

Dynamic Managerial Capabilities in Marketing: A Systematic Review and Research Agenda

Retno W Wijayanti, Rofikoh Rokhim, Eka Pria Anas, Daniel Tumpal Aruan

Faculty of Business and management, University of Indonesia

Abstract. This study presents a systematic review of research on dynamic managerial capabilities in marketing, synthesizing findings from 28 peer-reviewed articles published between 2014 and 2023. Using a rigorous methodology, we analyze the theoretical frameworks, empirical investigations, and practical applications in this field. Our findings reveal a growing interest in dynamic managerial capabilities, particularly in SMEs and emerging markets, with key themes including market adaptability, innovation, and competitive advantage. We identify significant gaps in the literature, notably the lack of research on integrating environmental considerations into marketing strategies for sustainable development. This review contributes to the field by providing a comprehensive overview of current knowledge, identifying research gaps, and proposing a future research agenda. Our findings have important implications for both scholars and practitioners in marketing and strategic management.

Keywords: Capability, dynamic managerial, literature review, marketing, organization

1. Introduction

In the era of competitive business environments, dynamic managerial capabilities are critical in the present business situation because of their role in nurturing competitiveness (Erbaş, 2018), customer-centric concentration (Udayana et al., 2021), strategic transformation (Åberg & Torchia, 2020), and adaptation to market uncertainty (Heubeck, 2023). Dynamic managerial capabilities from leaders and especially from the top management who can help to grow and improve these capabilities are very critical (Vrontis et al., 2022).

Dynamic managerial capabilities of marketing in facing a turbulent market atmosphere, particularly due to digitalization and other external changes by fostering the competitiveness of enterprises operating in these unstable business environments is crucial (Arifiani et al., 2022). Dynamic managerial capabilities in marketing are critical for organizations to focus on customer satisfaction, fulfill their needs, and create strong associations with customers, which in turn can lead to increased profitability and competitive advantage (Kirova, 2023).

Dynamic managerial capabilities, particularly in marketing, play a significant role in creating and maintaining competitive advantage and performance in changing environments (Alves & Carvalho, 2023; Khan et al., 2019; Mehta & Ali, 2021). They are essential for strategic change and for adapting to market changes, such as sensing, seizing, and reconfiguring opportunities, which are crucial for gaining a competitive edge (Chebbi et al., 2023; Dias et al., 2020; Song et al., 2019).

Dynamic capabilities, which are closely related to dynamic managerial capabilities, are pertinent to marketing research, as they enable organizations to create and deliver superior customer value through efficient and fast-responding strategies, thus helping them adapt to market uncertainty (Khan et al., 2019; Tasheva & Nielsen, 2022).

2. Literature Review

Dynamic managerial capability refers to the ability of managers to adapt to changing business environments and to develop new capabilities to meet new challenges. Marketing, on the other hand, involves creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large (Ferreira & Coelho, 2017; Kirova, 2023). The concept of dynamic capability of marketing has been proposed to describe the ability of firms to renew their marketing resources and capabilities in response to changing market conditions (Åberg & Torchia, 2020; Widiyanto et al., 2021). These capabilities are seen as a key factor in achieving high levels of organizational performance (Alves & Carvalho, 2023; Treviño & Cantú, 2020). The literature suggests that the dynamic capability of marketing can be developed and managed by marketing executives who possess dynamic managerial capabilities (Lee & Day, 2019; Vaid & Honig, 2020; Yang et al., 2020). Therefore, there is a relationship between dynamic managerial capability and marketing, and both are important for achieving marketing success in a dynamic business environment (Coelho & Ferreira, 2017; Ferreira & Coelho, 2017; Kim, 2014). Dynamic capability of marketing can lead to several advantages, including enhanced market adaptability, improved innovation & and creativity, boosted customer responsiveness, and sustained competitive advantage (Kongrode et al., 2023; Reimann et al., 2021).

It allows companies to quickly respond to emerging trends (Moi & Cabiddu, 2021), competitor moves (Hoque et al., 2020; Inthasang et al., 2018), and unforeseen disruptions (Padmalia et al., 2023; Y. Wang et al., 2020). This agility can be a crucial advantage in today's fast-paced and unpredictable

markets. Besides, it fosters a culture of experimentation and risk-taking (Golgeci et al., 2023; Mathur, 2019; Padmalia et al., 2023), encouraging managers to explore new ideas and push boundaries (Amirul et al., 2023; Dampage et al., 2021; Gnizy, 2019; Jonathan Vem et al., 2022). This can lead to breakthrough marketing campaigns and innovative products (Buccieri et al., 2020; Tsai, 2015). By constantly sensing customer needs and preferences, dynamic capability enables companies to tailor their offerings and messaging for personalized engagement (Cartwright & Davies, 2022; Quang Trung et al., 2019; Sarkum & Syamsuri, 2021; Sumitro Sarkum et al., 2017; Z. Wang & Kim, 2017; Witzak, 2023). This leads to stronger customer relationships and brand loyalty (Bai & Yan, 2020, 2023; Davcik & Sharma, 2017; Kocas, 2002; Meshram et al., 2021). Furthermore, in a dynamic market, static strategies become obsolete quickly (Davcik & Sharma, 2017; Elgammal et al., 2022; Gupta, 2021). This marketing capability allows companies to continuously evolve and stay ahead of the curve, and creating a sustainable competitive edge (Alghamdi & Agag, 2024; Kanapathipillai et al., 2022).

On the other hand, dynamic marketing capability also has some potential drawbacks, including, such as implementation challenges (Cao et al., 2022), short-termism (Chatzoudes et al., 2022; Teixeira et al., 2021) and decision fatigue (Falasca et al., 2017; Zhang & Watson IV, 2020), and employee burnout & stress (Githongo & Karugu, 2023; Sagara & Das, 2019). Developing and instilling dynamic marketing capability within an organization can be complex, requiring significant changes in culture, structures, and processes (Hsiao & Tuan, 2023). Then, the constant pressure to adapt can lead to a focus on quick wins and overlooking long-term strategic goals. Finding the right balance between agility and employee well-being is crucial (Brasil & Eggers, 2019). Furthermore, rapid changes driven by dynamic marketing capability might have unforeseen consequences, such as brand identity confusion or alienating certain customer segments (Guo et al., 2018). Careful planning and risk assessment are essential (Denyer et al., 2008).

The concept of dynamic manager capability is not new, but its marketing application is relatively recent. This research is novel in that it provides a comprehensive overview of dynamic managerial capability in the context of marketing, and it identifies several areas for further research. While there are several studies that have proposed the concept of dynamic capabilities of marketing, there is still a need for a clear definition and framework for dynamic marketing capabilities. Besides, there is a need for further research on the specific marketing mechanisms that aid the development of dynamic marketing capabilities and how they can be integrated into the rest of the organization. Then, there is a need for research on how dynamic marketing capabilities can be effectively managed by marketing managers in a dynamic business environment. For example, research is needed to better understand the impact of dynamic managerial capability on marketing performance in different industries and market contexts. The research also should develop more effective strategies for implementing dynamic managerial capability in organizations. Finally, the study must identify the potential unintended consequences of dynamic managerial capability.

To comprehensively overview dynamic managerial capability in the context of marketing, and it identifies several areas for further research, there are three research questions of this study:

- RQ1. What are the theoretical and conceptual frameworks for the development and application of dynamic managerial capabilities in marketing?
- RQ2. How do empirical studies investigate the antecedents and consequences of dynamic managerial capabilities in marketing?
- RQ3. What are the practical applications that examine the practical use of dynamic managerial capabilities in marketing?

