.

H3: SEO has a positive effect on economic performance.

The Effect on Dynamic Capabilities

The implementation of personalization as a digital capability enhances marketing efficiency across channels. Evidence shows personalized experiences increase conversion rates by 15–20%, strengthen retention, and improve marketing spend efficiency through targeting (Waseem et al., 2024). Effective personalization, however, requires capabilities, including data infrastructure, analytics, and integration across customer touchpoints. Firms must balance relevance with data privacy, as regulatory complexity and evolving consumer expectations complicate personalized delivery (Pranata & Sinaga, 2023; Velasco et al., 2024). The strategic role of search engine optimization extends beyond website visibility. Organic search traffic delivers higher conversion rates and lower customer acquisition costs than other channels (Mou et al., 2022; Poturak et al., 2022; Pranata, 2022; Okutan, 2025). Yet algorithm volatility and changing user behavior require continuous monitoring, adaptation to innovations such as voice search and featured snippets, and ongoing resource reallocation. Thus, SEO operates as a dynamic capability requiring coordination and learning.

Social media marketing has reshaped firms' engagement and value creation in digital ecosystems (Chyrak et al., 2024). Social platforms enable interaction, community building, real-time communication, and brand advocacy. SMM has evolved from basic presence into sophisticated strategies using user-generated content, influencer collaboration, and data-driven targeting (Tao, 2023; Kotwal, 2025). When managed effectively, SMM enhances brand awareness, loyalty, and lead generation at low cost. However, rapid algorithm changes, shifting user preferences, and emerging platforms demand adaptation and responsiveness, positioning SMM as an inherently dynamic digital capability (Sharabati et al., 2024).

H4: Personalization has a positive effect on dynamic capabilities.

H5: SEO has a positive effect on dynamic capabilities.

H6: Social media marketing has a positive effect on dynamic capabilities.

Dynamic Capabilities as a Mediating Variable

The organization's capacity to continuously adapt and enhance personalization functions as a key mediator between personalization and economic performance (Hui et al., 2024; Kamel, 2024). As customer preferences shift and new data sources emerge, firms must demonstrate dynamic capabilities by sensing new personalization opportunities, seizing them through agile adoption of technologies, and transforming marketing architectures to support increasingly advanced personalization practices. Leading organizations, therefore, treat personalization not as a static tool but as an ongoing learning process involving experimentation, performance measurement, and continuous optimization. In this context, dynamic capabilities play a critical role in converting personalization investments into sustainable economic returns.

Prior studies report positive links between organic search visibility and performance indicators, including revenue growth, market share, and return on marketing expenditure, confirming SEO's role in economic success. Yet, the mechanisms producing sustained competitive advantage remain underexplored. Dynamic capabilities offer a key explanation (Hasanat et al., 2020; Husain et al., 2020). Effective SEO requires sensing algorithm changes and search trends, seizing opportunities through rapid optimization, and transforming resources and strategies based on performance insights, enabling SEO to drive economic performance.

The relationship between Social Media Marketing (SMM) and economic performance operates through direct and indirect mechanisms. Direct outcomes include social commerce sales, lead generation, and traffic-driven conversions, while indirect benefits involve brand equity, customer insights, and retention (Ambili, 2023; Anggraeni & Rahman, 2023; Bing et al., 2024). Nonetheless, sustainable economic gains from SMM depend heavily on dynamic capabilities (Mostafa, 2021; Aracil-Jordá et al., 2022; Ali et al., 2023; Basit et al., 2024). Firms must sense emerging trends, seize engagement opportunities, and transform insights into integrated marketing strategies and organizational processes.

H7: Dynamic capabilities significantly mediates the relationship between personalization and economic performance.

H8: Dynamic capabilities significantly mediates the relationship between SEO and economic performance.

H9: Dynamic capabilities significantly mediates the relationship between social media marketing and economic performance.

