



UNIVERSITY OF LEEDS

This is a repository copy of *Dimensions of dynamic marketing capability and export performance*.

White Rose Research Online URL for this paper:
<http://eprints.whiterose.ac.uk/167783/>

Version: Accepted Version

Article:

Hoque, MT, Ahammad, MF orcid.org/0000-0003-0271-2223, Tzokas, N et al. (1 more author) (2020) Dimensions of dynamic marketing capability and export performance. *Journal of Knowledge Management*. ISSN 1367-3270

<https://doi.org/10.1108/jkm-09-2019-0482>

© 2020, Emerald Publishing Limited. This is an author produced version of a journal article published in the *Journal of Knowledge Management*. Uploaded in accordance with the publisher's self-archiving policy.

Reuse

Items deposited in White Rose Research Online are protected by copyright, with all rights reserved unless indicated otherwise. They may be downloaded and/or printed for private study, or other acts as permitted by national copyright laws. The publisher or other rights holders may allow further reproduction and re-use of the full text version. This is indicated by the licence information on the White Rose Research Online record for the item.

Takedown

If you consider content in White Rose Research Online to be in breach of UK law, please notify us by emailing eprints@whiterose.ac.uk including the URL of the record and the reason for the withdrawal request.



eprints@whiterose.ac.uk
<https://eprints.whiterose.ac.uk/>

Dimensions of Dynamic Marketing Capability and Export Performance

Journal of Knowledge Management

Accepted on 22nd September 2020

Dr. Mohammad Tayeenul Hoque

Assistant Professor and Chairman
Department of Marketing and International Business
School of Business and Economics, North South University, Bangladesh
Email: mohammad.hoque02@northsouth.edu

Dr Mohammad Faisal Ahammad

Associate Professor of International Business
Centre for International business (CIBUL)
Leeds university Business School, University of Leeds, UK
Email: m.f.ahammad@leeds.ac.uk

Dr Nikolaos Tzokas

Professor of Marketing
Prince Mohammad Bin Salman College for Business & Entrepreneurship, Saudi Arabia
E-mail: nikolaos.tzokas@gmail.com

Dr. Gillie Gabay

Senior Lecturer
College of Management Academic Studies, Israel
Email: gillie.gabay@gmail.com

Dimensions of Dynamic Marketing Capability and Export Performance

Abstract

This paper introduces a new conceptual framework that we developed to support export managers' efforts for enhanced performance within the current extremely complex global business environment. This framework focuses on four key dimensions of Dynamic Marketing Capability (DMC) in the context of export performance. These capabilities are: ambidextrous marketing orientation (AMO); customer relationship management (CRMC); brand management (BMC); and new product development (NPDC). Our paper postulates that a firm's DMC may reflect complementary power, when its higher-level Marketing Capabilities (MCs) bundle together to detect essential needs of distributing channel members, action plans of competitors and satisfaction of market demand. In doing so the paper explores the contribution of competitive hybrid strategy as a mediator and environmental responsiveness as a moderator, in explaining the relationship between DMC and export performance. Our work contributes in revisiting key dimensions of DMC and integrating them into a new conceptual framework. Our paper contributes in knowledge management literature by considering the DC view to complement capabilities of knowledge management by following reconfiguration and deployment in cross-functional business units. This research advances both the knowledge-based view and the resource-based view evolving into a solid foundation of DMC constructs. The integration of these high ordered capabilities extends the DMC literature in exporting and provides exports managers with a useful tool to navigate their decisions.

Keywords: Dynamic Marketing Capabilities; Export performance; Ambidextrous market orientation; Customer relationship management capability; Brand management capability; New product development capability.

Introduction

Success in the highly competitive and vibrant international business arena requires, among other, mastery in developing and deploying marketing capabilities and strategies that can address foreign customers' needs in the international market more effectively than rivals. International business theorists (Tan & Sousa, 2015) suggest that an exporter should create, extend or modify marketing capabilities those are required for international activates. Based on this assumption, an area of research interest for academics and policy makers is identifying the determinants to leverage the competitive advantage and better export performance (Krasnikov & Jayachandran, 2008; Villar, Alegre, & Pla-Barber, 2014). To begin with, attainment of competitive advantage is inextricably linked with the possession of a well-articulated competitive strategy (Porter, 2008), since a firm's competitive strategy can compensate the liability of foreignness at the time of its internationalization process (Haapanen, Juntunen, & Juntunen, 2016). Moreover, the vibrant nature of international markets prompts organizations to reconfigure their marketing capabilities so that they can deliver the required customers' value proposition.

The aim of the paper is to develop a conceptual framework that explains the dimensions of dynamic marketing capabilities (DMC), the role of DMC in explaining export performance, and the mediating role of hybrid competitive strategy and moderating role of environmental responsiveness in explaining the DMC-export performance relationship. This paper seeks to make the following contributions to the above-mentioned quest.

First, our paper contributes in knowledge management literature by considering the DC view to complement capabilities of knowledge management by following reconfiguration and deployment in cross-functional business units. To enhance performance, the organization's higher-level marketing capabilities must have complementary power so that in cross-functional units one capability can strengthen the influence of another capability. Taking into account the view of complementary capability, our paper asserts that knowledge-management capabilities can be viewed as complementary capabilities in the course of interaction among a set of higher-level marketing capabilities within cross-functional business units.

Second, this paper contributes by resolving existing theoretical deficiencies through capturing core higher order capabilities that enable firms to develop dynamic marketing capability (DMC). This

paper conceptualizes DMC as a unique dynamic capability aligned with dynamic capabilities view and proposes how DMC could improve export performance.

Third, our paper seeks to rectify the limitations of the extant studies on DMC in export performance by identifying different types of marketing capabilities. Several studies viewed the concept of lower-level/lower-level MCs (i.e. specialized marketing capabilities) within the theoretical framework of DC (Morgan et al., 2018; Sok, O’Cass, & Sok, 2013). Nonetheless, scholars (Merrilees et al., 2011) have criticized the adequacy of lower-level MCs within adverse business environments. In relation to the criticism of MCs, marketing strategists (Morgan, 2012) proposed that in to tackle the turbulent market environment, a firm should possess higher-level MCs marketing capabilities in ways that fit into a rapidly changing market by modifying knowledge management processes repeatedly. Following the concept of higher order marketing capabilities that have been carried out by Morgan, (2012) and Barrales-Molina, et al. (2013), this research advances their views and evolves a solid foundation of DMC constructs comprising four higher order marketing capabilities: ambidextrous market orientation (AMO), customer relationship management capability (CRMC), brand management capability (BMC) and new product development capability (NPDC).

Fourth, previous studies did not explored role of competitive hybrid strategy in explaining the link between DMC and export performance. We elicit attention to competitive hybrid strategy, which mediates the relationship between DMC and export performance. We illustrate the further contribution of DMC and export performance by the instrument this study provides export managers in strategic marketing decision-making.

Finally, this paper seeks to shed some light on describing the moderating role of environmental responsiveness in explaining the relationship between DMC and export performance. While several attempts have showed the moderation roles of market turbulence as external environmental determinant in dynamic capability and market orientation-performance interface (Boso, Cadogan, & Story, 2012; Zhang & Duan, 2010), some reports provided more controversial findings on market orientation-performance relationships (Raju, Lonial, & Crum, 2011). The derivation of DMC may be contingent on market turbulence that leads exporters to adopt distinct types of competitive strategies such as competitive hybrid strategy. Nevertheless, little is known about the association between market turbulence in adopting DMC and designing competitive strategy. Our

paper, thereby, addresses gap in marketing research by critically examining a viable potential moderator of market turbulence in the relationship between DMC and export performance.

We begin by outlining the theoretical framework of resource based theory and dynamic capability theory. Following this we establish our conceptual framework by bringing together critical dimensions of Dynamic Marketing Capability and by postulating the mediating and moderation role of competitive strategy and environmental responsiveness respectively. We conclude our paper by considering the implications of our conceptual framework for theory and practice and outline useful directions for testing our framework.

Resource Based Theory

The resource based theory (RBT from here onwards) was first popularized by the notable economic study of Penrose (1959), who wrote: "an organization may achieve superior performance not only because it is endowed with better resources but also because it is better able to use those resources". The RBT paradigm has received significant attention in management literature (Iddy and Alon, 2019; Rothberg and Erickson, 2017). The RBT theory has been used to explore various topics such as knowledge transfer (Ahammad, Tarba, Liu and Glaister, 2016; Reus, Lamont, & Ellis, 2016) and firm performance (e.g. Santoro, Thrassou, Bresciani, Del Giudice, 2019). Recently, the application of RBT has increased by 500% in marketing strategy literature (Kozlenkova, Samaha, & Palmatier, 2013).

Marketing scholars have drawn attention to RBT and argued that an organization's competitive advantage is contingent upon its adequate utilization of resources and capabilities (Barney, 2014; Haapanen et al., 2016; Martín-de Castro, López-Sáez, and Delgado-Verde, 2011). Similarly, other marketing studies were concerned with identifying resources and capabilities requirements within organizational processes to support the formulation of marketing (Santos-Vijande, del Río-Lanza, Suárez-Álvarez, & Díaz-Martín, 2013). It infers that one fundamental aim of RBT is to understand how organizations can sustain their profits in the long term by utilizing their resources and capabilities (Haapanen, Juntunen, & Juntunen, 2016). In the recent past, marketing studies widely used the RBT paradigm to explain their conceptual model, nonetheless, scholars since the 1990s have recognized one major drawback of RBT. Most especially, critics have mentioned that the RBT is inadequate to explain the mechanism by which resources and capabilities are deployed

within a highly uncertain market environment to achieve competitive advantage (Priem & Butler, 2001).

