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Marketing Analysis of Dynamic Capabilities and Customer Satisfaction in the Housing Industry

Negin Sadat Tavoosi Tabatabaei

[1]Department of Business Administration, Islamic Azad University, South Tehran Branch, Iran

***Corresponding Author:**
Tavoosi.negin@gmail.com

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ABSTRACT

Housing, as one of the most important components influencing economic-social systems, possesses characteristics that are constantly changing and evolving over time. The aim of this study is to analyze the marketing dynamics of activating and supporting dynamic capabilities and customer satisfaction in the construction and housing industry. In this research, to analyze the data obtained from the questionnaire, appropriate statistical software such as SPSS V24 and structural equation modeling software PLS V3 were used. This analysis was carried out in two sections: descriptive and inferential statistics, using linear and multiple regression methods. The research population consists of employees in the construction industry, and Cochran's formula for a finite population was applied, with the total population being 550 people. To calculate the sample size required for the study, Cochran's formula was used with a 95% confidence level, resulting in a sample size of 226 participants. The company, after implementing technological tools that allow closer contact with the customer, can identify their needs and priorities, which is the first step in making decisions that lead to business objectives. This process will ensure that customers feel acknowledged and considered in the decisions executed by the organization .

Keywords: Market analysis, Dynamic capabilities, Competitive advantage, Customer satisfaction, Construction industry

Introduction

Housing, as one of the key issues in a country's economy, is currently experiencing a long-term recession due to the lack of an institutional structure and appropriate policies. The housing sector, as one of the economic sub-sectors, has not been immune to the challenges faced by the macroeconomy and has also experienced a relatively long period of recession. Scientific studies have confirmed the transfer of macroeconomic conditions to the housing sector, showing the correlation between the growth of real variables in the housing sector and the overall economic growth, as well as the impact of monetary policies and liquidity on housing prices. Therefore, the dominance of recessionary conditions in the housing sector is not an unexpected phenomenon [1-3]. The combination of rushed actions and structural flaws has led to significant commitments for the government, and the management of the housing sector has been entrusted to the current policymaker under difficult conditions [4].

With the improvement of living standards and the increasing attention to the qualitative aspects of buildings, construction has undergone significant changes. Local municipalities and engineering systems have worked to ensure that buildings meet real standards in terms of construction, architecture, and utilities, preventing the construction of low-quality buildings. In today's market, having an appropriate mindset regarding branding strategies plays a significant role in the success of an organization. The strategy of developing a brand and expanding consumer choices for different products has become one of the popular ways to achieve growth. Digital transformation offers new ways for organizations to stay in touch with customers and consumers, thereby creating value for them. Customers are active and engaged entities who are aware of their needs and know that alternative products and services exist to fulfill them. Although the success of a company depends on

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various factors, one of the most important is increasing its competitiveness in the market to meet customer satisfaction [5-8].

Digital transformation is a process of business re-engineering to digitize a company. With the advent of new digital technologies, such as artificial intelligence, the Internet of Things, mobile and social internet, blockchain, and big data, companies across almost all industries are adopting various initiatives to explore and leverage the benefits of these technologies. At the same time, with the maturation of digital technologies and their power to influence markets, society is facing rapid and fundamental changes, with increasing customer needs and organizations facing tougher competition due to globalization [9-10].

The emergence of digital innovations has accelerated and is disrupting current business models by providing opportunities for new services. In the construction industry, major trends such as autonomous buildings, connectivity, and sharing of new structures are creating new business models. These issues are also leading to new competitors in the market, gradually transforming the industry. Due to the increase in new entrants to the market, original equipment manufacturers are no longer alone and must adapt their strategies to what the competition offers, creating a customer-centric approach and strongly intervening in the market [11].

Therefore, digital transformation is changing value creation in companies, especially in those where value is produced by physical assets, such as the construction industry. The construction industry is being transformed by digital innovations such as social networks, autonomous building structures, connectivity, and big data, pushing companies to adapt their business models to align with technology, advancements, and their impacts. This transformation is exemplified through new sharing platforms for structures or remote services [12-15].

