

STRATEGIC ADAPTATION IN HOSPITALITY: DYNAMIC CAPABILITIES AND CUSTOMER EXPERIENCE MANAGEMENT IN A TURBULENT ENVIRONMENT

Zofia PRZYMUS

Kozminski University, Warsaw; coercion@kozminski.edu.pl, ORCID: 0000-0003-2450-3932

Purpose: The purpose of this conceptual paper is to explore the integration of dynamic capabilities and customer experience management within the context of hospitality, particularly fine dining, under turbulent environmental conditions. The study synthesizes theoretical approaches combining dynamic managerial, marketing, and innovation capabilities with the principles of the experience economy.

Design/methodology/approach: The paper is based on a systematic and integrative literature review and builds on empirical insights from previous research (Przymus, 2024). It examines how dynamic capabilities enable proactive adaptation, resource reconfiguration, and customer-centered innovation in hospitality organizations.

Findings: The analysis highlights that dynamic managerial, marketing, and innovation capabilities collectively enhance the customer experience through strategic sensing, seizing, and transforming processes. These capabilities allow fine dining restaurants to sustain competitiveness by co-creating value and ensuring resilience during crises.

Research limitations/implications: As a review paper, this study is limited to secondary sources, but it provides a framework for future empirical testing in diverse service contexts.

Practical implications: The findings suggest that hospitality managers should cultivate dynamic capabilities that foster continuous learning, agile marketing, and experiential innovation to strengthen customer loyalty and strategic resilience.

Originality/value: The paper advances understanding of how dynamic capabilities intersect with the experience economy in turbulent hospitality environments, offering an integrative model for strategic adaptation.

Keywords: dynamic capabilities, hospitality, customer experience, experience economy, turbulent environment.

Category of the paper: Conceptual paper.

1. Introduction

The hospitality industry is undergoing a profound transformation, shaped by global turbulence, technological acceleration, and shifting social expectations. Over the past decade, crises such as the COVID-19 pandemic, energy shortages, and inflationary pressures have disrupted tourism and food-service sectors worldwide, forcing organizations to rethink their operating models and sources of value creation. In this volatile environment, the ability to learn, adapt, and renew strategic resources has emerged as the primary determinant of survival and competitiveness. These challenges are particularly visible in the fine-dining segment, where businesses depend on sensory, emotional, and cultural value rather than price efficiency (Przymus, 2024). Fine-dining restaurants exemplify the tension between vulnerability and innovation: while they rely heavily on discretionary spending and social prestige, they also serve as laboratories of creative experimentation and experience design (Mossberg, 2008; Pine, Gilmore, 1999).

Recent research highlights that crises function as both threats and catalysts for innovation in hospitality (Burton, Dickinger, 2025). In times of disruption, leadership and dynamic capabilities become critical micro-foundations of resilience. Burton and Dickinger (2025) show that transformational and participatory leadership styles foster sensing, seizing, and reconfiguring routines that enable innovation even under extreme uncertainty. These findings confirm that innovation is not a by-product of crisis recovery but an integral outcome of firms' capability to learn and transform strategically.

Building on the resource-based view (RBV, Barney, 1991), the dynamic-capabilities framework (Teece, Pisano, Shuen, 1997; Eisenhardt, Martin, 2000) explains how organizations renew their competencies to address environmental turbulence. Dynamic capabilities, understood as the firm's ability to integrate, build, and reconfigure resources, translate into agility, flexibility, and resilience. In hospitality, they materialize through the interplay of three domains: managerial capabilities (cognitive and leadership skills that enable vision and coordination), marketing capabilities (market sensing, customer-experience management, and brand storytelling), and innovation capabilities (service design, technological adoption, and creative experimentation) (Przymus, 2024). Together, these capabilities allow firms to navigate uncertainty by aligning operational excellence with experiential differentiation.

Empirical research further demonstrates how organizational resources enable these adaptive capacities. Chasapi et al. (2024) find that financial and technological capital directly strengthen agility-related dynamic capabilities, specifically market-capitalizing and operational-adjustment agility, while social capital exerts mixed effects. Their study underscores that during crises the quality and composition of resources determine whether firms can develop the dynamic agility needed to survive. Similarly, Ahachmi et al. (2025) analyze gastronomic firms in Morocco and conclude that dynamic capabilities provide the conceptual foundation for

organizational resilience. Sensing opportunities, seizing resources, and reconfiguring competencies from the triad through which restaurants transform exogenous shocks into renewal pathways.

In addition to environmental and structural turbulence, the hospitality sector faces the unprecedented acceleration of digital transformation. Artificial intelligence (AI), machine learning, and big-data analytics have redefined customer interaction and service design. Alam et al. (2025) show that technology readiness and AI adoption enhance value creation, though their effects are moderated by technological turbulence. Dynamic capabilities mediate these processes, initially creating transitional complexity but ultimately enabling sustainable competitive advantage. Digitalization, therefore, not only modernizes operational systems but also extends the scope of experiential value through personalization, predictive service, and operational efficiency. Nevertheless, it raises ethical and managerial questions regarding authenticity, privacy, and the human dimension of service encounters (Kandampully, Zhang, Bilgihan, 2015).

Parallel to technological transformation, sustainability and ethical consumption have become defining imperatives of post-pandemic hospitality. Customers increasingly demand experiences that are environmentally responsible, socially conscious, and culturally authentic (Buhalis, Sinarta, 2019). Fine-dining establishments must reconfigure sourcing, production, and storytelling to align luxury with responsibility. Sustainability-oriented dynamic capabilities, stakeholder integration, continuous learning, and innovation in supply networks, become essential for balancing profitability with legitimacy (Teece, 2018). Recent evidence from Warwick (2025) illustrates how trust-based supplier relationships, local sourcing, and collaborative innovation act as dynamic relational capabilities that underpin resilience and authenticity in the Italian restaurant sector.

From a creative perspective, technology and artistry intersect in the making of culinary experiences. Ramirez (2025), adopting an Actor-Network Theory approach, portrays chefs, machines, and ingredients as co-actors in the co-creation of meaning and sensory innovation. His findings reveal that the technological mediation of creativity, the “machines as artisans” phenomenon, reshapes professional identities in fine dining, expanding the boundaries of the experience economy into the digital realm. This insight aligns with the broader view that the experience economy (Pine, Gilmore, 1999) transforms production into “staged experiences”, where customers become co-participants in emotionally charged, narrative-driven encounters (Hemmington, 2007; Richards, 2021). Fine dining, with its choreographed service and symbolic storytelling, epitomizes this experiential turn.

Taken together, these contemporary studies demonstrate that the hospitality industry’s resilience and competitiveness depend on its ability to orchestrate dynamic capabilities across multiple layers, technological, organizational, and relational, within the experience-driven context of service delivery. Leadership acts as the catalyst linking managerial cognition with innovation and customer experience, while AI, sustainability, and cultural authenticity redefine

the boundaries of strategic adaptation. In this evolving landscape, turbulence becomes not merely an external threat but a creative force that compels organizations to evolve toward agility, empathy, and experiential excellence.

