OLGIERD WITCZAK

University of Economics in Katowice

olgierd.witczak@uekat.pl

ORCID ID: orcid.org/0000-0001-6371-0833

SARA NARIMANFAR

Islamic Azad University, Iran

sara.narimanfar@gmail.com

ORCID ID: orcid.org/0000-0001-6371-0833

DYNAMIC MARKETING CAPABILITIES IN CUSTOMER SERVICE ON SOCIAL NETWORKING SITES

Summary

The paper identifies and presents the marketing practices, and routines as an exemplification of the marketing dynamic capabilities (DMC) implemented on social networking sites (SNS) aimed at increasing the level of customer service quality. The background of the presented outcomes is the marketing literature review and exploratory and descriptive case studies of Microsoft, Sephora and Netflix. Dynamic marketing capabilities were identified and described in the areas of involvement of crowds in problem-solving; 360 degrees/full service, permanent customer service enhancement; customers' comfort enhancement via asynchronous conversation experience; valuable content delivery free of charge and fulfilling customer expectations.

KEYWORDS: *dynamic marketing capabilities (DMC), customer service, social networking sites (SNS)*

INTRODUCTION

The growing level of the economy servicisation (Fforde, 2018, pp. 550-568; Maheepala et al., 2015) and anchoring of the service-dominant logic (Lusch, Vargo, 2014, pp. 424-438) in marketing practice are the leading determinants of the need to improve customer service processes. The level of customer service affects the effectiveness and efficiency of marketing activities as well. The emergence of customers on the market from the so-called Generation Z (digital natives, people born in 1995-2010) (Buszko, Krupa, 2018, p. 54) has imposed new challenges, including the need to virtualize customer service processes.

Meeting Generation Z customers' growing expectations requires companies to use various marketing instruments and communication channels adapted to the current market conditions, including the popularity of social networking sites (SNS). Increasing the effectiveness of a business or creating the image of a modern company is dependent on the company's potential to virtualize customer service based on modern Information and Communications Technology (ICT) solutions, i.e., electronic and mobile communication. Expanding the functionality of social networking sites follows the civilization changes of society, especially in the area of everyday use of mobile devices and Internet solutions. Digitization of service processes and the popularity of remote communication channels occur at the expense of the marginalization of traditional service processes. The transfer of service processes to electronic channels results from purely Machiavellian premises manifested in optimising business processes and achieving cost-effectiveness benefits. Customer service on social networking sites is generally cheaper than in traditional channels, i.e. more profitable and at the same time more convenient with a more significant potential to create additional value for the customer.

Using the SNS potential to improve the quality of customer service poses new challenges for the company's marketing activities. The dynamics of the evolution of Internet channels require the supply and implementation of new knowledge, competencies and skills to create new routines to improve customer service quality. Hence, SNS platforms seem to be predestined for research and exemplifications for the company's dynamic capabilities and the theory of dynamic marketing capabilities.

The article's purpose is to identify and present the marketing practices and routines implemented on social networking sites aimed at increasing the level of customer service quality. The article is prepared based on a review of the literature on the subjects of dynamic marketing capabilities, and a diagnosis of the potential of social networking sites in customer service. In the search for theory exemplification, exploratory and descriptive case studies were employed, and that was aimed to examine the level of social networking site usage by enterprises/brands for customer service to find practical examples of routines which could be assigned as dynamic marketing capabilities.

The first part of the article presents the concept of dynamic marketing capabilities in terms of increasing the level of customer service, i.e., the company's ability to acquire and reconfigure the organization's resources to create effective maintenance practices and routines. The next part shows the potential of social networking sites (SNS) to provide high-quality customer service. The last part of the article presents a case study of Microsoft, Sephora and Netflix which use social networking sites for customer service. The summary includes a description of identified routines and good practices aimed at increasing the level of customer service quality on social networking sites.

Dynamic marketing capabilities

The organization's dynamic capabilities concept is grounded on the resource-based strategic management theory and is commonly treated as an extension of the theory. In the current academic literature and studies, dynamic capabilities are exemplified particularly in networking activities, new product development, manufacturing, supply chain and marketing – as a dynamic marketing capability (Mitręga, 2020, pp. 193-194).