A dynamic capability is a learned and sustainable pattern of collective activity through which an organization can continuously modify its operating procedures to increase efficiency and effectiveness. Dynamic capabilities consist of identifying, leveraging, and transforming fundamental elements. With dynamic capabilities, a company can seize business opportunities, respond to threats, and uncover new opportunities, thereby maintaining its competitiveness in the market. In previous studies, dynamic capabilities were categorized into three categories:

1. **Sensing Capability** refers to the ability to detect the environment and understand customer needs in comparison to competitors, as well as the ability to identify and shape opportunities and threats, and utilize these opportunities through the reconfiguration of both tangible and intangible organizational assets. By identifying potential cooperating customers — the main users of companies in the construction industry — a sensing capability is created, as interaction with customers in the new building sector provides a better understanding of their needs.

2. **Seizing Capability** refers to the activities related to addressing identified opportunities and threats, in which significant investments are made to handle new opportunities and threats that emerge during sensing. Particularly, empirical findings suggest that this can be achieved through offering new products and services and making incremental changes to existing business models. Construction companies gather and imitate external information, storing it as the company's knowledge base to improve processes and products.

3. **Innovation Capability** refers to the ability to reconfigure organizational assets so that the company does not remain static and passive when facing future changes. The success and achievement of products in the construction industry are measured by the number of units sold per day or per store. Additionally, defining and measuring the number of units sold per store/day allows the identification of product business success. Furthermore, companies in this industry typically produce a limited number of product units based on defined needs.

Some previous studies have analyzed the impact of dynamic capabilities on customer satisfaction, but in different industries and not specifically in the construction industry. A review of the literature aimed at identifying dynamic capabilities and the indicators used to measure them in the construction sector was conducted. The search terms included: "digital transformation and dynamic capabilities," "digital transformation and the construction sector," and "dynamic capabilities and the construction sector." The most important databases used were ABI Research, Econlit, Academic Search Premier, Google Scholar, Springer, and Science Direct, covering the period from 2001 to 2020.

The construction industry is continuously impacted by the supply of new technologies, making it essential for companies to adapt themselves to the rapid pace of growth. Thus, it is necessary to focus on the dynamic capabilities that these companies possess, which go beyond their core competencies to continuously monitor changes in the environment and ensure the sustainability of the industry in the market.

One of the most important outcomes of establishing dynamic capabilities is the creation, reconstruction, and nurturing of capabilities that allow a company to constantly update itself based on market changes. The model of direct customer engagement in the construction industry enables companies to increase the likelihood that products offered under their own brands will be more appealing than those from established leading brands. Furthermore, this also helps customers perceive them differently, achieving positive acceptance:

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"If you listen to your customers, successful innovation becomes easier and less risky; success is based on knowing how to communicate."

Customer satisfaction, the success of digital transformation, will depend on creating customer value and understanding the need for process improvements rather than just automating them. In this regard, customer satisfaction through digital transformation is based on providing them with information about whether the chosen company is doing the right thing to meet their needs and demands. In the construction industry, thanks to the Internet of Things, artificial intelligence, and big data, new maintenance models have been designed, among which predictive maintenance stands out as an innovation for smart production, fault detection, and remaining life evaluation of construction assets. The focus of digital delivery within a construction company must be to interact with customers to improve their experience, whether from the product quality perspective or by enhancing communication. Essentially, companies that can reduce costs, engage customers, and efficiently utilize their assets through the implementation of digital technology will be among the winners of digital disruption. In earlier studies of this group, the observed variables of dynamic capabilities were assigned to indicators derived from the literature review and expert opinions. Furthermore, based on an exploratory quantitative methodology, the correct assignment of indicators to each latent variable or dynamic capability was validated. The research questions focused on determining whether the generation of dynamic capabilities through digital transformation affects customer satisfaction in the construction industry and its components. Therefore, the main goal of this study was to validate whether the dimensions of dynamic capabilities (seizing, sensing, and innovating) can be integrated into a reliable framework for the construction sector and then assess the positive impact of dynamic capabilities on creating organizational value, accompanied by subsequent improvements in customer satisfaction. Three sub-goals were outlined in this article: first, to create a framework of dynamic capabilities integrating the dimensions of seizing, sensing, and innovating; second, to generate a factor with variables of customer satisfaction; and third, to quantify the impact of digital transformation in building dynamic capabilities on customer satisfaction in the construction industry.

