

Sensemaking in Bimbapedia's Marketing Communication Strategy in the Era of Digital Disruption via Instagram

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Abstract

This study explores how Bimbapedia formulates its marketing communication strategy through Instagram in response to the challenges of digital disruption. Using Karl E. Weick's sensemaking theory as the main analytical framework, the research investigates how organizational actors construct meaning collectively to navigate uncertainty and shape communication practices. The study employs a qualitative descriptive method with in-depth interviews involving three key informants: the institution's owner, social media administrator, and marketing staff. Data were analyzed thematically using NVivo to identify patterns of meaning-making that reflect Weick's seven characteristics of sensemaking. The findings reveal that Bimbapedia's communication strategy is not merely technical or promotional but arises from a dynamic and collaborative interpretive process. The organization continuously builds its brand identity through visual consistency, reflexive evaluation of previous campaigns, audience cue interpretation, and adaptive decision-making based on contextual plausibility rather than rigid data accuracy. Instagram functions as a dialogic space for co-creating meaning with the audience, enabling emotional engagement and trust-building. Theoretically, this study contributes to expanding the application of sensemaking theory in digital marketing contexts by demonstrating how educational brands can transform interpretive understanding into sustainable communication strategies in a volatile digital environment.

Keywords: Sensemaking, Digital Disruption, Marketing Communication, Instagram, Organizational Adaptation

Abstrak

Penelitian ini bertujuan untuk menganalisis strategi komunikasi pemasaran Bimbapedia melalui Instagram dalam menghadapi disrupsi digital dengan menggunakan teori sensemaking Karl E. Weick sebagai kerangka analisis. Metode yang digunakan adalah deskriptif kualitatif dengan teknik wawancara mendalam terhadap tiga informan kunci, yaitu pemilik lembaga, administrator media sosial, dan staf pemasaran. Data dianalisis secara tematik menggunakan NVivo untuk mengidentifikasi pola pembentukan makna yang merefleksikan tujuh karakteristik sensemaking. Hasil penelitian menunjukkan bahwa strategi komunikasi Bimbapedia tidak hanya bersifat teknis dan promosi, tetapi terbentuk melalui proses interpretatif yang dinamis dan kolaboratif, yang tercermin dalam konsistensi visual, evaluasi reflektif terhadap kampanye sebelumnya, interpretasi isyarat audiens, serta pengambilan keputusan adaptif berdasarkan kewajaran kontekstual (plausibility). Instagram berfungsi sebagai ruang dialogis untuk mengonstruksi makna bersama audiens sehingga mendorong keterlibatan emosional dan pembentukan kepercayaan. Secara teoretis, penelitian ini memperluas penerapan teori sensemaking dalam konteks pemasaran digital, khususnya pada merek pendidikan, sebagai dasar pengembangan strategi komunikasi yang berkelanjutan di tengah dinamika lingkungan digital.

Kata Kunci: Adaptasi Organisasi, Disrupsi Digital, Instagram, Komunikasi Pemasaran, Sensemaking

INTRODUCTION

The rapid development of digital technology has led to disruption in various sectors, including marketing. (Sidharta *et al.*, 2024). In this era of digital disruption, business actors are required to be able to adapt to changes in consumer behavior and increasingly dynamic communication patterns. (Triwijayati *et al.*, 2023). Social media, especially Instagram, has become a strategic platform for building interactions, shaping perceptions, and directing

consumer decisions through a strong visual, narrative, and interactive approach. (Raffi & Dianita, 2024). In the era of technological disruption, business competition is increasingly rampant, especially in terms of non-formal education services, the ability of a company or company obtained through its characteristics and resources to have higher performance than other companies in the same industry or market. Social media gives organizations the opportunity to communicate directly with the public to build business and a good reputation (Snoussi & Kasem, 2020; Karin & Abner, 2022).