Knowledge based view and knowledge management has received increased attention in recent literature (e.g. Grigoriou & Rothaermel, 2017; Kim & Anand, 2018; Kuo, Wu, & Lin, 2019; Zhu, 2017; Moellers, Visini, & Haldimann, 2020; Hohberger, Kruger, & Almeida, 2020; Marino, Mudambi, Perri, & Scalera, 2020). International business theorists demonstrated that marketing capabilities requirement for home market operation are not sufficient in cross-border operation process, and rarely a firm can transfer highly specific knowledge management capabilities from one functional business units to another (Murray, Gao, & Kotabe, 2011). Thus, international organizations, may not achieve superior performance unless they emphasize a process of capabilities-reconfiguration (Kozlenkova et al., 2013). Thus, an international organization should possess an exclusive mechanism that facilitates the modification of resources and capabilities in a repeated manner so that the organization can protect itself from adverse market movements. With this aim, and to correct the major limitations of RBT, Teece et al. (1997b) introduced the term 'dynamic capability' (DC from here onwards) stressing the importance of reconfiguring capabilities in achieving competitive advantage in markets of high-level market uncertainty. Other scholars (Eisenhardt & Martin, 2000) showed that the concept of DC follows a dependent path of a repeated pattern that enables the organization to alter resources and capabilities in a systematic manner in pursuit of adjusting to the changing market environment.

DC researchers (Menguc & Auh, 2006; Teece, Pisano, & Shuen, 1997a) have argued that an organization should arrange higher-level capabilities in such a way as to reflect complementary effects and enhance the DC development process. Complementary capabilities can be defined as organizational processes that bring synergistic results when a capability is used collectively with other operational capabilities (Wang & Hsu, 2018). When an organization bundles together multiple resources and capabilities, the total effect of these complementary capabilities improves the competitive value of organizational processes, and that sharply influences dynamic capability development processes (Feng, Morgan, & Rego, 2017; O'Cass & Sok, 2012). This implies that to realize DC strategy, a firm's micro foundation requires complex coordination among the set of higher-level organizational capabilities within cross-functional business processes (Najafi-Tavani, Sharifi, & Najafi-Tavani, 2016). Next, we review marketing capabilities.

Types of Marketing Capabilities

In export market contexts, the application of resources and capabilities can be improved by emphasizing dynamic capability view (Li et al., 2016). International business theorist demonstrated that market environment with high uncertainty require a stronger focus on marketing capabilities, because superior customer value can be delivered only through the dynamism of market knowledge management processes (Weerawardena, Mort, Liesch, & Knight, 2007). The term “marketing capability” (MC from here onwards) has been treated as the market-knowledge management process within different organizational levels, comprising integration of lower-level and higher-level knowledge for enhancing an organization’s marketing value (Morgan, Feng, & Whitley, 2018).

An earlier marketing study (Day, 1994) highlighted three types of MCs, which included 'outside-in capabilities' (i.e. the organization’s competency in intelligence generating, identifying distribution channels and new technology requirements), 'inside-out capabilities' (i.e. the organization’s internal capacity to match market requirements), and 'spanning capabilities' (i.e. the organization’s potentiality to reflect complementary effects among capabilities, which includes outside-in capabilities complementary with inside-out capabilities). The role of spanning capabilities is to combine inside-out capabilities together with outside-in capabilities to identify and satisfy customers' articulated needs rather than to focus on unexpressed needs. A limitation of Day's (1994) MCs classification is that it overlooks higher-level knowledge management capabilities, such as brand management capability, which is essential for an organization to enhance customers' value proposition.

The function of specialized marketing capabilities is similar to spanning capability approach of Day (1994). In particular, specialized marketing activities are recognized as lower-level marketing functions that create challenges for exporters to fulfill the needs of the customers within adverse export market environments. Marketing strategists Maltz and Kohli (1996) pointed out that an organization's expertise to achieve competitive advantage lies in its knowledge-absorption capacity and ability to transfer knowledge across its functional units. The ability to accumulate knowledge is contingent on the viability of organization’s internal mechanisms (Zahra & George, 2002), where cross-functional capability is treated as an influential internal mechanism. This shows the organization can systematically execute its knowledge transfer through cross-functional

business processes. Marketing literature stressed the importance of cross-functional marketing capabilities. However, various marketing scholars have reported that organizations often experience difficulties in transferring knowledge-based resources across their cross-functional business units (Luo et al., 2006). For example, in 1990s Hewlett-Packard (i.e. electronic items manufacturer) experienced difficulties in its accumulated knowledge flow between its customer relations department and its new product development unit (Fisher et al., 1997). Unlike its close rivals, HP was unable to capture the global laptop market due to its inability to comprehend customers' unexpressed needs. The transfer of market knowledge across underlying business units is a complex process that if successfully, generates better organizational performance (Griffin and Hauser, 1992).

Marketing scholars considered the DC view to complement capabilities of knowledge management by following reconfiguration and deployment in cross-functional business units. To enhance performance, the organization's higher-level marketing capabilities must have complementary power so that in cross-functional units one capability can strengthen the influence of another capability. Taking into account the view of complementary capability, this study asserts that knowledge-management capabilities can be viewed as complementary capabilities in the course of interaction among a set of higher-level marketing capabilities within cross-functional business units.

We present DC by using a list of crucial marketing capabilities within cross-functional business processes. (Morgan, 2012). Table 1 presents marketing capabilities operating in cross-functional processes in DC and DMC premise.

Scholars showed that cross-functional capability consists of higher-level marketing capabilities instead of lower-level marketing capabilities (Morgan, 2012, Srivastava et al., 1999). Morgan (2012) illustrated three cross-functional marketing capabilities: brand management capability, customer relationship management capability and new product development capability. Whereas past studies elucidated supply-chain management capabilities within a cross-functional marketing capability context (Srivastava et al., 1999), the recent studies of both Barrales-Molina et al. (2013) and Morgan (2012) found that in reality supply-chain management capability lie in the organization's operation management unit. This may suggest that past studies created complexity in identifying the crucial marketing constructs of cross-functional business units.

Table 1: Cross-functional business processes discussed in marketing literature

Author's Name	Approach	Marketing capabilities operating in cross-functional processed in DC & DMC premise				
		New product development Capability	Customer relationship management capability	Brand management capability	Supply-chain management Capability	Market Orientation
(Fang & Zou, 2009)	Customer value-enhanced based	✓	✓	☒	✓	☒
(Morgan, 2012)	Cross-functional marketing capability	✓	✓	✓	☒	☒
(Srivastava, et al., 1999)	Customer value-enhanced based	✓	✓	☒	✓	☒
(Srivastava, Fahey, & Christensen, 2001)	Customer value-enhanced based	✓	✓	✓	☒	☒
(Barrales-Molina et al., 2013)	Underlying process identification: Sensing capability, learning capability, integrating capability, coordinating capability	✓	☒	☒	☒	✓

On the other side, marketing scholars introduced the term architectural marketing capabilities as an organization’s planning-related processes employed in designing strategic marketing plans (Morgan et al., 2003). In particular, architectural capabilities pursue a typical route of marketing strategy formulation and decision to implement the strategy. Organizations perusing such processes count on multiple resources that may enrich their resource portfolio (Morgan, 2012). The foundation of architectural marketing capabilities is involved in developing and combining specialized marketing capabilities for supporting the deployment of marketing strategies (Vorhies and Morgan, 2003). Although the organization should possess an adequate set of capabilities for designing and implementing marketing strategies, previous investigations did not provide a comprehensive review of what types of marketing capabilities are required for developing and deploying organizations’ internal strategies and implementation processes. This study concentrates on marketing capabilities that accord with the DC perspective.

Extension of DC view: Emergence of Dynamic Marketing Capability

In the context of changing export market environments, it is far more challenging to comprehend customers' needs, competitors' actions and market trends by emphasizing only classical 'marketing mix' activities (Weerawardena et al., 2007). In today's turbulent and unpredictable export marketing environment an organization's superior performance depends on the ability of exporters to deliver satisfy value proposition in markets by maintaining knowledge-management processes. In essence, a new school of thought called 'dynamic marketing capability' has emerged that describes the management of market-based knowledge more clearly in a time of unpredictable market environments. The dynamic marketing capability (DMC from here onwards) can be defined as an organization's specific aim to develop, release and integrate market knowledge management processes within uncertain market environment for the purpose of satisfying customers' value proposition. Marketing literature distinguishes between the function of general marketing capabilities and the function of dynamic marketing capability in several ways. When the market is stable the basic feature of marketing capability (MC) is satisfying a marketing mix approach to achieve positional advantage (Glaum & Oesterle, 2007). This refers to the fact that usually specialized MCs are involved in managing market knowledge to satisfy customers demand in a stable market environment.

