

The Impact of Social Media Marketing on Competitive Advantage with the Mediating Role of Dynamic Marketing Capabilities (Case Study: Adidas Brand)

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Abstract

Many researchers are trying to explain what factors play a role in sustainable competitive advantage. Uncertainty and dynamism in competitive markets are forcing companies to rethink their approaches to achieving sustainable competitive advantage. The key to achieving and maintaining a sustainable competitive advantage is to have and develop unique resources that are difficult for other companies to emulate. This study aims to investigate the impact of social media marketing on competitive advantage with the mediating role of dynamic marketing capabilities. In this study, research variables were evaluated by standard questionnaires. The questionnaire was

distributed among 400 people from the statistical population, which is all Adidas brand customers in Tehran. The results of structural equation modeling test showed that social media marketing has a positive and significant effect on market measurement and brand management. The results of this study confirm the positive and significant effect of social media marketing on competitive advantage. The results also show that market capability and brand management capability have a positive and significant effect on competitive advantage and also the results show that social media marketing has a positive and significant effect on competitive advantage with the mediating

role of market capability and brand management capability.

Keywords: Social media marketing, dynamic marketing capabilities, market metrics, brand management capabilities, competitive advantage

1- Introduction

Uncertainty and dynamism in competitive markets encourage organizations to constantly seek revitalization. The competitive advantage perspective seeks to explain how organizations regain sustainable competitive advantage by modernizing and rearranging their capacities and resources (Sardo et al., 2018). Marketing capabilities can help companies build a competitive advantage by gathering new market-related knowledge and disseminating it within the company (Xia et al., 2019). Marketing capabilities and resources have the potential to improve a company's performance by understanding the needs of customers, competitors, and generating market knowledge. Therefore, previous studies have introduced the term dynamic marketing capabilities (Wilke et al., 2019). Dynamic marketing capabilities refer to "a set of processes that a company needs to be able to use while responding to market changes." They directly affect product development, innovative service design, and long-term customer relationships in a company, which together reflects its competitiveness (Vidotto et al., 2017). Dynamic marketing capabilities give companies the opportunity to estimate key market indicators, start new processes, design and adopt effective responses to market changes (Wang et al., 2013).

Because market awareness is considered as knowledge that relates to the customer and competitors, this research focuses specifically on dynamic marketing capabilities that allow companies to measure the market and manage their brands among

existing customers and potential customers. The future will help. These include market assessment, which demonstrates the organization's ability to acquire knowledge and information about competitors, customers, and channel members to identify and respond to trends and relationships in current and potential markets. And brand management capabilities that are under the activities and processes that allow the company to create and maintain strong brands (Hayes, 2018).

One of the factors that can play an effective role in improving the company's dynamic marketing capabilities is marketing through social media. Social media shows widespread influence with more than 71% of the internet space. Users connect with social media websites around the world. Thus, it is not surprising that manufacturers and retailers increasingly use some form of social media marketing to promote their services or products (eMarketer, 2017). Research, statistics and reports show that social media campaigns have a potentially positive impact on brand development, but business owners do not know how to use these media. According to the Social Media Examiner, 85% of marketers who use social media do not know exactly which social media tools are most useful for their business (Yahia et al., 2018). Since the use of social media has increased dramatically and its influence among users has increased, many people have a special view of it as an advertising platform (Hu et al., 2018).

Social media marketing is a type of internet marketing that involves producing and sharing content on social media to help the company achieve its marketing and company goals. Social media marketing includes activities such as posting text, uploading photos, videos and other content that, along with paid advertising on social media, increase the audience and the customer. A particular form of social

media marketing that companies are trying to boost has a positive effect on word of mouth marketing. Therefore, companies try to create a positive initial experience for some consumers to strengthen and introduce the product to potential consumers (Oberhofer et al., 2014).

Therefore, the use of social media in the competitive advantage of the company can be very useful. Touchette et al. (2015) define social media as a means of communication that includes two groups of users and publishers that provide a space for shared information and users can interact and participate collectively. So the main function of social media is to connect with others via the Internet, which is based on the ideological and technological basis of Web 2.0. Constantinides (2014) introduces the web as a set of economic, social and technological trends that form the basis of the next generation of the Internet, which, with this type of web, companies can prioritize customer awareness and Monitor customer engagement with social media. The growth and popularity of social networking sites has given companies the opportunity to actively use them (Aldenton, 2015).