Many organizations use Instagram as a tool to promote products and services to increase sales achievement. (Widodo & Oktaviani, 2018; Kumar & Masvood, 2023). Instagram has become a strategic platform for forming effective digital marketing communications. It offers a strong visual-based communication approach, strengthening brand narratives and creating interactive spaces that allow consumers to be actively involved in the brand's digital ecosystem (De Veirman et al., 2017). Through features such as Stories, Reels, and Live, Instagram allows businesses to convey messages immersively, build emotional closeness, and influence consumers' decision-making processes in a more subtle but impactful way (Djafarova & Trofimenko, 2019).

However, the speed of change that occurs in this era of digital disruption often brings uncertainty, ambiguity, and pressure to continue to adapt. This is where the role of sensemaking becomes very important. As explained by Weick (1995), sensemaking is where individuals or organizations try to understand complex and ambiguous situations by constructing meaning from the reality they face (Weick, 1995; Sidharta et al., 2024). In digital marketing, sensemaking helps business actors interpret market signals, consumer behavior, and digital platform dynamics to formulate more relevant and contextual strategies (Combe & Carrington, 2015).

Through sensemaking, businesses react to trends and actively create an environment that can be understood and reinterpreted by the audience. This process involves finding patterns from digital data such as analytics and insights, listening to consumer feedback, and evaluating the brand narrative that has been built. In an era marked by information overload and rapid change cycles, sensemaking becomes an important foundation for decision-making that is not only sensible but also sustainable and value-based. (Sobral et al., 2020; Vickers & Bennett, 2024).

In an era marked by the rapid flow of information and rapid technological change, competition between business actors is becoming increasingly tight, especially in utilizing social media as the main marketing tool. In this context, the sensemaking approach becomes very crucial. Sensemaking provides a foundation for business actors to make decisions that are not only logical and realistic but also long-term oriented and rooted in values and a deep understanding of the business environment. (Niemi et al., 2022; Eckstein et al., 2024). Business people do not just need to be present on social media but also need to understand how information is interpreted, meaning is formed, and messages are communicated relevantly to their audience.

In the education sector, the early age group of students is one of the most potential segments. However, they are not only the target of educational services such as those offered by Bimbapedia but also represent the needs that must be captured carefully through an understanding of the behavior of parents as decision-makers. In the era of increasingly rapid digital disruption, understanding audience characteristics, including social situations, media

consumption patterns, and market competition dynamics, is an integral part of the sensemaking process that must be carried out continuously.

Thus, the success of digital marketing in the era of disruption is not only determined by the frequency of an organization's presence on social media platforms such as Instagram but also by its ability to interpret market signals, build meaning collectively with the audience, and create authentic and adaptive communication patterns to change. In the midst of increasingly competitive competition, especially among tutoring institutions, the ability to understand market dynamics and form contextual communication strategies is the key to brand sustainability and relevance.

Through a *sensemaking* approach, this study aims to analyze the marketing communication strategy implemented by Bimbapedia in utilizing Instagram as the main media in compiling communication messages that are able to build emotional connectedness and encourage consumer decisions amidst the rapid flow of information and uncertainty in the digital era.

LITERATURE REVIEW

Technological disruption has become a major marker of digital transformation that impacts almost all aspects of organizational life, including marketing communication strategies (Apriyanti & Sidharta 2025). This change is not only related to technological advances themselves but also creates new complexities in decision-making and organizational relationships with consumers (Grote, 2018). In this context, business actors are required to not only adopt technology but also develop cognitive and social abilities to interpret rapid and often unexpected changes.

Sensemaking, as developed by Weick (1995), is an active interpretive process that individuals or organizations undertake to make sense of an ambiguous environment. In the context of digital marketing, *sensemaking* becomes an important framework for helping organizations respond to rapidly changing market signals due to social media algorithms, consumer trends, and external conditions such as pandemics or platform disruptions. (Torkkeli & Ivanova-Gongne, 2020). This process is not linear but occurs retrospectively and continuously, allowing organizations to develop strategies based on shared meanings that are relevant to the current situation (Reyes et al., 2021; Sidharta et al., 2025).

