

Social Media Marketing Strategy for Social Business: A Conceptual Framework

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Abstract

Social entrepreneurship is gaining recognition as a practical way to address societal challenges through innovative business practices. Social business, pioneered by Nobel Peace Laureate Muhammad Yunus, peruses economic sustainability while generating measurable social impact by reinvesting profits into their mission rather than distributing them to shareholders. In Malaysia, social enterprises hold considerable potential for transformation but continue to struggle with limited market visibility, weak branding, and ineffective digital engagement. It is due to the prior research on social media strategy has concentrated on profit-driven small and medium enterprises (SMEs) and has treated “social media strategy” as a single, undifferentiated construct rather than disaggregating it into the specific resource-based elements that drive financial outcomes. To address this gap, the present paper proposes an integrative conceptual framework, explicitly grounded in the Resource-Based View (RBV) theory, that identifies platform strategy, content strategy, brand awareness, and audience engagement as four intangible, VRIN-qualifying digital resources that jointly influence the sales growth of social enterprises. The framework is developed through a narrative RBV-guided synthesis of the social media marketing and social entrepreneurship literature, and four research propositions are advanced to guide future empirical testing. The paper contributes theoretically by extending RBV beyond its conventional emphasis on tangible resources into the digital and relational capabilities of hybrid, mission-driven organisations, and practically by providing social entrepreneurs and policymakers with actionable guidance for strengthening digital effectiveness. This paper uses “social enterprise” for consistency, in line with the terminology used by Malaysia, the Ministry of Entrepreneur Development and Cooperatives (MEDAC) and the majority of the Malaysian social-enterprise literature cited herein.

Keywords: Social Entrepreneurship, Social Enterprise, Social Business, Resource-Based View theory, Social Media Marketing, Malaysia

Abstrak

Keusahawanan sosial semakin mendapat pengiktirafan sebagai cara praktikal untuk menangani cabaran kemasyarakatan melalui amalan perniagaan yang inovatif. Perniagaan sosial, yang dipelopori oleh Penerima Anugerah Keamanan Nobel Muhammad Yunus, mengejar kelestarian ekonomi sambil menjana impak sosial yang boleh diukur dengan melabur semula keuntungan ke dalam misi mereka, dan bukannya mengagihkannya kepada pemegang saham. Di Malaysia, perusahaan sosial memegang potensi transformasi yang sangat besar tetapi terus berdepan dengan

keterlihatan pasaran yang terhad, penjenamaan yang lemah, dan penglibatan digital yang tidak berkesan. Hal ini demikian kerana penyelidikan terdahulu mengenai strategi media sosial telah bertumpu pada perusahaan kecil dan sederhana (PKS) yang berteraskan keuntungan dan telah menganggap "strategi media sosial" sebagai satu konstruk tunggal yang tidak dibezakan, dan bukannya memisahkannya kepada elemen berteraskan sumber khusus yang memacu hasil kewangan. Bagi menangani jurang ini, kertas kerja ini mencadangkan satu kerangka konseptual integratif, yang berasas secara eksplisit dalam teori Pandangan Berasaskan Sumber (RBV), yang mengenal pasti strategi platform, strategi kandungan, kesedaran jenama, dan penglibatan khalayak sebagai empat sumber digital tidak nyata yang memenuhi kriteria VRIN yang secara bersama mempengaruhi pertumbuhan jualan perusahaan sosial. Kerangka ini dibangunkan melalui sintesis naratif berpandukan RBV daripada literatur pemasaran media sosial dan keusahawanan sosial, dan empat proposisi penyelidikan dikemukakan untuk membimbing ujian empirikal pada masa hadapan. Kertas kerja ini menyumbang secara teoretikal dengan meluaskan RBV melampaui penekanan konvensional terhadap sumber nyata kepada keupayaan digital dan hubungan bagi organisasi hibrid yang berteraskan misi, dan secara praktikal dengan menyediakan panduan yang boleh dilaksanakan kepada usahawan sosial dan pembuat dasar untuk memperkukuh keberkesanan digital. Kertas kerja ini menggunakan istilah "perusahaan sosial" untuk keselarasan, selaras dengan terminologi yang digunakan oleh Kementerian Pembangunan Usahawan dan Koperasi (KUSKOP) Malaysia dan majoriti literatur perusahaan sosial Malaysia yang dipetik di sini.