3. Methods

This study's main aim is to detect existing research related to dynamic managerial capability in marketing and to identify the research gap in this area. Thus, it is critical to limit the attention to the study to be analyzed. The context of the research literature review is the dynamic managerial capabilities of marketing. The research proposed by (Pudovkin & Garfield, 2002) shows how to design article analysis by outlining the context, intervention to the field and outcome. This reason could be used as prescriptive knowledge mixed with understanding how this research review should be applied. In furthering determining themes into knowledge, especially in the dynamic managerial capabilities of marketing, the methodical assortment procedure and current research findings were accomplished. The exploration procedure highlights on a more in-dept exploration into dynamic managerial capability on marketing topic.

In this study, purposive papers assortment was conducted by selecting a specific research database. The choosing from Research Databases, as exposed in Figure 1, was implemented. The research selected Scopus research database as the source due to its comprehensiveness. Using a prominent database with a specific keyword search will be valuable. The reliable presence and relation search in the database is measured to be nominated and studied. Only considering on citation of articles is an alternative in selecting the papers. However, such a method could lead many papers and time consuming. So, to discover the most correlated topic, it is also acceptable to classify keyword in advance and determining the basis of the papers (Pudovkin & Garfield, 2002).

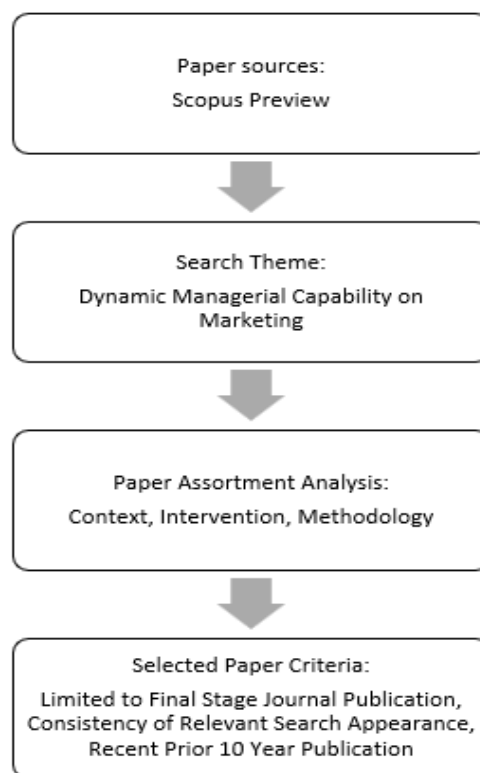


Fig.1: Logical Assortment Direction of The Analysed Articles

Sources: Authors own work

This research investigates the nominated reviewed articles by applying an in-depth paper-analysis. This research also analysed every nominated article to a specific phase up to know the core of the research's knowledge, and aim. We then categorized papers by sort of context: "Application in unit of analysis," interference in the field: which could be substantial on "conceptual or theories", and

methodology applied which connected to the aim of the research, resolution and a method being applied by theme's articles studied. With the specified typology above is critical to boundary the discussion of this study, as the journals and papers edition. This research still requires professional judgment to confirm research arrangement, even some tools have been established in the research papers cataloguing, such as data mining, text analytics, and heuristics guidelines (Walczak & Kellogg, 2015). That clarifies why applying a rigid basis of article classification described by (Denyer et al., 2008) is prescribed as obligation in this research.

3.1. Search Strategy

The study employed a comprehensive search strategy proposed by (Pudovkin & Garfield, 2002) to identify relevant literature on dynamic managerial capability in marketing.

The search was conducted in January 2024 using the keywords 'Dynamic managerial capability' AND 'marketing' in the Scopus database, which is known for its extensive coverage of academic literature. We limited our search to peer-reviewed journal articles published in English within the last 10 years." The search terms were specifically designed to capture articles related to dynamic managerial capability and marketing. The keywords used were: "Dynamic managerial capability", and "marketing" These keywords were combined using Boolean operators to ensure that the search was both sensitive and specific. For instance, the search query might look like this: (dynamic managerial capability OR dynamic capabilities) AND (marketing OR marketing performance. This approach helped in capturing a wide range of relevant articles while minimizing irrelevant hits.

3.2. Inclusion and Exclusion Criteria

To ensure the quality and relevance of the literature, inclusion and exclusion criteria were clearly defined:

Inclusion Criteria:

- a. Articles published in the last 10 years (2014-2024).
- b. Articles that specifically discussed dynamic managerial capability in the context of marketing.
- c. Articles that provided empirical evidence or theoretical frameworks related to dynamic managerial capability in marketing.
- d. Articles that were peer-reviewed and published in reputable academic journals.

Exclusion Criteria:

- a. Articles that did not specifically address dynamic managerial capability in marketing.
- b. Articles that were not peer-reviewed or were published in non-academic sources.
- c. Articles that focused on other business functions rather than marketing.
- d. Articles that were not relevant to the current business environment or did not discuss recent trends in marketing.

By applying these criteria, the study ensured that only the most relevant and high-quality literature was included in the analysis.

3.3. Data Extraction and Synthesis Process

The data extraction and synthesis process involved several steps to ensure a comprehensive and systematic review

Initial Screening

The initial screening involved reviewing the titles and abstracts of the identified articles to determine their relevance to the study's focus on dynamic managerial capability in marketing.

Full-Text Review

Articles that passed the initial screening were then reviewed in full text to assess their relevance and quality. This step ensured that only articles that provided substantial information on dynamic managerial capability in marketing were included.

Data Extraction

Relevant data from each article was extracted using a standardized template. This included information on the theoretical frameworks, empirical studies, practical applications, and any gaps or debates in the literature.

Synthesis

The extracted data was then synthesized to identify key themes, patterns, and relationships. This involved organizing the literature around key themes such as the evolution of dynamic managerial capability, its advantages and disadvantages, and the practical applications in marketing.

Classification

The articles were categorized based on their context, intervention, and outcome. This classification helped in understanding how dynamic managerial capability was applied in different business contexts (e.g., SMEs, big companies, specific industries) and how it impacted marketing performance and competitive advantage.

3.4. Critical Analysis

A critical analysis of the literature was conducted to highlight contradictions or debates in the field. This included examining the theoretical frameworks, empirical studies, and practical applications to identify areas that required further research.

By following this systematic approach to data extraction and synthesis, the study ensured that the literature review was comprehensive, systematic, and relevant to the topic of dynamic managerial capability in marketing.

4. Result and Discussion

The searching procedure from Scopus Preview was conducted in January 2024 with the keyword1: “Dynamic managerial capability” and “keyword2=” marketing” with result of the articles. The results were carefully chosen and studied due to the relevancy of the correlation to the theme. Some searches findings in confirmations from the keywords applied are not related to the constraint or framework of the theme of the problem is too far from the relevancy to Dynamic managerial capability and marketing or the articles does not have any connection and attention to the topic. Consequently, those findings searched articles was deleted.

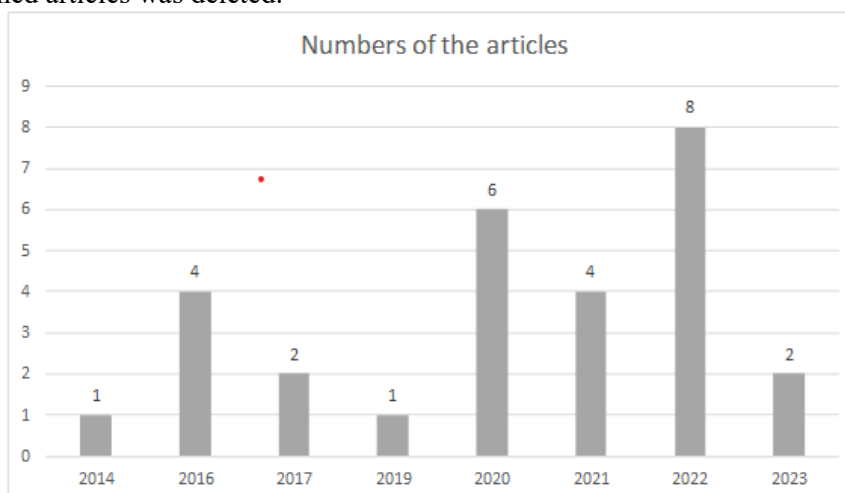


Fig.2: Numbers of the Articles

Source: Authors own work

Based on annually chosen papers as in Figure 2, the research papers that have connection and attention based on context to dynamic managerial capability on marketing. In this specific literature review, the chosen based on year was mainly from the year of 2022, followed by 2020. However, some nominated articles were not intended, which confirms that recent studies have been minimal.