Dynamic Marketing Capability (DMC) is a relatively new area of research, and it appeared in journal publications in 2009 (Bruni, Verona 2009, pp. 101-117; Fang, Zou, 2009, pp. 742-761). The literature analysis on the subject shows a small number of publications in this area. The dominant studies include the operationalisation and conceptualisation of constructs to describe dynamic marketing capabilities (predominantly qualitative type of studies) (Mitręga,

2020, p. 195). There are many approaches, and there is no consensus on the theoretical framework of the DMC. Approaches to locating DMC in the area of strategic management prevail, but there are also views pointing to the tactical or even operational dimension of dynamic marketing skills.

The lack of an unambiguous definition of the dynamic capabilities of an organization in management science is the source of the emerging differences of views. Dynamic capabilities are the transfiguration and reconfiguration of the organization's resources, leading to the shaping of routines and practices that enable quick and effective adaptation of the organization to the changing environment and internal organizational conditions to obtain a permanent competitive advantage (Konwar et al., 2017, p. 674).

Routines and practices are systematic actions that react members of the organization to change. Such an approach to defining the dynamic capabilities of an organization leads to the interpenetration of the strategic dimension (long-term orientation of the organization towards acceptance of environmental changes) with the operational dimension (permanent search for stimuli to shape and reconfigure organizational routines/practices). Hence, dynamic marketing capabilities seem to have a tactical and operational dimension due to the inherent feature of marketing activity, which is the need to monitor changes in the organization's environment to achieve the set goals. A permanent supply of information and data from the environment is an incentive to modify routines/practices used by organizations and reconfiguration of resources. A characteristic feature of dynamic marketing capabilities is the orientation towards the improvement of practices/routines and immediate replication due to the risk of losing the organization's competitive advantage. The constant search for new information and data, orientation towards acquiring and possessing scarce resources and abilities, and their new combinations enable the organisations to quickly adapt to the changing environmental conditions (Mitrega, Pfajfar, 2015, pp. 199-201).

Taking into consideration the above considerations the dynamic marketing capabilities can be defined as a set of learned, repetitive practices aimed at the systematic creation, evaluation and reconfiguration of the resources and capabilities of an organisation to create routines that enable adjusting

marketing activities to changing market conditions aimed at gaining a competitive advantage (Witczak, 2018, pp. 320-323).

The benefits of the company's orientation towards shaping dynamic marketing capabilities include financial results of the organisation, sales results, competitive advantage (cost and differentiation), product and process innovations, radical innovations, internationalisation, the pace of strategic change (Mitręga, 2016, p. 319) as well constant customer service quality improvements.

Customer service

Customer service is a set of activities undertaken in all spheres of the company's activity aimed at the delivery of products or services carried out in a manner deemed by the customer as entirely satisfactory and enabling the company to achieve its goals (Christopher, 1998, p. 40).

The service process is conditioned by the specificity of the participating entities (reported expectations and requirements). This is reflected in the literature on the subject in the definitions of customer service, in which the term "appropriate" often appears, referring directly to the diverse preferences and requirements of each customer. The critical entity from the service perspective is the customer. The level of customer satisfaction depends on the quality of service at each stage of the process of delivering products or services. Employees of the company and often a large group of intermediaries participate in the process, e.g., retailers, couriers and at all stages of the service provision: before the transaction, during and after the transaction (see Table 1).

The level of satisfaction with the offered products and services is increasingly influenced by the quality of customer service. Therefore, there is a problem with adjusting the quality of the service offered to the expectations of various customer groups (see Table 2).

Table 1. Stages of customer service

BEFORE TRANSACTION	DURING TRANSACTION	AFTER TRANSACTION
1. Written mission and customer service policy	1. Product availability	1. Warranties
2. Popularization of the company's mission and policy among customers.	2. Order fulfillment time	2. Complaint procedures
3. Objectives of the service (in writing)	3. Scope of service	3. Repairs and compensation
4. Processes supporting goals – system flexibility	4. Correct product	4. Quality control
5. People and structures to support service goals	5. Support services	5. Service diagram to correct errors.
6. Technical background	6. Environment (mood)	6. Dispelling fears after the purchase
7. Providing the client with good quality of services provided – service standards	7. Settlements	7. Cross-selling
8. Information on the use	8. Order fulfillment rate	8. Direct Marketing
	9. Flow of information on procurement	9. Clubs of „regular customers"
		10. Promotional offer at times of reduced demand

Source: A. Payne, *Marketing usług*, PWE, Warszawa 1996, p. 218.