Analyzing the effects of brand community on customer loyalty in social networks, Putu Wuri Handayani (2016) proved that social networks can act as an effective intermediary program for a brand community that facilitates communication by sharing information. The customer deals with the product, brand, company and other customers. He also expressed brand loyalty as a frequent buying behavior by the customer and the level of customer acceptance of a particular brand, to prove the effectiveness of the brand and the effectiveness of brand trust on both parameters of brand loyalty, namely; Attitudinal loyalty and behavioral loyalty of the payment brand.

In the past, luxury brands could rely on growing assets and regular customers, but the recent arrival of numerous new brands in the luxury market, along with increased competition, shows unforeseen changes in the market. Considering the role of social media as an effective intermediary program on brand communities (Putu Wuri Handayani, 2016) and its impact on improving customer and brand relationships (Godey et al., 2016), a significant focus on social media as There is a promising advertising strategy for luxury brands (Ananda et al., 2015). Therefore, it is necessary to identify the relationship between social media marketing and its consequences (such as loyalty, brand preference and competitive advantage) as well as the impact of social media marketing practices on competitive advantage. Therefore, this study seeks to investigate the effect of social media marketing on the company's competitive advantage and what is the role of dynamic marketing capabilities in this regard?

2- Research literature

2-1- Social media and social networks

Social media are tools based on technological advances that aim to increase people's communication and create a space for the exchange of information and data (Balakrishnan et al., 2014). Social media is a tool that is based on the idea of the web and provides users with the ability to connect with each other and share information with each other. Social media tools centralize social relationships around multimedia tools through technology and the Internet (Ningsih & Segoro, 2014).

Social media are the network-driven tools that have revolutionized communication; In other words, social media refers to the activities, actions and behaviors of communities of people who gather in cyberspace and share their information, knowledge and opinions, and mostly stay away from conventional media (Park et al., 2015). Conversational media are web-based tools that easily convey content generated in the form of

words, images, videos and audio. Most people use social media to share and share information about themselves and want to know about the experiences and actions of others. According to a survey, most Internet users spend more than five hours a day on social media, and 51% of them refer to this media once a day (Brahim, 2016). Social media can be categorized into seven groups. Blogs, wikis, podcasts, forums, content communities, microblogs and social networks are seven types of social media:

- Blogs: The most popular type of social media are online magazines that are updated with new content from users.
- Wikis: are sites that allow users to add and edit content that is generated by members' participation.
- Podcasts: are audio and video files that have been placed on the Internet with the ability to subscribe.
- Content communities: Provide the ability to manage and share specific types of content such as: photos, video files, text or links.
- Forums: which have been active since before the birth of the concept of social media are a space for discussion on various topics.
- Microblogs: which are a combination of social networks and small blogs are updated with short user content.
- Social networks: Perhaps the most important and popular part of social media are social networks that can be used individually and professionally. These networks are based on the exchange of information between people in cyberspace. Social networks give users the ability to share their information, including pictures, videos, etc., which ultimately strengthens people's relationships.

Social networks allow their members to build personal pages, connect and network with online

friends (Baran & Stock, 2015).

2-2- Exclusive features of social networks

In this section, the most important exclusive features of social networks are stated as follows:

1) Collective wisdom in social networks: One of the characteristics of virtual networks is the emergence of collective wisdom. Collective wisdom refers to the fluid and dynamic flow of the thinking and minds of users present in such environments, which processes and monitors information like a massive processor. The power of users' thoughts and minds are combined with the help of Internet social interactions and the use of Internet tools, creating a huge force with high processing power. The US election, and in particular the type of propaganda of Barack Hussein Obama, showed that social networks such as Facebook are influential in moving towards a goal (vote for him) (Ha et al., 2016).

2) Studying the output of social networks: Achieving the opinions and views of the audience (feedback) is one of the possibilities that by using social networks and studying the behaviors of users, the required information can be easily extracted. One of the sub-functions of virtual communities is to study their output and obtain valuable statistical information. Social network analysis creates an alternating landscape in which individuals are less important than the connections and disciplines between them in the network (Pikkarainen et al., 2004).

3) Social networks and online advertising: Social networks on the Internet are one of the most important sources for earning money through advertising, because members of social networks talk about their interests on their respective pages, and this to the company. Advertising companies allow them to be informed based on these interests. Social sites, due to the huge number of users, can be a very ideal place for

advertising and pouring profits into the pockets of its owners (Malciute, 2012).