1. INTRODUCTION

Social businesses have emerged as hybrid organisations that integrate social missions with market-driven strategies, reinvesting profits into advancing social objectives rather than maximising shareholder wealth. This dual orientation positions social business as an innovative model for addressing societal challenges while ensuring long-term sustainability (Yunus, 2008; Rahman & Sultana, 2021).

This paper uses "social enterprise" for consistency, in line with the terminology used by MEDAC and the majority of the Malaysian social-enterprise literature cited herein, unless a claim is specific to Yunus's model.

In Malaysia, the Ministry of Entrepreneur Development and Cooperatives (MEDAC) has recognised social enterprise as a vital driver of socio-economic development (Medac, 2025).

Yet, despite supportive policies and community-driven initiatives such as the

Malaysia Social Entrepreneurship Blueprint 2030, many social enterprises face persistent challenges, including limited market visibility, weak branding, and underutilisation of digital tools (Nordin et al., 2023; Shafie et al., 2023).

Although social media platforms offer cost-effective opportunities for storytelling, branding, and customer engagement, social

enterprises lack structured strategies to translate their digital presence into measurable outcomes, such as sales growth and sustainability (Daud & Othman, 2019; Rajah et al., 2022). Most Malaysian social enterprises maintain social media accounts without a coherent strategy to convert engagement into tangible business outcomes, such as revenue growth or long-term sustainability (Daud & Othman, 2019; Rajah et al., 2022).

The novelty of this framework lies at the intersection of three limitations in the existing literature. First, the bulk of empirical and conceptual work on social media marketing strategy and organisational performance has been conducted within purely commercial small and medium enterprises (SMEs) (Hussain et al., 2023; Fu et al., 2024; Jumbulingam et al., 2024), where financial return is the sole performance criterion. Comparatively little conceptual work has examined how the same digital resources operate within social business and social enterprises. Whose dual social and financial objectives, resource constraints, and mission-driven branding logic differ meaningfully from purely commercial firms (Rasyid & Bowen, 2021; Nordin et al., 2024).

Second, where conceptual frameworks of social media marketing do exist, it typically treated “social media strategy” or “digital marketing capability” as a broad, undifferentiated construct. This offering general propositions about social media use and organisational performance without decomposing the construct into the specific, actionable elements through which value is created (Dwivedi et al., 2021). This generality leaves social entrepreneurs and policymakers with limited practical guidance, because it does not specify which digital resource, platform selection, content, brand-building, or audience interaction should be prioritised, nor how each maps onto a firm’s resource-based advantage.

The present framework departs from this by disaggregating social media strategy into four theoretically distinct constructs, platform strategy, content strategy, brand awareness, and audience engagement, and by linking each explicitly to sales growth as a measurable financial-sustainability outcome.

Third, applications of the Resource-Based View (RBV) theory in the SME and social-enterprise literature have concentrated primarily on tangible resources, financial capital, physical networks, and basic human resources, while comparatively little attention has been paid to intangible resources such as customer trust, organisational reputation, and digital marketing capability, despite their growing importance in the digital economy (Day et al., 2025; Diego & Chima, 2021; Kamaruddin et al., 2024).

By extending RBV theory to the dynamic, externally oriented digital resources of social enterprises, this paper contributes a theoretical account of how digitally intangible resources can be strategically leveraged to create value in hybrid, mission-constrained organisations.

Taken together, these three gaps, contextual (SME versus social enterprise), contractual (undifferentiated versus disaggregated strategy), and theoretical (tangible versus intangible RBV resources), constitute the specific novelty of the proposed framework.

This paper is conceptual in nature and does not collect or analyse primary data; its objectives are framed as theory-building rather than hypothesis-testing objectives. Accordingly, the study aims to:

- R01: To conceptually examine the proposed influence of platform strategy on the sales growth of social enterprises.
- R02: To conceptually examine the proposed influence of content strategy on the sales growth of social enterprises.
- R03: To conceptually examine the proposed influence of brand

awareness on the sales growth of social enterprises.

- R04: To conceptually examine the proposed influence of audience engagement on the sales growth of social enterprises.

This paper is organised as follows. Section II reviews the literature on social entrepreneurship, social enterprise, social business, social media marketing, and RBV theory, including a comparison of RBV with competing theoretical lenses. Section III explains the methodological approach used to develop the framework. Section IV presents the conceptual framework and four accompanying research propositions, explicitly integrating each construct with the RBV. Section V discusses the study's academic and practical implications, situates the framework in relation to prior conceptual models, and outlines its limitations. Section VI concludes the paper.