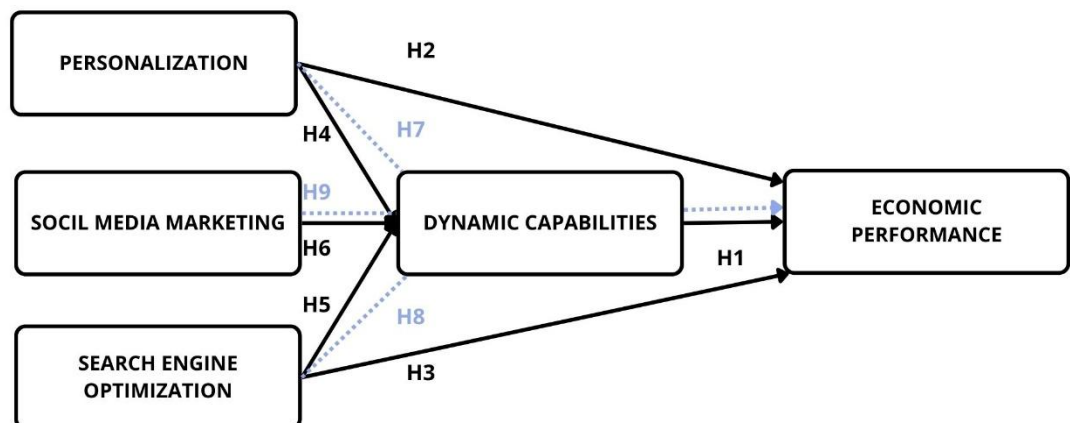


Figure 1. Conceptual Framework

The study's conceptual framework is shown in Figure 1. It demonstrates the direct and indirect effects of three important digital marketing tactics on economic performance: personalization, social media marketing, and search engine optimization. It is suggested that each of these tactics affects dynamic capabilities, which act as a mediating mechanism.

This model enhances the impact of digital marketing operations on economic outcomes by capturing the organization's capacity to recognize, grasp, and convert resources in response to market shifts. This approach emphasizes the relevance of organizational adaptability in attaining superior economic results, highlighting the fact that while digital marketing initiatives can improve performance on their own, their effectiveness is significantly strengthened when accompanied by strong dynamic capabilities.

RESEARCH METHODS

This study tests the causal links between the research variables using a quantitative methodology and explanatory research techniques. This strategy was selected because it supports the goal of the study, which is to investigate how digital capabilities and economic performance are influenced and mediated by dynamic capabilities. The research design employed was a cross-sectional study, utilizing a questionnaire survey. This study tested the direct and indirect correlations between the study variables using Structural Equation Modeling (SEM) and SmartPLS 3.0 software. A sample of 350 respondents was selected using purposive sampling based on certain criteria: having an active business for at least one year, having implemented at least one of three digital capabilities (SEO, social media marketing, or personalization), and residing in North Sumatra. This purposive sampling technique was chosen because respondents must have real-world experience in implementing digital marketing, enabling them to provide relevant and high-quality information for this study.

Over the course of two months, data were gathered using an online survey utilizing Google Forms. Distribution strategies included partnerships with local business associations, direct outreach through MSME networks, social media campaigns, and referral sampling. The implementation timeline was divided into three phases: initial distribution (weeks 1-2), primary data collection (weeks 3-6), and follow-up and finalization (weeks 7-8). To ensure an adequate response rate, various strategies were implemented, including sending personalized invitation messages, regular reminders, providing incentives in the form of research reports, and providing technical support for respondents experiencing difficulties.

Validity and reliability tests were used in this study to first evaluate the quality of the data. Average Variance Extracted (AVE) > 0.5 and outer loadings > 0.7 were used to assess validity, and Composite Reliability > 0.7 and Cronbach's Alpha > 0.7 were used to assess reliability. AVE > 0.5 was used to test convergent validity for the measurement model (outer model), while the Fornell-Larcker Criterion was used to evaluate discriminant validity. The Coefficient of Determination (R^2), Predictive Relevance (Q^2), and Goodness of Fit (GoF) were the main analytical tools used to assess the overall adequacy of the structural model (inner model). A t-statistic value larger than 1.96 indicated significance at the 5% level in the hypothesis testing, which was carried out using bootstrapping with 5,000 subsamples. In order to ascertain the mediating function between factors, a mediation test was also conducted by looking at the particular indirect effects.