In the digital ecosystem, social media plays a central role in communication strategies because it provides direct access to consumer opinions, responses, and behavior. Platforms like Instagram are not only promotional spaces but also fields for detecting social signals in the form of comments, likes, hashtags, or participation in interactive content (Putri & Sidharta, 2025). This is where *sensemaking* comes in: organizations that are able to capture and interpret these signals can develop more contextual and relevant communication strategies. (Chandra & Pal, 2019).

Sensemaking is not only important at the managerial level but also in the day-to-day practices of an organization, including when marketing teams formulate responses to customer feedback or emerging trends. (Penttilä et al., 2020). When organizations fail to sensemake properly, the resulting strategies tend to be reactive, unfocused, and lose relevance in the eyes of digital audiences. In the case of an education business like Bimbapedia, the sensemaking process is important to read the dynamics of the audience consisting of young parents and elementary school students. Understanding the values, expectations, and

preferences of this group is the foundation for forming communications that not only sell but also build emotional connection and trust. This is in line with the findings of Galbin (2020), who stated that the process of organizing sensemaking can direct members to develop new ideas and find effective practices, helping them face the challenges they face (Galbin, 2021).

Therefore, in a fast-paced and competitive digital landscape, an organization's ability to sensemake becomes a strategic advantage. Sensemaking helps filter relevant information, respond sensitively to social context, and create more valuable communication experiences for consumers. A successful digital marketing strategy depends not only on the technology used but also on how an organization makes sense of and navigates the complexities of the digital environment itself.

In an increasingly competitive digital marketing landscape, an organization's ability to understand and respond to social interactions on social media is becoming crucial. (Giannakis et al., 2022). *Sensemaking* acts as an interpretive process that enables organizations to capture meaning from various forms of audience engagement, such as comments, direct messages, responses to content, and participation in online campaigns. Rather than simply being a transmitter of information, organizations are now required to interpret the meanings that develop in their digital communities actively.

Social media is not just a place to spread messages but also a space where consumers and brands together shape narratives and perceptions. In this context, *sensemaking* helps organizations understand informal communication patterns that often emerge spontaneously but greatly determine public perception of products or services. (Talukder et al., 2024). This process is important because information spread on social media is often ambiguous, instantaneous, and influenced by the emotions and opinions of the online community. Organizations that are able to carry out active sensemaking tend to be more adaptive in developing marketing strategies based on real consumer needs (Nyström, 2024). Thus, sensemaking not only supports effective information dissemination but also strengthens emotional connectivity between brands and social media users.

In addition to Weick's (1995) sensemaking framework, strategic communication theory, grounded in meaning and digital networks, also provides a crucial foundation for understanding how organizations adapt to technological disruptions. According to Schultz, Patti, and Kitchen (2020), modern marketing communications are no longer linear but are instead formed through networked communication flows that enable audiences to participate in the meaning construction process (Schultz et al., 2013). In this context, digital media ecology theory (Tremblay et al., 2016) suggests that social media platforms, such as Instagram, create a space of meaning that is intertwined with narratives, algorithms, and user experiences. This meaning-making process is reciprocal, where organizations not only shape public perception but also continually adapt to the feedback and dynamics of digital discourse (Pitafi & Awan, 2024).

Meanwhile, cognitive framing theory in digital communication asserts that the way organizations structure messages and interpret social signals influences perceptions of brand authenticity and credibility (Bunčić et al., 2021). Thus, sensemaking serves not only as an analytical tool but also as a strategic mechanism for collaboratively constructing brand meaning across the broadest digital space.

Furthermore, social media affordance theory highlights how platform features such as stories, reels, and live interactions facilitate forms of communication that enable social

sensemaking (Nyambandi & de la Harpe, 2022). In the context of educational marketing, organizations like Bimbapedia can leverage this affordance to build trust-based interactions through recurring, reflective, and participatory content (Bucher & Helmond, 2017). This process reinforces the notion of dialogic engagement theory (Taylor & Kent, 2014), where meaningful communication on social media is born from two-way dialogue and audience emotional engagement. Furthermore, the theory of adaptive marketing under uncertainty (Eduzor, 2023) suggests that organizations that succeed in the era of digital disruption are those that can effectively combine analytical capabilities with social sensitivity to interpret trends, public emotions, and algorithmic changes quickly. By combining these theories, research on Bimbapedia's marketing communication strategy can confirm that the effectiveness of digital campaigns is not solely determined by the frequency of uploads or technology, but rather by the organization's ability to adapt, interpret, and articulate its institutional values through meaningful interactions with the audience.