4) Selective users: Unlike other media where the audience is not very interactive in producing content and selecting the desired content, in social networking sites and Internet sites, you can be a producer, effective and have the power to choose and take advantage of more variety. Enjoy. Due to this, social networking sites can be more prominent than any other media, and with the advancement of technology and the development of communities, they can put an end to the advantages of other media, such as television, which makes good use of audio and video. (Pikkarainen et al., 2004).

5) Transmission of different cultures: The ability of a young person to communicate with his peers in other countries, makes these networks a place where you can introduce the cultures and customs of your country to others. And shared as well as new ideas to be introduced and discussed to expand the community (Ha et al., 2016).

6) Trust and honesty: In the past, people have experienced the use of interactive space such as chat, but in this space, less users declare their personality and identity correctly and use names and nicknames; Because in this space, they do not have enough trust to tell the truth, but with the formation of social networking websites such as MySpace, Orkut, Facebook and Twitter, people have the honesty to find old friends, the pleasure of using science, etc. along with real trust (Pikkarainen et al., 2004).

7) Trust and intimacy: According to experts, before the emergence of social networks, the issue of trust and intimacy of cyberspace was not touched around the world, but when networks such as Orkut and Facebook entered the Internet, people trusted Sites promoted virtual communication between them (Ha et al., 2016).

2-3- Social media marketing

Social media marketing is the use of social media platforms and websites to advertise a product or service. Of course, e-marketing and digital marketing information is still prevalent in academies (Willemsen et al., 2011). But the term social media marketing is very popular with both professionals and researchers. Most social media platforms have data analysis tools. It enables companies to pursue progress, success and engage with advertising campaigns. Companies try to introduce their new products and services with the help of social media and one of the valuable results of social media is word of mouth marketing. Today, with the advancement of digital and the Internet, word of mouth marketing has found a new platform for activity. In fact, social media marketing has shifted word-of-mouth marketing to viral marketing (Marchand et al., 2017).

To stay in this competitive market, there are loopholes for customer retention (Ningsih & Segoro, 2014). One of these loopholes is the optimal and continuous use of social networks; The high popularity and potential benefits such as easy and wide access, the cost of perception and diverse communication efficiency encourage many companies to participate in such events (Kaplan & Haenlein, 2010). Social media has given rise to a new skepticism about communicating and sharing content on the Internet, and by strengthening or building a brand, the key to success is to quickly change the mindset of the company and adopt new strategies in response to preferences. Creates the consumer (Kohli et al., 2014).

In the 21st century, customers use social media to engage with others and the brand, which forces the company to redirect its communication and branding activities by creating a more participatory approach (Munnukka et al., 2015). A little study of the effects of social media allows luxury brands to more accurately

predict the future purchasing behavior of some of their customers and guide them in managing their assets and marketing activities (Godey et al., 2016). Therefore, for brands that seek to gain and improve their competitive advantage, the discussion of the impact of using social media can be a key factor. Therefore, considering the high value and importance of this issue, and reviewing the research, it seems that a comprehensive study on the impact of social media marketing dynamics on the introduction of new products has not been done. Therefore, in the present study, an attempt is made to examine this issue.

2-4- Dynamic marketing capacities

Capacities are "complex sets of interconnected skills and learning that are applied through organizational processes to ensure better coordination of functional activities." Capacities were initially defined as "the ability of a company to complete, build, and rearrange internal and external competencies to manage rapidly changing environments." In testing the nature of capacities, researchers identified them as constructed and learned patterns that are very unique in nature and the result of regular and voluntary efforts to adapt to a new environment (Barrales-Molina et al, 2014).

Dynamic marketing capabilities refer to "a set of processes that a company needs to be able to use while responding to market change. They focus directly on product development, innovative service design, and long-term customer relationship management in a company, which Common expresses its competitiveness, they have an impact "(Anthonisz, 2018).

Hotels can use a variety of DMCs, such as market assessment and market data-driven targeting, to survive and succeed in achieving service excellence. For example, Hariandja (2016) observed that some hotels operating in Indonesia used market measurement capabilities by collecting and analyzing

guest feedback, sales reports, and profitability analysis to estimate evolving market trends. Davis (2018) published a report on some of the essential marketing capacities for "hotels dealing with the future." These capabilities require hotels to use evolving technologies to improve customer relationship and service delivery in today's digital world. These capabilities include customer focus (e.g., having a deep understanding of customer expectations, priorities, moods, and behaviors), repetitive learning (e.g., continuous learning to correct existing perceptions of customer needs), rapid development (e.g., expanding products and services as a response to changes in customer needs) and the availability of data and active professional intelligence (e.g., data collection and conversion into operational professional intelligence). In the Dubai hotel sector, "customer orientation" has been reported as a vital marketing capacity, and a means to improve the predictability and sustainability of hotels (Anthonisz, 2018).