RESULTS

Figure 2 displays the findings of the Structural Equation Modeling (SEM) analysis, which show how much each hypothetical path studied has a direct impact. With a route coefficient of 0.583, the model shows that social media marketing has a strong and favorable direct impact on dynamic capabilities. However, it does not seem that SEO has a big direct impact. Furthermore, dynamic capabilities are proven to have a positive and significant influence on economic performance, with R-square value of 0.390. On the other hand, no significant direct influence was found from social media marketing or SEO on economic performance.

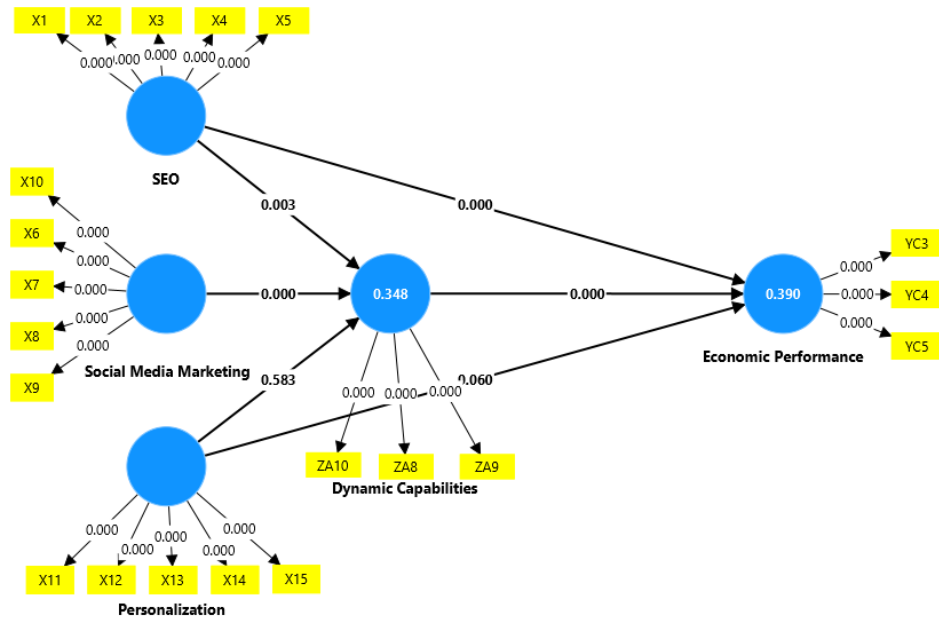


Figure 2. Smart-PLS Result

This study's assessment of the measuring model concentrated on evaluating the constructs' discriminant and convergent validity. The Average Variance Extracted (AVE) values for each construct were used to assess convergent validity. As suggested by Hair et al. (2021), an AVE value greater than 0.5 indicates that a latent construct explains more than half of the variance of its indicators, thereby confirming adequate convergent validity. This confirms that each construct demonstrates sufficient convergent validity, meaning the indicators effectively represent the theoretical concept they are designed to measure.

Table 1. Discriminant Validity

| Variable | Dynamic Capabilities | Economic Performance | Personalization | SEO |
|------------------------|----------------------|----------------------|-----------------|-------|
| Economic Performance | 0.760 | | | |
| Personalization | 0.509 | 0.604 | | |
| SEO | 0.629 | 0.798 | 0.707 | |
| Social Media Marketing | 0.701 | 0.670 | 0.728 | 0.797 |

Based on Table 1, the Fornell-Larcker criterion, which states that the square root of the AVE for each construct must be greater than the correlations between that construct and all others, was used to further investigate discriminant validity. Discriminant validity was confirmed by the results, which showed that all diagonal values ($\sqrt{\text{AVE}}$) were greater than the inter-construct correlations. This result shows that every latent construct in the model is unique and measures a dimension that is not covered by other constructs. In summary, the measurement model meets both convergent and discriminant validity requirements, affirming that the indicators consistently and accurately reflect their respective latent variables. The findings confirm that the indicators accurately measure the corresponding latent constructs and show that the measurement model achieves both convergent and discriminant validity.