The list of data in table 1 and 2 shows the range of challenges facing businesses today. Significant generational differences determine the formation of completely different expectations of customer groups with regard to the service process. There is a clear difference between the expectations of the X and Z generations. Therefore, the key challenge is to provide customers expected quality of service, to meet the appropriate level of their requirements (Kolman, 2009, p. 13).

Table 2. Differences among the generation X, Y, Z

Specification	Generation X	Generation Y	Generation Z
Year of birth	1965-1980	1980-2000	after 1990
A place for establishing interpersonal contacts and social ties	real-world, direct contacts	balancing between the real and virtual world	virtual world, contacts in media and social networks
Mobility of residence and job search	low	medium / high	high
Noticing cultural differences and national identity	high	medium/low	low / McDonaldization of society (homogenization of cultures due to globalization)
Willingness to use media and social networking sites	low/medium	medium/ high	high
Willingness to use the Internet and smartphones	medium	high	high
The importance of traditional customer service	high	medium/ high	low
Tendency to take risks	low	medium	high
Loyalty to the company / brand	high	medium	low
Cost of acquiring a client	high	high/medium	low

Source: own study based on R. Waśko, Wybrane aspekty różnicujące pokolenie X, Y i Z w kontekście użytkowania nowych technik i Internetu, [in:] Z. Rykl, J. Kinal, Socjologia codzienności jako niebanalności, Stowarzyszenie Naukowe Przestrzeń Społeczna i Środowisko. Rzeszów 2016, pp. 137-141; M. Buszko, D. Krupa, Obsługa osób młodych w kontekście…, op. cit., p. 55.

It is worth paying attention to the quite obvious fact that enterprises will first of all have to take into account the expectations of Generation Z, which is the most promising group of customers. The aging of society, the increase in life expectancy, the negative birth rate, and the decrease in fertility rate increase the share of generation X people, including the economically inactive, among clients of certain enterprises (e.g. financial, insurance). Representatives of the X generation achieve stable income but have limited creditworthiness and a low inclination to use innovation and remote service (Buszko, Krupa, 2018, p. 56). Hence, the design of customer service processes will have to be adapted

to the norms, values and patterns of behaviour manifested in the lifestyle of Generation Z. Every year, data shows that the amount of time devoted to Internet use is increasing among Gen Z representatives. Young people spend the most time-consuming on media and social networking sites (more than 147 minutes a day) (Digital 2022: global overview report, WWW). Media and social networking sites (SNS) meet many consumer needs, including information, identity formation, identity expression, social integration and interaction, entertainment, co-creation, and content sharing (Witczak, 2016, pp. 199-201). Therefore, among others, the level of interest in social networking sites in terms of their use in the customer service process is growing. The increased narcissistic tendencies of generation Z are observed which shape their expectations of customer service (Aytaç, Akın, 2021, pp. 369-381).

Social networking sites as a platform for customer service

A social networking site (SNS) is a website/application that allows to create a virtual profile based on the data provided by the user. As part of the created profile, the user exchanges information and builds relationships with other users of the social networking site. The functioning of the social networking site is based on building and developing a community of users who share values, interests and activities. There are two main types of social networking sites: general, open (e.g. Facebook, VKontakte); thematic, closed, covering specific social groups (e.g. LinkedIn, GoldenLine). The owners of social networking sites provide platforms (infrastructure, software) for creating and sharing content consumed by users. Within the framework of the rules established by the regulations in force in a given SNS, users have full control over the content consumed and decide on the manner, frequency and scope of the content consumed by users (Witczak, 2016, p. 296-297).

Social networking sites play an increasingly important role in the communication of the company with customers due to a number of benefits that stimulate the increase in effectiveness and efficiency of communication

activities. From the perspective of the customer service process, the benefits of communication using SNS include (Witczak, 2016, p. 299):

- high level of acceptance of the medium by the user: communication takes place in a medium that the recipient often and actively uses,
- high level of message usefulness,
- personalized message,
- easy-to-understand context: the recipient defined the context when creating the content (complaint, complaint), therefore the feedback from the company is easy to understand by the recipient;
- the right time: the recipient reads the message at a convenient time – when using SNS, which consumers usually use in their free time.