2. LITERATURE REVIEW

A. Social Entrepreneurship, Social Enterprise, and Social Business

Social entrepreneurship is widely regarded as a process that combines entrepreneurial practices with social missions to generate sustainable solutions for societal issues (Dees, 1998; Mair & Martí, 2006). Social enterprise is defined as a business strategy that addresses social issues, which aims to balance financial growth with community impact (Graci, 2025).

Social business, introduced by Muhammad Yunus, represents a distinct model within this spectrum. Social business is designed to operate as financially sustainable entities while prioritising social impact over profit maximisation (Yunus, 2010; Wirtz & Volkmann, 2018).

Unlike non-profit organisations, social businesses generate revenue, but instead of distributing profits to shareholders, they reinvest them to advance their missions (Rahman & Sultana, 2021). This approach has positioned social enterprise as a practical and scalable model for addressing global challenges such as poverty, inequality, and environmental degradation (Defourny & Nyssens, 2017). Unless a claim is specific to Yunus's model, this paper uses "social enterprise" for consistency, in line with the terminology used by MEDAC and the majority of the Malaysian social-enterprise literature cited herein.

In Malaysia, social enterprises have grown with support from the Ministry of Entrepreneur Development and Cooperatives (MEDAC). Accredited organisations are increasingly addressing issues such as poverty reduction, access to education, and environmental sustainability (Shahrin et al., 2022; Nordin et al., 2023). However, these organisations continue to face structural challenges, including weak branding, limited visibility, and resource constraints, which hinder their ability to scale operations and remain competitive (Daud & Othman, 2019; Shafie et al., 2023).

B. Social Media Marketing in Social Enterprise

Social media platforms such as Facebook, Instagram, and TikTok provide cost-effective tools for increasing visibility, connecting with stakeholders, and building strong digital brands (Dwivedi et al., 2021; Mohanan & Amutha, 2023). For social enterprises, these platforms offer significant opportunities to engage audiences and to leverage storytelling for social impact, particularly among digital natives such as millennials and Generation Z, who are highly responsive to interactive content (Roslan et al., 2022).

The literature identifies four recurring dimensions of social media strategy that are relevant to business success: platform strategy, or the selection of appropriate channels to expand visibility and align with audience demographics (Shen, 2023). Content strategy, compelling and shareable material that communicates social missions while building trust (Ghaphar et al., 2023), brand awareness, recognition and credibility among target audiences (Erkollar & Oberer, 2017). Lastly, audience engagement, dialogue, and participation among stakeholders (Rane et al., 2023). Despite these opportunities, Malaysian social enterprises often lack structured digital strategies: while many maintain social media accounts, these are frequently underutilised, with unclear objectives and limited measurable impact on outcomes such as revenue and sustainability (Rajah et al., 2022; Nordin et al., 2024).

C. The Resource-Based View Theory

The Resource-Based View (RBV) theory provides a foundational framework for analysing how internal resources and capabilities drive organisational success and sustainable competitive advantage. It was first introduced by Penrose (1959) and was later developed by Barney (1991) (Matson, 2021, p. 25; Barney, 1991).

The RBV theory emphasises the combination of a company's tangible and intangible resources to assess its superior performance. Tangible resources encompass financial, network, human, technological, and physical assets, whereas intangible resources include innovation capability, brand reputation, organisational culture, and knowledge systems. Intangible assets play an increasingly significant role in the digital economy because they can be redeployed repeatedly across markets and are difficult for competitors to imitate (Madhani, 2010; Tajvidi & Karami, 2021).

Companies can outperform their competitors if they possess resources that are valuable, rare, inimitable, and non-substitutable (VRIN) (Barney, 1991; Day, 1994; Madhani, 2010).

RBV theory was selected after considering Dynamic Capabilities Theory, Stakeholder Theory, and Uses and Gratifications Theory. RBV was considered the most suitable because it directly explains how social enterprises utilise valuable resources and capabilities, such as platform strategy, content strategy, brand awareness, and audience engagement. Additionally, Dynamic Capabilities Theory (Teece, Pisano, & Shuen, 1997) emphasises a firm's capacity to sense, seize, and reconfigure resources amid rapid environmental change, which is relevant to fast-moving digital platforms. It emphasises on continuous organisational reconfiguration presupposes a level of managerial and analytical capacity that most resource-constrained Malaysian social enterprises do not yet possess.