Since market awareness is considered as knowledge that relates to the customer and competitors. In this study, we focused specifically on dynamic marketing capabilities that help companies measure the market and manage their brands among existing and potential future customers. Now, both of these are discussed briefly.

Market assessment capacity, described as "the ability to find, interpret, and pursue opportunities in the environment." Market assessment capacity demonstrates an organization's ability to acquire knowledge and information about competitors, customers, and channel members to identify and respond to trends and relationships in current and potential markets. Such a knowledge-based capacity generates a place that is considered very important for any dynamic capacity. Market-oriented companies have the ability to gather information about their

customers, competitors, and channel members by collecting, interpreting, and using market information (Pavlou & El Sawy, 2011).

Brand management capacities that are under the activities and processes that allow the company to create and maintain strong brands. These capacities are a vital resource in relation to the company's ability to generate liquidity. Companies have the capacity to develop and maintain high levels of brand net worth, thereby having a "differential effect of brand awareness on consumer response to brand marketing" (Morgan et al., 2009).

2-5- Competitive advantage

Competitive advantage includes a set of factors or capabilities that always enable a company to perform better than competitors. Competitive Advantage Occurs when a company achieves improvements, developments, and capabilities that outperform competitors in one or a combination of indicators. Such as access to natural resources, or highly skilled manpower, industrial or information technologies, and etc. (Liu, 2017). Competitive advantage is the greater attractiveness of the company's offers from customers compared to competitors. Competitive advantage is the difference in features or dimensions that enables it to provide better services to customers than competitors. In general, competitive advantage is the value that the organization offers to its customers, so that at that time this value by potential competitors and Not actually available. In dynamic environments, the three key characteristics of competitive advantage are critical to keeping companies competitive. These characteristics include strength, ability to innovate, and competitive performance, all of which require knowledge and intellectual capital (Li & Liu, 2018).

2-6 Conceptual model and research hypotheses

All research studies are based on a conceptual framework, which identifies the variables and the relationships between them. This conceptual framework is the model by which the researcher theorizes about the relationships between the factors identified in creating the important problem. This theory may not necessarily be the word of the researcher and may logically be derived from the results of previous research on the issue. Since any field and survey research requires a mind map and conceptual model that is drawn in the form of appropriate analytical tools, variables and relationships between them, accordingly, the theory is conceptually shown in Figure 1, which can be hypothesized with 7 hypotheses. The test is visible. Please note that all direct communications are assumed to be positive. An indirect hypothesis is also examined:

Hypothesis 1. Social media marketing has a significant effect on Market-sensing capability.

Hypothesis 2. Social media marketing has a significant effect on brand management capabilities.

Hypothesis 3. Social media marketing has a significant effect on competitive advantage.

Hypothesis 4. Market-sensing capability has a significant effect on competitive advantage.

Hypothesis 5. brand management capability has a significant effect on competitive advantage.

Hypothesis 6. Social media marketing has a significant effect on competitive advantage with the mediating role of Market-sensing capability.

Hypothesis 7. Social media marketing has a significant effect on competitive advantage with the mediating role of brand management capability.