Shaping high-quality customer service, customer requirements and the perception of the service or product received are of key importance. Customer requirements regarding the level of service are not constant and depend on many factors, including (Czubała et al., 2006, pp. 116-117):

- product/service prices: the higher the price, the more exorbitant expectations;
- current customer needs: the level of interest in selected products/services;
- accumulated experiences: differences between an individual client who occasionally uses the offer, and an experienced institutional client;
- the degree of complexity of the service/product: laundry services vs insurance services;
- corporate image: differences in the perception of global and domestic enterprises;
- information obtained from friends: opinion about the enterprise among family and friends;
- the level of standardization of the services provided in the industry: the greater the similarity of the offered products/services, the easier the comparison of services by the client and the lower the company's ability to stand out on the market.

Service quality is an element that is difficult to measure. This is due to the fact that the concept of quality is classified as an abstract concept. Moreover, in metrology, measuring is understood as comparing two standard quantities (expressed in measurement units), one of which is the standard of measurement. There is no single, universally recognized physical quantity that would universally define quality, and thus make it possible to measure it. Quality is measured by a list of well-matched qualities that can be unequivocally measured. In the case of non-measurable factors, their impact is directly determined by indirect measurement by measuring the effects of the manifestations of a given factor. And if some features cannot be determined with measurable quantities, either directly or indirectly, then it is available to assess the condition of such features. Unfortunately, then an undesirable subjective factor is introduced into the analysis (Kolman, 2009, p. 13).

Customer service issues encounter many managerial difficulties mainly resulting from the ability to manage all the factors determining the quality of service. Most of the factors influencing the perception of customer service quality are subjective and lie outside the corporate management sphere. Nevertheless, the company should ensure that all processes are carried out in accordance with the quality policy (developed standards). The result will be an increase in the efficiency of customer service on social networking sites platforms, and in the long term, it will be reflected in the high position of the company on the market – especially among Generation Z representatives, constituting the basis for its success.

Case study on social networking sites in customer service

This part of the article presents case studies of companies/brands using social networking sites for customer service to identify routines and good practices in increasing the level of customer service on social networking sites as an area of DMC exemplification.

A case study is a popular method among qualitative researchers (Thomas, 2011, pp. 511-521), especially with the emergence of new theories like dynamic

marketing capabilities, in fact, it is. Initially, case studies have been used in library and information research to suggest various types of findings. However, the application of this method to systematically develop a comprehensive model describing patterns of behaviour was first carried out in the study of online searching styles (Fidel, 1984, pp. 273-288).

A case study refers to a detailed analysis of an individual case supposing that one can properly acquire knowledge of the phenomenon from an intensive exploration of a single case (Becker, 1970, p. 143). Three case study categories could be distinguished (Yin, 1984, p. 243), namely exploratory, descriptive and explanatory case studies.

Exploratory case studies are set to explore any phenomenon in the data which serves as a point of interest to the researcher as it is the exemplification of DMC in practice through analyses of three companies' customer servicing activities regarding their social networking. An exploratory case study involves researching a specific topic (DMC) to the point where thorough, detailed, and complete understanding occurs. Also, this is an illustrative/descriptive case study which depicts one or more circumstances of an event to explain the situation/phenomenon.

Parallel–diversified companies for different sectors were chosen for the case study to examine customer service in SNS and search for new routines and capabilities. Microsoft is a technology company, Netflix is a streaming service and production company, and Sephora is a retail company. The data is constructed from the LinkedIn and Facebook SNS's platforms accounts of the brands. Microsoft, Netflix, and Sephora are among the most popular social networking sites platforms, and they are well-known for real-time customer service. So these companies are chosen because the assumption was set that among those companies the probability of dynamic marketing capabilities is highly probable.

The customer service team of Microsoft offers the following support channels: live chat, social media support, forum support, and self-service support. The Microsoft Customer Experience Centre is the foundation of Microsoft's social strategy, sifting through social chatter to identify opportunities to engage with customers in compelling and authentic ways.

Netflix established a well-reputed image worldwide and increased its customer base day by day. When it comes to competition, the brand has devised various digital marketing activities and has gained wide popularity on digital media platforms. Netflix has a very coherent strategy aimed at entertaining fans, and this helps the company to send a very clear and targeted message all over the social media platforms.