This review paper therefore aims to synthesize current theoretical and empirical insights to explain how dynamic capabilities and the experience-economy logic jointly underpin strategic adaptation in hospitality, particularly in fine dining. Drawing on Przymus (2024), it proposes an integrative conceptual model illustrating how managerial, marketing, and innovation capabilities interact with customer-experience management in turbulent environments. The next section outlines the theoretical foundations of dynamic capabilities, followed by an exploration of the experience economy and its strategic implications. The paper concludes by integrating these perspectives into a holistic framework and identifying future research directions for advancing hospitality management in the era of digital and experiential transformation.

1.1. Methodological Approach

This paper adopts an integrative literature review approach to synthesize research on dynamic capabilities, customer experience management, and the experience economy in hospitality. Integrative reviews are particularly suitable for examining interdisciplinary phenomena because they combine conceptual, theoretical, and empirical contributions originating from different research traditions (Torraco, 2005; Snyder, 2019).

The literature search focused on the key themes underlying the study, including dynamic capabilities, customer experience management, experience economy, hospitality, fine dining, organizational resilience, service innovation, digital transformation, and AI in hospitality. Searches were conducted using major academic databases, including Scopus, Web of Science, ScienceDirect, Emerald Insight, and Google Scholar.

Priority was given to peer-reviewed publications published between 2015 and 2025 in order to capture recent developments related to technological transformation, sustainability, organizational resilience, and post-pandemic adaptation. At the same time, seminal contributions forming the theoretical foundations of the study, such as Teece et al. (1997), Eisenhardt and Martin (2000), Pine and Gilmore (1999), and Teece (2007), were retained due to their enduring conceptual relevance.

The review included studies addressing dynamic capabilities, customer experience, innovation, resilience, organizational learning, and strategic adaptation in hospitality and related service industries. Following an initial screening of abstracts and conclusions, publications demonstrating the strongest theoretical or empirical relevance were selected for detailed analysis and synthesis. Particular attention was devoted to recent studies examining leadership, digital transformation, artificial intelligence, sustainability, and experiential value creation in hospitality environments.

Rather than aiming for exhaustive bibliometric coverage, the review seeks to develop an integrative conceptual understanding of how dynamic managerial, marketing, and innovation capabilities support customer experience management under conditions of environmental turbulence. The resulting framework reflects a theory-building orientation informed by both contemporary literature and previous empirical research conducted by the author (Przymus, 2024).

2. Theoretical foundations. Dynamic Capabilities in Turbulent Environments

The theory of dynamic capabilities (DC) provides a powerful framework for understanding how organizations survive and thrive in environments characterized by volatility and discontinuity. First introduced by Teece, Pisano, and Shuen (1997), the concept was designed to extend the resource-based view (RBV) by explaining how firms renew, integrate, and reconfigure their resource base in response to environmental change. While the RBV emphasizes the possession of valuable, rare, and inimitable resources (Barney, 1991), dynamic capabilities focus on processes of renewal, how organizations learn, adapt, and transform their resources to maintain competitiveness (Eisenhardt, Martin, 2000). In essence, DCs represent the firm's ability to sense opportunities and threats, seize resources and competencies, and transform internal structures to sustain long-term advantage (Teece, 2007).

2.1. Evolution of the Dynamic Capabilities Perspective

Over the past two decades, the dynamic-capabilities framework has evolved from an abstract strategic concept to a measurable, context-specific theory of organizational adaptation. Early scholarship focused on high-technology and manufacturing sectors; however, contemporary studies demonstrate its applicability to services and hospitality, where value is co-created through human interaction, emotion, and experience (Kandampully, Zhang, Bilgihan, 2015). In this context, dynamic capabilities operate not only through technological or process adaptation but also through managerial cognition, learning routines, and leadership behaviors (Helfat, Martin, 2015).

Recent contributions emphasize that dynamic capabilities are multi-level and micro-founded, shaped by individual and organizational factors. Burton and Dickinger (2025) highlight leadership as a critical antecedent of dynamic capabilities in hospitality. Transformational leaders, characterized by vision and emotional intelligence, encourage experimentation, empower employees, and sustain learning environments that foster innovation under crisis. Transactional or authoritarian leadership, in contrast, tends to inhibit sensing and seizing processes. These findings align with the microfoundations perspective, which views

individual knowledge, managerial cognition, and social interaction as the building blocks of organizational adaptation (Felin et al., 2012).

2.2. Dynamic Capabilities as Enablers of Organizational Agility

Hospitality organizations operate within environments marked by technological turbulence, fluctuating demand, and high emotional labor. Chasapi et al. (2024) empirically validate that the development of dynamic capabilities, particularly agility, depends on the effective mobilization of financial, technological, and social capital. Their research shows that technological and financial resources strengthen market-capitalizing agility and operational-adjustment agility, while social capital may have an ambiguous role, enhancing cohesion but occasionally constraining change. This evidence confirms that dynamic capabilities do not emerge automatically from resources but are strategically enacted through learning and managerial orchestration.

In fine dining, agility translates into the ability to anticipate culinary trends, design new experiential formats, and reconfigure supplier and customer relationships quickly. As Ahachmi et al. (2025) note, dynamic capabilities in gastronomy foster organizational resilience, the ability to absorb shocks, maintain core values, and reimagine operations without losing authenticity. Their theoretical model demonstrates that sensing, seizing, and reconfiguring processes underpin resilience by balancing efficiency and creativity. In this sense, resilience can be understood as a manifestation of dynamic capabilities, rather than a separate construct.

2.3. Leadership, Organizational Learning, and Emotional Labor in Hospitality Adaptation

Recent hospitality research increasingly emphasizes that dynamic capabilities are not solely organizational routines but are deeply embedded in human agency, leadership behaviors, managerial cognition, and social interaction (Teece, 2007; Felin et al., 2012; Helfat, Martin, 2015). Recent studies in hospitality further demonstrate that leadership and organizational learning play a critical role in enabling firms to sense, seize, and transform opportunities under turbulent conditions (Burton, Dickinger, 2025). In service-intensive industries such as hospitality, where value is co-created through interpersonal encounters and emotional engagement, these human-centered factors constitute important microfoundations of strategic adaptation (Hemmington, 2007; Lemon, Verhoef, 2016).

Among the various leadership approaches discussed in the literature, transformational leadership appears particularly relevant in turbulent environments. By promoting vision, empowerment, and experimentation, transformational leaders foster organizational learning, innovation, and adaptive resilience (Burton, Dickinger, 2025). Participative leadership further strengthens adaptation by encouraging knowledge sharing, employee involvement, and collaborative problem-solving (Helfat, Martin, 2015; Burton, Dickinger, 2025), while transactional leadership contributes primarily to operational stability, service consistency,

and process control (Bass, 1985; Burton, Dickinger, 2025). The hospitality literature suggests that organizations benefit from balancing these complementary leadership approaches rather than relying exclusively on any single style (Burton, Dickinger, 2025).

The importance of leadership is particularly visible in hospitality organizations, where service quality depends heavily on employee engagement, emotional performance, and customer interaction (Hemmington, 2007; Pine, Gilmore, 1999). Emotional labor, defined as the regulation and expression of emotions during service encounters, represents a critical component of customer experience creation (Hochschild, 1983; Hemmington, 2007). Employees are expected not only to perform technical tasks but also to communicate attentiveness, warmth, and authenticity, all of which influence customer perceptions and experiential value (Lemon, Verhoef, 2016; Przymus, 2024). Consequently, leadership styles affect not only organizational adaptability but also the emotional climate that shapes service outcomes and customer satisfaction (Burton, Dickinger, 2025).