The research questions were evaluated using a mixed-methods approach that blends qualitative and quantitative methodologies. For this theoretical model approach, the selection and assignment of dynamic capability indicators were based on literature and validated. Then, a structural equation modeling (SEM) model was built to evaluate the impact of dynamic capabilities on customer satisfaction.

This paper is organized as follows: after this introduction, where the theoretical framework linking digital transformation, dynamic capabilities, and the concepts used for the construction sector is discussed, Section 2 describes the materials and methods, formulation of hypotheses, methodology, information sources, sample, and data collection tools. In Section 3, the results and model validation are presented. Section 4 discusses and concludes based on the validation of the results obtained from this study with the data provided by the literature review.

Research Methodology

Based on the framework presented in Figure 1, where the assignment of observed variables to the dimensions of sensing, leveraging, and innovating is conducted, the following research questions are proposed: Can the dimensions of sensing, leveraging, and innovating be categorized under a construct called "dynamic capabilities"? Do dynamic capabilities positively influence customer satisfaction? Therefore, two measurement models and one structural equation model (SEM) are suggested (Figure 2). The proposed hypotheses are presented through a system of structural equation models in two phases. In the first phase, two reflective models (M1 and M2) are constructed. In the second phase, in Hypothesis 1, a structural equation model is developed to assess the relationships between dynamic capabilities (DynCap) and customer satisfaction (CustSatis). The questionnaire used collected the following variables related to customer satisfaction (Table S2. Overview of satisfaction variables):

- **DT_CONTA:** To what extent has digital transformation enabled us to identify the real needs of customers? Today, traditional marketing methods are insufficient for understanding customer needs. Customer buying and selling behavior has rapidly evolved toward the use of mobile technologies, online shopping, co-creation, and so on, leading to the development of new models for evaluating customer needs.
- **DT_PROA_1:** To what extent has digital transformation enabled us to engage with customers and resolve issues? Digital transformation has focused on transforming the customer experience, relationships, and processes. This collaboration with customers is the foundation of today's innovation, as well as an efficient system that enables successful organizations to become aware of and meet customer needs to improve performance. The success of digital transformation depends on creating customer value and understanding the need for process improvement, rather than merely automating them.
- **DT_PROA_2:** To what extent has digital transformation enabled us to engage directly with customers by gathering data, thereby predicting their needs and offering additional products and services to current customers? Customers are increasingly becoming aware and in contact with brands, which gives them multiple product and service alternatives.

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In addition to liking a product, they must also appreciate how the product is delivered, which requires thinking not only about the product but also the service.

- **DT_PROA_3:** To what extent has digital transformation enabled the reduction of accidents caused by floods and earthquakes?

- **DT_SATISF:** To what extent have sensor installations, predictive models, and machine learning algorithms improved structural strength?

Hypothesis 1: Dynamic capabilities (DynCap) positively influence customer satisfaction (CustSatis) (Figure 2). This hypothesis aims to examine the direct impact of dynamic capabilities on company outcomes, using customer satisfaction as a substitute (proxy) variable. The structural model for the relationship between dynamic capabilities and customer satisfaction is shown in Figure 2.