Also, Sephora's current marketing is focused on blending online and in-store experiences and promoting brand engagement via social, mobile, and web platforms. Sephora is the market leader and one of the biggest retailers in the competitive cosmetics market, so there is a high probability of finding DMC routines.

Microsoft

Microsoft is an American multinational computer technology corporation whose history started on 4th April 1975. Microsoft has become the biggest software company formed by Harvard College dro pout Bill Gates and Paul Allen. It is also one of the most valuable companies worldwide that produces computer software, consumer electronics, personal computers, and related services. Its best-known software products are the Microsoft Windows line of operating systems, the Microsoft Office suite, and the Internet Explorer and Edge web browsers. Microsoft is classified as the main multinational company in the technological field (Nadella, 2021, WWW).

Microsoft's various customer segments require differing levels of communication with the company itself. Its software and hardware products are largely self-service and do not require significant personal interaction with sales and marketing representatives. However, the provision of enterprise productivity services requires a greater degree of personal assistance to properly fulfill each client's individual needs. Similarly, direct collaboration with Microsoft representatives is necessary for providing consulting and support solutions services. Microsoft also interacts directly with its customers via social networking profiles on Facebook.

Microsoft's target audience age group range from 16 and older and from both urban and rural areas around the world. They also target young crowds that are usually students, employees, and professionals and are loyal to the brand (Generation Z representants). The company targets more than one customer segment simultaneously with different product and service packages (https://www.microsoft.com/investor/reports/ar21/index.html).

According to Statista, Microsoft Windows is the dominating desktop operating system (OS) worldwide as of December 2021, with a share of just under 74 per cent (https://www.statista.com/statistics/218089/global-market-share-of-windows). Microsoft Corporation's (MSFT) primary competitors include some of the most prominent technology companies in the industry. The list includes well-known brands such as Apple, Google, SAP, IBM and Oracle, among others. Because Microsoft is a diversified corporation that offers many types of products and services, the company faces stiff competition in several key areas of the technology sector.

Microsoft also runs a few social accounts on LinkedIn, Instagram, Twitter, Facebook, YouTube, Blogs, and News. In this study, Facebook and LinkedIn platforms were examined, as one of the most popular SNS platforms.

Microsoft holds some online events on Linkedin, such as webinars, conferences, Career Chat, and online courses that include facilities such as Q&A and Notebook. Customers looking for specific information on Microsoft Office need not wade through the overall WWW Company Page updates. They can simply join the Office Showcase Page on Linkedin, which shares more personalized communications for professionals interested in updates around products.

Microsoft's Facebook Page serves as an example for all tech companies who want to adopt a customer-centric marketing approach. Customers aren't especially concerned with how the products work – they care about how the products will enhance their lives. Microsoft delivers high-value content via Facebook every day with a blend of vibrant visuals, entertaining content, and informative how-to guides. There are also different public groups, such as Excel and Office, where people can share their experience with Microsoft, ask questions, and find co-workers for their projects.

On November 1, 2016, Microsoft released Microsoft Dynamics 365, a product line of enterprise resource planning (ERP) and customer relationship

management (CRM) intelligent business applications. Then in 2019, Dynamics 365 Customer Service added Facebook Messenger capabilities so service teams can connect with customers using Facebook Messenger (Amstrup, 2019, WWW). Facebook Messenger gives users an asynchronous conversation experience, meaning a customer can send your business a message and then close the conversation and return to it at a later convenient point. By including Facebook Messenger in the digital messaging offer, customers can contact support organizations via their channel of choice while simultaneously arming agents with a true 360-degree view of the customer journey and the tools needed to deliver a consistent, quick resolution across all channels of engagement.

As a digital channel, the addition of Facebook Messenger further expands and unifies the core capabilities of Omnichannel for Customer Service, a configurable, high-productivity interface that extends the power of Dynamics 365 Customer Service. It provides contextual customer identification, real-time notifications, integrated communications, and agent productivity tools, including knowledgebase integration, search, and case creation.