Several studies viewed the concept of lower-level/lower-level MCs (i.e. specialized marketing capabilities) within the theoretical framework of DC (Morgan et al., 2018; Sok, O'Cass, & Sok, 2013). Nonetheless, scholars (Merrilees et al., 2011) have criticized the adequacy of lower-level MCs within adverse business environments. In relation to the criticism of MCs, marketing strategists (Morgan, 2012) proposed that in to tackle the turbulent market environment, a firm should possess higher-level MCs marketing capabilities in ways that fit into a rapidly changing market by modifying knowledge management processes repeatedly. As yet little is known about the main underlying dimensions of higher-level DMC construct as well as the robustness of higher-level DMC construct. The concept of DMC is required in order to satisfy better customer value offerings within changing market conditions, and this approach separates the DMC theory from the general assumptions of DC. This infers that DMC view warrant more research in order to untangle underlying dimensions of DMC.

To untangle the internal structure of DMC, we identified similarities between marketing capabilities and their underlying dimension under the lens of RBT and DC assumptions. In essence, we emphasized the formation process of influential marketing capabilities within the DC premise. Table 2 summarizes specific components and underlying processes of MCs that were explored in previous studies. As seen from Table 2, the organization's MCs that are operated in cross-functional units require high degree of both market knowledge absorption capacities together with knowledge-dissemination mechanisms for realizing complementary effects.

Table 2: The elements of marketing capabilities formation within the DC context

Authors	Specific components		Underlying process	Marketing capabilities	Other organisational capabilities
	Knowledge-absorption capacity	Knowledge management	Cross-functional business process		
Barrales-Molina et al. (2013)	✓	✓	✓	New product development, proactive market orientation	Not mentioned
Santos-Vijande et al. (2013)	✓	✓	✓	Market orientation, brand management, new product development	Not mentioned
Mitrega, et al. (2012)	✓	✓	✓	Networking capability	Not mentioned
Landroquez, Castro, & Cepeda-Carrión (2011)	✓	✓	✓	Customer- relationship management, market orientation.	Not mentioned
Hou & Chien (2010)	✓	✓	✓	Not mentioned	Not mentioned
Fang and Zou (2009)	✓	✓	✓	Customer- relationship management, new product development, supply-chain management	Not mentioned
Maklan & Knox (2009)	✓	✓	✓	Customer relationship management, brand management, proactive market orientation	Not mentioned
Easterby-Smith & Prieto (2008)	✓	✓	✓	Not mentioned	Not mentioned
Narasimhan, Rajiv, & Dutta (2006)	✓	✓	✓	Not mentioned	R&D capability; operational capability
Menguc & Barker (2005)	✓	✓	✓	Customer relationship management, market orientation	Not mentioned
Zahra & George (2002)	✓	✓	✓	Not mentioned	Not mentioned

Table 3 presents support of the thesis underlying this study demonstrating that to comprehend marketing, theorists' broadly used five types of MCs within dynamic capability premise: market orientation capability, customer relationship management capability, brand management capability, new product development capability and networking capability. In contrast to these five capabilities, however, a few studies have detected supply-chain management capability within the marketing capability related studies. The findings would have been more contradictive in the work undertaken by Fang and Zou (2009) where market orientation has not treated as center capability for international firm DMC construct. Although earlier works have proposed a mixture of higher-level and lower-level marketing capabilities in DC studies, we proposed that a combination of higher-level marketing capabilities can be considered to be the driving force required to achieve an improved international performance (Najafi-Tavani, Najafi-Tavani, Naudé, Oghazi, & Zeynaloo, 2018).

Underlying Dimensions of Dynamic Marketing Capability

As an extension of the DC view, DMC theory aims to address the fact that organizations should utilize their accumulated market knowledge effectively in consideration of responding swiftly to market demands. The organization need to reconfigure its internal processes in a manner that simultaneously integrates its resources and capabilities to realize a complementary influence from this advanced marketing practice. Therefore, an organization must be given the highest priority of inclusion of higher-level marketing capabilities in cross-functional business units so as to realize better outcomes from the repeated application of dynamic-marketing practice. This argument is consistent with an earlier study by Srivastava et al. (1999), which suggested that combining different MCs can generate better performances than an individual MC alone. This implies that when an organization is focused on any individual higher-level MC instead of a group of higher-level MCs, the organization's likelihood of satisfying the customers within unstable market conditions is very low.

Table 3: Illustrative terminology used in the studies of RBV, DC and DMC

Construct name	Definition	Authors
Resources	Resources can be considered as the portfolio of all sorts tangible and intangible assets that are used for production purposes.	(Morgan, 2012)
Capabilities	Capabilities represent the capacity that an organization has to integrate resources for satisfying customers' value offerings.	(Dutta et al., 2005)
Dynamic capabilities	DC is the organizational process within turbulent business environments, which reconfigures and deploys resources and capabilities in such a way that fits with uncertain business environments.	(Teece et al., 1997)
Dynamic marketing capabilities	DMC reveals distinctive cross-functional business processes to create and deliver superior customer value in response to market changes by reconfiguring higher-order marketing capabilities. The main function of DMC is to absorb market knowledge and support effective knowledge-management processes.	(Bruni and Verona, 2009)
New product development capabilities	NPD capability is a path-dependent process that reconfigures and deploys resources and capabilities for the purposes of improving innovation that offers new values to the target markets. For instance: Apple Inc. regularly diffuses new products in the market by maintaining strong innovative capabilities to furnish Apple Inc. along with the overall information.	(Teece, 2012)
Customer relationship management capabilities	'CRM is not simply an IT solution that is used to acquire and grow the customer base. It involves the adroit combination of human, technology and business-related capabilities in an environment that can feasibly support the type of integration required.'	(Coltman, 2007)
Brand Management Capability	An approach in which organizations create and protect brand assets steadily with the aim of achieving lasting positional advantages in the form of a brand. This process involves utilizing market knowledge by accumulating architectural and specialized marketing capabilities. This enables the organization to leverage brand equity and brand building activity.	(Urde et al., 2013)
Responsive Market Orientation (RMO)	An RMO-based organization is focused on customers expressed needs. An RMO-based organization is a follower rather than a market leader.	(Bodlaj et al., 2012)
Proactive Market Orientation	Proactive market orientation seeks information to satisfy customers' latent needs. PMO is best for long-term survival in the market, and the organizations that are practicing PMO are treated as market leaders.	(Lamore et al., 2013)
Ambidextrous market orientation	'Ambidextrous market orientation (AMO) can be described as a mixture in the relative degree of responsive and proactive market orientations.'	(Tan and Liu, 2014)

An organization's major competitors face increased barriers in terms of codifying their knowledge-management capabilities, as soon as that organization emphasizes the interaction between higher-level MCs (Morgan et al., 2009a). On the basis of the higher-level MCs concept, Morgan (2012) identifies three higher-order marketing capabilities (namely, new product development capability, brand management capability and customer relationship management capability) – that operate in marketing cross-functional business processes, whereas Barrales-Molina et al. (2013) proposed that DMC consists of two higher-level MCs (namely, new product development capability and proactive market orientation).

The broad implementation of higher-level MCs indicates organizational ability to generate DMC rather than simply treat higher-level MCs in isolation. Following the concept of higher order marketing capabilities that have been carried out by Morgan, (2012) and Barrales-Molina, et al. (2013), this research advances their views and evolves a solid foundation of DMC constructs comprising four higher order marketing capabilities: ambidextrous market orientation (AMO), customer relationship management capability (CRMC), brand management capability (BMC) and new product development capability (NPDC).

This study develops a new model for DMC, in which AMO be inherent at the heart of the DMC construct (i.e. that act as nucleus of DMC), complemented by transformational constructs such as CRMC, BMC and NPDC which act as mitochondria or sources of power to create DMC. This study illustrates the conceptualisation of DMC as a higher order construct. This study presents the terminologies of higher-level marketing capabilities that have been used within RBT and DC and DMC studies as presented in Table 3.

Conceptual Framework:

Dimensions of DMC and export performance

Since the nature of the export market has a high degree of market uncertainty and a high- level of competitive pressure (Cadogan, Cui, & Kwok Yeung Li, 2003), exporting organizations should possess DMC as an important driver for effectively managing knowledge and obtaining positional advantage in export markets. The selection of effective exporting process is the first step for a firm that wants to begin growing internationally. Hence, it is highly imperative that the exporter understand the mechanism of DMC to assure its survival and increase its growth in the export

markets. We argue that previous marketing literature has not dealt adequately with identifying different types of marketing capabilities that can be treated as underlying dimensions of DMC. These previous studies reflect major drawbacks of earlier studies that defined the taxonomy of DMC. In response to limitations of previous DMC studies, this study demonstrates that higher-level four marketing capabilities are the skeleton of DMC anatomy within the exporting context. Below we elaborate on the nature and role of the DMC's underlying dimensions.

Ambidextrous market orientation:

Market orientation (MO from here onwards) is viewed as an essential ingredient of developing dynamic capability (Ali, Peters, He, & Lettice, 2010). MO is referred to as an organizational core learning foundation and a capability that supports marketing. In 1990, MO is conceptualized in two ways one by Narver and Slater (1990) and the other by Kohli and Jaworski (1990). Narver & Slater (1990), introduced the organizational cultural view of MO and defined the focus of firms as customer orientation, competitor orientation and inter-functional coordination to accumulate and deploy information by the support of coordination mechanisms. Kohli & Jaworski (1990) introduced the behavioural view of MO and defined the focus of firms as the accumulation of customers unarticulated and expressed needs and the dissemination of acquired knowledge within functional business units for satisfying customers expectation. MO does not promote superior performance unless it is complemented with other organizational capabilities (Aspara, Tikkanen, Pöntiskoski, & Järvensivu, 2011).