Table 2. Reliability Test

| Variable | AVE | Cronbach's Alpha (CA) | Composite Reliability (CR) |
|------------------------|-------|-----------------------|----------------------------|
| Dynamic Capabilities | 0.548 | 0.781 | 0.858 |
| Economic Performance | 0.649 | 0.821 | 0.886 |
| Personalization | 0.572 | 0.764 | 0.845 |
| SEO | 0.642 | 0.833 | 0.890 |
| Social Media Marketing | 0.638 | 0.819 | 0.883 |

The evaluation of the measurement model was conducted by examining convergent validity and internal consistency reliability. Convergent validity was assessed using the Average Variance Extracted (AVE). As recommended by Hair et al. (2021), an AVE value exceeding 0.50 indicates that a construct explains more than half of the variance of its indicators. The result in Table 2 shows that the AVE values for all constructs ranged from 0.548 to 0.649, exceeding the minimum threshold. This finding confirms that all latent constructs in the model exhibit adequate convergent validity, indicating that the indicators sufficiently represent their respective constructs.

Internal consistency reliability was evaluated using Cronbach's Alpha (CA) and Composite Reliability (CR). The results demonstrate that the CA values for all constructs were above the recommended cutoff value of 0.70, ranging from 0.764 to 0.833, indicating acceptable reliability. Furthermore, the CR values ranged from 0.845 to 0.890, also exceeding the recommended threshold of 0.70. Consistent with methodological recommendations for PLS-SEM, the Composite Reliability values were higher than the corresponding Cronbach's Alpha values for all constructs, suggesting a satisfactory level of reliability and confirming that the constructs are measured consistently.

Table 3. Coefficient of Determination (R²)

| Endogenous Construct | R ² |
|----------------------|----------------|
| Dynamic Capabilities | 0.348187 |
| Economic Performance | 0.389865 |

Based on Table 3, following the validation of the measurement model, the next step was to evaluate the structural model, which examines the relationships among constructs. The coefficient of determination (R²) values were used to evaluate the model's explanatory power. The results showed that the R² value for dynamic capabilities was 0.348, while the R² value for economic performance was 0.390. Based on Chin's (1998) classification, these R² values indicate a moderate level of explanatory power, suggesting that the model accounts for a reasonable portion of the variance in the endogenous constructs and demonstrates acceptable predictive accuracy.

Table 4. Direct Effects

| Relationship | Original Sample | Sample Mean | Standard Deviation | t-statistics | p-values |
|--|-----------------|-------------|--------------------|--------------|----------|
| Dynamic Capabilities -> Economic Performance | 0.272 | 0.270 | 0.055 | 4.948 | 0.000 |
| Personalization -> Economic Performance | 0.099 | 0.100 | 0.053 | 1.879 | 0.060 |
| SEO -> Economic Performance | 0.370 | 0.373 | 0.058 | 6.437 | 0.000 |
| Personalization -> Dynamic Capabilities | 0.031 | 0.032 | 0.056 | 0.549 | 0.083 |
| SEO -> Dynamic Capabilities | 0.203 | 0.201 | 0.068 | 2.995 | 0.003 |
| Social Media Marketing -> Dynamic Capabilities | 0.410 | 0.412 | 0.068 | 5.995 | 0.000 |

To assess the direct and indirect impacts between constructs, hypothesis testing was done. Significance was determined based on t-statistics (with a threshold greater than 1.96 for significance at $\alpha = 0.05$) and p-values (less than 0.05). The analysis in Table 4 revealed that dynamic capabilities had a positive and significant impact on economic performance ($\beta = 0.272$, $t = 4.948$, $p < 0.001$), indicating that higher dynamic capabilities are associated with improved economic outcomes. Similarly, SEO had a significant positive effect on economic performance ($\beta = 0.370$, $t = 6.437$, $p = 0.000$), while social media marketing significantly influenced dynamic capabilities ($\beta = 0.410$, $t = 5.995$, $p = 0.000$). These findings highlight the crucial role of digital marketing capabilities, particularly in SEO and social media strategies, in enhancing firms' dynamic capabilities and overall

performance. In contrast, the relationships from personalization to both dynamic capabilities ($\beta = 0.031$, $t = 0.549$, $p = 0.083$) and economic performance ($\beta = 0.099$, $t = 1.879$, $p = 0.060$) were not statistically significant at the 5% level. This suggests that personalization, in isolation, does not directly enhance organizational adaptability or financial outcomes.