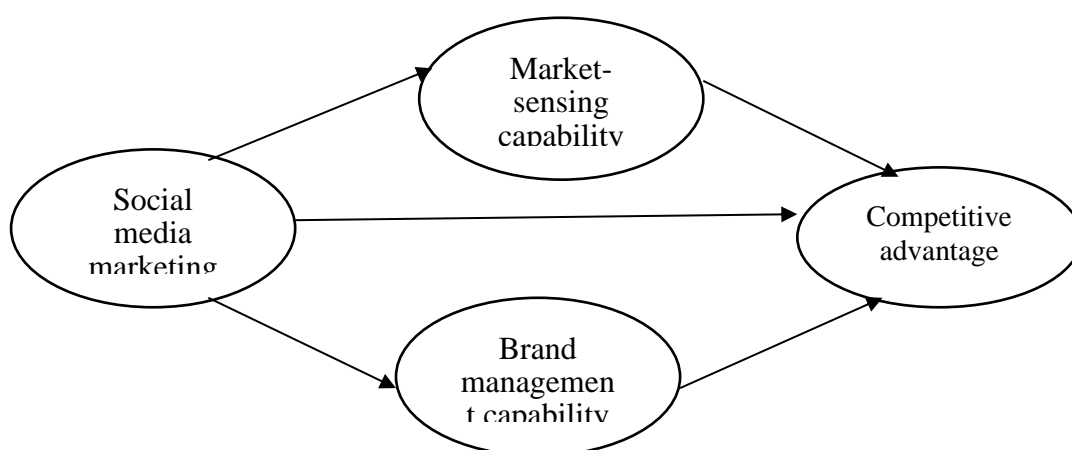


Figure 1: Conceptual model of research

3- Research methodology

The method of each research has an essential role in determining the validity of the research and its final value. In research that is based on statistics, the most important task of the researcher, in addition to the research method, is to be careful in collecting the collected information. Therefore, in the present study, an attempt has been made to observe this basic point. The method of the present research is applied. Applied research emphasizes more on the most effective measures and pays less attention to the causes. In addition, applied research according to human needs and the improvement and optimization of tools, methods, objects and patterns are used to develop well-being and improve the quality of human life. This research is of applied type and in terms of method, it is descriptive-survey and because the researcher seeks to determine the relationship through correlation, it is of analytical type.

In this research, in order to compile the basics, definitions and theoretical concepts, library resources including existing documents, books and scientific articles were used. Also, a standard questionnaire was used to collect the data needed to test the research hypotheses. The questionnaire of this

research includes 28 standard questions, 11 of which are related to the social media marketing variable and are taken from the questionnaire of Baum et al In 2019, as well as a three-item scale of competitive advantage, taken from Fang and Zou. (2009), was used and to measure dynamic marketing capabilities, a standard questionnaire taken from Elsharnouby & Said Elbanna (2021) was used, which includes 14 questions. The questionnaire of this research was subjected to the judgment of several experts and professors of business management and marketing working in universities for the validity of the content. Those 30 questionnaires were distributed in the statistical community and at first it was not possible for the respondents to understand a number of questions and after several translations of the text and omitting a number of questions, the questionnaire had sufficient formal validity and finally the questionnaire agreed to Data collection tool was used. The statistical population of the present study is all Adidas brand customers in Tehran. In the present study, since the exact number of statistical population is not known, therefore, the statistical population of the research is unlimited and the relative estimation formula with a marginal error of 5% and a maximum variance of 50% is used to estimate the sample size. Therefore, the number of

samples is estimated at 400 people.

4- Analysis

In this research, structural equation modeling has been used with the help of partial least squares method and PLS software to test the hypotheses and accuracy of the model. In structural equation modeling, the part of the model that includes observable variables and model indices is called the reflective measurement model, and the other part of the model, which refers to the relationship between the hidden variables of the model, is called the shaping measurement model.

4-1- Measurement model

The measurement model test is related to checking the validity and reliability of measuring

instruments. In addition to Cronbach's alpha coefficient, which is presented in Table 3 and confirms the appropriate reliability of the questionnaire, the PLS method was used to evaluate the reliability of the questionnaire. To evaluate the convergent validity, AVE (average of extracted variance) and CR (composite reliability) were used. The results of this criterion for the dimensions of the six research variables are shown in Table (1). Composite reliability higher than 0.7 and mean variance higher than 0.5 are two necessary conditions for convergent validity and correlation of structures. As can be seen from Table (1), all composite reliability values are higher than 0.7 and the values of mean variance are higher than 0.5, and this confirms that the convergent validity of the present questionnaire is acceptable.

Table 1: Validity and reliability results

Variables	Cronbach's alpha	Compound reliability	AVE
Social media marketing	0/8346	0/8794	0/5119
Market-sensing capability	0/8341	0/8833	0/6034
Brand management capability	0/9433	0/8488	0/6102
Competitive advantage	0/7999	0/8494	0/553

Divergent validity means that items or references to a variable measure only that variable. In PLS analysis, according to Fornell and Locker (1981), the square root of a variable should be greater than the degree of correlation between that variable and other research variables. In this step, we first calculate the square root of the AVE values and then replace the obtained values on the diameter of the LATENT

VARIABLE CORRELATION matrix. In the correlation table of variables with each other, as can be seen, the values of the AVE root placed on the diameter of the correlation matrix are larger than the correlation values of that variable with other variables, which indicates the appropriateness of the divergence validity of the model.