This demanding lens for organisations that are still building basic digital resources rather than dynamically reconfiguring mature ones. Stakeholder Theory (Freeman, 1984) foregrounds the management of relationships with multiple stakeholder groups and is well-suited to explaining legitimacy and accountability. However, it is comparatively silent on how specific internal resources, such as a firm's content or platform capability, translate into a measurable financial outcome, such as sales growth, which is the central dependent variable of this study. Uses and Gratifications Theory (Katz, Blumler, & Gurevitch, 1974) explains why audiences consume media content from their motivational perspective, but it does not address the organisation's resource configuration and therefore its better suited to studies of content consumption than to studies of organisational competitive advantage.

RBV theory is comparatively better suited to the present study, as it explicitly provides the VRIN criteria, a testable basis for explaining why some digital resources, but not others, are valuable. This is also directly relevant to the framework that seeks to identify which social media resources matter for social growth. Additionally, RBV theory also connects internal, firm-controlled resources to firm-level performance outcomes, whereas Dynamic Capabilities, Stakeholder Theory, and Uses and Gratifications Theory are each oriented toward organisational change, external relationship management, rather than the resource-to-performance link that this paper investigates

Empirical research demonstrates that RBV theory explains how an organisation's digital and relational capabilities interact to produce organisational performance. The use of social media by organisations can generate a wide variety of marketing, innovation, and customer-relations capabilities that, in turn, enhance an organisation's brand equity and boost its profits (Kim et al., 2015; Olanrewaju et al., 2020). Paniagua and Sapena (2014) identified four main types of resources provided by social media channels; social marketing resources, and revealed-preference resources. These resources enhance performance by fostering unique, inimitable relationships and generating data-driven insights, making them difficult for competitors to imitate and thereby helping firms sustain a long-term competitive advantage.

3. METHODOLOGY

This paper adopts a narrative, theory-driven, integrative literature review methodology to develop its conceptual framework. This method is well established for conceptual papers that seek to synthesise

a fragmented body of literature around a single theoretical lens rather than to exhaustively map an entire field, as would be expected of a systematic review with a PRISMA-style protocol (Torraco, 2005; Snyder, 2019).

The literature underpinning the framework was identified through keyword searches of Scopus, Web of Science, and Google Scholar using combinations of the terms "social media marketing," "social media strategy," "social enterprise," "social business," "sales growth," and "Resource-Based View," supplemented by construct-specific terms ("platform strategy," "content strategy," "brand awareness," "audience engagement"). The search was concentrated on peer-reviewed journal articles and conference proceedings published between 2015 and 2025, with particular emphasis on 2020–2025 publications. This is to capture the post-pandemic acceleration of digital adoption among small and mission-driven organisations, and it was supplemented by foundational, pre-2015 theoretical sources (e.g., Barney, 1991; Penrose, 1959; Dees, 1998) where a construct's theoretical grounding required it.

Sources were included if they (a) empirically or conceptually examined at least one of the four social media strategy constructs in relation to firm-level or brand-level performance, (b) were published in a peer-reviewed outlet, and (c) were available in English. Sources were excluded if they addressed social media use unrelated to organisational or marketing outcomes (e.g., purely psychological or clinical studies).

The objective was theoretical integration rather than exhaustive coverage or effect-size aggregation; no meta-analytic results were performed. Instead, the retained studies were thematically synthesised construct by construct. Each construct was then mapped explicitly onto

Barney's (1991) VRIN criteria to test whether it plausibly qualifies as a resource capable of generating sustained competitive advantage within the RBV framework.

The construct-by-construct VRIN mapping, presented in Section IV, is the analytical procedure through which the conceptual framework and its four research propositions were derived.

4. CONCEPTUAL FRAMEWORK

This study proposes a conceptual framework that integrates RBV theory with social media marketing strategy to enhance sustainability and competitiveness in social enterprises. The framework identifies four independent constructs, platform strategy, content strategy, brand awareness, and audience engagement, that collectively influence the dependent construct of sales growth (Figure 1).

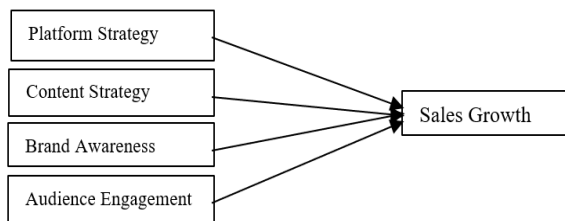


Figure 1: Conceptual Framework

A. Platform Strategy

Platform strategy refers to the selection and integration of appropriate social media channels, such as Facebook, Instagram, and TikTok, to reach intended audiences, ensure visibility, and align with the digital habits of stakeholders (Shen, 2023). Platform strategy reflects a firm's technological and organisational ability to select and integrate digital ecosystems that enhance communication and network effects (Dwivedi et al., 2021; Kumar et al., 2025; Gawer, 2022). Within RBV theory

terms, platform selection, content development, and the systematic governance of these workflows are Valuable, because they drive customer conversion. Rare; they are optimised specifically for the hybrid social objectives of social enterprises rather than for purely commercial goals. Over time, such configurations become Inimitable and Non-substitutable because they are embedded in an organisation's culture and accumulated experience, satisfying the full VRIN criteria.