RESEARCH METHODS

This study uses a qualitative descriptive method, which aims to gain a deep understanding of the digital marketing communication strategy carried out by Bimbapedia amidst the flow of technological disruption. This approach was chosen because it is in accordance with the objectives of the study, which emphasizes the exploration of meaning, experience, and communication strategies that develop contextually in the daily practices of the organization. (Creswell, 2018). Data collection was carried out through in-depth interview techniques with three main informants who have strategic roles in managing Bimbapedia's social media, namely the institution owner, digital marketing staff, and social media admin.

To analyze the data obtained, the researcher used the NVivo application, which is software specifically designed for qualitative data processing. This application is used in the thematic coding process that allows researchers to identify patterns, categories, and main themes that emerge from interview transcripts systematically and in a structured manner. (Jackson & Bazeley, 2019). The use of NVivo as an analysis tool strengthens the validity of the data interpretation process, especially in the context of research involving a *sensemaking* approach, where researchers seek to understand how organizations interpret the dynamics of the digital environment and respond to them through relevant and adaptive communication strategies.

This research was conducted at a non-formal educational institution called Bimbapedia, located at Jalan Irigasi No. 170, Ciledug District, Tangerang City, Banten Province. Bimbapedia is an institution that provides tutoring services for early childhood students. This location was chosen because Bimbapedia is one of the active players in utilizing social media, especially Instagram, as a means of marketing communication to reach its main audience, namely millennial generation parents and early childhood students.

RESULTS and DISCUSSION

This research analysis uses the sensemaking approach from Karl E. Weick (1995), which explains that organizations form meaning through seven main characteristics: Grounded in Identity Construction, Retrospective, Enactive of Sensible Environments, Social, Ongoing, Focused on and by Extracted Cues, and Driven by Plausibility Rather than Accuracy. Based on the results of the analysis using the sensemaking theory, the strategies implemented are

not only technical or instrumental but are rooted in a dynamic and reflective collective meaning-making process. Bimbapedia actively interprets market conditions, forms brand identity, interacts socially, and adapts to change in a reasonable and value-oriented manner.

The use of Instagram as the main communication medium is not merely a trend but a result of the interpretation of audience behavior patterns and the effectiveness of the media in forming emotional closeness. This is in line with the idea that marketing communication in the era of digital disruption requires a continuous sensemaking process to bridge the uncertainty and complexity in reaching increasingly critical and selective consumers.

Figure 1 shows how *sensemaking* as a theory can be operationalized concretely in digital marketing practices through social media. Each of Weick's (1995) characteristics is mapped into real actions or strategies, which reflect the Bimbapedia organization interpreting, adapting, and interacting with the digital environment dynamically and adaptively.