Table 2: Comparison matrix of AVE root with correlation coefficients of structures (divergent validity)

	Social media marketing	Market-sensing capability	Brand management capability	Competitive advantage
Social media marketing	0/715			
Market-sensing capability	0/485	0/776		
Brand management capability	0/603	0/369	0/781	
Competitive advantage	0/544	0/547	0/469	0/730

4-2- Methods of evaluation of reflective measurement models

The first factor to consider in evaluating reflective models is the one-dimensionality of the indicators. This means that each index in the index must be loaded with a large factor load value into only one dimension or latent variable. For this purpose, operating loads above 60% are introduced as acceptable. As can be seen in the diagram below (model in standard coefficient estimation mode), numbers or coefficients are divided into two categories. The first category is called measurement equations, which are the relationships between latent (elliptical) variables and explicit (rectangular) variables. These equations are called factor loads. The second category is structural equations, which are the relationships between latent and latent variables and are used to test hypotheses. These coefficients are called path coefficients. According to the model, in the mode of estimating the coefficients, the factor loads and the path coefficients can be estimated.

The path coefficient indicates the existence of a linear causal relationship and the intensity and direction of this relationship between the two latent variables. In fact, it is the same regression coefficient in the standard mode that we saw in simpler and multiple regression models. It is a number between -1 and +1 which, if equal to zero, indicates the absence of a linear causal relationship between the two hidden variables.

In fact, they show what percentage of the changes in the dependent variable are explained by the independent variables. The coefficient of determination is in fact the most important indicator in research that has used structural equation modeling. Because basically the researcher does the research for this purpose, but sometimes he gets so involved in side issues that the analysis forgets the most important subject of his research. This coefficient shows that the independent variables of the research as a whole predict what percentage of the behavior of the dependent variable. The importance of this hourly coefficient is discussed in the structural equation classes of the Iranian Academy of Statistical Analysis, and researchers are told that they must interpret it correctly. All coefficients are significant at 95% confidence level. Therefore, the results obtained from the factor loads confirm the high validity of the model.

Factor load is a numerical value that determines the intensity of the relationship between a hidden variable and the corresponding explicit variable during the path analysis process. The higher the factor load of an index in relation to a given structure, the more that index plays a role in explaining that structure. Also, if the factor load is a negative indicator, it indicates its negative impact in explaining the relevant structure. In other words, the question about that indicator is inverted. With the help of pls software, the factor loads of the measurement model for social media marketing, Market-sensing capability,