The classification of the paper's theme was based on the awareness that the usage of the dynamic managerial capability was focused on marketing. Some researchers have a topic discussion on dynamic managerial capability but not relevant to marketing issues. Several papers have not been directly related to marketing, such as in research by Hughes et al., (2019). The article focuses on the quadratic effects of three export decision-making approaches (planning, creativity, and spontaneity) on innovation orientation and performance in Chinese exporters. The study examines the relationship between dynamic decision-making capability and innovation orientation and performance, but it does not specifically address the role of marketing managers as strategic change agents or the concept of dynamic managerial capabilities in marketing. Those kinds of study issues are not included in the study's viewpoint papers discussion due to this research's limitation. This research views that issues implications and significance are dissimilar and valuable to avoid a big literature assortment but directed in a thin discussion analysis.

The issue of dynamic managerial capability was focused on marketing introducing dynamic managerial capability more in concept and theories and the practical of dynamic managerial capability was focused on marketing. This paper selected those types due to the papers highlighted in the discussion regarding dynamic managerial capability were focused on marketing. Some heavily discussed dynamic managerial capabilities were focused on marketing from motivation issues. Such as why marketing capabilities and market dynamism influence competitive advantage other than the industry sector, such as (Elsharnouby & Elbanna, 2021). While others discuss the practice aspect, such as how to conduct of customer bonding capability, which is a development of relationship marketing (Mehta & Ali, 2021). The selected papers are shown differently in Table 1.

The paper categorization is conducted based on the logic of context, intervention, and outcome as suggested by (Denyer et al., 2008). So, this research shows the sort of papers based on this basis. In this research, some papers resulted from the exploration activity through Scopus Preview discussing dynamic managerial capability on marketing. Several were included, and some were omitted; due to the nature of the papers. Some papers discussed dynamic managerial capability on marketing as a supplementary theme and elaborated thinly, some stating the relationships of a dynamic managerial capability on marketing but lacking of elaborating further. Some have no detailed methodology or which research practice, which instead quotes some phenomena of dynamic managerial capability on marketing application. Consequently, these kinds of papers were omitted.

4.1. Classification of Papers Based on The Context.

In the arrangement of research papers, there are categories of business unit type on which dynamic managerial capability on marketing is discussed, such as SME, big companies, and non-specific to business size. This research contemplates the classification based on business type since dynamic managerial capability on marketing concept could have a different practice characteristic when being applied in different context. Based on Table 1, this article shows most of the recent existing research in the dynamic managerial capability on marketing have been carried out from the context of SME, and big companies. This research views several approaches related to those contexts of business type. However, dynamic managerial capability on marketing related to environment is the recent most considered in the study discussion. For example, the topic of dynamic managerial capability on

marketing related to sustainability discussed by Nath & Siepong (2022) discuss Green Marketing Capability based on resource-based view and dynamic capability theories determining the key antecedent. The research by Lin et al., (2021) study about understand the moderating roles of marketing capability and R&D intensity in the influence of green innovation strategy on brand value.

The contexts of the research can be grouped into several categories based on their focus and industry. One group is the research on small and medium-sized enterprises (SMEs), which includes studies on SMEs in Portuguese, SMEs in Latin America, and SMEs in Indonesia. These studies aim to understand the role of dynamic managerial and marketing capabilities in driving competitiveness and performance in SMEs. Another group is the research on big companies, which includes studies on big companies of the industry sector in France, big companies which use machine learning, big companies of the global automotive industry, and publicly traded firms. These studies focus on the role of marketing capabilities, green marketing capability, and data-driven innovation capabilities in driving competitive advantage and brand value in large companies.

Another group is the research on specific industries, such as the insurance industry in Pakistan, the manufacturing firms in Thailand, and the four and five-star hotels in Gulf Cooperation Council (GCC) countries. These studies aim to understand the role of dynamic managerial and marketing capabilities in creating and sustaining a competitive advantage in these industries.

There are also studies on specific interventions, such as the development of customer bonding capability in SMEs in Indonesia and the model of service and marketing innovation affecting customer satisfaction in microfinance banks. These studies aim to understand how specific capabilities can impact customer satisfaction and marketing performance in these interventions.

Finally, there are studies on emerging markets, such as Pakistani firms exporting to Advance Economy (AE) markets, Chinese firms, and export manufacturing firms in the apparel industry in Bangladesh. These studies aim to understand how dynamic managerial and marketing capabilities can help firms adjust to market changes and thrive in complex markets.

Overall, the contexts of the research reflect a diverse range of industries and interventions, with a focus on understanding the role of dynamic managerial and marketing capabilities in driving competitiveness, performance, and innovation in different contexts.

Table 1. Previous Research

Table 1. Papers discussed					
No	Author	Context	Intervention	Issues	Methodology
1	(E. A. Khan et al., 2023)	SMEs in Portugese	Literature on dynamic managerial capability (DMC) and export performance by providing empirical evidence on the relationship between DMC, managerial and marketing capabilities, competitiveness, and performance.	To understand theoretical foundations of DMC and its impact on managerial and marketing capabilities, competitiveness, and performance	Questionnaire survey of a sample of Portuguese SMEs
2	(Kirova, 2023)	Big companies of industry sector in France	Conceptual of a strategic change agency model for marketing managers	To explore the value of marketing manager as strategic change agents from the dynamic managerial capabilities' viewpoints	Qualitative with a semi structured interview to 12 marketing managers
3	(Prado et al., 2022)	Three social ventures in low-income markets of Latin America	Literature of addresses the challenges and strategies for serving low-income markets in developing countries, which requires a unique approach to product development, pricing, distribution, and communication strategies	To understand adapting marketing strategies to the specific needs and conditions of the target market	Qualitative case study of three social ventures serving rural low-income markets in Latin America.
4	(He & Zhang, 2022)	A high-end appliance brand	A conceptual of a matrix of dynamic brand position.	To explore how cocreated brand meaning builds and affects dynamic brand positioning	Qualitative case study of a high-end appliance brand
5	(Bianchi & Stoian, 2022)	SMEs in Latin America	The conceptual of inbound internationalization of small and medium-sized enterprises (SMEs).	To identify marketing capability that drive inbound internationalization	Qualitative case study to the tourism and hospitality SMEs
6	(Nath & Siepong, 2022)	Manufacturing firms in Thailand	A theoretical framework to conceptualize and configure Green Marketing Capability (GMC) based on resource-based view and dynamic capability theories determining the key antecedent	To understand a theoretical framework to conceptualize and configure GMC based on resource-based view and dynamic capability theories	Quantitative survey to 158 managers of manufacturing firms in Thailand
7	(Akter et al., 2022)	Big companies which use machine learning	A framework based on the micro foundations of dynamic capability to identify and address the sources of algorithmic bias in marketing	Addressing the inadequate research on algorithmic bias despite its significant impact on various customer groups	a systematic literature review and in-depth interviews of 25 machine learning professionals to identify the sources of algorithmic bias in marketing.
8	(Nwachukwu & Vu, 2022)	Microfinance banks	A model of service and marketing innovation affecting customer satisfaction in microfinance banks	Issue of customer satisfaction in microfinance banks and how service and marketing innovation can affect it.	Survey of 300 microfinance banks in Indonesia to collect data on service innovation, marketing innovation, competitive intensity, and customer satisfaction