Scholars distinguished between these views of MO, differentiating between responsive market orientation (RMO) and proactive market orientation (PMO). The term RMO emphasizes a customer's express needs and solutions, whereas PMO involves the identification of a customer's unarticulated needs rather than only converging on express needs. Previous marketing studies largely overlooked the market orientation concept as a crucial construct of DMC. In particular, researchers showed scant understanding about multi-level arrangements of market orientation. As the nature of export markets create impediments for the survival and growth of exporting organisations, possessing effective marketing capabilities, the potential exporter may be able to better satisfy foreign customers' requirements more than do key rivals. Hence, the formation of an ambidextrous market orientation process is pivotal for the exporter to reflect strong market-

oriented behaviour that can be executed by balancing both the proactive market orientation and the responsive market orientation (Tan & Sousa, 2015) .

A review of the export market orientation literature, reveals that most businesses used the responsive view of measurement scale (Cadogan, Diamantopoulos, & De Mortanges, 1999), and overlooked the necessity of integrating proactive market orientation in the exporting context. It is to some extent surprising that to date, no prior study in DMC has focused on the significance of ambidextrous market orientation. Since market orientation capability has symbolic effect through complementary with other capabilities to explore and exploit knowledge (Slater & Narver, 2000); thus, this study introduced ambidextrous market orientation (AMO) as a core marketing support capability that directs a firm to develop DMC.

New product development capability (NPDC)

In a turbulent business environment such as export markets, export organizations are under constant pressure to shorten the product life cycle (Morgan, Katsikeas, & Vorhies, 2012). Hence, a firm requires a robust internal strategy such as new product development capability to neutralize market uncertainty through defending intense competition and recognizing the right timing for product obsolescence (Krasnikov & Jayachandran, 2008). In a similar vein, researchers showed that firms have been emphasizing new product development processes and better innovativeness to attain and secure positional advantage (Gonzalez-Zapatero, Gonzalez-Benito, & Lannelongue, 2016). Under turbulent market conditions, NPDC supports a firm by modifying its innovation base for satisfying new market opportunities and leveraging current strength. Earlier studies reported the NPDC is resources intensive and valuable process, in which various external and internal antecedents act as drivers of successful NPDC (Luzzini, Amann, Caniato, Essig, & Ronchi, 2015; Mu, Thomas, Peng, & Di Benedetto, 2017).

The role of NPDC involves both product innovation and process innovation, and this capability is recognized as one of the influential organizational higher-level capability (Merrilees et al., 2011; Najafi-Tavani et al., 2018). Based on DMC theory, it can be stated that to realize better organizational performance, organizational capabilities must be complemented by each other. In essence, collaboration with cross-functional business units and absorptive capacity are crucial

specific components for NPDC success (Alexiev, Volberda, & Van den Bosch, 2016). A firm can declare effective innovation processes when it possess a proper set of capabilities that complement each other (Laforet, 2011). In particular, NPDC transforms accumulated information within cross-functional business units, which in turn, advance the organizational innovativeness performance (Luzzini et al., 2015; Teece, 2012). Hence, we consider the integration of NPDC with other marketing capabilities (i.e. knowledge sources: AMO) as a better collaborative innovation network, which in turn advances superior NPDC performance.

Brand Management Capability

Brand management capability (BMC here after) is another knowledge management process that draws specialized capabilities from underlying processes to take advantage of brand assets (Cadogan, Kuivalainen, & Sundqvist, 2009). BMC refers a firm's capacity to manage product and corporate brand in a global setting (Matanda & Ewing, 2012). A brand needs to be developed (brand can't be born), thus, brand management follows a complex process so as to lead certain customers' mental intention towards the firm and its products. In export markets, an organization's corporate brand management is pivotal as corporate branding is mirrored in the product branding image. An exporter can attain positional advantage through managing corporate branding as corporate brand creates a more favourable position in the minds of foreign customers (Spyropoulou, Skarmeas, & Katsikeas, 2010). To attain a more favourable position in terms of branding in the minds of export customers, the exporter must integrate among processes of accumulated specific market knowledge and the interaction between BMC and market orientation (Spyropoulou, Skarmeas, & Katsikeas, 2011). In an export market, loyal customers are unaffected to rivals pressure, in which loyal customer base is contingent on positioning of corporate brand. Consequently, an exporter can achieve better market share together with changing premium for product offering in the export markets. In order to leverage the exporter's brand value in export markets, the firm should realize customers' perception about its products as well customers' intention towards rivals' brands. In essence, a collaborative network is crucial, and so an exporter BMC must be complemented by other higher-level marketing capabilities that are operated in cross-functional business units.

Customer Relationship Management Capability

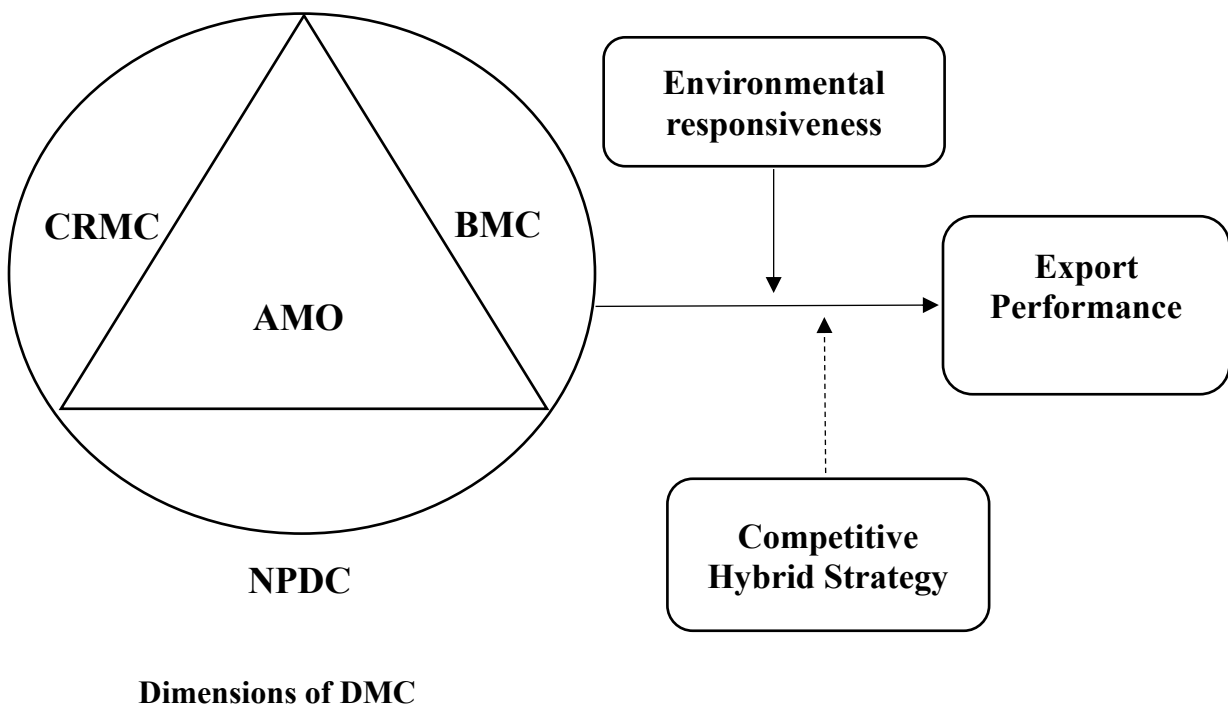
Similar to NPDC, customer relationship management capability (CRMC here after) is recognized as another essential dimension underlying cross-functional marketing capability (Morgan, 2012; Morgan et al., 2018). The term CRMC refers to organizational complex processes that utilizes acquired information from existing and potential customers and translating it into cross-functional knowledge enabling to maintain and develop connections with customers to leverage the firms value proposition and deepen customer loyalty (Boulding, Staelin, Ehret, & Johnston, 2005; Srivastava, Shervani, & Fahey, 1999). In export markets, it is challenging and time-consuming to satisfy the multitude of requirements of foreign distributors as accumulating absolute information effectively is challenging (Bello, Chelariu, & Zhang, 2003; Dow & Karunaratna, 2006). According to Spyropoulou, Skarmeas, & Katsikeas (2010) to manage robust customer relationship, an exporter should possess two critical marketing ingredients: market sensing and customer services. An exporter possessing these will be able to manage continuous bidirectional knowledge transformation. An export firm with an effective capability of customer relationship management provides better knowledge regarding export market requirements and hence offers functional units possible solutions (Morgan, Kaleka, & Katsikeas, 2004). Subsequently, the exporter can better leverage corporate brand value based on efforts to build a positive mind-set in foreign customers. To better understand the mechanisms of CRMC, scholars considered this as higher-order process of market knowledge management that is linked with other higher-order organizational capabilities such as NPDC which introduces commercially viable products in the market (Merrilees et al., 2011). In respect to this view, we conceptualize that CRMC allows an exporter to understand customer's needs and furnish solutions to untangle the uncertainty in the overseas markets.

