Dynamic Marketing Capabilities in Reviewing Previous Research Concepts and Future Research Opportunities

Ari Riswanto

Assoc. Prof. at Sekolah Tinggi Keguruan dan Ilmu Pendidikan PGRI Sukabumi
Postgraduate School - Doctor of Management Program - Universitas Pendidikan Indonesia
Bhayangkara Street, Gg. Alhuda No.8 Rt.05/03 Selabatu, Cikole, Sukabumi – West Java – Indonesia 43114
email: ayahmazan@gmail.com

Abstract

The purpose of this study is to find out things related to dynamic marketing capabilities seen from the aspect of concepts supported by all theories and also foregoing studies have been published in reputable international journals, besides this study is completed to bring up research opportunities can be done by future researchers. The method used in researchers is to conduct an in-depth study related to the variable dynamic marketing capabilities in existing literature, both books and journals that have been published internationally and online versions. As for what is interesting and being the novelty from the results of this study are in this article revealed opportunities can be done more distant by doing further research that has not been done by previous researchers.

Keyword: *Dynamic Marketing Capabilities, Reviewing Previous Research, Future Research Opportunities, Research Marketing, Marketing Management.*

Introduction

Not more than the last ten years, attention to the concept of dynamic capabilities has become an interesting topic in the management literature [1]. At the same time, concepts related to strategy have long had an impact on the company's dynamic capabilities on new product development, some previous research has discussed how to build dynamic marketing capabilities (DMCs), which are key to dynamic capabilities that essentially have goals in order to improve company performance [2]. In the end, improving the performance of a company is still an interesting issue to be studied in the field of marketing management. In addition, it is a strategic marketing concept in assessing and analyzing matters that are directly related to the company's managerial [3].

Several researches results prove the measure of success of a company within a certain period of time shows the conditions of the managerial process, which is the result of a set of activities that have been planned to the maximum and has been implemented to know which aspects of the strategy from a series of alternative choices that can be used appropriately in order to achieve the objectives company [3]. The use of the right strategy has a tendency in accordance with the existing system owned by the company so that the company's performance results can be achieved optimally [4]. In the field of marketing if it is related to company performance, basically it will experience some obstacles and obstacles, the assessment of company performance supported by marketing tends to have conceptual problems but on the other hand, empirically it is one important part that must be done [5]. We agree together that the purpose of establishing a company is to maintain the viability of

the business, so that the company can compete with other companies. One of the risks that can be experienced by business organizations if the company ignores the level of performance of the company is the instability in the existing system in the business unit that is being run. This is due to some important elements of the company cannot run as it should, if this continues bankruptcy and even death to the organization of the business being run. Therefore, all elements in the company need to formulate and design strategies, especially in the field of marketing in order to overcome the decline in company management, which will ultimately affect overall company performance. A good company is a company can design the best solutions to overcome the problems that are being experienced and also all the risks that will arise in the future [6].

Previous research can prove that dynamic marketing capabilities (DMCs) are an important factor in maintaining and also improving company performance, by responding to market needs in uncertain situations [7]. DMCs have a consistency in influencing company performance positively, while also contributing to the process of identifying its limitations and providing better direction that helps in the future a research process. In turn, DMCs position a very important condition in operational reconfiguration of marketing capabilities, which leads to an increase in overall company performance [8]. The results also show that business organizations that maximize DMCs can achieve superior performance by being exceptional in business competition. This can direct company leaders, especially company managers, in exploiting DMCs in their companies by showing that business organizations can adapt to the environment, creating healthy market competition. This study provides empirical evidence for the claim that dynamic marketing capabilities are needed to improve company performance, in addition this study will provide clear direction related to researching positions related to DMCs and also opportunities that can be done by subsequent researchers who will conduct research in the future. I will come in the context of scientific development, especially in marketing management and marketing strategies.

Method

The method used in this study is a descriptive study with a literacy approach or often called a library study. By conducting an assessment of the concept of dynamic marketing capabilities directly and answered with theories and previous research. Therefore, the results of this study will continue to grow in line with scientific developments in the field of Marketing Management.

Results and Discussion

Presented below is a resume and summary of the results of a review of concepts related to dynamic marketing capabilities (DMCs), taken from several publications both international journals and book's Chapter.