Prior studies report generally positive associations between platform strategy and sales-related outcomes. Effective platform strategies improve customer engagement and conversion (Revathi et al., 2024; Taruna Wijaya et al., 2025). Hybrid cross-platform approach helps firms sustainably build brand image and boost retention and sales (Haque et al., 2024; Simanjuntak et al., 2024).

Studies indicate that effective platform strategies improve company performance as they increase visibility, customer engagement and conversion of customers into sales (Revathi et al., 2024). Effective marketing strategies on marketing platforms for Small and Medium Enterprises (SMEs) and social enterprises with small marketing budgets can help to achieve their marketing goals on social media platforms (Amirrudin et al., 2024).

A study by Mohamed & Liang (2025) examined the performance and growth drivers of 127 SMEs across five major cities in Somalia. The findings reveal that 67 per cent of participants observed an increase in customer interactions as well as brand awareness on social media channels. Additionally, 54 per cent of participants reported an increase in sales due to online campaigns.

P1: Platform strategy, as a valuable and rare digital resource, is positively associated with the sales growth of social enterprises.

B. Content Strategy

Content strategy emphasizes the creation of compelling, consistent, and shareable materials that convey both the social and entrepreneurial dimensions of a business. High-quality content enhances storytelling, builds trust, and fosters emotional connections with audiences (Ghapar et al., 2023). Conceptualising content strategy as a firm-specific, knowledge-intensive resource is consistent with RBV theory: content strategy converts creativity and information into brand value (Dwivedi et al., 2021; Akuma et al., 2025; Lanfranchi et al., 2025). Making it Valuable when it drives engagement, conversion, Rare and Inimitable when it is distinctive. It is difficult for competitors to replicate because it is embedded in an organisation's authentic mission narrative rather than being purchasable off-the-shelf.

A study by Smith et al., (2024) on content strategy in hybrid organisations discovered that purpose-driven storytelling increases brand authenticity and stakeholder engagement. Additionally, Robson (2025) conducted a study on content strategy and performance of Micro and Social Commerce in Malaysia, and the results of the study showed that client retention and sales growth were both positively affected by high-quality content that was consistent and evoked emotions. On top of that, the study of Fan & Zhang (2025) highlights the significant influence of content flow, source of credibility, and trust evaluation on sales growth. The study suggests guidance for green agriculture products in harnessing social media content and ensuring sustainable sales growth.

P2: Content strategy, as a valuable and inimitable knowledge-intensive resource, is

positively associated with the sales growth of social enterprises.

C. Brand Awareness

Brand awareness reflects the extent to which stakeholders recognize and associate positive attributes with a social enterprise. Establishing brand awareness is essential for credibility, legitimacy, and long-term customer loyalty (Erkollar & Oberer, 2017).

Consistent branding across social media improves customer engagement and builds brand trust (Ahmad et al., 2022). Additionally, digital content strategies that reflect brand values significantly increase online awareness and overall sales performance (Sugiat, 2025).

According to Jumbulingam et al. (2024), brand awareness positively affects customer trust and sales growth for Malaysian SMEs through customer engagement with brands on social media. Digital storytelling on platforms like Instagram and TikTok, for example, builds relationships between brands and customers and enhances brand recall, leading to customer loyalty and long-term relationships (Efendioğlu & Durmaz, 2022; Pillay & Struweg, 2025).

P3: Brand awareness, as a valuable and slow-to-replicate reputational resource, is positively associated with the sales growth of social enterprises.

D. Audience Engagement

Audience engagement captures the level of interaction, participation, and co-creation between social enterprises and their stakeholders. Engagement can take the form of likes, shares, comments, or more meaningful actions such as volunteering, donations, or purchases (Rane et al., 2023).