Research Findings

The referenced survey research included 28 items: 8 socio-economic items (including age, gender, company size, and professional profile), 15 items related to dynamic capabilities, and 5 items related to customer satisfaction. The reliability of the questionnaire was verified through Cronbach's alpha coefficient, where values greater than 0.7 were considered acceptable for confirming internal consistency. The overall questionnaire showed a Cronbach's alpha of 0.93.

In Table 1, the dynamic capabilities questionnaire from a prior study, where 15 dynamic capability variables were categorized under the dimensions of sensing, leveraging, and innovating, is presented. Table 1 shows the high correlation between the three dimensions considered in this analysis. Table 2 provides the statistical description of each indicator, highlighting the heterogeneity of the data and their dispersion. In a previous study [7], the innovation, leveraging, and sensing variables, along with the related SEM model for the three dimensions of dynamic capabilities, are described in detail.

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ustomer satisfaction variables in this study were assessed using a Likert scale. A Likert scale with a scoring range of 1 (not important) to 5 (very important) was used. In this case, the ranges between points on the scale corresponded to the empirical observations of the scale's meaning. A visual scale was presented with each survey question for the interviewee.

Table 3 provides the statistical values for customer satisfaction based on each of the dynamic capabilities being examined.

Based on the results shown in Table 3, the five customer satisfaction variables exhibit high mean values and coefficients of variation greater than 25%. The Cronbach's alpha coefficient was greater than 0.7, and the questionnaire was validated for each of the indicators.

Statistical Analysis

Statistical Analysis

The analysis was performed in two stages. In the first stage, two reflective measurement models (M1 and M2) were used (Figure 2) to evaluate the relationships between the dynamic capabilities (DynCap) and customer satisfaction (CustSatis) constructs and the indices used. For this purpose, internal consistency of each construct was measured (Cronbach's alpha and composite reliability); secondly, convergent validity was assessed through reliability indices and extracted variance; finally, discriminant validity among indicators and latent variables was tested (Fornell-Larcker criterion) and cross-loadings were examined.

The causal relationships between dynamic capabilities (DynCap) and customer satisfaction (CustSatis) were measured in the second stage. To validate Hypothesis 1, a structural equation modeling (SEM) approach was employed (Figure 2). Both models were estimated using the Partial Least Squares (PLS) procedure, based on the SmartPLS3 software, to test the relationships between indicators and latent constructs as well as the structural relationships hypothesized between latent constructs. The criteria for selecting the algorithm were as follows: novelty of the phenomenon, the modeling of it in an emerging stage, and the PLS recommendations for sample size, predictive accuracy, and relatively low requirements for multivariate normality were all met.

Finally, bootstrapping was used to test the statistical significance of various PLS-SEM results such as path coefficients, Cronbach's alpha, HTMT, and R^2 values. In this study, the bootstrapping procedure was repeated until 5000 random samples were generated.

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Models and Hypothesis Testing

The model was estimated in two stages: first, the constructs used; and second, the relationship between dynamic capabilities and customer satisfaction (Figures 1 and 3). All capabilities presented in this model—sensing, leveraging, and innovation—are shown in Figure 1 from the introduction section. Additionally, an overview of quality criteria is provided in Table 1 of the methodology section.

Figures 2 and Tables 4-6 present the reflective and structural models, and test the hypotheses outlined above. The coefficients on the arrows of the model diagram are shown on a standardized scale from -1 to 1. Each construct was validated for its reliability and validity. Statistically significant relationships are indicated with p-values smaller than 0.05. Dynamic capabilities demonstrated a significant positive effect on customer satisfaction (p=0.000).