This study postulates that a firm's DMCs can reflect complementary power, when its higher-level marketing capabilities such as AMO, NPDC, BMC and CRMC, bundle together to detect crucial needs, competitors' action plans, and satisfying market demand of distributing channel members. Although earlier works have proposed a mixture of higher-level and lower-level marketing capabilities in DC studies ((Najafi-Tavani, Najafi-Tavani, Naudé, Oghazi, & Zeynaloo, 2018), this study proposes that a combination of higher-level marketing capabilities may be the driving force that is required to achieve an improved export performance. Based on the above argument, Figure 1 presents the conceptual framework of the present study. In the conceptual framework dimensions of DMC have a direct and positive influence on the performance of exporting firm.

The mediating role of competitive hybrid strategy:

The second stream of this research is concerned with the consanguinity of DMC and sustainable competitive advantages. According to resource-based view Barney (Barney, 1995) a firm’s competitive advantages hinge on suitable capability deployment processes, and capabilities must fulfill valuable, rare, inimitable, and non-substitutable standards. Hence, the research to date mostly focused on relationships between DMCs and performance, but there exists sparse understanding on how DMC needs to be executed for enacting sustainable competitive advantages (SCA from here onwards). Scholars claimed that sustainable competitive advantage does not emerge directly from the implementation of dynamic capability (Ali et al., 2010) but rather that the firm’s competitive strategy promotes processes of SCA enhancement (Porter, 1985).

Fig. 1: Conceptual Framework - Dimensions of DMC, hybrid strategy and export performance



Note: NPDC=New product development capability, BMC= Brand management capability, CRMC= customer relationship management capability, AMO= Ambidextrous Market Orientation

To attain competitive advantages prior studies found that capabilities need to be transformed to shape and implement competitive strategy, and differentiate a firm from its major rivals (Hult & Ketchen, 2001). Marketing strategists (da Costa, Camargo, Machado Toaldo, & Didonet, 2018; Spyropoulou et al., 2010) proposed that a firm may generate competitive advantages from the export market by adopting Porter's competitive strategy model. Earlier study of Namiki (1988) asserted that growth in export-oriented firms is contingent on implementing strategies that facilitate differentiation of the firm. Four differentiation strategies were proposed: market based, product based, segmentation based and branding based. Other authors (Julien & Ramangalahy, 2003) found that the performance of export firms highly depends upon differentiation strategies and cost leadership strategy.

Even though Porter (1985) did not consider the simultaneous deployment of strategies of differentiation and cost leadership, a much more comprehensive investigation (Santos-Vijande, López-Sánchez, & Trespacios, 2012) concluded that cost leadership and differentiation strategies, may co-exist in a firm (i.e. hybrid strategy generates a better customer value proposition compared to generic competitive strategy and may combine both does Toyota). The co-existence of these two generic strategies calls for more attention to the "DMC-performance" linkage (Fang & Zou, 2009; Kachouie, Mavondo, & Sands, 2018; Sharma, Davcik, & Pillai, 2016).

Previous studies on the relationship of "DMC and competitive hybrid strategies in export performance are scarce. The positional advantages of export firms are key outcomes of the implementation of the competitive strategy (Morgan, 2012). This study elicits attention to the competitive hybrid strategy for assessing the chain reaction of DMC on competitive hybrid strategy in enhancing the SCA process. We view the hybrid strategy as a potential mediator in the relationship between DMC and export performance. Therefore, DMC exerts positive influence on export performance through the implementation of hybrid competitive strategy.

The moderating role of market uncertainty:

Organizational strategy, the way firms function differently from rivals in the market, markedly influences the management of the accumulated information on internal and external environmental factors (Hilmersson & Jansson, 2012). Scholars have shown that the presence of high market uncertainty, an external environmental feature, encourages firms to seize marketing capabilities

with strong dynamism (Dobni & Luffman, 2000). The term market uncertainty encompasses market dynamism and market complexity. Market dynamism entails the degree of market changes overtime assessed by highly disordered competition. Market complexity entails the variance of the number of competitors and their actions across different market environments (Zhou, Wu, & Barnes, 2012). Market uncertainty leads to inability of managers to predict market trends due to inadequacy in acquiring information, and at the time of facing high market uncertainty, managers are more inclined to change their internal strategies (Armstrong & Overton, 1977).

Prior studies on volatile market conditions illustrated that it is arduous to classify preferences of customers by merely considering MO or lower-level marketing capabilities in export markets (Bentler, 1978; Merrilees, Rundle-Thiele, & Lye, 2011). Consequently, firms invest tremendous efforts in attempts to comprehend which solutions packages to offer end customers within a short time period (Matear, Gray, & Garrett, 2004; Helfat & Winter, 2011). In such contexts, marketing scholars traced the significance of dynamic marketing capability on performance (Barrales-Molina, Martínez-López, & Gázquez-Abad, 2013). In their salient study, Weerawardena et al. (2007) demonstrated that, DMCs allow a firm to respond swiftly in multiple markets by using better communication patterns with customers and offering them innovative products. In order to response efficiently with new international opportunities, highly uncertain export markets encourage exporters to embrace DMCs. Hence, we conjecture that in the presence of highly turbulent market conditions, an export firm may generate sustainable export performance using DMCs. Thus, environmental responsiveness may moderate the relationship between DMC and export performance.

Discussion and Conclusions

The aim of this paper is to develop a conceptual framework that focuses on the higher order capabilities necessary for the development of dynamic marketing capability (DMC) and the impact of DMC on export performance. In addition, the conceptual framework elucidates the mediating role of competitive hybrid strategy and moderating role of environmental responsiveness in explaining the relationship between DMC and export performance. While several studies revealed that a successful international firm should accumulate a combination of resources and capabilities required for processes of operations internationalization (Skarmeas, Lisboa, & Saridakis, 2016; Tan & Sousa, 2015), far too little attention has been paid to comprehend strong combinations by

which to manage market knowledge capabilities within international markets. In this paper, we focused on the potential contribution of DMC, competitive strategy, and environmental responsiveness in export performance. We identified dimensions of DMC consisting of higher-level marketing capabilities such as AMO, NPDC, BMC and CRMC, which help firm to improve export performance. By following the notion of dynamic capability of the marketing and competitive strategy literature, we propose a novel conceptualization of DMC and its impact on export performance.

The present study asserts that DMC is not simply a general marketing capability, but that it is a continued reconfiguration mechanism of the higher-order marketing capabilities. Past evaluations failed to demonstrate the manner in which DMC works in the export oriented organisation. This study reflects the value of higher-order marketing capabilities that possess a coherent knowledge management culture in a repeated manner. Since previous researchers (Fang and Zou, 2009, Bruni and Verona, 2009) did not fully illustrate the structure of DMC, the results of this study fill a research gap by showing the development process of DMC in export oriented manufacturing and information technology related organisations. The research outcomes suggested that DMC include different types and level of higher-order marketing capabilities in such way of organisation's cross-functional business process that allow the exporter to adopt perfectly to its market environment. This study is the first that has used crucial higher-order marketing capabilities to explore the foundation process of DMC. The researcher argues that through the interaction of DMC sub-dimensions exporters can effectively carry out their knowledge accumulation and deployment processes within the exporting context.

Prior studies focused on knowledge management (Gaviria-Marin, Merigó, & Baier-Fuentes, 2019; Gaviria-Marin, Merigo, & Popa, 2018; Friedrich, Becker, Kramer, Wirth & Schneider, 2020; Pellegrini, Ciampi, Marzi, & Orlando, 2020). In a study that set out to determine an organisation's knowledge management process, Durst and Runar Edvardsson, (2012) revealed that the application of a knowledge management system was improperly researched in the past. In particular, past researchers did not investigate the chain relationship of the knowledge development system, knowledge storage, and knowledge deployment in an exporting context. Even though there is empirical evidence that showed the role of marketing capability towards the achievement of positive export performance (Tan and Sousa, 2015, Day, 1994), the scope of those

studies were limited because they overlooked the importance of DMC's in the exporting context. For instance, Tan and Sousa (2015) conducted a meta-analysis on marketing capability, and did not address the role of DMC in the international context. In that study, researchers suggested that future marketing works should take into account marketing capabilities in such a way that would enrich the view of dynamic capability. Overall, this implies that limited studies have focused on identifying a group of marketing capabilities that are embedded in knowledge management practices within uncertain market conditions. Consequently, this indicates that the research on DMC is in its early stage. In order to address this research gap, our paper elicited the DMC view to interpret its relevant impact on export performance. DMC is the organisation's most valuable higher-order capability, since the nature of DMC is absorbing and disseminating knowledge through effective interactions between the sub-dimensions of DMC.

Even though marketing literature has addressed external environmental factors provide valuable knowledge base resources, this has not been integrated within the framework of DMC. At the point of different types of adverse market condition, it is essential for exporters to formulate marketing strategy in such ways that allow them to adopt to their environment. While the marketing literature reveals that the nature of DMC is that it enhances potential value within adverse market conditions, the external environmental factors have been largely ignored by the DMC researchers. This means the past studies fail to explain the role of DMC for improving export performance under adverse market condition. Despite the limited number of studies drawing attention to external moderators, the present study brings external moderators that have been incorporated in the model to realise the moderator's influence on the export implementation process. The third objective of this paper attempts to show the relationship between DMC and export performance under the lens of market uncertainty and competitive intensity.