Garg (2025) emphasises that emotional engagement increases the

likelihood that customers develop an emotional attachment to a company's stories and mission or social responsibility. This increases customer loyalty and future sales, as audiences who share a brand's values are potential supporters (Fatmawati & Fauzan, 2021). In addition, Ritala (2024) highlighted that engagement is a crucial mediator that translates digital marketing activities, such as content strategy and marketing platform, into brand trust and sales.

P4: Audience engagement, as a valuable and inimitable relational resource, is positively associated with the sales growth of social enterprises.

5. DISCUSSION AND IMPLICATIONS

The proposed conceptual framework contributes to both the academic discourse and the practical development of social enterprises. It highlights social media as more than a communication tool; it positions social media strategies as critical drivers of sustainability.

A. Academic Contribution

This paper extends the existing literature by integrating RBV theory into the context of social enterprise digital marketing and by explicitly mapping each construct onto Barney's (1991) VRIN criteria rather than treating RBV as a separate construct (Dwivedi et al., 2021). Broader conceptual accounts of digital and social media marketing, such as Dwivedi et al.'s (2021) research agenda, tend to treat social media capability as a single, high-level construct and to remain theory-agnostic about the specific mechanism of competitive advantage.

The present framework disaggregates that capability into four VRIN-mapped constructs and commits to a single, testable theoretical mechanism, giving it more

precise practical and empirical purchase for social enterprises.

This advances a structured model that can guide future empirical research and reinforces the argument that communication is not a peripheral function but a central driver of organisational effectiveness in social enterprises.

B. Practical Contribution

From a practical standpoint, the framework offers actionable guidance for social enterprises in Malaysia and beyond. By adopting structured social media strategies, organisations can enhance visibility by selecting platforms aligned with audience preferences. This helps strengthen the brand through consistent, impactful content that builds credibility, deepens stakeholder engagement, fosters participatory approaches, and improves financial sustainability.

This increased brand awareness and engagement translate into sales growth that can be reinvested in the organisation's mission. Policymakers and support organisations, including MEDAC, can use the framework to design training programmes, funding initiatives, and digital marketing support tailored to the needs of social enterprises. This is particularly relevant in Malaysia, where many social organisations lack the expertise and resources to fully exploit digital opportunities (Nordin et al., 2024; Ghazali et al., 2023).

C. Limitation and Future research

As a conceptual paper, this study is subject to limitations that should guide its interpretation and future use. First, because no primary data were collected, the four propositions advanced in Section IV are theoretically derived and evidence-informed rather than empirically confirmed. This should be treated as testable propositions

rather than established findings. Second, the framework assumes that the four constructs operate independently and additively on sales growth. It does not model potential interaction effects (for example, whether audience engagement moderates the effect of content strategy) or mediating mechanisms, which future structural models could usefully explore. Third, the single-theory RBV lens, while justified in Section II.C, necessarily foregrounds internal resources at the expense of external, institutional, or stakeholder-level explanations that a multi-theoretical model might capture.

These limitations point directly to a future research agenda: the four propositions should be operationalised into measurable constructs and tested empirically, for example, using Partial Least Squares Structural Equation Modelling (PLS-SEM).

D. Broader Relevance

Although this framework is contextualised within Malaysia, its implications extend to social enterprises and social businesses globally. In regions where digital adoption is high but organisational strategies remain underdeveloped; the proposed model can serve as a roadmap for integrating communication strategies with sustainability goals.

6. CONCLUSION

Social enterprises in Malaysia face persistent challenges in visibility, branding, and financial sustainability despite their growing importance in addressing socio-economic and environmental issues. This paper responds to these challenges by proposing a conceptual framework that positions social media as a strategic, RBV-qualifying driver of growth and

competitiveness. Drawing on RBV theory, the framework identifies four constructs, platform strategy, content strategy, brand awareness, and audience engagement, that collectively influence sales growth and sustainability, and it advances four accompanying research propositions (P1–P4) that make the framework directly testable. This model contributes academically by testing RBV theory in Malaysian social enterprise in linking disaggregated social media strategy constructs to organisational performance through an explicit, construct-by-construct VRIN mapping.

It provides practical guidance for social enterprises, policymakers, and support organisations seeking to enhance digital competitiveness. Future research can empirically validate the framework using quantitative methods, such as PLS-SEM, to test the relationships among the proposed constructs and to address the limitations noted in Section V.C. Such work will not only advance academic knowledge but also strengthen the capacity of social enterprises to achieve both social and financial goals. In conclusion, social media, when applied strategically and grounded in a clear resource-based logic, is more than a promotional tool: it is a crucial enabler of resilience, innovation, and long-term sustainability in the social enterprise sector.

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