No	Author	Context	Intervention	Issues	Methodology
9	(K. Kim & Lim, 2022)	Small businesses in Mongolia	International dynamic marketing capabilities practical for small business due to	To explore export marketing strategies of businesses	Qualitative case study by interviews with entrepreneurs and support organizations, site visits, and group discussions.
10	(Sultana et al., 2022)	NA	Data-driven innovation capabilities (DDIC) framework	To identify firm-level capabilities of DDI and its effects in a marketing	Systematic literature review
11	(Lin et al., 2021)	Big companies of global automotive industry	Literature integrating the brand value literature with the resource-based view green innovation strategy (RBV) to investigate the impact of GIS on brand value.	To understand the moderating roles of marketing capability and R&D intensity in the influence of GIS on brand value	System-GMM method to estimate a dynamic panel data model based on firm-level panel data from 164 listed companies in the global automotive industry between 2011 and 2018
12	(Mehta & Ali, 2021)	Insurance industry in Pakistan	The concept of the role of dynamic managerial capabilities in creating and sustaining a competitive advantage in the market, especially in the context of nascent industries	To explore how managerial cognition, human capital, and social capital as underpinnings of dynamic managerial capabilities affect sustainable strategic market creation (SMC) in nascent industries.	Quantitative survey to 497 respondents from top and middle-level managers of insurance companies in Pakistan.
13	(Elsharnouby & Elbanna, 2021)	Four and five-star hotels in Gulf Cooperation Council (GCC) countries	Literature of dynamic marketing capabilities and market dynamism influence competitive advantage in the hotel sector.	To understand why dynamic marketing capabilities and market dynamism influence competitive advantage other than industry sector	Cross-sectional survey data from marketing and sales managers in 165 hotels, along with in-depth interviews in three hotels, based in four Gulf Cooperation Council (GCC) countries
14	(Udayana et al., 2021)	SMEs in Indonesia	Practical application of customer bonding capability, which is a development of relationship marketing theory.	To understand the development of customer bonding capability in small and medium enterprises (SMEs) in Indonesia, aiming to improve marketing performance	Quantitative survey to SMEs owner who had at least 5 years of experience.
15	(Sun et al., 2020)	Big companies	Theoretical of internationalization under influences of concurrent internal and external contingency factors	To understand the role of dynamic marketing to the internationalization	Quantitative survey to 251 firm managers to know the role of dynamic marketing to the internationalization
16	(Endres et al., 2020)	Industrial firms	Practical application of dynamic capabilities, specifically sensing capabilities, in the context of industrial marketing	To understand how various sources of market knowledge contribute to the sensing capability of firms, and how this capability relates to revenue growth	Quantitative survey data from top managers at 483 internationally operating industrial firms to test hypotheses and complements this data with objective revenue growth data.

No	Author	Context	Intervention	Issues	Methodology
17	(H. Khan, 2020)	Pakistani firms exporting to Advance Economy (AE) markets	Application of dynamic managerial capabilities and marketing by examining the direct and indirect effects of marketing	To understand how being adaptable in marketing can improve a company's performance and its ability to adjust	Quantitative survey on 100 Pakistani firms
18	(Yang et al., 2020)	Chinese firms	The business model innovation research from the view of dynamic capabilities, emphasizing marketing orientation (MO) as an important antecedent of business model innovation	To understand how (MO) firms to develop business model innovation and how such effects are moderated by strategic flexibility	Quantitative survey to 204 Chinese firms
19	(Mostafiz et al., 2020)	Export manufacturing firms in the apparel industry in Bangladesh	A research framework on the dynamic managerial capabilities (DMC) theory and market orientation (MO) literature	To understand the relationship between DMC and MO in achieving firm performance	Quantitative survey to 324 export manufacturing firms
20	(Mehta et al., 2020)	NA	A more comprehensive understanding of the role of dynamic managerial capabilities in moderating the relationship between marketing capabilities, competitive advantage, and business performance	To understand the operational aspects of marketing capabilities and their importance for increasing competitive advantage and business performance	Systematic literature review
21	(Cao et al., 2019)	UK firms	Theoretical and practical understanding of dynamic managerial capabilities in the context of marketing	To understand the dynamic managerial capabilities of marketing managers and their role in strategic change to achieve sustained competitive advantage	Quantitative survey to 221 UK firm managers
22	(Brodie et al., 2017)	NA	Literature on dynamic marketing capabilities by focusing on four key dimensions: ambidextrous marketing orientation, customer relationship management, brand management, and new product development	To identify, categorize and interpret dynamic managerial capabilities of marketing manager and their roles in the strategic change of a business	Conceptual paper

No	Author	Context	Intervention	Issues	Methodology
23	(Ferreira & Coelho, 2017)	Portuguese SMEs	Literature of impact of dynamic capabilities (DC) on competitiveness and performance, considering the mediating role of marketing and managerial capabilities, as well as the moderating role of entrepreneurial orientation (EO)	To Investigate how DC influences a firm's ability to adapt and succeed in a changing environment, with marketing and managerial capabilities playing a mediating role in this process.	Quantitative survey to Portuguese SMEs
24	(Josephson et al., 2016)	Publicly traded firms	The literature of key determinants of strategic marketing ambidexterity	To understand how dynamic capabilities, such as strategic marketing ambidexterity (SMA), can be influenced by firm and industry factors, and how these capabilities impact financial performance.	Content analysis of data from 1999 to 2011 on publicly traded firm
25	(Day & Schoemaker, 2016)	Biofuel firm and digital technology firm	practical application of dynamic managerial capabilities in marketing, highlighting the importance of these capabilities for gaining competitive advantage and business performance	To understand critical components of the dynamic capabilities' framework, which are sensing, seizing, and transforming, and their implications for marketing strategy	Case study of DuPont's long-term biofuel investment and Novartis's rapid deployment of digital technologies in marketing
26	(Jeng & Pak, 2016)	SMEs and large companies	The importance of integrating marketing and innovation capabilities for small enterprises and the support of marketing capability for medium-sized enterprises to enhance profitability in highly competitive industries.	To explore how investments in marketing and innovation capabilities, while beneficial for firms to compete in dynamic markets and enhance performance, are influenced by company size	Quantitative survey to of 692 small, medium, and large enterprises
27	(Koo et al., 2016)	Business to Business export firms.	A model that links internal marketing capabilities with export marketing strategies and B2B marketing mix and export performance.	To understand internal marketing capabilities within Business-to-Business (B2B) export firms.	Quantitative research method to collect data from B2B export firms in Turkey.
28	(H. Kim, 2014)	Business to Business	Literature of the role of dynamic capability in the context of marketing, specifically in B2B transactions	To verify the factors affecting industrial buyer-based relationship quality and examine their effect on relationship continuity in B2B transactions	A literature review to develop a research model and an empirical study to test hypotheses

Source: Authors own work

4.2. Classification of Papers Based on The Intervention.

Based on the findings assortment, this research concludes that there are three foremost types regarding the main presence of themes: 1) Theoretical and conceptual frameworks which focuses on the

development and application of dynamic managerial capabilities in marketing 2) Empirical studies that investigate the antecedents and consequences of dynamic managerial capabilities in marketing, 3) Practical applications which examine the practical use of dynamic managerial capabilities in marketing

Dynamic managerial capabilities in marketing refer to an organization's ability to sense, seize, and reconfigure its resources and processes to capitalize on market opportunities. The different perspectives used to describe the concept of marketing capabilities in the provided search results. These perspectives provide a comprehensive understanding of the concept of marketing capabilities, encompassing both the internal and external factors that contribute to an organization's marketing effectiveness. The perspectives are:

- a. Intellectual Capital that focuses on the intellectual resources within an organization, such as knowledge, information, and expertise, and how these resources contribute to marketing capabilities.
- b. Marketing Mix that examines how the elements of the marketing mix (product, price, place, and promotion) contribute to an organization's marketing capabilities.
- c. Competition that considers how an organization's marketing capabilities influence its ability to compete effectively in the market, including aspects such as differentiation, positioning, and market share.
- d. Sensing, Seizing, and Reconfiguring Aspects of Dynamic Managerial Capabilities which emphasizes the dynamic nature of marketing capabilities, including the organization's ability to sense market opportunities, seize upon them, and reconfigure its resources and processes to capitalize on these opportunities.