brand management capability and competitive advantage were calculated

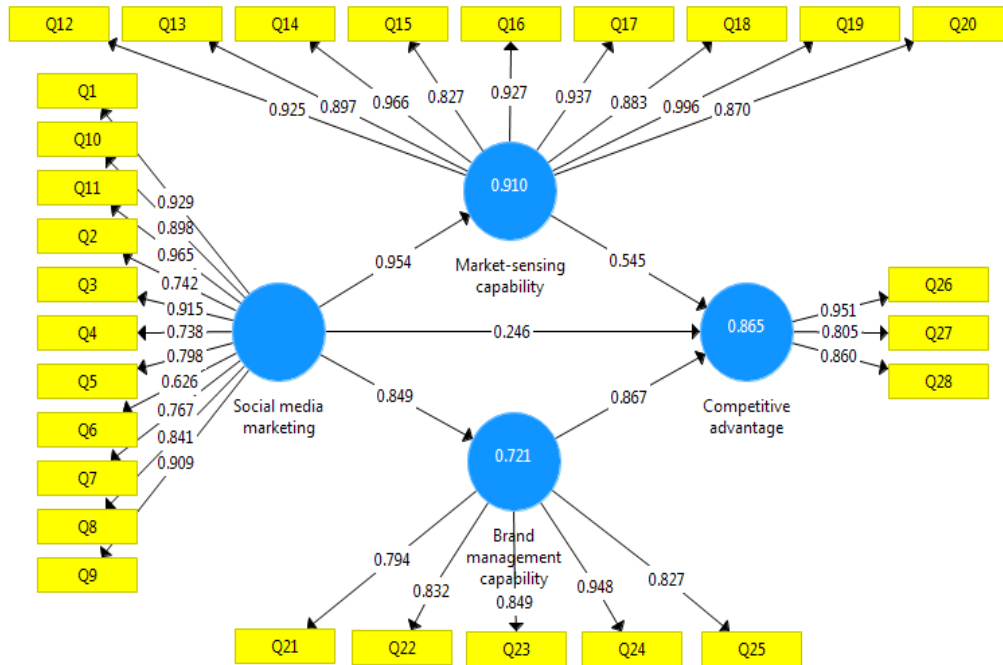


Figure 2: Research model in the mode of estimating standard coefficients

The following figure (significance coefficients of hypotheses) shows the research models in the significant state of coefficients (t-value). This model actually tests all measurement equations (factor loads) and structural equations (path coefficients) using t-statistic. According to the type of hypotheses expressed in the present study, naturally the hypotheses will be confirmed when the relevant path coefficient is positive and its significant number, which is the same as t-statistic, is significant. According to this model, the path coefficient and factor load are significant at 95% confidence level if

the value of t-statistic is outside the range (-1.96 to +1.96) and if the value of t-statistic is within this range, then the factor load Or the path coefficient is not significant. The path coefficient and factor load are significant at the 99% confidence level if the value of t-statistic is out of range (-5.58 to +5.58). According to the results obtained from t-test, all factor loads were significant at 95% confidence level and played a significant role in measuring their structures.

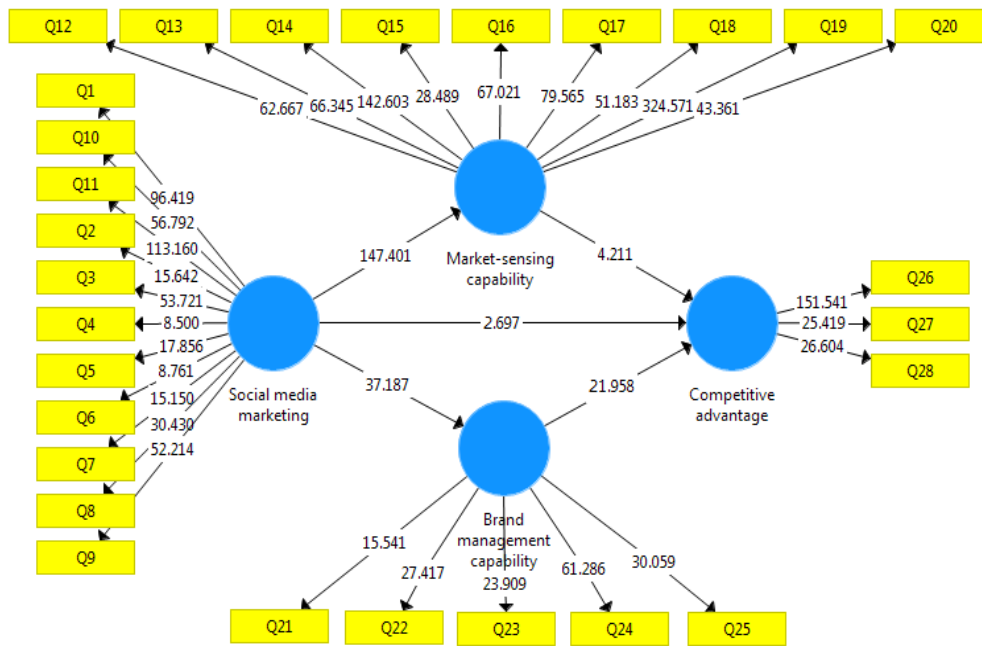


Figure 3: Significance coefficients of hypotheses in the model

4-3- Methods of evaluating shaping models

One way to evaluate shaping models is the coefficient of determination (R²). The coefficient of determination (R²) examines what percentage of the variance of a dependent variable is explained by the independent variable (s). Therefore, it is natural that this value is equal to zero for the independent variable and more than zero for the dependent variable. The higher this rate, the higher the coefficient of effect of the independent variables on the dependent. According to the model determination coefficient, it can be said that social media marketing has been able to explain 0.910 of the variable Market-sensing capability and 0.721 of the variable variance of brand management capability. Also, the variables of social media marketing, Market-sensing capability and brand management capability together could explain 0.865 of the variance variance of competitive advantage; Researchers have introduced three values of 0.19, 0.33 and 0.67 as the criterion values for weak, medium and strong values of R². Based on this, it can be concluded that the model has a high predictability. The residual value is related to the forecast error and can include

other factors affecting Market-sensing capability, brand management and competitive advantage.