In summary, the goodness-of-fit for the dynamic capabilities models was satisfactory. The bootstrapping results are shown in Table 7. Confidence intervals help in determining the significance of the relationships under consideration. Given the available data, dynamic capabilities had an impact on customer satisfaction in the construction industry with a 95% confidence interval.Step-by-step results indicated the following statistical indicators:

a) Based on the parameters presented in Table 4, the reliability and validity of the two proposed constructs were acceptable. Convergent validity was determined using the Average Variance Extracted (AVE), which is defined as the average squared loading of the indicators of a construct. According to the Fornell-Larcker criterion, the shared variance for each of the two constructs was higher than the AVE. The obtained values (Table 4) show that the AVE values for customer satisfaction and dynamic capabilities were higher than the required threshold of 0.50 (0.573 for CustSatis and 0.832 for DynCap). Regarding reliability, internal consistency reliability was assessed using Cronbach's alpha and composite reliability. Almost all scales exceeded the threshold of 0.70.

b) Discriminant validity was evaluated using the Fornell-Larcker criterion, which serves as a measure for assessing the selected measurement scales that define latent constructs in our model (Table 5). All correlations shown in Table 5 were higher than those obtained between the observed variables, thus, the indicators for both constructs met the necessary discriminant validity criteria.

In Table 6, the cross-loadings for each indicator around the latent variable are shown. This table compares the cross-loadings of indicators for one latent variable with those of other latent variables. As required, the factor loadings indicate higher values for the respective constructs than for other constructs. Finally, the effect of dynamic capabilities on customer satisfaction was significant: path coefficient of 0.673 and p-value of 0.0000. The goodness-of-fit for the structural equation model was acceptable with an R^2 value of 0.453, and the effect size (f^2) was 0.829. According to Cohen's guidelines, an f^2 value greater than 0.35 is considered large.