The other literature issue is the dynamic managerial capabilities can moderate the relationship between marketing capabilities, competitive advantage, and business performance, highlighting the importance of these capabilities in achieving sustained success in the market. The antecedents of dynamic managerial capabilities, such as market orientation, human capital, resource flexibility, innovation, and branding, play a critical role in developing and maintaining these capabilities.

Empirical studies investigate the antecedents and consequences of dynamic managerial capabilities (DMC) in marketing by conducting quantitative surveys, content analysis, and case studies. These studies aim to understand the impact of DMC on marketing performance, competitiveness, and innovation in different industries and market contexts. For example, a study conducted a quantitative survey to 221 UK firm managers to understand the role of DMC in strategic change to achieve sustained competitive advantage. Another study investigated how DMC influences a firm's ability to adapt and succeed in a changing environment, with marketing and managerial capabilities playing a mediating role in this process, by conducting a quantitative survey to Portuguese SMEs. A content analysis of data from 1999 to 2011 on publicly traded firms was conducted to understand how dynamic capabilities, such as strategic marketing ambidexterity, can be influenced by firm and industry factors, and how these capabilities impact financial performance. Case studies were also conducted to understand the practical application of DMC in marketing, highlighting the importance of these capabilities for gaining competitive advantage and business performance. These empirical studies provide insights into the antecedents and consequences of DMC in marketing and contribute to the theoretical understanding of this concept.

In the practical, some SMEs and big companies have implemented dynamic capabilities in adapting to fast-changing markets and technologies. For example, some tourism and hospitality SMEs highlight the importance of international dynamic marketing capabilities (IDMCs) for inbound internationalization, Mongolia SMEs suggest international dynamic marketing capabilities (IDMCs)

for small businesses, DuPont as a long-term biofuel investment, and Novartis deploys digital technologies in marketing showcases the company's ability to seize opportunities and reconfigure its resources and processes. These examples highlight the importance of dynamic managerial capabilities in moderating the relationship between marketing capabilities, competitive advantage, and business performance. They also provide insights into how companies can transform their capabilities in dynamic managerial capabilities to adapt to fast-changing markets and technologies.

4.3. Classification of Papers Based on Research Method.

The chosen papers' methodology approach was analysed intensely to recognise the position of the study, what type of methodology is being applied, and the result and the limitation of the current research. The method analyzed concerns is a selection procedure, approaches, and scheme solution applied by the study. It is critical to see this selection of the assortment to know the notion of dynamic managerial capability on marketing from the angle of methodology applied to pursue the landscape of the recent academic state of these issues. This research has been conducted from the methodology approaches from a series of qualitative such as semi-structured interviews and case studies. The preceding research has also used quantitative from a survey method and mathematical numerical implementation (for example regression analysis and ANNOVA assessment).

The studies about dynamic managerial capability in marketing have been researched by several approaches. First, Qualitative case study research which explores the role of marketing managers as strategic change agents, serving rural low-income markets through a social entrepreneurship approach, and dynamic brand positioning. Besides, there is a Systematic Literature Review to identify the sources of algorithmic bias in marketing and to understand the direct connection between service innovation, marketing innovation, and customer satisfaction. The next is a Quantitative Survey to understand the relationship between dynamic managerial capabilities, managerial and marketing capabilities, competitiveness, and performance in Portuguese SMEs, and to identify the marketing capability that drives inbound internationalization in tourism and hospitality SMEs.

As showed by the literature review result, reasons that inspire and increase the companies' adoption to the concept of dynamic managerial capability on marketing are critical to be found. The economic reasoning is one of the features wherein marketing activity findings the best income due to changes in market conditions and consumer needs is an essential aspect. That is why result the dynamic managerial capability on marketing is an urgency in the business.

Existing research on dynamic managerial capability in marketing confirms a critical to get an explanation. In the escalation of this dynamic managerial capability topic, the study regarding marketing currently requests further attention.

The dynamic managerial capability in marketing is dissimilar from other dynamic managerial capability types, such as production, resources, and accounting (Evayani et al., 2022). Implementing dynamic managerial capabilities in marketing involves developing leadership skills that enhance enterprise competitiveness in unstable business environments. The role of marketing managers as strategic change agents from the dynamic managerial capability perspective is also considered (Nummela, 1999). Dynamic managerial capabilities are a form of dynamic capabilities that focus on the role of managers in creating and maintaining competitive advantage and performance in changing environments.

The context of the 28 papers discussed in Table 1 includes a diverse range of industries and settings.

These articles suggest that dynamic managerial capabilities are essential for firms to create and sustain a competitive advantage in the market. The components of dynamic managerial capabilities, such as market orientation, resource flexibility, innovation, branding, human capital, networking, and learning and adaptation, are interconnected and work together to enable firms to navigate complex and dynamic market environments, identify new growth opportunities, and maintain a competitive advantage. The research also highlights the importance of developing and leveraging dynamic managerial capabilities in specific contexts, such as nascent industries, emerging economies, and international B2B markets. The research suggests that firms can develop and improve their dynamic managerial capabilities through various strategies, such as investing in human capital, building strong networks, fostering a culture of innovation, and continuously learning and adapting to market feedback. Overall, the insights from these articles provide valuable guidance for managers seeking to develop and leverage dynamic managerial capabilities to create and sustain a competitive advantage in the market.

Just a few articles analyse the dynamic managerial capability of marketing by integrating environmental consideration into marketing strategies in order to encourage sustainable development as described by (Nath & Siepong, 2022) and (Lin et al., 2021). The research concludes that there is a need for more studies that focus on managing dynamic managerial capabilities in marketing from the perspective of sustainable development and the review of marketing strategies within organizations. The literature review and search results confirm that most of the existing research has not paid attention to this specific topic. The research also suggests that there is a gap in the understanding of how to manage dynamic managerial capabilities in marketing from the perspective of sustainable development and the review of marketing strategies within organizations. The research expects that there should be studies that explore how to manage dynamic managerial capabilities in marketing from the perspective of sustainable development and the review of marketing strategies within organizations.

5. Conclusion

This systematic review of dynamic managerial capabilities in marketing reveals a rapidly evolving field with significant implications for both theory and practice. Our analysis of 28 articles published between 2014 and 2023 highlights the critical role of these capabilities in fostering competitiveness, driving innovation, and adapting to changing market conditions. Key findings include the particular relevance of dynamic managerial capabilities for SMEs and firms in emerging markets, and their potential to enhance market adaptability and customer responsiveness.

However, our review also uncovers significant gaps in the current literature. Notably, there is a lack of research on integrating environmental considerations into marketing strategies for sustainable development. Additionally, the field would benefit from more rigorous empirical studies to establish causal relationships between dynamic managerial capabilities and firm performance outcomes.

Future research should focus on developing and testing frameworks for implementing dynamic managerial capabilities across diverse organizational contexts. There is also a need for longitudinal studies to understand how these capabilities evolve over time and in response to environmental changes. Moreover, interdisciplinary research combining insights from marketing, strategic management, and organizational psychology could provide a more holistic understanding of the phenomenon.

For practitioners, our findings underscore the importance of cultivating dynamic managerial

capabilities as a source of competitive advantage. Managers should focus on developing skills in market sensing, seizing opportunities, and reconfiguring resources to respond to market changes.

In conclusion, this review contributes to the literature by synthesizing current knowledge, identifying research gaps, and proposing future research directions in the field of dynamic managerial capabilities in marketing. As markets continue to evolve rapidly, understanding and developing these capabilities will be crucial for both scholarly advancement and practical success in marketing.