Organizational learning further reinforces dynamic capabilities by enabling firms to continuously acquire, interpret, and apply knowledge derived from customer interactions, market signals, and operational experience (Zollo, Winter, 2002; Teece, 2007). In hospitality settings, learning is often driven by experimentation, feedback integration, and continuous refinement of service concepts (Burton, Dickinger, 2025; Przymus, 2024). Fine-dining restaurants provide a particularly illustrative example, as chefs and service teams constantly reinterpret customer feedback, culinary trends, and changing expectations in order to refine menus, narratives, and service practices (Przymus, 2024). Through these processes, organizations transform tacit and experiential knowledge into organizational capabilities that support long-term adaptation and innovation (Zollo, Winter, 2002; Helfat, Martin, 2015).

Taken together, leadership, organizational learning, and emotional labor transform dynamic capabilities from abstract strategic constructs into everyday organizational practices. By shaping how hospitality organizations generate knowledge, coordinate employees, and deliver emotionally engaging experiences, these microfoundations strengthen both organizational adaptability and experiential value creation in turbulent environments (Teece, 2007; Burton, Dickinger, 2025; Przymus, 2024).

2.4. AI, Digital Transformation, and Experiential Personalization in Hospitality

The accelerating pace of digital transformation has significantly expanded the strategic relevance of dynamic capabilities in hospitality. Technologies such as artificial intelligence (AI), machine learning, predictive analytics, and customer-data platforms are reshaping how organizations sense customer expectations, personalize experiences, and manage operational complexity (Warner, Wäger, 2019; Alam et al., 2025). In turbulent environments, digitalization functions not only as a technological shift but also as a catalyst for organizational agility, learning, and innovation (Teece, 2007; Warner, Wäger, 2019).

Recent studies suggest that AI enhances hospitality firms' ability to create value through advanced sensing and personalization mechanisms. Alam et al. (2025) demonstrate that technology readiness and AI adoption improve responsiveness, service quality, and adaptive decision-making, although these effects are moderated by technological turbulence. Similarly, Chasapi et al. (2024) argue that technological resources and digital capabilities strengthen organizational agility and support more effective responses to environmental uncertainty. Dynamic capabilities therefore play a critical role in translating technological investments into sustainable experiential advantages (Teece, 2007; Alam et al., 2025).

In practice, AI-driven solutions increasingly support both operational efficiency and customer experience management. Predictive analytics enables hospitality organizations to forecast demand fluctuations, optimize staffing and inventory decisions, and anticipate customer preferences (Alam et al., 2025). AI-supported reservation systems can improve service flow and capacity management, while CRM-based recommendation engines facilitate personalized dining experiences and customer engagement (Lemon, Verhoef, 2016; Alam et al., 2025). In fine dining, AI applications may support individualized tasting-menu recommendations, wine-pairing suggestions, and sentiment analysis based on customer feedback and online reviews, thereby strengthening organizational sensing capabilities through the transformation of customer data into actionable experiential insights (Przymus, 2024).

Digital technologies also contribute to experiential storytelling and customer engagement. Social-media analytics, immersive interfaces, and personalized digital communication allow hospitality firms to create experiences that are increasingly aligned with customer identities, preferences, and expectations (Pine, Gilmore, 1999; Lemon, Verhoef, 2016). From the perspective of the experience economy, digital technologies can therefore enhance experiential value by supporting personalization and customer participation in the co-creation of experiences (Pine, Gilmore, 1999).

However, the growing role of technology also creates a tension between efficiency and authenticity. While AI improves personalization and responsiveness, excessive technological mediation may weaken the human warmth, emotional connection, and authenticity that remain central to hospitality experiences (Hemmington, 2007; Pine, Gilmore, 1999; Przymus, 2024). This challenge is particularly visible in fine dining, where customers often seek memorable interpersonal interactions alongside culinary excellence.

Ramirez (2025), drawing on Actor-Network Theory, argues that technology should be viewed not merely as an operational tool but as a co-actor in culinary creativity and experiential value creation. In this perspective, chefs, ingredients, machines, and digital systems collectively participate in the production of sensory experiences, extending the possibilities for innovation and experiential differentiation. Such findings suggest that digital transformation can support rather than replace the human dimensions of hospitality when technology is integrated into broader experiential design processes.

Ultimately, the strategic value of AI depends on an organization's ability to balance technological intelligence with human-centered service design. Digital transformation should therefore be understood as an enabler of experiential adaptation rather than an end in itself (Warner, Wäger, 2019; Alam et al., 2025). By integrating technological innovation with customer experience management, hospitality organizations can strengthen their capacity to sense, seize, and transform opportunities in increasingly turbulent environments (Teece, 2007; Przymus, 2024).

2.5. Dynamic Managerial, Marketing, and Innovation Capabilities in Hospitality

While the dynamic capabilities framework provides a broad explanation of how organizations adapt to changing environments (Teece et al., 1997; Eisenhardt, Martin, 2000; Teece, 2007), hospitality scholars have increasingly emphasized the importance of specific capability domains that support strategic renewal and experiential value creation (Przymus, 2024). In particular, dynamic managerial capabilities, dynamic marketing capabilities, and dynamic innovation capabilities have emerged as complementary mechanisms through which hospitality organizations sense opportunities, respond to customer needs, and develop sustainable competitive advantages (Adner, Helfat, 2003; Helfat, Martin, 2015; Barrales-Molina et al., 2014).

Dynamic managerial capabilities (DMCs) refer to managers' abilities to build, integrate, and reconfigure organizational resources in response to environmental change (Adner, Helfat, 2003; Helfat, Martin, 2015). These capabilities are rooted in managerial cognition, human capital, and social capital, which collectively influence how leaders interpret environmental signals, evaluate strategic opportunities, and orchestrate organizational transformation (Harris, Helfat, 2016; Helfat, Martin, 2015). In hospitality environments characterized by uncertainty and rapidly evolving customer expectations, managerial capabilities play a critical role in balancing operational efficiency with strategic adaptability (Burton, Dickinger, 2025). Effective leaders contribute not only to organizational performance but also to the development of learning-oriented cultures that foster innovation, resilience, and customer-centricity (Zollo, Winter, 2002; Burton, Dickinger, 2025).

Dynamic marketing capabilities (DMktCs) extend this perspective by focusing on an organization's ability to acquire, interpret, and utilize market knowledge in order to create superior customer value (Bruni, Verona, 2009; Fang, Zou, 2009; Barrales-Molina et al., 2014). These capabilities encompass market sensing, customer relationship management, service adaptation, and the continuous evaluation of changing customer expectations (Mitreğa, 2016; Mitreğa, 2018). In hospitality, where value is co-created through interactions between customers and service providers, dynamic marketing capabilities enable organizations to personalize experiences, strengthen customer engagement, and respond proactively to market turbulence (Lemon, Verhoef, 2016; Pine, Gilmore, 1999). Consequently, they represent

an important link between strategic adaptation and customer experience management (Przymus, 2024).