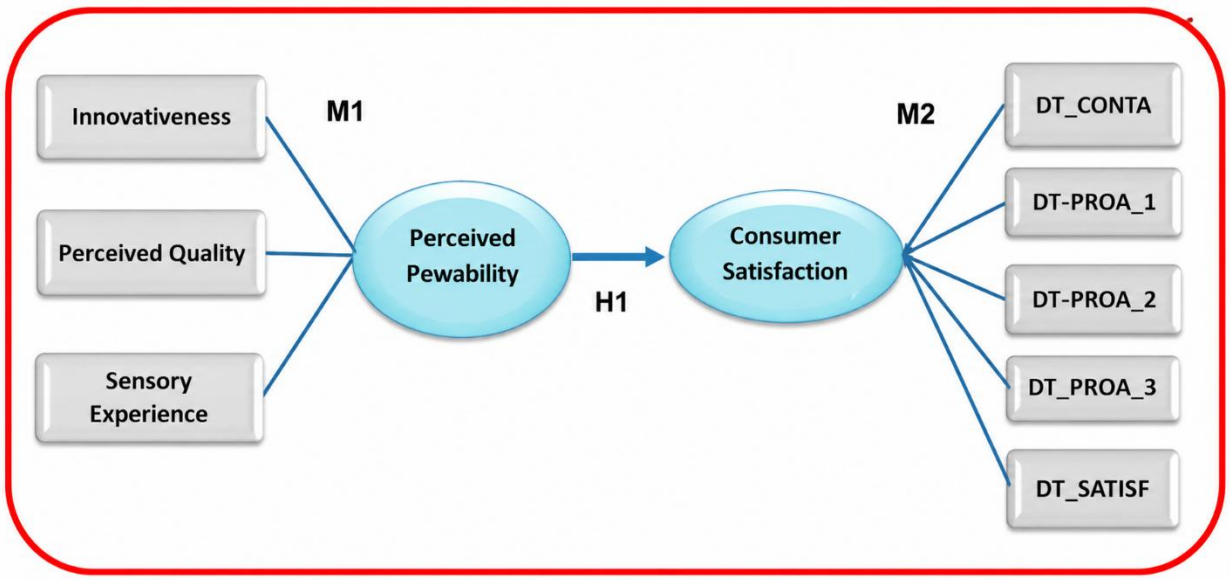

Figure 1. Models and hypotheses in the theoretical model

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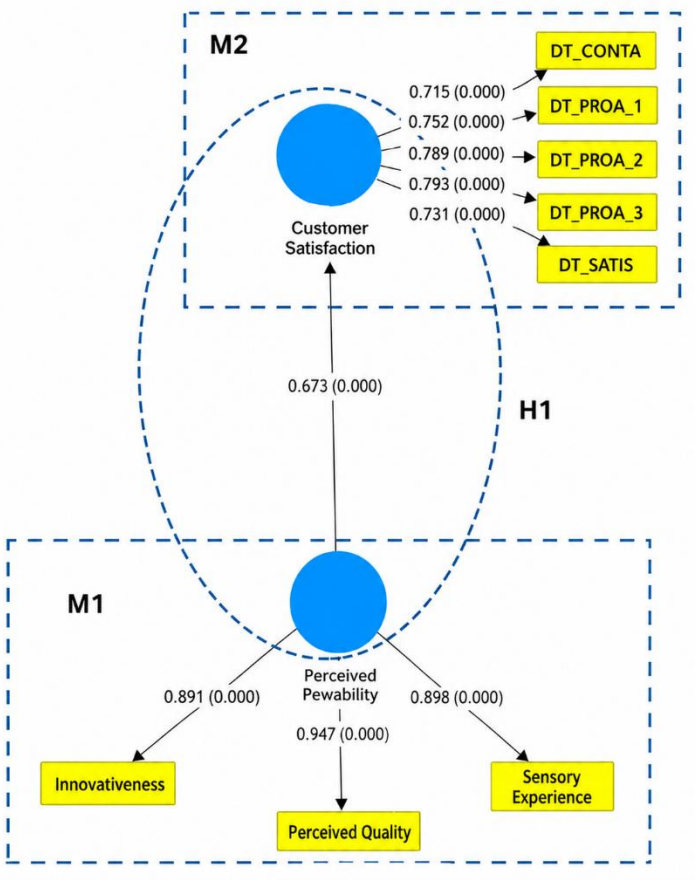

Figure 2. Models and Hypotheses of Dynamic Capabilities on Customer Satisfaction

Table 1. Correlations Among Latent Variables

Correlation (p-value)	Innovation	Leveraging	Sensing
Innovation	-	0.8051 (0.0000)	0.6620 (0.0000)
Leveraging		-	0.7780 (0.0000)

Table 2. Dynamic Capabilities Values for Each Dynamic Variable

Variable	Scores (Median)	Standard Deviation	Min	Max	First Quartile	Third Quartile
Innovation	0.215	0.01214	-2.522	1.966	-0.654	-0.643
Leveraging	0.173	0.01209	-2.932	1.575	-0.814	0.867
Sensing	0.311	0.01209	-2.072	1.526	-0.731	0.946

Table 3. Customer Satisfaction Values for Each Variable

Observed Varible	Mean Scores	Standard Deviation (Coefficient of Variation %)
DT_CONTA	4.048	1.058 (14.26%)
DT_PROA_1	3.858	1.117 (28.95%)
DT_PROA_2	3.405	1.432 (42.07%)
DT_PROA_3	3.786	1.423 (37.60%)
DT_SATISF	3.786	1.048 (27.66%)

Table 4. Construct Reliability and Validity

Cronbach's Alpha	Rho_A	Composite Reliabilty	Average Variance Extracted (AVE)
CustSatis	0.814	0.822	0.573
DynCap	0.899	0.906	0.832

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Table 5. Fornell-Larcker Criterion

	CustSatis	DynCap
CustSatis	0.757	
DynCap	0.673	0.912

Table 6. Cross-loadings

	CustSatis	DynCap
DT_CONTA	0.715	0.379
DT_PROA_1	0.753	0.527
DT_PROA_2	0.789	0.492
DT_PROA_3	0.793	0.590
DT_SATIS	0.731	0.520
INNOVATION	0.549	0.891
SEIZING	0.650	0.947
SENSING	0.637	0.898