6. Implications of The Study

The theoretical contribution of the research on dynamic managerial capability (DMC) in marketing lies in its comprehensive overview of the concept and its implications for marketing. The research identifies the critical role of DMC in fostering competitiveness, customer-centric focus, strategic change, and adaptation to market uncertainty. It emphasizes the importance of DMC in marketing for creating and maintaining competitive advantage and performance in changing environments. The research also highlights the need for a clear definition and framework for DMC in marketing, the development of specific marketing mechanisms, and the effective management of DMC in organizations. Additionally, the study recognizes the importance of integrating environmental considerations into marketing strategies to promote sustainable development. By addressing these aspects, the research contributes to the theoretical understanding of DMC in the context of marketing and identifies areas for further exploration, thus enriching the existing literature on this topic.

The research findings on dynamic managerial capability (DMC) in marketing have several implications for businesses. Firstly, businesses can develop and manage DMC to enhance market adaptability, improve innovation and creativity, boost customer responsiveness, and sustain competitive advantage. Secondly, businesses can integrate environmental considerations into marketing strategies to promote sustainable development. Thirdly, businesses can explore specific marketing mechanisms that aid the development of DMC and their integration into the rest of the organization. Fourthly, businesses can focus on effective management of DMC in organizations to achieve marketing success in a dynamic business environment. Fifthly, businesses can better understand the impact of DMC on marketing performance in different industries and market context.

7. Limitation and Recommendations for Future Research

The research findings and analysis confirm that there is a need for more studies that focus on managing dynamic managerial capabilities in marketing from the perspective of sustainable development and the review of marketing strategies within organizations. The current body of knowledge is limited, and there is a gap in the understanding of how to manage dynamic managerial capabilities in marketing from the perspective of sustainable development and the review of marketing strategies within organizations. The research suggests that there should be studies that explore how to manage dynamic managerial capabilities in marketing from the perspective of sustainable development and the review of marketing strategies within organizations.

For practitioners, our findings underscore the importance of cultivating dynamic managerial capabilities as a source of competitive advantage. Managers use these insights to develop dynamic capabilities in their organizations by focusing on developing skills in market sensing, seizing opportunities, and reconfiguring resources to respond to market changes. Notably, there is a lack of research on integrating environmental considerations into marketing strategies for sustainable development. Additionally, the field would benefit from more rigorous empirical studies to establish

causal relationships between dynamic managerial capabilities and firm performance outcomes. Future research should focus on developing and testing frameworks for implementing dynamic managerial capabilities across diverse organizational contexts. There is also a need for longitudinal studies to understand how these capabilities evolve over time and in response to environmental changes. Moreover, interdisciplinary research combining insights from marketing, strategic management, and organizational psychology could provide a more holistic understanding of the phenomenon.

From the practical viewpoint, this research has discussed most of the papers conducted the review from an economical aspect. In assessing the tendency of dynamic managerial capability on marketing discussion, the research trend is mainly affected by the growing focus on the managerial level perspective and the role of marketing management. While the research on dynamic capabilities has traditionally focused on the organizational level, there is an increasing recognition of the importance of dynamic managerial capabilities, especially in the context of the turbulent market environment, digitalization, and other external changes in the marketplace.

From the angle of methodology, academics have considered the application of case studies, survey tools and FGD, as well as quantitative method such as SEM. However, there has not consolidative research that used a mixed-method as the solution to make a model of dynamic managerial capabilities on marketing primarily from the perspective of sustainable development. As this research requires the stand position of study for this concept, as best to this research knowledge after the process of SLR and a suggestion of results, this research concludes that there has not been research about the concept of dynamic managerial capabilities on marketing primarily from the perspective of sustainable development. The mixed-method can develop a new concept that has not been explored (Creswell & Plano Clark, 2018). However, the result indicates that such research relates to applying the procedure method from mixed-method research has not been considered. This research found that there has not been comprehensive research related to this topic through mixed-method. The construction model of dynamic managerial capabilities on marketing primarily from the perspective of sustainable development is important. The possibility of gaining the value by using mixed-method is available as the research gap result of this research.

Reference

- Åberg, C., & Torchia, M. (2020). Do boards of directors foster strategic change? A dynamic managerial capabilities perspective. *Journal of Management and Governance*, 24(3). <https://doi.org/10.1007/s10997-019-09462-4>
- Alghamdi, O. A., & Agag, G. (2024). Competitive advantage: A longitudinal analysis of the roles of data-driven innovation capabilities, marketing agility, and market turbulence. *Journal of Retailing and Consumer Services*, 76. <https://doi.org/10.1016/j.jretconser.2023.103547>
- Alves, A. de A. S. M., & Carvalho, F. M. P. de O. (2023). How Dynamic Managerial Capabilities, Entrepreneurial Orientation, and Operational Capabilities Impact Microenterprises' Global Performance. *Sustainability (Switzerland)*, 15(1). <https://doi.org/10.3390/su15010014>
- Amirul, S. R., Ahmad, S. N. B., & Nasip, S. (2023). Organisational Culture and Dynamic Marketing Capabilities in the Digital Age of Pandemic Crisis. *Lecture Notes in Networks and Systems*, 485. https://doi.org/10.1007/978-3-031-08093-7_21

- Arifiani, L., Prabowo, H., Furinto, A. F., & Kosasih, W. (2022). Respond to environmental turbulence sparks firm performance by embracing business model transformation: an empirical study on the internet service provider in Indonesia. *Foresight*, 24(3–4). <https://doi.org/10.1108/FS-02-2021-0032>
- Bai, L., & Yan, X. (2020). Impact of firm-generated content on firm performance and consumer engagement: Evidence from social media in China. *Journal of Electronic Commerce Research*, 21(1).
- Bai, L., & Yan, X. (2023). Impact of social media capability on firm performance: new evidence from China. *Asian Business and Management*, 22(1). <https://doi.org/10.1057/s41291-021-00156-0>
- Buccieri, D., Javalgi, R. G., & Cavusgil, E. (2020). International new venture performance: Role of international entrepreneurial culture, ambidextrous innovation, and dynamic marketing capabilities. *International Business Review*, 29(2). <https://doi.org/10.1016/j.ibusrev.2019.101639>
- Cao, G., Tian, N., & Blankson, C. (2022). Big Data, Marketing Analytics, and Firm Marketing Capabilities. *Journal of Computer Information Systems*, 62(3). <https://doi.org/10.1080/08874417.2020.1842270>
- Cartwright, S., & Davies, I. A. (2022). The development of B2B social networking capabilities. *Industrial Marketing Management*, 106. <https://doi.org/10.1016/j.indmarman.2022.08.004>
- Chagas Brasil, V., & Eggers, J. P. (2019). Product and Innovation Portfolio Management. In *Oxford Research Encyclopedia of Business and Management*. <https://doi.org/10.1093/acrefore/9780190224851.013.28>
- Chatzoudes, D., Chatzoglou, P., & Diamantidis, A. (2022). Examining the impact of firm-specific and environmental-specific factors on short and long-term firm survival during an economic crisis. *EuroMed Journal of Business*, 17(4). <https://doi.org/10.1108/EMJB-02-2021-0026>
- Chebbi, H., Ben Selma, M., Bouzinab, K., Papadopoulos, A., Labouze, A., & Desmarteau, R. (2023). Accelerated internationalization of SMEs and microfoundations of dynamic capabilities: towards an integrated conceptual framework. *Review of International Business and Strategy*, 33(1). <https://doi.org/10.1108/RIBS-12-2021-0174>
- Coelho, A., & Ferreira, J. (2017). Dynamic capabilities, managerial and marketing capabilities and their impact on the competitive advantage and firm performance. *International Journal of Entrepreneurship and Small Business*, 30(4). <https://doi.org/10.1504/ijesb.2017.10003389>
- Creswell, J. W., & Plano Clark, V. L. (2018). *Designing and conducting mixed methods research* (2nd ed.). Sage Publication Inc.
- Dampage, U., Egodagamage, D. A., Waidyaratne, A. U., DIssanayaka, D. A. W., & Senarathne, A. G. N. M. (2021). Spatial Augmented Reality Based Customer Satisfaction Enhancement and Monitoring System. *IEEE Access*, 9. <https://doi.org/10.1109/ACCESS.2021.3093829>
- Davcik, N. S., & Sharma, P. (2017). The Role of Product Innovation in Marketing Performance: Empirical Study in FMCG Market (An Abstract). In *Developments in Marketing Science: Proceedings of the Academy of Marketing Science*. https://doi.org/10.1007/978-3-319-47331-4_49
- Denyer, D., Tranfield, D., & Van Aken, J. E. (2008). Developing design propositions through research synthesis. *Organization Studies*, 29(3), 393–413. <https://doi.org/10.1177/0170840607088020>
- Dias, Á. L., Dos Santos, J. M. B., & De Freitas Barbosa Pereira, R. T. (2020). The role of entrepreneurship on the foundations of dynamic capabilities. *International Journal of Entrepreneurial Venturing*, 12(2). <https://doi.org/10.1504/IJEV.2020.105570>

