

Enablers and Inhibitors of AI-Driven Capability Evolution: A Dynamic Managerial Capabilities Perspective from the Thai FMCG Sector

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Abstract

This study explores how marketing managers in Thailand's fast-moving consumer goods sector develop and deploy dynamic capabilities in response to the growing integration of artificial intelligence (AI) into marketing practice. Drawing on the Dynamic Capabilities Framework, particularly its micro-foundational perspective, this research examines the enablers and inhibitors that shape the evolution of AI-driven managerial capabilities in an emerging market context. The study employs a qualitative design through semi-structured interviews analysed using the Gioia methodology. Preliminary findings reveal how AI enhances sensing, seizing, and reconfiguring capabilities by supporting market insight generation, augmenting decision-making, and streamlining operations. Our findings are expected to extend Dynamic Capabilities Theory by showing that AI-enabled capability development is not only technological but also socially and culturally embedded in emerging markets.

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