Table 7.Bootstrapping Final Results

Sample	Standard Deviation	T-Statistic	p-value	Confidence Intervals
DT_CONTA <- CustSatis	0.695	5.588	0.0000	[0.376, 0.869]
DT_PROA_1 <- CustSatis	0.748	7.847	0.0000	[0.501, 0.886]
DT_PROA_2 <- CustSatis	0.776	8.997	0.0000	[0.533, 0.897]
DT_PROA_3 <- CustSatis	0.792	10.295	0.0000	[0.537, 0.888]
DT_SATIS <- CustSatis	0.731	7.078	0.0000	[0.436, 0.872]
INNOVATION <- DynCap	0.890	25.940	0.0000	[0.793, 0.937]
SEIZING <- DynCap	0.946	50.598	0.0000	[0.897, 0.973]
SENSING <- DynCap	0.897	22.250	0.0000	[0.789, 0.954]

Conclusion

In this study, we evaluated how digital transformation, through the deployment of dynamic capabilities such as sensing, seizing, and innovating, affects customer satisfaction in the construction industry. The relationships between dynamic capabilities and customer satisfaction are clear and significant from a marketing perspective, as these dynamic capabilities mostly occur within the company, while customer satisfaction happens externally in the market. Therefore, both constructs were related through SEM analysis. The main focus of our study was to examine whether the dynamic capabilities of sensing, seizing, and innovating can be grouped together to create a reliable index. Additionally, dynamic capabilities were analyzed to understand how their deployment might increase customer satisfaction. Hence, the main contribution of this work is a theoretical achievement in creating the construct of dynamic capabilities, such as integrating sensing, seizing, and innovating capabilities, and quantifying the impact of dynamic capabilities through digital transformation on customer satisfaction in the construction sector.

Dynamic Capabilities Construct

Dynamic capabilities allow businesses to develop intangible assets to sustain processes in a stable performance [16]. Several researchers have focused on a dual aspect of dynamic capabilities, on the one hand, identifying dimensions of dynamic capabilities, which are divided into sensing, seizing, and innovating.

This work is novel as it integrates the dimensions of sensing, seizing, and innovating in the construction sector for the first time, which we call dynamic capabilities. Sensing positively influences seizing capabilities. Seizing directly impacts innovating capabilities, as newly identified opportunities are used to create new products and services. Therefore, sensing positively influences innovating, as companies can now understand environmental opportunities and needs and leverage this information to create new products and processes that lead to innovation development [34]. Innovation activities are aimed at ensuring company survival and growth, as a company that provides superior value for competition influences customers' purchase intentions and behavior, ultimately leading to better outcomes, as reflected in the theory. Companies gain valuable information from this context, which allows them to understand their customers' needs and act upon them. This research presents some limitations that need to be considered in future studies. The most noticeable limitation is the difficulty in obtaining a larger sample, as only 42 responses were received out of 142 surveys, which is due to the lack of insight into the study's usefulness and the limited time available for the researcher to reach out to respondents.

It is recommended to expand the sample to increase diversity and heterogeneity.

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This assessment will help formulate strategies to improve market sensing, seizing, and innovation processes, thereby enhancing managerial performance and positioning in this sector.
A future research direction could involve expanding this study to other types of companies to assess the success of selected dimensions within the dynamic capabilities framework.