- Elgammal, I., Baeshen, M. H., & Alhothali, G. T. (2022). Entrepreneurs' Responses to COVID-19 Crisis: A Holistic Dynamic Capabilities Perspective in the Saudi Food and Beverage Sector. *Sustainability (Switzerland)*, 14(20). <https://doi.org/10.3390/su142013111>
- Elsharnouby, T. H., & Elbanna, S. (2021). Change or perish: Examining the role of human capital and dynamic marketing capabilities in the hospitality sector. *Tourism Management*, 82. <https://doi.org/10.1016/j.tourman.2020.104184>
- Erbas, E. (2018). Organisational ambidexterity and industrial clockspeed theories in understanding dynamic managerial capabilities: A multiple case study. *International Journal of Business Environment*, 10(2). <https://doi.org/10.1504/IJBE.2018.095805>
- Evayani, E., Mutia, E., Saleh, M., & Rahmawati, S. (2022). DYNAMIC CAPABILITY THEORY: PERSPEKTIF AKUNTANSI. *Jurnal Ilmiah Mahasiswa Ekonomi Akuntansi*, 7(2). <https://doi.org/10.24815/jimeka.v7i2.21770>
- Falasca, M., Zhang, J., Conchar, M., & Li, L. (2017). The impact of customer knowledge and marketing dynamic capability on innovation performance: an empirical analysis. *Journal of Business and Industrial Marketing*, 32(7). <https://doi.org/10.1108/JBIM-12-2016-0289>
- Ferreira, J., & Coelho, A. (2017). Dynamic capabilities, managerial and marketing capabilities and their impact on the competitive advantage and firm performance. *International Journal of Entrepreneurship and Small Business*, 30(4). <https://doi.org/10.1504/IJESB.2017.082925>
- Githongo, C., & Karugu, J. (2023). Kaizen Implementation and Performance of Manufacturing Firms in Nairobi County Kenya. *International Journal of Business Management, Entrepreneurship and Innovation*, 5(2). <https://doi.org/10.35942/jbmed.v5i2.324>
- Gnizy, I. (2019). The role of inter-firm dispersion of international marketing capabilities in marketing strategy and business outcomes. *Journal of Business Research*, 105. <https://doi.org/10.1016/j.jbusres.2019.08.015>
- Golgeci, I., Arslan, A., Kentosova, V., Callaghan, D., & Pereira, V. (2023). The role of marketing agility and risk propensity in resilience and survival of eastern European immigrant entrepreneurs in Denmark. *International Journal of Entrepreneurial Behaviour and Research*. <https://doi.org/10.1108/IJEBr-03-2022-0214>
- Guo, H., Xu, H., Tang, C., Liu-Thompkins, Y., Guo, Z., & Dong, B. (2018). Comparing the impact of different marketing capabilities: Empirical evidence from B2B firms in China. *Journal of Business Research*, 93. <https://doi.org/10.1016/j.jbusres.2018.04.010>
- Gupta, A. K. (2021). Innovation dimensions and firm performance synergy in the emerging market: A perspective from Dynamic Capability Theory & Signaling Theory. *Technology in Society*, 64. <https://doi.org/10.1016/j.techsoc.2020.101512>
- Heubeck, T. (2023). Managerial capabilities as facilitators of digital transformation? Dynamic managerial capabilities as antecedents to digital business model transformation and firm performance. *Digital Business*, 3(1). <https://doi.org/10.1016/j.digbus.2023.100053>
- Hoque, M. T., Ahammad, M. F., Tzokas, N., & Gabay, G. (2020). Dimensions of dynamic marketing capability and export performance. *Journal of Knowledge Management*, 25(5). <https://doi.org/10.1108/JKM-09-2019-0482>
- Hsiao, C. Y., & Tuan, C. L. (2023). How recreational farm operators use dynamic capabilities to respond to COVID-19 pandemic. *Journal of Outdoor Recreation and Tourism*, 41. <https://doi.org/10.1016/j.jort.2021.100460>

Hughes, P., Souchon, A. L., Nemkova, E., Hodgkinson, I. R., Oliveira, J. S., Boso, N., Hultman, M., Yeboah-Banin, A. A., & Sy-Changco, J. (2019). Quadratic effects of dynamic decision-making capability on innovation orientation and performance: Evidence from Chinese exporters. *Industrial Marketing Management*, 83. <https://doi.org/10.1016/j.indmarman.2018.11.005>

Inthasang, C., Jhundra-Indra, P., & ... (2018). ANTECEDENT FACTORS OF DYNAMIC COMPETITOR MARKETING CAPABILITY. In *วารสารบริหารธุรกิจ ...*

Jonathan Vem, L., Gontur, S., Goyit, M. G., & Davireng, M. (2022). Entrepreneurial Marketing, Corporate Reputation, Corporate Creativity and Competitive Advantage: A Research Framework and Proposition. *International Journal of Business, Management and Economics*, 3(1). <https://doi.org/10.47747/ijbme.v3i1.352>

Kanapathipillai, K., Mahbob, N. N., Kumaran, S., & Narayanan, S. (2022). THE MEDIATING EFFECT OF ENTREPRENEURIAL MARKETING STRATEGY BETWEEN DYNAMIC CAPABILITIES AND COMPETITIVE ADVANTAGE IN THE WOMEN-OWNED ENTERPRISES IN MALAYSIA. *European Journal of Management and Marketing Studies*, 7(3). <https://doi.org/10.46827/ejmms.v7i3.1255>

Khan, K. U., Xuehe, Z., Atlas, F., & Khan, F. (2019). The impact of dominant logic and competitive intensity on SMEs performance: A case from China. *Journal of Innovation and Knowledge*, 4(1). <https://doi.org/10.1016/j.jik.2018.10.001>

Kim, H. (2014). The role of WOM and dynamic capability in B2B transactions. *Journal of Research in Interactive Marketing*, 8(2). <https://doi.org/10.1108/JRIM-12-2013-0082>

Kirova, V. (2023). The wind of change: A dynamic managerial capabilities perspective on the role of marketing managers as strategic change agents. *Journal of Business Research*, 160. <https://doi.org/10.1016/j.jbusres.2023.113817>

Kocas, C. (2002). Evolution of prices in electronic markets under diffusion of price-comparison shopping. *Journal of Management Information Systems*, 19(3). <https://doi.org/10.1080/07421222.2002.11045740>

Kongrode, J., Aujirapongpan, S., & Ru-Zhue, J. (2023). Exploring the impact of dynamic talent management capability on competitive performance: The mediating roles of dynamic marketing capability of startups. *Journal of Competitiveness*, 15(1). <https://doi.org/10.7441/joc.2023.01.07>