Dynamic innovation capabilities (DICs) complement managerial and marketing capabilities by facilitating the development and implementation of new products, services, processes, and experiential concepts (Cheng, Chen, 2013; Strønen et al., 2017). In hospitality organizations, innovation extends beyond technological improvements and often includes service design, sustainability initiatives, experiential staging, and novel forms of customer engagement (Pine, Gilmore, 1999; Ramirez, 2025). Through innovation capabilities, firms are able to transform market insights, customer feedback, and organizational learning into differentiated value propositions that enhance customer experiences and strengthen competitive positioning (Strønen et al., 2017; Przymus, 2024).

Although these capability domains differ in focus, they are highly interdependent. Dynamic managerial capabilities provide strategic direction and resource orchestration (Adner, Helfat, 2003; Helfat, Martin, 2015), dynamic marketing capabilities facilitate customer and market sensing (Bruni, Verona, 2009; Mitreğa, 2016), while dynamic innovation capabilities enable the creation and implementation of new experiential solutions (Cheng, Chen, 2013; Strønen et al., 2017). Together, they form an integrated capability system that supports organizational agility, resilience, and customer experience management in turbulent hospitality environments (Przymus, 2024; Ahachmi et al., 2025).

From the perspective of the experience economy, the integration of managerial, marketing, and innovation capabilities is particularly significant because memorable experiences require not only operational excellence but also continuous adaptation, customer insight, and creative value creation (Pine, Gilmore, 1999; Lemon, Verhoef, 2016). As a result, these three capability domains provide an important theoretical foundation for understanding how hospitality organizations create, sustain, and renew experiential value under conditions of environmental turbulence (Przymus, 2024).

2.6. Integrating Dynamic Capabilities and Organizational Learning

The literature reviewed so far indicates that dynamic capabilities in the hospitality industry result from the interaction between organizational resources, leadership practices, learning processes, and technological adaptation (i.e., Chasapi et al., 2024; Burton, Dickinger, 2025; Alam et al., 2025). Rather than functioning as isolated mechanisms, sensing, seizing, and transforming capabilities are embedded within broader organizational systems that continuously generate, interpret, and apply knowledge (Teece, 2007; Helfat, Martin, 2015). This perspective aligns with the view that dynamic capabilities develop through iterative learning cycles rather than linear processes (Zollo, Winter, 2002; Eisenhardt, Martin, 2000; Ahachmi et al., 2025).

In hospitality organizations, learning is particularly important because customer expectations, service technologies, and competitive conditions evolve rapidly, requiring continuous adaptation and innovation (Pine, Gilmore, 1999; Lemon, Verhoef, 2016; Burton, Dickinger, 2025). Knowledge is acquired through customer interactions, employee experiences, market observation, and experimentation with new service concepts (Zollo, Winter, 2002; Przymus, 2024). Dynamic capabilities enable organizations not only to react to environmental change but also to proactively shape strategic responses by transforming insights into innovation and experiential value (Teece, 2007; Barrales-Molina et al., 2014; Przymus, 2024).

The contemporary literature further indicates that strategic adaptation increasingly depends on the integration of human, technological, and relational capabilities (Warwick, 2025; Alam et al., 2025; Burton, Dickinger, 2025). Leadership supports organizational learning and capability development (Burton, Dickinger, 2025); digital technologies enhance sensing and personalization (Alam et al., 2025); while relational and sustainability-oriented capabilities strengthen authenticity and resilience (Warwick, 2025; Ahachmi et al., 2025). Together, these elements create the conditions necessary for continuous renewal and long-term competitiveness in hospitality environments characterized by uncertainty and turbulence (Teece, 2007; Chasapi et al., 2024).

To summarize the main points discussed in this section, Table 1 provides a comparative overview of the latest research on dynamic capabilities and experience management in the hospitality industry. The analyzed publications demonstrate how leadership, organizational learning, digital transformation, resilience, and customer experience management collectively shape an organization's ability to adapt and innovate in a changing environment.

The comparative synthesis presented in Table 1 highlights a growing convergence within contemporary hospitality research around several core themes: leadership-driven adaptability, digital transformation, experiential personalization, organizational learning, and resilience. Despite methodological and contextual differences, the reviewed studies consistently demonstrate that dynamic capabilities function as critical enablers of strategic renewal and customer experience innovation in turbulent environments (Burton, Dickinger, 2025; Alam et al., 2025; Ahachmi et al., 2025; Przymus, 2024). At the same time, the literature reveals an increasing shift toward interdisciplinary and relational perspectives, integrating technological, emotional, and sustainability-oriented dimensions of hospitality management into broader frameworks of experiential adaptation (Ramirez, 2025; Warwick, 2025; Burton, Dickinger, 2025).

Table 1.

Comparative Synthesis of Contemporary Studies on Dynamic Capabilities and Experience Management in Hospitality

Study	Research Context	Methodology	Main Findings	Theoretical Contribution
Burton, Dickinger (2025)	Hospitality industry during crisis and post-crisis transformation	Conceptual and qualitative analysis	Transformational and participative leadership styles strengthen innovation and organizational adaptability during turbulence	Identifies leadership as a microfoundation of dynamic capabilities in hospitality
	Innovation-oriented hospitality organizations		Learning-oriented leadership cultures foster strategic flexibility and innovation capability development	Connects organizational learning and leadership with dynamic capability formation
Alam et al. (2025)	AI adoption and technology readiness in hospitality	Empirical quantitative study	AI and technological readiness enhance value creation and experiential personalization, though moderated by technological turbulence	Expands dynamic capabilities into digital transformation and AI-enabled service adaptation
Chasapi et al. (2024)	Hospitality firms facing environmental turbulence	Quantitative empirical analysis	Financial and technological capital strengthen organizational agility, while social capital produces mixed effects	Demonstrates the relationship between organizational resources and agility-related dynamic capabilities
Ahachmi et al. (2025)	Gastronomic enterprises in Morocco	Conceptual and empirical analysis	Sensing, seizing, and transforming capabilities enhance organizational resilience and adaptive capacity	Frames resilience as an outcome of dynamic capabilities in gastronomy
Warwick (2025)	Italian fine-dining restaurants	Qualitative interviews and relational analysis	Supplier trust, local sourcing, and collaboration strengthen authenticity and resilience	Introduces relational dynamic capabilities into hospitality experience management
Ramirez (2025)	Michelin-starred and technologically advanced fine dining	Actor-Network Theory qualitative study	Technology, chefs, and ingredients operate as co-actors in experiential co-creation and culinary innovation	Extends experience-economy theory through technological and multisensory mediation
Przymus (2024)	Polish fine-dining restaurants operating under turbulence	Interpretive qualitative case-study approach	Dynamic managerial, marketing, and innovation capabilities jointly support experiential differentiation and customer service adaptation	Develops an integrative model linking dynamic capabilities and customer experience management in hospitality

Source: personal study based on reviewed literature.

Collectively, these findings support the argument that dynamic capabilities should be viewed not as isolated organizational competencies but as interconnected systems of learning and adaptation. This observation provides the foundation for the next section, which explores how dynamic capabilities interact with the principles of the experience economy and customer experience management to create experiential value and strategic resilience in hospitality organizations.