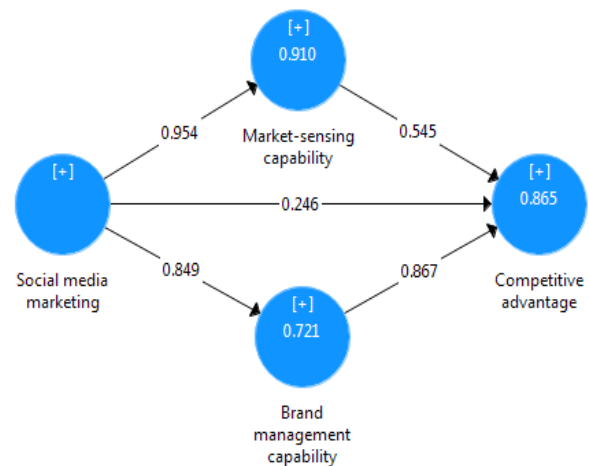


Figure 4: Evaluation of shaper measurement models

5- Conclusions and suggestions

Today, the main focus of modern marketing thought and practice, instead of searching for the customer for the products produced, is to provide satisfaction and value creation for the customer to be attracted to the product or service to be provided and loyal to it. Because social media has a high capacity to

attract a large number of people, in a limited area, it is a good platform for creating value in the eyes of the customer and can be used to apply marketing techniques.

According to the results of path coefficient and t-statistic, all research hypotheses were confirmed, and the results showed that social media marketing has a positive and significant effect on market measurement and brand management. The results of this study confirm the positive and significant effect of social media marketing on competitive advantage. The results also show that market capability and brand management capability have a positive and significant effect on competitive advantage and also the results show that social media marketing has a positive and significant effect on competitive advantage with the mediating role of market capability and brand management capability. .

These results indicate that the use of social media tools has accelerated and facilitated the various stages of marketing research on consumer buying behavior; In such a way that social media in the role of one of the latest achievements of technology and new approach in marketing has been able to have fast and reciprocal effects on users of these networks and thus affect the attraction and intention to buy these users.

In general, using extensive studies conducted in this field, it is concluded that the use of social media has significant effects on various parts of modern marketing and plays a vital role in marketing and building brand loyalty and relationships. They play with consumers and thus affect consumer satisfaction and ultimately improve the company's competitive advantage; Therefore, it is suggested that managers and marketers of companies, by learning the full skills of new marketing methods in social media, such as creating word-of-mouth electronic advertisements,

encourage users to share their products, services, and brand products on social media. ; This is because it has a profound effect on people's opinions and purchasing decisions and, consequently, their loyalty. It is also suggested that company managers consider social media as a new media and an important part of their marketing mix in order to use social media efficiently and effectively and achieve the desired results. This helps managers to achieve their goals more and accelerates the process of achieving goals.

In line with the research results, the following practical suggestions are provided to improve the use of social media marketing in order to improve competitive advantage with the mediating role of dynamic marketing capabilities:

- Companies can attract their cooperation and support by identifying opinion leaders or influencers on social media. Therefore, the high number of followers of these influencers causes the introduction of a brand or a brand page on social media by these people, leads to the identification of the brand on social media and recommend it to others. Because in this space, the power of online recommendation advertising should not be ignored.
- Creating attractive and entertaining content related to products and services, appropriate content, introducing new products on brand social media and updating and activating brand-related pages on social media are among the actions that can improve the brand image and Customer satisfaction is formed from the relationship and consequently affects the competitive advantage.
- The presence of the brand in various social media platforms is another measure that includes the interaction of social media marketing activities, because today, due to the breadth and variety of

media and the various capabilities of each of them, the presence of the brand. In different platforms, it increases the chances of gaining new customers and creates various ways with existing customers, which in turn affects the level of customer awareness of the brand and the company's competitive advantage, and the relationship formed on this brand affects the brand. Finally, it also brings with it positive customer behaviors and responses.

- Paying attention to the customization of services in brand social media is another factor that has a significant effect on the brand's competitive advantage. This both increases the effectiveness of brand activities on social media and also affects the consumer's attitude towards the brand and his feelings, followed by consumer behaviors, and in the existing space as a brand strength in It is considered digital space.

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