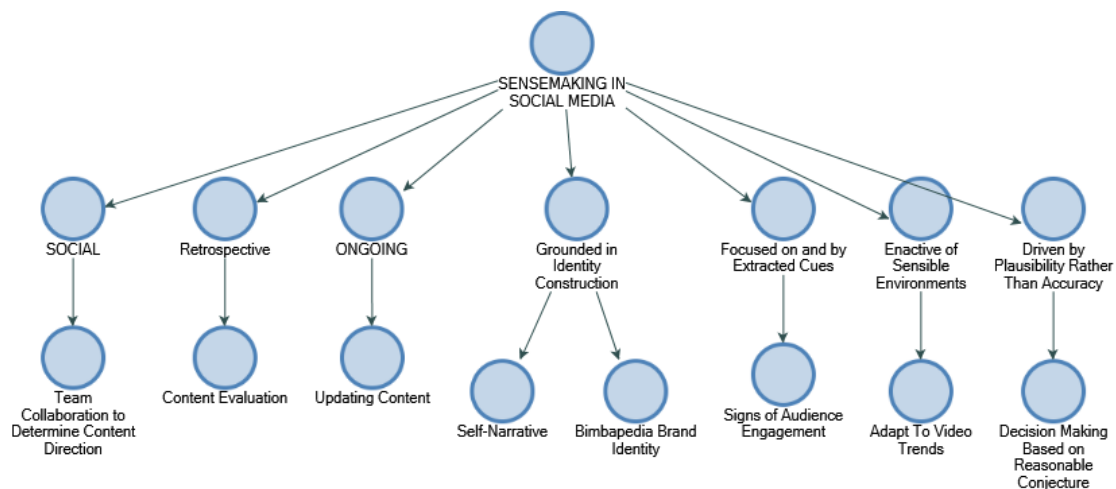


Figure 1. Sensemaking in social media. Source: Data management (2025)

Figure 1 depicts a conceptual structure in the form of a thematic tree that visualizes the application of sensemaking theory in the context of social media, especially in digital marketing communication strategies. This model refers to the framework of seven characteristics of sensemaking according to Karl E. Weick (1995), which is adapted and implemented to understand how organizations, in this case, Bimbapedia, form and interpret meaning in their marketing practices through social media, such as Instagram. The main theme, "Sensemaking in Social Media," is the center of all elements that are developed into several thematic branches, each representing the core characteristics of the theory.

The "Social" characteristic in the diagram is explained through team collaboration in determining the direction of the content. This shows that collective sensemaking occurs through interactions between individuals in the marketing team, social media admins, and business owners. Together, they form an understanding of the digital marketing environment and develop appropriate communication strategies. Meanwhile, the "Retrospective" dimension is represented through content evaluation activities. The organization reviews the success of previous campaigns, such as testimonial content or reels that have high engagement and uses these reflections as a basis for planning the next communication.

Furthermore, the characteristics of "Ongoing" and "Focused on and by Extracted Cues" highlight the dynamics and continuity in the digital marketing process. Content is updated regularly to stay relevant and in line with changing trends and algorithms. Meanwhile, the organization's attention to digital signals such as comments, number of interactions, and audience responses are the main sources of strategy adjustments. On the other hand, "Enactive of Sensible Environments" shows that Bimbapedia not only adapts but also creates

a digital environment that can be understood through adaptation to video trends, such as the use of Reels, Stories, and visual content that is easily accessible and digested by the target audience.

The last characteristics, namely "Grounded in Identity Construction" and "Driven by Plausibility Rather than Accuracy," emphasize more conceptual and strategic aspects. Bimbapedia's brand identity is formed through a consistent self-narrative and the use of visual elements that represent the institution's values, such as bright colors, friendly language style, and a professional image. In terms of decision-making, Bimbapedia does not always rely on exact data but rather on logical considerations and reasonable guesses, such as compiling a content schedule or predicting trends based on previous experiences. Overall, this image shows that the sensemaking process is not only a tool for internal interpretation but also a strategic foundation for building relevant, adaptive, and meaningful communication in the era of digital disruption.

Meanwhile, the involvement of three main informants, namely Owner, Admin Medsos, and Marketing, in each theme was analyzed in the context of Bimbapedia's digital marketing communication through social media, especially Instagram. This shows that the marketing communication strategy at Bimbapedia is the result of a sensemaking process in which each informant contributes to the management of Instagram. However, the Owner is more dominant in the aspects of identity and strategic decision-making, while the Admin of social media plays an important role in the implementation and updating of content, and Marketing focuses on coordinating and validating trends and audience responses. The broad relationship between the three confirms that the digital marketing process being carried out is dynamic, reflective, and participatory.



Figure 2. Bimbapedia's marketing communication strategy. Source: Data management (2025).