Theoretical implications

First, our paper contributes in knowledge management literature by considering the DC view to complement capabilities of knowledge management by following reconfiguration and deployment in cross-functional business units. To enhance performance, the organization's higher-level marketing capabilities must have complementary power so that in cross-functional units one capability can strengthen the influence of another capability. Taking into account the view of complementary capability, our paper asserts that knowledge-management capabilities can be

viewed as complementary capabilities in the course of interaction among a set of higher-level marketing capabilities within cross-functional business units.

Second, prior literature on RBT and dynamic capability view provided limited attention on the dimensions of DMC. Our paper contributes in RBT and extends Dynamic Capability views by capturing core higher order capabilities that enable firms to develop dynamic marketing capability (DMC). In addition, while extant works (Herhausen, 2016; Lamore, Berkowitz, & Farrington, 2013; M. Tan & Liu, 2014) identified that a firm can form ambidextrous market orientation culture which is higher-level in nature by combining proactive market orientation and responsive market orientation, scholars failed to notice effectiveness of AMO to explain DMC in the export context. Our paper these gaps in literature by incorporating AMO in explain DMC in the export performance.

Third, our paper seeks to rectify the limitations of the extant studies on DMC in export performance by capturing the mediation effects of competitive hybrid strategy. Scholars criticized that sustainable competitive advantage does not generate directly from the implementation of dynamic capability (Ali et al., 2010) but rather that the firm's competitive strategy promotes sustainable competitive advantage (Porter, 1985). Prior studies examined the relationship between DMC and performance (Fang & Zou, 2009; Kachouie, Mavondo, & Sands, 2018; Sharma, Davcik, & Pillai, 2016). However, previous studies did not explore the role of competitive hybrid strategy in explaining the link between DMC and export performance. We elicit attention to competitive hybrid strategy, which mediates the relationship between DMC and export performance. We illustrate the further contribution of DMC and export performance by the instrument this study provides export managers in strategic marketing decision-making.

Finally, this paper seeks to shed some light on describing the moderating role of environmental responsiveness in explaining the relationship between DMC and export performance. While several attempts have showed the moderation roles of market turbulence as external environmental determinant in dynamic capability and market orientation-performance interface (Boso, Cadogan, & Story, 2012; Zhang & Duan, 2010), some reports provided more controversial findings on market orientation-performance relationships (Raju, Lonial, & Crum, 2011). In Zhou's (2011), empirical study, the effectiveness of marketing capability on export performance varied notably across different external environmental factors. Thus, the derivation of DMC may be contingent

on market turbulence that leads exporters to adopt distinct types of competitive strategies such as competitive hybrid strategy. Nevertheless, little is known about the association between market turbulence in adopting DMC and designing competitive strategy. Our paper, thereby, addresses gap in marketing research by critically examining a viable potential moderator of market turbulence in the relationship between DMC and export performance.

Practice implications

This paper introduces a new conceptual framework that we developed to support export managers' efforts for enhanced performance within the current extremely complex global business environment. This framework focuses on four key dimensions of DMC in the context of export performance. These capabilities are: AMO, CRMC, BMC, and NPDC. Our paper postulates that a firm's DMC may reflect complementary power, when its higher-level MCs bundle together to detect essential needs of distributing channel members, action plans of competitors and satisfaction of market demand. Thus, managers should strive to develop DMC which could assist managers in achieving higher export performance in the international market.

We propose hybrid competitive strategy as a potential mediator in the relationship between DMC and export performance. Therefore, we argue that managers should pursue hybrid competitive strategy (e.g. cost leadership and differentiation strategy) to extract positive influence DMC on export performance. Our paper also explored the moderating role of environmental responsiveness in explaining the relationship between DMC-Performance. Manager could expect significantly higher positive impact of DMC on export performance in presence of highly uncertain export market. Thus, managers should put efforts in developing DMC in highly uncertain market in order to enhance export performance.

Future research directions

This conceptual paper focuses on the dimensions of DMC and associated impact on export performance. In addition, the conceptual framework focuses on the mediating role of hybrid competitive strategy and moderating role of environmental responsiveness. First, future studies should carry our empirical tests on the relationship proposed in our paper. Future studies could also add additional factors moderating or mediating the relationship between DMC and export performance such as organizational learning and culture. Third, future studies could compare

export performance between emerging markets and developed markets and examine if the development of DMC is more challenging for firms operating in emerging market. Fourth, future studies could examine the development of DMC in knowledge intensive industries and associate impact on export performance in international market.

References:

- Ahammad, M.F., Tarba, S.Y., Liu, Y. and Glaister, K.W., 2016. Knowledge transfer and cross-performance: The impact of cultural distance and employee retention. *International business review*, 25(1), pp.66-75.
- Alexiev, A. S., Volberda, H. W., & Van den Bosch, F. A. (2016). Interorganizational collaboration and firm innovativeness: Unpacking the role of the organizational environment. *Journal of Business Research*, 69(2), 974-984.
- Ali, S., Peters, L. D., He, H.-w., & Lettice, F. (2010). Market based organisational learning, dynamic, and substantive capabilities: an integrative framework. *Journal of Strategic Marketing*, 18(5), pp. 363-377.
- Armstrong, J. S., & Overton, T. S. (1977). Estimating nonresponse bias in mail surveys. *Journal of Marketing Research*, 396-402.
- Aspara, J., Tikkanen, H., Pöntiskoski, E., & Järvensivu, P. (2011). Exploration and exploitation across three resource classes: Market/customer intelligence, brands/bonds and technologies/processes. *European Journal of Marketing*, 45(4), pp. 596-630.
- Barney, J. B. (1995). Looking inside for competitive advantage. *The Academy of Management Executive*, 9(4), 49-61.
- Barney, J. B. (2014). *Gaining and sustaining competitive advantage*: Pearson Higher Ed.
- Barney, J. B., & Hesterly, W. S. (2008). *Strategic management and competitive advantage: concepts*: Pearson/Prentice Hall.
- Barrales-Molina, V., Martínez-López, F. J., & Gázquez-Abad, J. C. (2013). Dynamic Marketing Capabilities: Toward an Integrative Framework. *International Journal of Management Reviews*, 16(4), pp. 397-416.
- Bello, D. C., Chelariu, C., & Zhang, L. (2003). The antecedents and performance consequences of relationalism in export distribution channels. *Journal of Business Research*, 56(1), 1-16.
- Bentler, P. M. (1978). The interdependence of theory, methodology, and empirical data: Causal modeling as an approach to construct validation. *Longitudinal drug research*, 267-302.
- BODLAJ, M., COENDERS, G. & ZABKAR, V. 2012. Responsive and proactive market orientation and innovation success under market and technological turbulence. *Journal of Business Economics and Management*, 13, pp. 666-687.

- Boso, N., Cadogan, J. W., & Story, V. M. (2012). Complementary effect of entrepreneurial and market orientations on export new product success under differing levels of competitive intensity and financial capital. *International Business Review*, 21(4), pp. 667-681.
- Boulding, W., Staelin, R., Ehret, M., & Johnston, W. J. (2005). A customer relationship management roadmap: what is known, potential pitfalls, and where to go. *Journal of marketing*, 69(4), pp. 155-166.
- 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, pp. 101-117.
- Cadogan, J. W., Cui, C. C., & Kwok Yeung Li, E. (2003). Export market-oriented behavior and export performance: The moderating roles of competitive intensity and technological turbulence. *International Marketing Review*, 20(5), 493-513.
- Cadogan, J. W., Diamantopoulos, A., & De Mortanges, C. P. (1999). A measure of export market orientation: scale development and cross-cultural validation. *Journal of International Business Studies*, 689-707.
- Cadogan, J. W., Kuivalainen, O., & Sundqvist, S. (2009). Export market-oriented behavior and export performance: Quadratic and moderating effects under differing degrees of market dynamism and internationalization. *Journal of International Marketing*, 17(4), pp. 71-89.
- da Costa, J. C. N., Camargo, S. M., Machado Toaldo, A. M., & Didonet, S. R. (2018). The role of marketing capabilities, absorptive capacity, and innovation performance. *Marketing Intelligence & Planning*, 36(4), 410-424.
- Day, G. S. (1994). The capabilities of market-driven organizations. *The Journal of Marketing*, 58(4), pp. 37-52.
- Dayan, R., Heisig, P. and Matos, F. (2017), "Knowledge management as a factor for the formulation and implementation of organization strategy", *Journal of Knowledge Management*, 21(2), 308-329.
- Dobni, C. B., & Luffman, G. (2000). Market orientation and market strategy profiling: an empirical test of environment-behaviour-action coalignment and its performance implications. *Management decision*, 38(8), pp. 503-522.
- Dow, D., & Karunaratna, A. (2006). Developing a multidimensional instrument to measure psychic distance stimuli. *Journal of International Business Studies*, 37(5), 578-602.