3. Experience Economy and Customer Experience Management

The concept of the experience economy revolutionized the understanding of value creation in services. Pine and Gilmore (1998, 1999) proposed that economies evolve through successive stages, from commodities to goods, to services, and ultimately to experiences, where organizations “stage” memorable and emotionally engaging encounters for their customers. In this new logic, value lies not in the functional utility of a product or service, but in the subjective meaning created during the interaction between the company, its employees, and its customers. Hospitality, by its very nature, embodies this experiential paradigm: each service encounter offers the potential to transform ordinary consumption into symbolic, affective, and multisensory engagement (Hemmington, 2007; Mossberg, 2008).

3.1. From Service Quality to Experience Staging

In traditional hospitality management, competitive advantage was often associated with tangible attributes such as service reliability, physical environment, and operational efficiency. However, as markets matured, customers began to seek more than satisfaction, they sought immersion, authenticity, and co-creation (Richards, 2021). The fine-dining segment represents the apex of this evolution: meals become curated performances, where storytelling, aesthetics, and sensory design merge into holistic experiences. Chefs and service teams act as “experience choreographers”, shaping emotions and memories through visual, auditory, olfactory, and gustatory cues (Przymus, 2024).

Recent research suggests that experience creation in fine dining extends beyond aesthetics to include ethical, technological, and emotional dimensions. Ramirez (2025), drawing on Actor-Network Theory, demonstrates how chefs, machines, and ingredients collaborate as co-actors in the performance of gastronomy. His analysis of Michelin-starred restaurants shows that creativity and innovation are not isolated acts of genius but outcomes of networked agency, a complex interplay between human and non-human actors. Technology becomes a facilitator of imagination, precision, and storytelling, allowing chefs to translate abstract concepts into sensory narratives. This perspective reaffirms the dynamic nature of customer experience: it is not static but continuously shaped by technological mediation and collective learning.

3.2. Customer Experience as a Strategic Resource

In contemporary service management, customer experience has evolved into a form of strategic capital. The ability to design and manage experiences systematically, through what is now referred to as Customer Experience Management (CEM), is increasingly viewed as a dynamic organizational capability (Kandampully et al., 2015). CEM involves orchestrating all touchpoints across the customer journey to create consistency, emotional resonance, and perceived authenticity. In fine dining, this orchestration integrates menu innovation,

ambiance, staff interactions, and even social media storytelling into a coherent experiential strategy (Przymus, 2024).

Warwick (2025) contributes to this discussion by emphasizing relational and supply-chain dimensions of the experience economy. Her study of Italian restaurant managers shows that trust-based supplier relationships and adaptive sourcing strategies constitute relational dynamic capabilities that underpin customer experience. The authenticity and quality of ingredients, secured through local and sustainable partnerships, directly influence the perceived value of dining experiences. This relational perspective bridges internal and external orientations, suggesting that customer experience management depends not only on front-stage interactions but also on back-stage collaboration and innovation in the value network.

3.3. Experience Design, Technology, and Personalization

The digital transformation of hospitality has expanded the boundaries of experiential design. According to Alam et al. (2025), AI adoption and technological readiness enhance value creation by enabling real-time personalization, predictive service, and data-driven storytelling. Dynamic marketing capabilities, such as sensing customer emotions through feedback analysis or customizing menus using AI-based preference modeling, allow fine-dining restaurants to respond to evolving expectations with precision and agility. However, Alam et al. caution that these advantages are moderated by technological turbulence, which requires constant capability renewal to maintain alignment between technology and service ethos.

Emerging technologies such as augmented reality (AR), immersive projection, and sensory data analytics blur the lines between physical and digital experiences. Ramirez (2025) observes that digital tools not only support operational efficiency but also expand the artistic vocabulary of chefs, who can now choreograph visual and auditory cues alongside flavor and texture. Yet this technological creativity also raises a paradox: how to preserve authentic human connection, the core of hospitality, amid digital mediation. The challenge, therefore, lies in balancing efficiency and empathy, automation and artistry.

3.4. Emotional, Ethical, and Sustainable Dimensions of Experience

Beyond entertainment and personalization, contemporary customers increasingly expect experiences to reflect their values. Sustainability, inclusivity, and ethical transparency have become central to experiential satisfaction (Buhalis, Sinarta, 2019). Guests seek not only pleasure but also moral alignment, a sense that their choices contribute to a greater good. Fine-dining establishments have responded by integrating sustainability-oriented innovation into their storytelling: showcasing local farmers, reducing waste, and designing plant-based tasting menus that communicate environmental responsibility. These initiatives exemplify sustainability-driven dynamic capabilities, organizational processes that enable learning, adaptation, and legitimacy in response to social expectations (Ahachmi et al., 2025).

Furthermore, the emotional labor of hospitality staff plays a decisive role in shaping customer experience. Burton and Dickinger (2025) note that leadership styles influence not only innovation outcomes but also employee engagement and emotional climate. Transformational leaders who foster psychological safety and shared purpose enable staff to deliver authentic, emotionally resonant service performances, an essential microfoundation of experiential value. In fine dining, where service interactions are intensely personalized, emotional intelligence becomes as critical as technical excellence.

3.5. Experience Economy as a Dynamic System

From a theoretical perspective, the experience economy can be viewed as a dynamic system of co-creation, continuously shaped by learning, feedback, and environmental turbulence. Each experience represents an adaptive response to changing cultural, technological, and social contexts. In this sense, experience management is itself a dynamic capability, the organizational ability to design, test, and refine emotional and sensory propositions in alignment with shifting market logics. As Teece (2018) suggests, firms capable of continuous sensing and learning transform volatility into creativity and renewal.

In fine dining, this system manifests through iterative cycles of innovation: chefs and managers sense emerging gastronomic trends, seize creative opportunities by redesigning menus or service concepts, and transform the organization by embedding new knowledge into routines. These feedback loops reinforce strategic agility and experiential authenticity, illustrating how dynamic capabilities and the experience economy are mutually constitutive.

4. Integrating Dynamic Capabilities and the Experience Economy in Hospitality

Integrating the frameworks of dynamic capabilities and the experience economy allows for a holistic understanding of how hospitality organizations adapt strategically in turbulent environments. Both perspectives share an underlying premise: that competitive advantage depends on an organization's ability to continuously renew resources, processes, and meanings in response to shifting environmental and social demands. Dynamic capabilities provide the mechanism of adaptation, through sensing, seizing, and transforming, while the experience economy provides the context and direction of this adaptation, emphasizing value creation through emotion, narrative, and participation (Pine, Gilmore, 1999; Przymus, 2024).

In fine dining, these mechanisms are deeply intertwined. Sensing relates to identifying changes in customer expectations, cultural trends, and technological opportunities. Seizing involves designing and staging experiences that align with these insights. Transforming refers to embedding experiential learning into the organization's routines, ensuring long-term

adaptability and authenticity. When enacted together, these processes form a continuous cycle of experiential renewal, a “strategic choreography” that blends operational agility with emotional intelligence.

4.1. The Sensing–Seizing–Transforming Cycle in Experiential Contexts

Recent empirical studies in hospitality underscore how the sensing–seizing–transforming (SST) cycle operates in experiential settings. Alam et al. (2025) emphasize that digital transformation enhances the sensing capability by allowing organizations to capture real-time data on customer preferences, emotions, and behaviors. Artificial intelligence and big-data analytics expand the scope of market sensing from reactive feedback to predictive insight. Burton and Dickinger (2025) show that leadership plays a pivotal role in seizing, mobilizing resources, empowering teams, and fostering innovation under conditions of uncertainty. Finally, Ahachmi et al. (2025) and Przymus (2024) demonstrate that transforming occurs through organizational learning and the codification of experiential knowledge into routines, which reinforces resilience and authenticity.