Netflix

Netflix is an American subscription streaming service and production company. Launched on August 29, 1997, it offers a film and television series library through distribution deals as well as its own productions, known as Netflix Originals. Netflix allows its subscribers to stream its content anywhere, anytime. With streaming video, customers can watch videos wherever they are with no limits on the amount of content they can access. Netflix takes the data that it collected from its users to understand patterns. Then, machine learning algorithms predicts what shows and movies people will want to watch next. This feature saves customers' effort searching and generates more revenue. Viewers can easily switch between hundreds of movies and TV shows across a range of genres. The interface for comparing options and looking at titles and series is simple and easy to use within a single engagement system.

The Netflix platform is designed to please a wide range of subscribers. For this reason, its catalogue covers the most varied titles, able to entertain fans of films, series, documentaries, and shows of all genres, for all ages and preferences. Customer segmentation is both usage and geographical, but only to verify what type of content works best for each audience.

Netflix has a lot of competition in an era when cable networks and over-the-top streaming content providers are striving for more viewers in every manner conceivable. But its main competitors include Amazon Prime Video, HBO Max, Disney Plus, Hulu, and Peacock (https://www.backersofhate.org/netflix-competitors/). One of the main differences between Netflix and its competitors is its massive wealth of original content. From the beginning, it was Netflix's ability to adapt to changing technologies and consumer demands which made it so successful. This ability to adjust has continued in recent years with the success of Netflix's original content and increased focus on providing content around the world.

Netflix's customer relationship is built primarily on the platform itself. First of all, it is user-friendly and, therefore, allows the user to configure it in the way that best suits them. Secondly, it uses an algorithm that suggests content based on what users usually consume. Netflix's user support also allows access via website, email, chat, and telephone. And finally, the company's work with social media is very strong. Netflix uses networks like Instagram, Facebook, and LinkedIn to update the audience about releases and promotions. Plus, the company really "talks" to their users, answering a great part of the comments in their posts.

Netflix has an excellent track record of customer interaction and customer care, and it does it with charisma, wit, and humour. Netflix avoids the typical corporate tone as an entertainment brand and have a team prepared to keep up with its casual voice. Since social media is famous for sharing micro-entertainment stuff such as jokes, memes, etc., their social media engagement strategy is built around it. In order to enhance the effects of communication, Netflix uses the phenomenon of anthropomorphization in order to emphasize certain character traits of film characters, for example by comparing them with the features of an animal whose character receives certain physical features (Tuškej, Podnar, 2018, p. 6). Whenever Netflix responds with something

funny or witty, the audience re-shares it, making the company appeal even more. Netflix also use one interesting, a weird, or funny sentence for the news about movies and series, such as "Some doors can't be closed," which is used for Stranger Things Season 2.

Netflix on Linkedin shares information and news about movies and series. In addition, it shares information and some insights about Netflix's work culture and history. Such as rules for staff to know company more. There are also two tabs on the Linkedin page, "people and life," that include information about employees and how Netflix works. Netflix uses geo-targeting for their Facebook Pages. Splitting the content into the regions helps them offer only the most relevant information to the target audience. The U.S. Facebook Page is a mix of videos, gifs, and occasionally images related to the currently streaming episodes and movies. They often use a dedicated hashtag such as #NowOnNetflix, or hashtags inspired by the movie titles: #TheDoOver or #PeakyBlinders. Netflix answers to their Facebook Fans (the U.S. Page) comments regularly as to the engagement.

Sephora

Sephora is a French multinational retailer of personal care and beauty products. Featuring nearly 340 brands, along with its own private label, Sephora Collection, Sephora offers beauty products including cosmetics, skincare, body, fragrance, nail colour, beauty tools, body lotions and haircare. The company was founded in Limoges in 1970 and is currently based in Paris. Sephora is owned by luxury conglomerate LVMH as of 1997 (https://www.sephora.com/beauty/about-us).

The Sephora business strategy centres around the customer shopping experience. Their in-store set-up is a digital playground for beauty enthusiasts. Utilizing various mobile technologies, screens, and customer-focused sales tactics, Sephora's takes advantage of new-generation digital technologies such as augmented reality. Store assistants use iPads to showcase the multitude of shades and colour so customers can try them before they buy. Sephora developed the Sephora mobile app, which focuses on providing shoppers

with a mobile experience that is catered to their needs. Armed with this data, Sephora developed the Sephora mobile app, which focuses on providing shoppers with a mobile experience that is catered to their needs. In addition, the app comes with an artificial intelligence (AI) feature called Virtual Artist, which uses facial recognition technology to allow customers to virtually try on makeup products. The app can then either send customers to purchase the products online or tell them where they can be found in a store. In other words, the goal of Sephora's mobile app is to give customers the tools they need to help them feel confident in making a purchase – whether in-store or online – without necessarily needing to speak to a sales representative or research outside sources as they were doing previously.