- Durst, S., & Runar Edvardsson, I. (2012). Knowledge management in SMEs: a literature review. *Journal of knowledge management*, 16(6), 879-903.
- DUTTA, S., NARASIMHAN, O. & RAJIV, S. 2005. Conceptualizing and measuring capabilities: methodology and empirical application. *Strategic management journal*, 26, pp. 277-285.
- Easterby-Smith, M., & Prieto, I. M. (2008). Dynamic Capabilities and Knowledge Management: an Integrative Role for Learning?*. *British Journal of Management*, 19(3), pp. 235-249.
- Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: what are they? *Strategic management journal*, 21(10-11), pp. 1105-1121.
- Fang, E. E., & Zou, S. (2009). Antecedents and consequences of marketing dynamic capabilities in international joint ventures. *Journal of International Business Studies*, 40(5), pp. 742-761.
- Feng, H., Morgan, N. A., & Rego, L. L. (2017). Firm capabilities and growth: the moderating role of market conditions. *Journal of the Academy of Marketing Science*, 45(1), 76-92.
- Fisher, R. J., Maltz, E. & Jaworski, B. J. 1997. Enhancing communication between marketing and engineering: The moderating role of relative functional identification. *The Journal of Marketing*, 61(3), 54-70.
- Friedrich, J., Becker, M., Kramer, F., Wirth, M., & Schneider, M. (2020). Incentive design and gamification for knowledge management. *Journal of Business Research*, 106, 341-352.
- Gaviria-Marin, M., Merigó, J. M., & Baier-Fuentes, H. (2019). Knowledge management: A global examination based on bibliometric analysis. *Technological Forecasting and Social Change*, 140, 194-220.
- Gaviria-Marin, M., Merigo, J. M., & Popa, S. (2018). Twenty years of the *Journal of Knowledge Management*: A bibliometric analysis. *Journal of Knowledge Management*. 22(8), pp. 1655-168
- Glaum, M., & Oesterle, M.-J. (2007). 40 years of research on internationalization and firm performance: more questions than answers? *Management International Review*, 47(3), pp. 307-317.
- Gonzalez-Zapatero, C., Gonzalez-Benito, J., & Lannelongue, G. (2016). Antecedents of functional integration during new product development: The purchasing–marketing link. *Industrial Marketing Management*, 52, 47-59.

- Griffin, A. & Hauser, J. R. 1992. Patterns of communication among marketing, engineering and manufacturing—A comparison between two new product teams. *Management science*, 38 (3), 360-373.
- Grigoriou, K., & Rothaermel, F. T. (2017). Organizing for knowledge generation: Internal knowledge networks and the contingent effect of external knowledge sourcing. *Strategic Management Journal*, 38(2), 395-414.
- Haapanen, L., Juntunen, M., & Juntunen, J. (2016). Firms' capability portfolios throughout international expansion: a latent class approach. *Journal of Business Research*, 69(12), 5578-5586.
- HELFAT, C. E. & WINTER, S. G. 2011. Untangling Dynamic and Operational Capabilities: Strategy for the (N) ever-Changing World. *Strategic management journal*, 32, 1243-1250.
- Herhausen, D. (2016). Unfolding the ambidextrous effects of proactive and responsive market orientation. *Journal of Business Research*, 69(7), 2585-2593.
- Hilmersson, M., & Jansson, H. (2012). Reducing uncertainty in the emerging market entry process: on the relationship among international experiential knowledge, institutional distance, and uncertainty. *Journal of International Marketing*, 20(4), pp. 96-110.
- Hohberger, J., Kruger, H., & Almeida, P. (2020). Does separation hurt? The impact of premature termination of R&D alliances on knowledge acquisition and innovation. *Research Policy*, 49(6), 103944.
- Hou, J.-J., & Chien, Y.-T. (2010). The effect of market knowledge management competence on business performance: a dynamic capabilities perspective. *International Journal of Electronic Business Management*, 8(2), pp. 96.
- Hult, G. T. M., & Ketchen, D. J. (2001). Does market orientation matter?: A test of the relationship between positional advantage and performance. *Strategic management journal*, 22(9), pp. 899-906.
- Iddy, J. and Alon, I. (2019), "Knowledge management in franchising: a research agenda", *Journal of Knowledge Management*, Vol. 23 No. 4, pp. 763-785.
- JULIEN, P. A. & RAMANGALAHY, C. 2003. Competitive strategy and performance of exporting SMEs: an empirical investigation of the impact of their export information search and competencies. *Entrepreneurship Theory and Practice*, 27, 227-245.
- Kachouie, R., Mavondo, F. and Sands, S. (2018), "Dynamic marketing capabilities view on creating market change", *European Journal of Marketing*, Vol. 52(5/6), 1007-1036.

- Kim, S., & Anand, J. (2018). Knowledge complexity and the performance of inter-unit knowledge replication structures. *Strategic Management Journal*, 39(7), 1959-1989.
- Kohli, A. K., & Jaworski, B. J. (1990). Market orientation: the construct, research propositions, and managerial implications. *The Journal of Marketing*, pp. 1-18.
- Kozlenkova, I. V., Samaha, S. A., & Palmatier, R. W. (2013). Resource-based theory in marketing. *Journal of the Academy of Marketing Science*, pp. 1-21.
- Krasnikov, A., & Jayachandran, S. (2008). The relative impact of marketing, research-and-development, and operations capabilities on firm performance. *Journal of marketing*, 72(4), pp. 1-11.
- Kuo, C. I., Wu, C. H., & Lin, B. W. (2019). Gaining from scientific knowledge: the role of knowledge accumulation and knowledge combination. *R&D Management*, 49(2), 252-263.
- Laforet, S. (2011). A framework of organisational innovation and outcomes in SMEs. *International Journal of Entrepreneurial Behavior & Research*, 17(4), 380-408.
- Lamore, P. R., Berkowitz, D., & Farrington, P. A. (2013). Proactive/Responsive Market Orientation and Marketing - Research and Development Integration. *Journal of Product Innovation Management*, 30(4), pp. 695-711.
- Landrogez, S. M., Castro, C. B., & Cepeda-Carrión, G. (2011). Creating dynamic capabilities to increase customer value. *Management decision*, 49(7), pp. 1141-1159.
- Li, M., He, X., & Sousa, C. M. (2017). A review of the empirical research on export channel selection between 1979 and 2015. *International Business Review*, 26(2), 303-323.
- Luo, X., Slotegraaf, R. J. & Pan, X. 2006. Cross-functional “coopetition”: The simultaneous role of cooperation and competition within firms. *Journal of Marketing*, 70 (2), 67-80.
- Luzzini, D., Amann, M., Caniato, F., Essig, M., & Ronchi, S. (2015). The path of innovation: purchasing and supplier involvement into new product development. *Industrial Marketing Management*, 47, 109-120.
- Maklan, S., & Knox, S. (2009). Dynamic capabilities: the missing link in CRM investments. *European Journal of Marketing*, 43(11/12), pp. 1392-1410.
- Maltz, E. & Kohli, A. K. (1996). Market intelligence dissemination across functional boundaries. *Journal of Marketing Research*, 33 (1), 47-61.

- Marino, A., Mudambi, R., Perri, A., & Scalera, V. G. (2020). Ties that bind: Ethnic inventors in multinational enterprises' knowledge integration and exploitation. *Research Policy*, 49(9).pp. 103956.
- Martín-de Castro, G., López-Sáez, P. and Delgado-Verde, M. (2011), "Towards a knowledge-based view of firm innovation. Theory and empirical research", *Journal of Knowledge Management*, 15(6), 871-874.
- Matanda, T., & Ewing, M. T. (2012). The process of global brand strategy development and regional implementation. *International Journal of Research in Marketing*, 29(1), 5-12.
- Matear, S., Gray, B. J., & Garrett, T. (2004). Market orientation, brand investment, new service development, market position and performance for service organisations. *International Journal of Service Industry Management*, 15(3), pp. 284-301.
- Menguc, B., & Auh, S. (2006). Creating a firm-level dynamic capability through capitalizing on market orientation and innovativeness. *Journal of the Academy of Marketing Science*, 34(1), pp. 63-73.
- Menguc, B., & Barker, T. (2005). Re-examining field sales unit performance: Insights from the resource-based view and dynamic capabilities perspective. *European Journal of Marketing*, 39(7/8), pp. 885-909.
- Merrilees, B., Rundle-Thiele, S., & Lye, A. (2011). Marketing capabilities: Antecedents and implications for B2B SME performance. *Industrial Marketing Management*, 40(3), pp. 368-375.
- Mitrega, M., Forkmann, S., Ramos, C., & Henneberg, S. C. (2012). Networking capability in business relationships—Concept and scale development. *Industrial Marketing Management*, 41(5), pp. 739–751.
- Moellers, T., Visini, C., & Haldimann, M. (2020). Complementing open innovation in multi-business firms: practices for promoting knowledge flows across internal units. *R&D Management*, 50(1), 96-115.
- Morgan, N. A. (2012). Marketing and business performance. *Journal of the Academy of Marketing Science*, 40(1), pp. 102-119.
- Morgan, N. A., Feng, H., & Whitler, K. A. (2018). Marketing Capabilities in International Marketing. *Journal of International Marketing*, 26(1), 61-95.