In fine dining, this process is evident in how restaurants respond to turbulence: chefs sense shifts toward sustainable gastronomy or minimalist aesthetics, seize these trends through new menu concepts and storytelling, and transform their identity through continuous staff learning and customer feedback integration. The SST model thus captures the recursive relationship between strategic agility and experiential co-creation.

4.2. Interaction of Dynamic Capabilities and Experiential Value

Dynamic capabilities provide the structural foundation that enables the orchestration of experiences. Managerial capabilities foster cognitive flexibility and strategic foresight, allowing leaders to interpret ambiguous market signals. Marketing capabilities connect these insights to customer expectations through storytelling and brand management. Innovation capabilities, finally, transform ideas into tangible experiences through service design, technological application, and aesthetic experimentation (Przymus, 2024; Ramirez, 2025).

These three domains interact in a synergistic way: managerial cognition enables strategic direction, marketing agility aligns customer understanding with brand narrative, and innovation translates strategy into multisensory and emotional form. As shown in recent research (Chasapi et al., 2024; Warwick, 2025), the quality of interaction among these capabilities determines whether experiential innovations are scalable, authentic, and sustainable.

To clarify how these domains operate in hospitality settings and how they translate into experiential outcomes, Table 2 summarizes the key components of managerial, marketing, and innovation capabilities and their specific implications for Customer Experience Management.

Table 2.

Domains of Dynamic Capabilities and Their Relation to Customer Experience Management in Hospitality

Domain of Dynamic Capability	Dynamic Capabilities and Their Relation to Customer Experience Management in Hospitality	
	key components	implications for Customer Experience Management
Managerial	Cognitive flexibility, leadership, emotional intelligence, knowledge integration, team learning	Shapes the organizational culture of hospitality; empowers employees to deliver emotionally engaging, authentic service; fosters learning and innovation during crises (Burton, Dickinger, 2025).
Marketing	Market sensing, storytelling, CRM, data analytics, brand agility	Enables personalized and value-driven experiences; integrates sustainability and ethics into brand narrative; connects digital insights with human interaction (Alam et al., 2025; Warwick, 2025).
Innovation	Service design, process reconfiguration, technological enhancement, creative experimentation	Drives experiential differentiation through multisensory design and technological artistry; allows for rapid adaptation of offerings in response to turbulence (Ramirez, 2025; Przymus, 2024; Ahachmi et al., 2025).

Source: personal study.

The relationships presented in Table 2 demonstrate that dynamic capabilities in hospitality should not be understood as isolated managerial functions but as interconnected mechanisms supporting experiential value creation. Managerial, marketing, and innovation capabilities collectively shape the organization's ability to sense environmental change, personalize customer interactions, and sustain authenticity under turbulent conditions. Their integration enables hospitality firms not only to respond adaptively to crises and technological transformation but also to continuously redesign emotionally engaging and strategically differentiated customer experiences.

4.3. Organizational Agility and Experiential Resilience

The integration of dynamic capabilities and customer-experience management also clarifies the mechanisms of organizational resilience. Agility in hospitality is not only operational but also emotional and symbolic. Organizations must manage uncertainty while preserving the authenticity and intimacy that define hospitality (Montargot et al., 2022). Resilient firms exhibit *experiential continuity*, the ability to maintain their brand identity and emotional resonance even when external conditions change.

Ahachmi et al. (2025) argue that resilience emerges when sensing and seizing are underpinned by cultural intelligence and stakeholder collaboration. Warwick (2025) extends this idea by showing that relational capabilities, trust, communication, and shared purpose, anchor experiential quality during crisis recovery. In this sense, resilience represents the “transform” phase of dynamic capabilities, where organizations integrate learning from turbulence into the ongoing redefinition of the customer experience.

4.4. Conceptual Integration Model

Figure 1 presents the conceptual model integrating dynamic capabilities and the experience economy in turbulent hospitality environments. It conceptualizes the firm as a dynamic system operating at the intersection of three interrelated domains, managerial, marketing, and innovation capabilities, each influencing customer-experience outcomes through the sensing–seizing–transforming mechanism. The outer layer represents environmental turbulence (crises, digitalization, sustainability pressures), which triggers capability activation. The inner core represents customer experience management, encompassing emotional engagement, authenticity, and co-creation.



Figure 1. Integration of Dynamic Capabilities and the Experience Economy in Turbulent Hospitality Environments.

Source: personal study.

The conceptual model presented in Figure 1 illustrates that strategic adaptation in hospitality emerges through the continuous interaction between environmental turbulence, dynamic capabilities, and customer experience management. Rather than functioning as linear processes, sensing, seizing, and transforming operate as recursive and mutually reinforcing mechanisms that connect organizational learning with experiential value creation. The model additionally emphasizes that customer experience is not merely an outcome of adaptation but also a source of feedback and strategic renewal, enabling hospitality organizations to transform uncertainty into innovation, resilience, and long-term experiential differentiation.

5. Integrating Dynamic Capabilities and the Experience Economy in Hospitality

5.1. Discussion

This review demonstrates that dynamic capabilities and the experience economy are not separate theoretical paradigms but mutually reinforcing lenses for understanding strategic adaptation in hospitality. The dynamic-capabilities framework explains *how* organizations renew themselves, while the experience-economy perspective clarifies *why* and *toward what ends* such renewal occurs, namely, to create meaningful, memorable, and value-rich customer experiences. Together, they form an integrated theory of experiential adaptation, where innovation, learning, and emotion converge as sources of competitive advantage.

The synthesis of recent studies (Burton, Dickinger, 2025; Alam et al., 2025; Ahachmi et al., 2025; Chasapi et al., 2024; Warwick, 2025; Ramirez, 2025) indicates that turbulence, whether economic, technological, or environmental, no longer functions merely as a disruptive force but as an accelerator of learning and innovation. Crises expose the rigidity of existing routines but also reveal the organization's latent capacity for experimentation and reinvention. The fine-dining sector, traditionally associated with exclusivity and ritualized service, has evolved into a dynamic ecosystem of sensory innovation, ethical reflection, and digital mediation.

Burton and Dickinger (2025) highlight leadership as the key microfoundation that enables the transformation of turbulence into creative opportunity. Leaders who promote participative culture, experimentation, and trust activate dynamic capabilities across managerial, marketing, and innovation domains. Alam et al. (2025) expand this view to the digital realm, demonstrating how technology readiness and AI adoption enhance value creation by enriching the organization's sensing capacity and decision-making agility. Similarly, Ahachmi et al. (2025) and Chasapi et al. (2024) provide empirical validation that the development of dynamic capabilities is closely linked to resilience and organizational agility, two constructs that underpin long-term competitiveness in hospitality.

These findings support and extend the conceptual model proposed in Section 4. The sensing–seizing–transforming (SST) cycle emerges as a process of continuous experiential renewal: sensing market shifts through technological and emotional intelligence, seizing opportunities by designing innovative service experiences, and transforming the organization through reflective learning. Importantly, this model reframes the customer experience not as a passive outcome but as an *active learning feedback loop*, a mechanism through which organizations collect insights, test hypotheses, and strengthen their adaptive capabilities over time.