Figure 2 is a visualization of the mapping of the relationship between the three informants with the main themes of the results of interview coding based on Karl E. Weick's sensemaking approach (1995). In this visualization, the circles in the middle depict the three main informants involved in the content management process and communication strategy. Meanwhile, the circles surrounding it are the main themes or categories (nodes) that have been analyzed in the previous chapter, such as Content Evaluation, Decision Making Based on Reasonable Conjecture, Team Collaboration to Determine Content Direction, Signs of

Audience Engagement, Updating Content, Adapting to Video Trends, Bimbapedia Brand Identity, and Self-Narrative.

This finding strengthens the previous analysis that Bimbapedia's communication strategy is not built unilaterally but rather through a process of collective interpretation and meaning that is in line with the main characteristics of sensemaking. By understanding the relationship between actors and themes visually, it can be concluded that the success of Bimbapedia's digital marketing communication through Instagram is largely determined by the synergy between roles, reflection on previous practices, and rapid response to changing digital dynamics. Through a sensemaking approach consisting of seven characteristics, Bimbapedia forms and implements a marketing communication strategy through Instagram in the era of digital disruption. The following is a description of the findings reinforced by direct quotes from informants:

Grounded in Identity Construction Aspect, Bimbapedia builds its identity as a fun, friendly, and professional tutoring institution. This identity is displayed through visual content, color choices, language style, and consistent educational narratives.

"Why is Bimbapedia yellow and blue? Because we started from Tangerang... with good branding, we want people to know that yellow and blue are very suitable colors so that children are happier." (Owner)

"We want to instill the image that Bimbapedia is a fun and trusted place to learn." (Admin Medsos)

Retrospective Aspect: Bimbapedia's communication strategy develops through the evaluation of previous content and learning from campaign experiences.

"The most responses are usually about testimonial content, and learning activities also get quite a lot of attention." (Marketing)

"Testimonials build trust, while reels give a real picture of the learning environment." (Admin Medsos)

"The first ad already generated 30 million in 1 month." (Owner)

Enactive Aspect of Sensible Environments: Bimbapedia not only adapts to digital trends but also shapes audience perception by creating meaningful digital environments through creative content planning.

"Usually we make calendar content first... like Kartini Day or national days. After that we make daily content that is educational in nature." (Owner)

"We use all of those features. Stories for quick info, reminders, or polls. Reels to show clips of learning activities." (Admin Medsos)

Social Aspect: Sensemaking in Bimbapedia's communication strategy is done collectively through cooperation between team members. Each role has a function that supports each other.

"I am the social media admin, but we also work with a graphic design team and content writers." (Admin Medsos)

"Usually, there is a digital marketing department responsible, or there is a social media admin with approval from the owner." (Marketing)

Ongoing Aspect: The sensemaking process is done continuously. Content is updated regularly, and strategies are adjusted based on the latest conditions in social media.

"There has to be one or more times a week to post so that our Instagram is always active." (Marketing)

"Usually daily, one content a day." (Owner)

"Usually we post 3 to 4 times a week. But when there is a promo or new class registration, it can be every day." (Admin Medsos)

Focused on and by Extracted Cues Aspect, Organizations respond to signs or signals from the audience, such as comments, likes, DMs, and other interactions, as a basis for adjusting communication strategies.

"Usually we are active by replying to comments or DMS... This interaction also has the most influence on the algorithm." (Marketing)

"Many parents know Bimbapedia from Instagram. Especially from testimonials and also from the stories we make." (Admin Medsos)

Driven by Plausibility Rather than Accuracy Aspect: Decision-making is done based on reasonable intuition, not just numerical data. This shows Bimbapedia's flexibility in responding to the dynamics of social media.

"The communication strategy is to post based on the day, such as education on Monday, soft-selling on the second day, then games content, hard-selling, and so on." (Owner)

"We also adjust our language style to our target character: warm, relaxed, but still professional." (Admin Medsos)

From the informant quotes above, it can be concluded that the sensemaking process is the main foundation in formulating and implementing Bimbapedia's marketing communication strategy through Instagram. The strategy is formed not only from internal plans but from the process of interpreting the rapidly changing digital environment, the results of reflection on experience, and socially constructed meanings. The collaborative role between teams is also an important factor in forming an adaptive, humanistic, and value-based strategy.