- Morgan, N. A., Kaleka, A., & Katsikeas, C. S. (2004). Antecedents of export venture performance: a theoretical model and empirical assessment. *Journal of Marketing*, 68(1), pp. 90-108.
- Morgan, N. A., Katsikeas, C. S., & Vorhies, D. W. (2012). Export marketing strategy implementation, export marketing capabilities, and export venture performance. *Journal of the Academy of Marketing Science*, 40(2), pp. 271-289.
- Morgan, N. A., Vorhies, D. W. & Mason, C. H. 2009a. Market orientation, marketing capabilities, and firm performance. *Strategic management journal*, 30 (8), 909-920.
- MORGAN, N. A., ZOU, S., VORHIES, D. W. & KATSIKEAS, C. S. J. D. S. 2003. Experiential and informational knowledge, architectural marketing capabilities, and the adaptive performance of export ventures: A cross-national study. 34, 287-321.
- Mu, J., Thomas, E., Peng, G., & Di Benedetto, A. (2017). Strategic orientation and new product development performance: The role of networking capability and networking ability. *Industrial Marketing Management*, 64, 187-201.
- Murray, J. Y., Gao, G. Y., & Kotabe, M. (2011). Market orientation and performance of export ventures: the process through marketing capabilities and competitive advantages. *Journal of the Academy of Marketing Science*, 39(2), pp. 252-269.
- Najafi-Tavani, S., Najafi-Tavani, Z., Naudé, P., Oghazi, P., & Zeynaloo, E. (2018), How collaborative innovation networks affect new product performance: Product innovation capability, process innovation capability, and absorptive capacity, *Industrial Marketing Management*, 73, 193-205.
- Najafi-Tavani, S., Sharifi, H., & Najafi-Tavani, Z. (2016). Market orientation, marketing capability, and new product performance: The moderating role of absorptive capacity. *Journal of Business Research*, 69(11), 5059-5064.
- Namiki, N. (1988). Export strategy for small business. *Journal of Small Business Management*, 26(2), 32-37.
- Narasimhan, O., Rajiv, S., & Dutta, S. (2006). Absorptive capacity in high-technology markets: The competitive advantage of the haves. *Marketing science*, 25(5), pp. 510-524.
- Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability. *The Journal of Marketing*, 54(4), pp. 20-35.

- O'Cass, A., & Sok, P. (2012). Examining the role of within functional area resource–capability complementarity in achieving customer and product-based performance outcomes. *Journal of Strategic Marketing*, 20(4), 345-363.
- Pellegrini, M. M., Ciampi, F., Marzi, G., & Orlando, B. (2020). The relationship between knowledge management and leadership: mapping the field and providing future research avenues. *Journal of Knowledge Management*. 24(6), 1445-1492.
- Penrose, E. (1959). *The theory of the growth of the firm*. New York, John Wiley & Sons.
- Porter, M. E. (1985). *Competitive advantage: creating and sustaining superior performance*: New York: The Free Press.
- Porter, M. E. (2008). *Competitive advantage: Creating and sustaining superior performance*: Simon and Schuster.
- Priem, R. L., & Butler, J. E. (2001). Is the resource-based “view” a useful perspective for strategic management research? *Academy of management review*, 26(1), pp. 22-40.
- Raju, P., Lonial, S. C., & Crum, M. D. (2011). Market orientation in the context of SMEs: A conceptual framework. *Journal of Business Research*, 64(12), pp. 1320-1326.
- Reibstein, D. J., Day, G., & Wind, J. (2009). Guest editorial: is marketing academia losing its way? *Journal of marketing*, 73(4), 1-3.
- Reus, T. H., Lamont, B. T., & Ellis, K. M. (2016). A darker side of knowledge transfer following international acquisitions. *Strategic Management Journal*, 37(5), 932-944.
- Rothberg, H. and Erickson, G. (2017), "Big data systems: knowledge transfer or intelligence insights?", *Journal of Knowledge Management*, Vol. 21 No. 1, pp. 92-112.
- Santoro, G., Thrassou, A., Bresciani, S., and Del Giudice, M. (2019). Do Knowledge Management and Dynamic Capabilities Affect Ambidextrous Entrepreneurial Intensity and Firms' Performance?. *IEEE Transactions on Engineering Management*. pp. 1 – 9.
- Santos-Vijande, M. L., del Río-Lanza, A. B., Suárez-Álvarez, L., & Díaz-Martín, A. M. (2013). The brand management system and service firm competitiveness. *Journal of Business Research*, 66(2), pp. 148-157.
- Santos-Vijande, M. L., López-Sánchez, J. Á., & Trespalacios, J. A. (2012). How organizational learning affects a firm's flexibility, competitive strategy, and performance. *Journal of Business Research*, 65(8), pp. 1079-1089.

- Sarala, R.M., Junni, P., Cooper, C.L. and Tarba, S.Y., 2016. A sociocultural perspective on knowledge transfer in mergers and acquisitions. *Journal of management*, 42(5), pp.1230-1249.
- Schniederjans, D. G., Curado, C., & Khalajhedayati, M. (2020). Supply chain digitisation trends: An integration of knowledge management. *International Journal of Production Economics*, 220, 107439- 107439.
- Sharma, P., Davcik, N. S., & Pillai, K. G. (2016). Product innovation as a mediator in the impact of R&D expenditure and brand equity on marketing performance. *Journal of Business Research*, 69(12), 5662-5669.
- Skarmeas, D., Lisboa, A., & Saridakis, C. (2016). Export performance as a function of market learning capabilities and intrapreneurship: SEM and FsQCA findings. *Journal of Business Research*, 69(11), 5342-5347.
- Slater, S. F., & Narver, J. C. (2000). The positive effect of a market orientation on business profitability: a balanced replication. *Journal of Business Research*, 48(1), pp. 69-73.
- Sok, P., O’Cass, A., & Sok, K. M. (2013). Achieving superior SME performance: Overarching role of marketing, innovation, and learning capabilities. *Australasian Marketing Journal (AMJ)*, 21(3), pp. 161-167.
- Spyropoulou, S., Skarmeas, D., & Katsikeas, C. S. (2010). The role of corporate image in business-to-business export ventures: A resource-based approach. *Industrial Marketing Management*, 39(5), 752-760.
- Spyropoulou, S., Skarmeas, D., & Katsikeas, C. S. (2011). An examination of branding advantage in export ventures. *European Journal of Marketing*, 45(6), 910-935.
- Srivastava, R. K., Fahey, L., & Christensen, H. K. (2001). The resource-based view and marketing: The role of market-based assets in gaining competitive advantage. *Journal of management*, 27(6), 777-802.
- Srivastava, R. K., Shervani, T. A., & Fahey, L. (1999). Marketing, business processes, and shareholder value: an organizationally embedded view of marketing activities and the discipline of marketing. *The Journal of Marketing*, 63, pp. 168-179. doi: 10.2307/1252110

- Tan, M., & Liu, Z. (2014). Paths to success: an ambidexterity perspective on how responsive and proactive market orientations affect SMEs' business performance. *Journal of Strategic Marketing*, 22(5), pp. 420-441.
- Tan, Q., & Sousa, C. M. (2015). Leveraging marketing capabilities into competitive advantage and export performance. *International Marketing Review*, 32(1), pp. 78-102.
- Teece, D. J. (2012). Dynamic capabilities: routines versus entrepreneurial action. *Journal of Management studies*, 49(8), pp. 1395-1401.
- Teece, D. J., Pisano, G., & Shuen, A. (1997a). Dynamic capabilities and strategic management. *Strategic management journal*, 18(7), 509-533.
- Teece, D. J., Pisano, G., & Shuen, A. (1997b). Dynamic capabilities and strategic management. *Strategic management journal*, 18(7), pp. 509-533.
- URDE, M., BAUMGARTH, C. & MERRILEES, B. 2013. Brand orientation and market orientation—From alternatives to synergy. *Journal of Business Research*, 66, 13-20.
- Villar, C., Alegre, J., & Pla-Barber, J. (2014). Exploring the role of knowledge management practices on exports: A dynamic capabilities view. *International Business Review*, 23(1), pp. 38-44.
- VORHIES, D. W. & MORGAN, N. A. 2003. A configuration theory assessment of marketing organization fit with business strategy and its relationship with marketing performance. *Journal of marketing*, 67, 100-115.
- Wang, Y.-S., & Hsu, T.-H. (2018). Dynamic capabilities of biologics firms in the emerging business market: Perspective of dynamic capabilities evident. *Industrial Marketing Management*, 71, 5-18.
- Weerawardena, J., Mort, G. S., Liesch, P. W., & Knight, G. (2007). Conceptualizing accelerated internationalization in the born global firm: a dynamic capabilities perspective. *Journal of World business*, 42(3), pp. 294-306.
- Zahra, S. A., & George, G. (2002). Absorptive capacity: A review, reconceptualization, and extension. *Academy of Management Review*, 27(2), pp. 185-203.
- Zhang, J., & Duan, Y. (2010). The impact of different types of market orientation on product innovation performance: evidence from Chinese manufacturers. *Management Decision*, 48(6), pp. 849-867.

- Zhou, L., Wu, A., & Barnes, B. R. (2012). The effects of early internationalization on performance outcomes in young international ventures: the mediating role of marketing capabilities. *Journal of International Marketing*, 20(4), 25-45.
- Zhu, Y. Q. (2017). Why and how knowledge sharing matters for R&D engineers. *R&D Management*, 47(2), 212-222.