Thus, the integration of dynamic capabilities with the experience economy moves beyond theoretical juxtaposition; it proposes an experiential theory of organizational adaptation. In fine dining, this manifests as the ability to translate turbulence into aesthetic, emotional,

and social innovation, balancing heritage with novelty, efficiency with empathy, and digitalization with authenticity.

5.2. Theoretical Implications

From a theoretical standpoint, this paper contributes to the dynamic-capabilities literature in three main ways.

First, it extends Teece's (2007) framework by situating sensing, seizing, and transforming within an experiential logic of value creation. Whereas traditional applications of dynamic capabilities emphasize technological innovation and market performance, this study demonstrates their relevance to emotional, cultural, and aesthetic dimensions of organizational renewal. This integration responds to calls for a broader understanding of how intangible and symbolic resources contribute to strategic resilience (Helfat, Martin, 2015; Przymus, 2024).

Second, it advances the microfoundations perspective by emphasizing leadership, cognition, and emotional intelligence as antecedents of dynamic capabilities in hospitality (Burton, Dickinger, 2025). This aligns with the emerging view that dynamic capabilities are enacted through individual agency and social learning rather than structural routines alone. In the hospitality context, where service interactions and team creativity are central, these human-centered foundations are particularly salient.

Third, it contributes to the experience-economy literature by positioning Customer Experience Management (CEM) as a *dynamic capability in itself*, a system of routines, technologies, and interactions that allows organizations to continuously design, test, and refine emotional value propositions. This reframing bridges the gap between operational management and experiential strategy, offering a unified model for analyzing organizational adaptation under turbulence.

5.3. Managerial Implications

For practitioners, the integration of dynamic capabilities and customer-experience management offers five actionable insights for building strategic agility and experiential excellence: (1) cultivating adaptive leadership, (2) investing in digital and data-driven sensing, (3) embedding sustainability and ethics into experience design, (4) strengthening relational networks and (5) institutionalizing experiential learning.

Cultivating adaptive leadership means fostering a managerial mindset oriented toward transformation, empowerment, and learning. Leaders who combine strategic vision with emotional intelligence can better interpret turbulence and translate uncertainty into innovation. Transformational leadership, characterized by trust, communication, and psychological safety, creates the foundation upon which teams can experiment and deliver authentic, emotionally resonant service (Burton, Dickinger, 2025).

Investing in digital and data-driven sensing requires organizations to strengthen their technological infrastructure while maintaining human empathy at the core of the experience. Artificial intelligence and data analytics allow hospitality managers to understand customer expectations in real time and anticipate emerging needs. Yet, as Alam et al. (2025) emphasize, technology should support, not replace, the emotional and narrative coherence of the hospitality experience.

Embedding sustainability and ethics into experience design reflects a growing demand for environmentally and socially responsible gastronomy. Fine-dining restaurants increasingly integrate ethical sourcing, waste reduction, and community engagement into their storytelling. These actions embody sustainability-oriented dynamic capabilities, aligning the organization's value proposition with social legitimacy and long-term competitiveness (Warwick, 2025; Ahachmi et al., 2025).

Strengthening relational networks highlights the importance of collaboration and stakeholder trust. Relationships with local producers, cultural partners, and digital service providers extend the firm's capacity to sense and seize new opportunities, while ensuring authenticity and resilience during crises. Relational dynamic capabilities therefore complement managerial and marketing ones, linking supply-chain innovation with experiential authenticity (Warwick, 2025).

Finally, institutionalizing experiential learning transforms customer feedback and internal reflection into systematic knowledge. Hospitality organizations that capture and codify experiential insights, through debriefs, storytelling archives, or data dashboards, develop collective memory and adaptive intelligence. These learning routines ensure that every service encounter contributes to the organization's evolution and strengthens its ability to transform turbulence into creative renewal (Przymus, 2024).

Taken together, these five practices redefine hospitality management from reactive service delivery to proactive experience orchestration. Managers become curators of meaning who balance digital precision with human warmth, strategic foresight with sensory design, and efficiency with empathy. In this sense, fine-dining restaurants can be viewed as agile learning systems, organizations that continuously translate uncertainty into opportunity and innovation.

5.4. Future Research Directions

Building on the conceptual synthesis presented in this paper, several promising directions emerge for future research on dynamic capabilities and customer experience in hospitality. The first area concerns the empirical validation of the experiential adaptation model proposed here. While this paper provides a theoretical framework, further studies should operationalize its constructs and test them using both quantitative and mixed-method approaches. Comparative research across different hospitality segments, such as fine dining, boutique hotels,

and experiential tourism, could reveal how specific configurations of managerial, marketing, and innovation capabilities drive adaptation and customer value creation.

A second avenue relates to the longitudinal study of digital transformation and emotional intelligence. As artificial intelligence and automation increasingly shape customer interactions, researchers should examine how technological sensing and human empathy co-evolve as complementary dynamic capabilities. Long-term studies could illuminate how digital maturity and managerial cognition interact to sustain innovation and experiential authenticity over time.

Another line of inquiry concerns the cross-cultural dynamics of experiential capabilities. Since hospitality practices are deeply embedded in local traditions, values, and aesthetics, future research should explore how national cultures and institutional contexts influence the formation and enactment of dynamic capabilities. Investigating fine-dining innovation in diverse cultural settings, from Nordic minimalism to Mediterranean conviviality, could enrich theoretical understanding of authenticity and storytelling as culturally situated phenomena.

A fourth direction involves the interdisciplinary expansion of the experience economy framework. Bridging hospitality research with psychology, design, and neuroscience could deepen insight into the cognitive and affective mechanisms through which customers perceive, remember, and assign meaning to experiences. Such integration would strengthen the microfoundations of customer experience and extend the dynamic-capabilities paradigm into behavioral and sensory domains.

Finally, there is a growing need to examine sustainability and resilience as learning systems. Future work could investigate how environmental responsibility, social inclusion, and ethical entrepreneurship evolve as dynamic capabilities that enhance adaptive capacity and stakeholder trust. Exploring these themes through the lens of regenerative hospitality and circular gastronomy would illuminate how organizations not only survive but also contribute positively to their communities and ecosystems.

Together, these directions outline a rich agenda for advancing theory and practice. They invite scholars to adopt longitudinal, comparative, and interdisciplinary approaches to understanding how dynamic capabilities and experiential strategies coalesce in shaping the future of hospitality.

5.5. Concluding Remarks

In turbulent environments, the hospitality industry must balance agility with authenticity, and innovation with empathy. The integration of dynamic capabilities and the experience economy provides a strategic blueprint for achieving this equilibrium. By developing managerial, marketing, and innovation capabilities that are attuned to both technological and emotional signals, fine-dining organizations can transform crises into opportunities for creative renewal.

Ultimately, as this review suggests, strategic adaptation in hospitality is as much an artistic process as it is a managerial one, a continuous choreography of learning, sensing, and storytelling that sustains meaning, memory, and value in an uncertain world.