Customer Satisfaction Construct
The customer satisfaction construct showed a strong relationship with five satisfaction indicators. These results indicate how the market is changing in a two-way direction, where digital transformation has enabled companies to identify customers' real needs, engage with them, and solve their issues. On the one hand, customers are increasingly seeking more information and looking for products tailored to their needs and preferences [5]. On the other hand, the market increases its diversity and offers various options for customers to choose from [4]. Given that the market offers customers diverse options to choose from, they will seek personalized attention, quality, and innovation in products and services [6]. As Stark mentioned [30], companies are able to adapt to customer needs and must offer innovative, high-quality, and environmentally friendly products. Customers know that any company can meet their tastes and preferences, and this is something every company seeking differentiation must understand [7-14]. Companies that listen to and understand customer needs are the ones that master the creation of new products and services [15].
Dynamic capabilities support new strategic designs that enhance the durability and sustainability of the construction sector; the rapidly increasing development of digital technologies is also impactful and brings major changes to all industries [14]. Additionally, the construction sector is transitioning from traditional motors to electrification with a clear focus on sustainability. The emergence of digital innovations is occurring rapidly and intervenes in existing business models, offering new opportunities for services. In this context, the construction sector is pushing trends such as the sharing of new structures, connectivity, and autonomy, creating new business models. Thus, capabilities that create more added value can immediately create a sustainable competitive advantage.
Customer satisfaction through digital transformation has shifted towards (connecting with customers, enhancing their experience, and influencing their purchasing decisions) by providing them with information on whether the selected company is taking appropriate actions to meet their needs [14]. The focus of digital transformation within a construction company should be on customer engagement to enhance their experience, whether in terms of product quality or improving connectivity.
In the construction sector, environmental information is obtained through technological tools such as big data, sales force automation using technological resources like solar phones and tablets to maintain direct contact with customers, social media use, and sensors for disaster resistance and accident prevention.
This study, through its models and hypotheses, focuses on increasing customer knowledge and making processes more efficient, providing quantitative models for them. The digitalization of products and processes transforms value creation so that companies can produce limited combinations of products and services, thereby incorporating customer preferences into joint value creation. Therefore, in companies that gradually embrace digital transformation and maintain close ties with it, existing technological resources such as technical equipment, data storage devices, software, communication networks, etc., are used to provide customer services. Digital technologies create more flexible environments for creating new organizational forms in collaboration with customers. Equipment manufacturers in the construction sector, who possess heterogeneous knowledge of digital technologies and can integrate them within their companies and commercialize this knowledge, are better prepared to face digital transformation.
Companies understand the importance of knowing their customers' needs and the opportunities available to meet them. Once an organization identifies the needs of customers and the opportunities presented by the environment, managers focus on developing skills to seize the identified opportunities and use them in creating new products, processes, businesses, and services.
This assessment will help develop active process improvement strategies to enhance customer satisfaction and evaluate customer needs, thereby improving their managerial performance and achieving better outcomes in this sector.
A future research direction could involve expanding this study to different types of companies to assess customer satisfaction based on their dynamic capabilities.

The Impact of Dynamic Capabilities on Customer Satisfaction
There is a lack of research examining customer satisfaction in the context of digital transformation, and we found a limited number of articles that explore the link between customer satisfaction and dynamic capabilities in the construction industry [128]. However, substantial investments in digital transformation and the acceleration of technology have been made by both global and domestic information technology companies. In this article, Hypothesis 1 was confirmed, showing that dynamic capabilities positively impact customer satisfaction in the construction industry.

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Understanding this quantitative relationship through SEM is highly valuable for companies, as an improvement in dynamic capabilities leads to an increase in customer satisfaction. The selected dynamic capabilities are crucial for promoting creativity, and when they are strong, they enable any company to cope with instability and uncertainty regarding innovation and competition [6]. Therefore, it is important to focus on dynamic capabilities beyond core capabilities, continuously monitoring changes in the environment to ensure the company's sustainability.

Digital transformation brings several benefits to the new construction industry, including: (a) improvements to products tailored to customer needs, (b) developing new offerings with multiple options for customers to choose from, (c) changes in business strategies for selling a product, now focused on customer experience, and (d) personalized attention and quality regarding products and services. One of the biggest advantages that digital transformation offers companies is the increase in customer interaction channels, allowing them to obtain essential information about customer needs, preferences, and experiences.

Customers can access information from any device and in any language through internet access, enabling them to compare product quality, prices, and recommendations from other users and customers. In this regard, customer satisfaction through digital transformation is configured to provide information on whether the selected company has taken the right actions to address their needs

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