Researcher's Descriptive Interpretation

The researcher's analysis reveals that Bimbapedia's marketing communication strategy through Instagram emerges as a dynamic and collective sensemaking process rather than a top-down managerial decision. Each actor Owner, Social Media Admin, and Marketing Staff plays an interpretive role in constructing meaning through communication practices. The Grounded in Identity Construction aspect shows that identity is not merely a matter of visual branding but also a reflection of shared values within the organization. The decision to use

bright colors like yellow and blue, as explained by the Owner, symbolizes optimism and happiness associated with childhood learning, while the Admin emphasizes trust and friendliness. This alignment between aesthetic choice and organizational value demonstrates how Bimbapedia's identity is constructed both symbolically and emotionally through everyday communication acts on Instagram.

From the Retrospective and Enactive of Sensible Environments dimensions, the data indicate that learning from past campaigns and transforming them into actionable insights are central to Bimbapedia's adaptive capacity. The Marketing team's focus on testimonials as a trust-building strategy and the Admin's attention to reels as immersive media signify a reflexive learning cycle where reflection on audience responses becomes input for new strategic decisions. The Social and Ongoing aspects highlight the collaborative routines among team members that sustain a continuous sensemaking process. The Admin's statement about cooperation with graphic designers and content writers, as well as the regular posting schedule, points to a social ecology where ideas circulate, meanings evolve, and content becomes a living representation of shared understanding.

Furthermore, the Focused on and by Extracted Cues and Driven by Plausibility Rather than Accuracy aspects illustrate Bimbapedia's pragmatic approach in interpreting audience signals. The emphasis on comments, likes, and direct messages as cues for algorithmic engagement shows that the team perceives social media as a dialogic space where meanings are negotiated with the audience. Instead of relying solely on statistical precision, the Owner's and Admin's statements about intuition and language tone demonstrate the organization's reliance on plausible reasoning a core characteristic of sensemaking. This flexibility allows Bimbapedia to remain contextually relevant amidst algorithm changes and shifting audience behaviors. Altogether, the findings portray a communicative organization that embodies adaptive learning, shared interpretation, and value-based creativity, confirming that sensemaking is not only a theoretical lens but a lived practice shaping strategic communication in the digital disruption era.

CONCLUSION

The findings of this study reaffirm that Bimbapedia's marketing communication strategy on Instagram is a practical embodiment of Karl E. Weick's (1995) sensemaking theory, which emphasizes how organizations construct meaning collectively to navigate ambiguity and uncertainty. Each of the seven characteristics of sensemaking grounded in identity construction, retrospective, enactive of sensible environments, social, ongoing, focused on and by extracted cues, and driven by plausibility rather than accuracy is manifested concretely in Bimbapedia's marketing practices. The organization's ability to build a consistent identity, learn from past experiences, interpret audience cues, and adapt flexibly to social media dynamics demonstrates that communication in the digital disruption era is no longer linear, but dialogic and co-constructed between organization and audience.

Theoretically, this study extends Weick's framework by situating sensemaking within the domain of digital marketing communication, specifically through Instagram as a participatory and meaning-rich environment. The empirical findings show that digital platforms serve not only as tools for message dissemination but also as social systems where collective interpretations continuously evolve. This aligns with recent theoretical developments emphasizing that sensemaking in digital ecosystems involves affordances, audience co-creation, and narrative identity construction (Treem & Leonardi, 2020; Chung & Cho, 2022). Thus, Bimbapedia's case illustrates how an educational brand can translate abstract theoretical principles such as reflexivity, adaptability, and social interpretation—into actionable strategies that sustain organizational relevance. In essence, the intersection between theory and practice here confirms that successful digital marketing communication in the era of disruption depends not only on technological sophistication but on the

organization's cognitive and social capacity to continuously make sense of the environment and act upon it meaningfully.

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