References

1. Adner, R., Helfat, C.E. (2003). Corporate effects and dynamic managerial capabilities. *Strategic Management Journal*, 24(10), 1011-1025. <https://doi.org/10.1002/smj.331>
2. Ahachmi, M., Mustapha, A., Ahachmi, N. (2025). Dynamic capabilities and resilience in the gastronomic sector: A study of Moroccan culinary enterprises. *Journal of Entrepreneurship and Innovation in Hospitality*, 5(2), 23-44. <https://doi.org/10.5281/zenodo.14634372>
3. Alam, S.S., Kokash, H.A., Ahsan, M.N., Ahmed, S. (2025). Relationship between technology readiness, AI adoption and value creation in hospitality industry. *Information Technology & Tourism*, 27(1), 45-63. <https://doi.org/10.1016/j.ijhm.2025.104133>
4. Barrales-Molina, V., Martínez-López, F.J., Gázquez-Abad, J.C. (2014). Dynamic marketing capabilities: Toward an integrative framework. *International Journal of Management Reviews*, 16(4), 397-416. <https://doi.org/10.1111/ijmr.12026>
5. Becker, L., Jaakkola, E. (2020). Customer experience: Fundamental premises and implications for research. *Journal of the Academy of Marketing Science*, 48(4), 630-648. <https://doi.org/10.1007/s11747-019-00718-x>
6. Bruni, D.S., Verona, G. (2009). Dynamic marketing capabilities in science-based firms: An exploratory investigation of the pharmaceutical industry. *British Journal of Management*, 20(S1), S101-S117. <https://doi.org/10.1111/j.1467-8551.2008.00615.x>
7. Burton, A.M., Dickinger, A. (2025). Innovation in crisis: The role of leadership and dynamic capabilities for a more innovative hospitality industry. *International Journal of Hospitality Management*, 124, 103946. <https://doi.org/10.1016/j.ijhm.2024.103946>
8. Chasapi, K., Kladou, S., Giannopoulos, A.A. (2024). The impact of organizational resources on organizational agility in hospitality firms. *Journal of Tourism Research*, 36(2), 211-232. <https://doi.org/10.1002/jtr.2779>
9. Cheng, C.C.J., Chen, J.S. (2013). Breakthrough innovation: The roles of dynamic innovation capabilities and open innovation activities. *Journal of Business & Industrial Marketing*, 28(5), 444-454. <https://doi.org/10.1108/08858621311330281>
10. Eisenhardt, K.M., Martin, J.A. (2000). Dynamic capabilities: What are they? *Strategic Management Journal*, 21(10-11), 1105-1121. <https://doi.org/10.1002/9781405164054.ch21>

11. Fang, E., Zou, S. (2009). Antecedents and consequences of marketing dynamic capabilities in international joint ventures. *Journal of International Business Studies*, 40(5), 742-761. <https://doi.org/10.1057/jibs.2008.96>
12. Felin, T., Foss, N.J., Heimeriks, K.H., Madsen, T.L. (2012). Microfoundations of routines and capabilities: Individuals, processes, and structure. *Journal of Management Studies*, 49(8), 1351-1374. <https://doi.org/10.1111/j.1467-6486.2012.01052.x>
13. Gentile, C., Spiller, N., Noci, G. (2007). How to sustain the customer experience: An overview of experience components that co-create value with the customer. *European Management Journal*, 25(5), 395-410. <https://doi.org/10.1016/j.emj.2007.08.005>
14. Harris, D., Helfat, C.E. (2016). Dynamic managerial capabilities. In: M. Augier, D.J. Teece (Eds.), *The Palgrave encyclopedia of strategic management*. Palgrave Macmillan. https://doi.org/10.1057/978-1-349-94848-2_600-1
15. Helfat, C.E., Martin, J.A. (2015). Dynamic managerial capabilities: Review and assessment of managerial impact on strategic change. *Journal of Management*, 41(5), 1281-1312. <https://doi.org/10.1177/0149206314561301>
16. Helfat, C.E., Finkelstein, S., Mitchell, W., Peteraf, M., Singh, H., Teece, D.J., Winter, S.G. (2007). *Dynamic capabilities: Understanding strategic change in organizations*. Blackwell Publishing.
17. Hemmington, N. (2007). From service to hospitality: Understanding the hospitality business. *The Service Industries Journal*, 27(6), 747-755. <https://doi.org/10.1080/02642060701453279>
18. Hochschild, A.R. (1983). *The managed heart: Commercialization of human feeling*. University of California Press.
19. Lemon, K.N., Verhoef, P.C. (2016). Understanding customer experience throughout the customer journey. *Journal of Marketing*, 80(6), 69-96. <https://doi.org/10.1509/jm.15.0420>
20. Mitreęa, M. (2016). Dynamiczne zdolności marketingowe jako obiekt badań w zarządzaniu. *Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu*, 422, 313-321.
21. Mitreęa, M. (2018). Dynamiczne zdolności marketingowe organizacji Koncepcja i wybrane obszary zastosowań. *Prace Naukowe*. Uniwersytet Ekonomiczny w Katowicach.
22. Pine, B.J., Gilmore, J.H. (1999). *The experience economy: Work is theatre and every business a stage*. Harvard Business School Press.
23. Pine, B.J., Gilmore, J.H. (2013). The experience economy: Past, present and future. In: J. Sundbo, F. Sørensen (Eds.), *Handbook on the experience economy*. Edward Elgar.
24. Przymus, Z. (2024). *Dynamic capabilities and customer experience management in Polish fine dining restaurants operating in turbulent environments* (Doctoral dissertation). Kozminski University.
25. Ramirez, R.A. (2025). *Crafting culinary identities: The artistry and creativity of technology design and implementation in fine dining—An Actor-Network Theory perspective* (Doctoral dissertation). University of Leicester.

26. Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333-339. <https://doi.org/10.1016/j.jbusres.2019.07.039>
27. Strønen, F., Hoholm, T., Kværner, K.J., Støme, L.N. (2017). Dynamic capabilities and innovation capabilities: The case of the 'Innovation Clinic'. *Journal of Entrepreneurship, Management and Innovation*, 13(1), 89-116.
28. Teece, D.J. (2007). Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28(13), 1319-1350. <https://doi.org/10.1002/smj.640>
29. Teece, D.J., Pisano, G., Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509-533. [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7<509::AID-SMJ882>3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z)
30. Torraco, R.J. (2005). Writing integrative literature reviews: Guidelines and examples. *Human Resource Development Review*, 4(3), 356-367. <https://doi.org/10.1177/1534484305278283>
31. Verhoef, P.C., Lemon, K.N., Parasuraman, A., Roggeveen, A., Tsiros, M., Schlesinger, L.A. (2009). Customer experience creation: Determinants, dynamics and management strategies. *Journal of Retailing*, 85(1), 31-41. <https://doi.org/10.1016/j.jretai.2008.11.001>
32. Warner, K.S.R., Wäger, M. (2019). Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal. *Long Range Planning*, 52(3), 326-349. <https://doi.org/10.1016/j.lrp.2018.12.001>
33. Warwick, I. (2025). *Perceptions of supplier relationships and service quality in Italian dining*. Preprints. <https://doi.org/10.20944/preprints202501.0301.v1>
34. Zollo, M., Winter, S.G. (2002). Deliberate learning and the evolution of dynamic capabilities. *Organization Science*, 13(3), 339-351. <https://doi.org/10.1287/orsc.13.3.339.2780>