Table 5. Indirect Effects

| Relationship | Original Sample | Sample Mean | Standard deviation | t-statistics | p- values |
|--|-----------------|-------------|--------------------|--------------|-----------|
| Personalization -> Dynamic Capabilities -> Economic Performance | 0.008 | 0.009 | 0.016 | 0.537 | 0.591 |
| SEO -> Dynamic Capabilities -> Economic Performance | 0.055 | 0.054 | 0.021 | 2.633 | 0.008 |
| Social Media Marketing -> Dynamic Capabilities -> Economic Performance | 0.111 | 0.111 | 0.030 | 3.666 | 0.000 |

Based on Table 5, when examining the indirect effects, the influence of SEO on economic performance through dynamic capabilities ($\beta = 0.055$, $t = 2.633$, $p = 0.008$) and the influence of social media marketing on economic performance through dynamic capabilities ($\beta = 0.111$, $t = 3.666$, $p = 0.000$) were found to be significant, indicating that these digital marketing factors improve performance indirectly via their impact on dynamic capabilities. Meanwhile, the mediation effect of personalization on economic performance through dynamic capabilities was not significant ($\beta = 0.008$, $t = 0.537$, $p = 0.591$), confirming that personalization does not exert an indirect influence on performance through this mechanism.

The findings reveal that firms leveraging SEO and social media marketing are more likely to develop adaptive and flexible dynamic capabilities, leading to superior economic performance. This supports the theoretical premise of the dynamic capabilities theory, which emphasizes the importance of continuously reconfiguring and integrating digital resources to maintain competitive advantage in volatile business environments. Interestingly, while personalization is often considered essential for enhancing customer engagement, its lack of significant direct or mediated effects in this study suggests that its benefits may depend on the maturity and integration of other digital marketing capabilities within the organization.

DISCUSSION

The results of this study provide empirical support for several key relationships within the framework of digital marketing and dynamic capabilities, offering both theoretical and managerial implications. The findings confirm that SEO and social media marketing are critical antecedents of dynamic capabilities by Liaukonyte (2021), which in turn significantly enhances economic performance. These outcomes are consistent with the dynamic capabilities theory by Erdmann and Ponzoa (2021), which posits that organizations achieve sustainable competitive advantage by continuously integrating, reconfiguring, and renewing their resources in response to dynamic environments.

The results of this study provide empirical support for the hypothesized relationships between digital marketing capabilities, dynamic capabilities, and economic performance. H1, H2, and H3, which proposed that dynamic capabilities, personalization, and SEO positively influence economic performance, showed nuanced results. Dynamic capabilities (H1) were confirmed to have a significant positive effect on economic performance, supporting the notion that organizations with strong sensing, seizing, and reconfiguring capabilities can better exploit market opportunities and adapt to environmental changes (Eisenhardt & Martin, 2000; Teece, 2018). SEO (H3) also significantly enhanced economic performance, indicating that SEO is not merely a technical or promotional function but a strategic mechanism for building analytical

routines, data interpretation skills, and adaptive decision-making (Chen & Lin, 2020; Ritala et al., 2021; Zafar et al., 2022). In contrast, personalization (H2) did not show a significant direct effect on economic performance in this study, likely due to fragmented implementation and limited integration across organizational systems, which aligns with previous findings highlighting the dependency of personalization impact on data maturity and alignment (Kumar & Petersen, 2022).

Regarding the antecedents of dynamic capabilities (H4–H6), the study confirms that SEO (H5) and social media marketing (H6) have significant positive effects on dynamic capabilities. Firms strategically leveraging SEO develop routines that enhance organizational agility, while social media marketing enables relational capital, real-time feedback, and market intelligence, strengthening dynamic capabilities (Liaukonyte, 2021; Nagpal & Petersen, 2021; Cao & Weerawardena, 2023; Sharabati et al., 2024). Conversely, personalization (H4) did not significantly influence dynamic capabilities, indicating that surface-level or tactical personalization strategies may not sufficiently cultivate adaptive organizational routines.