Lee, J. Y., & Day, G. S. (2019). Designing customer-centric organization structures: toward the fluid marketing organization. In *Handbook on Customer Centricity: Strategies for Building a Customer-Centric Organization*. <https://doi.org/10.4337/9781788113601.00011>

Lin, W. L., Ho, J. A., Sambasivan, M., Yip, N., & Mohamed, A. Bin. (2021). Influence of green innovation strategy on brand value: The role of marketing capability and R&D intensity. *Technological Forecasting and Social Change*, 171. <https://doi.org/10.1016/j.techfore.2021.120946>

Mathur, M. (2019). Where is the Security Blanket? Developing Social Media Marketing Capability as a Shield from Perceived Cybersecurity Risk. *Journal of Promotion Management*, 25(2). <https://doi.org/10.1080/10496491.2018.1443310>

Mehta, A. M., & Ali, S. A. (2021). Dynamic managerial capabilities and sustainable market competencies: role of organisational climate. *International Journal of Ethics and Systems*, 37(2). <https://doi.org/10.1108/IJOES-07-2020-0121>

Meshram, K., Bhakoo, V., & Bove, L. L. (2021). Building and sustaining an anti-slavery business model: a tale of two fashion brands. *Journal of Strategic Marketing*. <https://doi.org/10.1080/0965254X.2021.1874492>

- Moi, L., & Cabiddu, F. (2021). An agile marketing capability maturity framework. *Tourism Management*, 86. <https://doi.org/10.1016/j.tourman.2021.104347>
- Nath, P., & Siepong, A. (2022). Green marketing capability: A configuration approach towards sustainable development. *Journal of Cleaner Production*, 354. <https://doi.org/10.1016/j.jclepro.2022.131727>
- Nummela, H. (1999). *Dynamic managerial capabilities of marketing in strategic change* [Tampere University]. <https://core.ac.uk/download/pdf/250158485.pdf>
- Padmalia, M., Ihalauw, J. J. O. I., Adhi Nugraha, A. K. N., & Harijono. (2023). Family Harmony as a Milestone in Family Business Resilience facing Multiple Disruptions from a Marketing Perspective. *Journal of System and Management Sciences*, 13(3). <https://doi.org/10.33168/JSMS.2023.0310>
- Pudovkin, A. I., & Garfield, E. (2002). Algorithmic procedure for finding semantically related journals. *Journal of the American Society for Information Science and Technology*, 53(13), 113–119. <https://doi.org/10.1002/asi.10153>
- Quang Trung, D., Yoke Beng, A. N., & Bhaumik, A. (2019). The environmental dynamism, dynamic capabilities and marketing innovation of fertiliser firms in Vietnam. *International Journal of Innovation, Creativity and Change*, 8(2).
- Reimann, C., Carvalho, F., & Duarte, M. (2021). The influence of dynamic and adaptive marketing capabilities on the performance of portuguese smes in the b2b international market. *Sustainability (Switzerland)*, 13(2). <https://doi.org/10.3390/su13020579>
- Sagara, H., & Das, K. (2019). Technological disruptions and the indian IT industry: Employment concerns and beyond. In *Digitalisation and Development: Issues for India and Beyond*. https://doi.org/10.1007/978-981-13-9996-1_4
- Sarkum, S., & Syamsuri, A. R. (2021). The role of marketing function for competitive advantage. *Quality - Access to Success*, 22(180). <https://doi.org/10.4108/eai.18-7-2019.2288583>
- Song, M., Newburry, W., Kumaraswamy, A., Park, S., & Zhao, J. (2019). Emerging Market Firms' Dynamic Capabilities: Case Studies of Traditional Industries in China. *Academy of Management Proceedings*, 2019(1). <https://doi.org/10.5465/ambpp.2019.18271abstract>
- Sumitro Sarkum, Pramuka, B. A., & Suroso, A. (2017). Dynamic Marketing through Engagement Answering the Role of Marketing functions. *International Journal of Marketing, Communication and New Media*, 5(9).
- Tasheva, S., & Nielsen, B. B. (2022). The role of global dynamic managerial capability in the pursuit of international strategy and superior performance. *Journal of International Business Studies*, 53(4). <https://doi.org/10.1057/s41267-020-00336-8>
- Teixeira, E. G., Moura, G. L. de, Lopes, L. F. D., Marconatto, D. A. B., & Fischmann, A. A. (2021). The influence of dynamic capabilities on startup growth. *RAUSP Management Journal*, 56(1). <https://doi.org/10.1108/RAUSP-08-2019-0176>
- Treviño, S. S. G., & Cantú, L. E. Z. (2020). Importance of dynamic managerial capabilities on the performance of small family businesses. *Contaduría y Administración*, 65(3). <https://doi.org/10.22201/fca.24488410e.2020.2132>
- Tsai, S. P. (2015). Dynamic marketing capabilities and radical innovation commercialisation. *International Journal of Technology Management*, 67(2). <https://doi.org/10.1504/IJTM.2015.068223>

- Udayana, I. B. N., Farida, N., Lukitaningsih, A., Tjahjono, H. K., & Nuryakin. (2021). The important role of customer bonding capability to increase marketing performance in small and medium enterprises. *Cogent Business and Management*, 8(1). <https://doi.org/10.1080/23311975.2021.1932239>
- Vaid, S., & Honig, B. (2020). The influence of investors' opinions of human capital and multitasking on firm performance: a knowledge management perspective. *Journal of Knowledge Management*, 24(7). <https://doi.org/10.1108/JKM-01-2020-0075>
- Vrontis, D., El Chaarani, H., El Abiad, Z., El Nemar, S., & Yassine Haddad, A. (2022). Managerial innovative capabilities, competitive advantage and performance of healthcare sector during Covid-19 pandemic period. *Foresight*, 24(3–4). <https://doi.org/10.1108/FS-02-2021-0045>
- Walczak, S., & Kellogg, D. L. (2015). A heuristic text analytic approach for classifying research articles. *Intelligent Information Management*, 7(1), 7–21. <https://doi.org/10.4236/iim.2015.71002>
- Wang, Y., Hong, A., Li, X., & Gao, J. (2020). Marketing innovations during a global crisis: A study of China firms' response to COVID-19. *Journal of Business Research*, 116. <https://doi.org/10.1016/j.jbusres.2020.05.029>
- Wang, Z., & Kim, H. G. (2017). Can Social Media Marketing Improve Customer Relationship Capabilities and Firm Performance? Dynamic Capability Perspective. *Journal of Interactive Marketing*, 39. <https://doi.org/10.1016/j.intmar.2017.02.004>
- Widianto, S., Lestari, Y. D., Adna, B. E., Sukoco, B. M., & Nasih, M. (2021). Dynamic managerial capabilities, organisational capacity for change and organisational performance: the moderating effect of attitude towards change in a public service organisation. *Journal of Organizational Effectiveness*, 8(1). <https://doi.org/10.1108/JOEPP-02-2020-0028>
- Witczak, O. (2023). Engagement In Virtual Communities As Dynamic Marketing Capability of Cultural Organisation Dimensions And Determinants. *Zeszyty Naukowe Wyższej Szkoły Humanitas Zarządzanie*, 24(2). <https://doi.org/10.5604/01.3001.0053.7559>
- Yang, D., Wei, Z., Shi, H., & Zhao, J. (2020). Market orientation, strategic flexibility and business model innovation. *Journal of Business and Industrial Marketing*, 35(4). <https://doi.org/10.1108/JBIM-12-2018-0372>
- Zhang, J. Z., & Watson IV, G. F. (2020). Marketing ecosystem: An outside-in view for sustainable advantage. *Industrial Marketing Management*, 88. <https://doi.org/10.1016/j.indmarman.2020.04.023>