Sephora strengthens its relationship with its customers. Sephora introduced the Messenger API (application programming interface) into their client communication system. As direct customer advice is very important for a beauty retailer, Sephora wanted to create a central platform to deal with their queries on time and at scale. With the messenger API, Sephora can now manage all these requests directly on the platform and forward them much faster to the relevant employees. Since Sephora can now answer queries directly, customers no longer have to switch communication channels and send emails or call to get help faster. Customers don't have to wait a long time for a response since their inquiries had to be forwarded to the appropriate customer service department. The social platform continues Sephora's push toward experiential retail, found in the new small-format stores, as well as the Beauty TIP (Teach, Inspire, Play) Workshop concept stores, both of which emphasize the idea of a beauty community over a traditional shopping experience by offering beauty classes, consultations, and other services. Also, Sephora holds lots of online events, such as a Live Facebook shopping event with Sephora.

Conclusion

The dynamic development of communication, including SNS, has led to changes in customer service processes. It seems that the main determinant of the changes taking place is the market is the growing role of Generation

Z consumers with a new set of expectations and behaviors towards enterprises (24/7 online responsiveness, communication individualisation, partnership, Internet accessibility via different platforms etc.). The main challenge is the growth of communication channels through which the organization needs to serve customers and the integration of activities – starting and ending customer service in various channels and places (online vs. offline). Hence, the processes of convergence of customer service provision are noticeable, manifested in the flexible transition of the served customer between real and virtual communication channels. It's an area of new dynamic marketing capabilities (DNS) manifestations and exemplifications which retrieved from the case study analyses and presented below:

- 1st DMC: involvement of crowds in problem-solving – Office Showcase Page on Linkedin offers personalized communications for professionals interested in updates around products where users help each other solve particular problems –in such a way Microsoft analyse the problems which arise, identifies natural-born influencer/opinion leaders, can instantly engage into the problem-solving in case of lack of help from the fan page users enhancing the customer service quality;
- 2nd DMC: 360 degrees/full service, permanent customer service enhancement:
    ◊ contextual customer identification, real-time notifications, integrated communications, and agent productivity tools, including knowledgebase integration, search, and case creation – as opposed to the traditional approach to customer service during the office hours help-desk (Microsoft);
    ◊ messenger API: managing all these requests directly on the platform and forward them to the relevant employees and answering queries directly; customers no longer have to switch communication channels and send emails or call to get help faster. Customers don't have to wait a long time for a response since their inquiries have to be forwarded to the appropriate customer service department (Sephora);
- 3rd DMC: customers' comfort enhancement via asynchronous conversation experience (Facebook Messenger) – customers contact support

organizations simultaneously arming agents with a true 360-degree view of the customer journey and delivering a consistent, quick resolution across all channels of engagement (Microsoft, Netflix, Sephora);

- 4th DMC: valuable content delivery free of charge – online events on Linkedin like webinars, conferences, Career Chat, and online courses that include interesting facilities – fast response to the COVID-19 pandemic circumstances (Microsoft);
- 5th DMC: fulfilling customer communication expectations – avoiding the typical corporate tone and keeping up with a casual voice and usage of geo-targeting for Facebook Pages splitting the content into the regions offering the most relevant information to the target audience (Netflix);
- 6th DMC: Augmented Reality for customers service enhancement – Virtual Artist application with facial recognition technology to allow customers to virtually try on makeup products to give customers the tools they need to help feel confident in making a purchase – whether in-store or online (Sephora).

Taking into account the presented concepts of customer services SNS seems to be an ideal platform for customer service enhancement delivery and monitoring the quality of the service process. It's vital for new technology-oriented customers of Generation Z whose expectation is that the process of customer service will be naturally embedded in social communication.

It seems necessary to conduct further diagnoses in order to deepen the list of examples of marketing activities which could be assigned to DMC in order to isolate routines and capabilities that could lead to the creation of DMC typology and measurement scales for conducting casual research.

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