The mediation hypotheses (H7–H9) further highlight the role of dynamic capabilities as the key mechanism translating digital marketing initiatives into economic performance. Dynamic capabilities significantly mediate the effects of SEO (H8) and social media marketing (H9) on economic performance, confirming that the real value of these digital channels lies in their integration into organizational processes that enhance sensing, seizing, and reconfiguring abilities. Meanwhile, the mediation effect of dynamic capabilities in the case of personalization (H7) was not significant, reflecting that personalization strategies must reach a deeper level of integration to generate measurable economic benefits. These findings illustrate a hierarchy of digital strategic enablers. SEO and social media marketing emerge as foundational tools that both deliver immediate marketing outcomes and foster deeper organizational adaptability, while dynamic capabilities serve as the bridge translating digital initiatives into sustained economic gains (Susanto et al., 2021). The limited impact of personalization underscores that not all digital initiatives equally contribute to strategic performance, emphasizing the importance of capability-building and organizational alignment for achieving long-term benefits (Harrigan et al., 2020).

In a broader perspective, this study contributes to ongoing discussions in strategic marketing and digital transformation research by empirically demonstrating how specific digital marketing dimensions interact with dynamic capabilities to influence performance. The evidence suggests that future digital strategies should emphasize capability-building over isolated tactical execution. For practitioners, the results recommend prioritizing cross-functional integration of SEO and social media analytics to strengthen sensing and adaptation mechanisms, thereby ensuring that digital investments translate into tangible and enduring economic outcomes.

CONCLUSION

This study investigates the impact of SEO, social media marketing, and personalization on economic performance, examining both direct effects and the mediating role of dynamic capabilities. The results provide strong evidence that SEO and social media marketing significantly enhance dynamic capabilities, which in turn improve firms' economic outcomes. These findings support dynamic capabilities theory, highlighting that firms capable of effectively integrating, reconfiguring, and deploying digital resources are better positioned to sustain competitive advantage in dynamic markets. However, not all digital marketing components deliver equal strategic impact. While SEO and social media marketing show both direct and mediated effects on performance, personalization does not demonstrate significant influence, either directly or through dynamic capabilities. This may reflect underutilization, fragmented implementation, or limited organizational integration, suggesting its effectiveness depends on data integration, analytics sophistication, and alignment with organizational processes.

Several limitations of this study indicate directions for future research. First, the use of cross-sectional data limits causal inference; longitudinal studies are needed to track how digital initiatives progressively build dynamic capabilities and impact performance over time. Second, reliance on self-reported measures may introduce bias, future research should integrate objective performance metrics and external validation. Third, the sample context may constrain generalizability, studies across multiple industries, regions, and cultural environments would strengthen the applicability of the findings. Finally, the role of moderating factors, such as data maturity, digital infrastructure, and organizational culture, should be explicitly explored to understand under what conditions Personalization contributes effectively to dynamic capabilities and economic outcomes. In conclusion, digital capabilities are strategic enablers of organizational resilience. SEO and social media marketing function as key levers fostering adaptability, learning, and renewal, core aspects of dynamic capability development. These findings provide theoretical clarity and managerial guidance while highlighting explicit avenues for future research, including longitudinal, cross-industry, and capability-focused studies to better understand how firms orchestrate digital marketing and dynamic capabilities to achieve sustained economic advantage.

FUNDING STATEMENT: This research did not receive any specific grant from funding agencies in the public, commercial, or not - for - profit sectors.

CONFLICTS OF INTEREST: The author declares no conflict of interest.

DECLARATION OF GENERATIVE AI STATEMENT: During the preparation of this work, the author used Turnitin, Grammarly, and ChatGPT to improve sentence structure and overall clarity. All content was then reviewed, edited, and refined by the author, who takes full responsibility for the accuracy, integrity, and originality of the final publication.

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