Table 1: Resume Journal and Previous Research

No	Title / Author (year)	Variable	The object	Method
1	Dynamic Marketing Capabilities in Science-based Firms: an Exploratory Investigation of the Pharmaceutical Industry. [9]	<ul style="list-style-type: none"> ➤ Market knowledge on technological innovation ➤ Development process ➤ Dynamic Marketing Capabilities ➤ Management Practice ➤ Performance Heterogeneity ➤ The creation of new products and the changes in the new product 	High-performance pharmaceutical company	Use qualitative methodology. Field study of the extended case method as an appropriate approach to investigate the ability of dynamic marketing in industry-based science.
2	Antecedents and consequences of marketing dynamic capabilities in international joint ventures [10]	<ul style="list-style-type: none"> ➤ Resource Magnitude ➤ Resource Complementarity ➤ Organizational Structure ➤ Organizational Culture ➤ Dynamic Marketing Capabilities ➤ Market Dynamism ➤ Competitive Advantage ➤ Financial Performance 	The top manager of IJV in China	The context of this study is equity-based IJV in China
3	"Examining the role of information technology in cultivating firms' dynamic marketing capabilities" [11]	<ul style="list-style-type: none"> ➤ Market Orientation ➤ Connectivity of IT infrastructure capabilities ➤ Functionality of IT Infrastructure Capability ➤ IT Support for SRM ➤ Dynamic Marketing Capabilities 	IT infrastructure in manufacturing companies	Survey
4	The contribution of dynamic marketing capabilities to service innovation and performance [8]	<ul style="list-style-type: none"> ➤ Operational Capabilities ➤ Dynamic Capabilities ➤ Firm Performance ➤ Innovation 	Hotels, restaurants, financial services, insurance, transportation and hospital	Personal interview to the CEO or marketing manager
5	Dynamic marketing capability and marketing survival: evidence from auto parts businesses in Thailand [12]	<ul style="list-style-type: none"> ➤ Marketing Vision ➤ Marketing Readline ➤ Dynamic Capabilities ➤ Marketing Excellence ➤ Marketing Productivity ➤ Marketing Responsiveness ➤ Marketing Survival 	Motor vehicle parts business in Thailand	Distribution of questionnaires via email via the web survey
6	Dynamic Marketing Capability Evolving dynamic marketing capability (DMC) and its role on export performance: An empirical study on export-oriented organizations in Bangladesh [13]	<ul style="list-style-type: none"> ➤ Export Market Exploration ➤ Export Market Exploitation ➤ Market Uncertainty ➤ Competitive Intensity ➤ Dynamic Marketing Capabilities ➤ Control Variables (Age, Employee Size, Level of fixed Asset) ➤ Export Performance 	Manufacturing and export-oriented IT services organization in Bangladesh	Personal interview based survey
7	Dynamic marketing capabilities, foreign ownership modes, sub-national locations and the performance of foreign affiliates in developing economies [14]	<ul style="list-style-type: none"> ➤ Ownership Modes ➤ Sub- National Location ➤ Dynamic Marketing Capabilities ➤ Foreign Affiliate Performance 	FOA in non-Metropolitan areas	Literature Analysis / Literature study
8	Dynamic Marketing Capabilities and New Product Adoption; The mediating role of Consumer Based Brand Equity [15]	<ul style="list-style-type: none"> ➤ Dynamic Marketing Capabilities ➤ Customer Brand Equity ➤ New Product Adoption 	442 beverage producers in Uganda	Positivistic approach cross sectional survey design
9	Enhancing Innovativeness: The Role of Dynamic Marketing Capabilities [16]	<ul style="list-style-type: none"> ➤ Market Orientation ➤ Marketing Technical Integration ➤ Dynamic Marketing Capabilities ➤ Innovativeness ➤ Performance 	SME entrepreneur or senior manager with 533 respondents.	Data collection methods are self-reported online a survey issued for the main respondent

10	Dynamic marketing capabilities view on creating market change [17]	<ul style="list-style-type: none"> ➤ Proactive Market Orientation ➤ Value Innovation ➤ Operational Marketing Capabilities ➤ Induced Market Turbulence ➤ Customer Value ➤ Profitability ➤ Market Effectiveness 	Distributing Questionnaires to 270 senior executives	After ensuring reliability and validity, hypotheses are tested by applying structural equation modeling and Monte Carlo simulations
11	Facilitating dynamic marketing capabilities development for domestic and foreign firms in an emerging economy [18]	<ul style="list-style-type: none"> ➤ Vertical relationship Quality ➤ Horizontal Relationship Quality ➤ Entrepreneurship Orientation ➤ Ownership: Domestic and Foreign ➤ Dynamic Marketing Capabilities ➤ Control Variables (Age, Location, Industry type, Environment Turbulent) ➤ Innovation Performance 	Manufacturing industry in China	Survey cross-sectional
12	Effect of Market Orientation on Business Performance in MSMEs as Mediating by Dynamic Marketing Capabilities [19]	<ul style="list-style-type: none"> ➤ Market Orientation ➤ Dynamic Marketing Capabilities ➤ Business Performance 	Micro, Small and Medium Enterprises (MSMEs)	Model pengukuran menggunakan Confirmatory Factor Analysis (CFA) dan analisis Product of Coefficient Strategy: Single Mediation Model
13	Empirical Assessment of the Role of Product Innovation in Dynamic Marketing Capabilities and Company Performance. [2]	<ul style="list-style-type: none"> ➤ Product Innovation ➤ Dynamic Marketing Capabilities ➤ Company Performance 	Micro, Small and Medium Enterprises (MSMEs) incorporated in the field of food production or culinary	Testing the measurement model was carried out with Confirmatory Factor Analysis (CFA) and Coefficient Strategy analysis products through a Single Mediation Model
14	International new venture performance: Role of international entrepreneurial culture, ambidextrous innovation, and dynamic marketing capabilities [20]	<ul style="list-style-type: none"> ➤ International entrepreneurial culture ➤ Ambidextrous innovation ➤ Environmental dynamism ➤ Environmental ➤ Dynamic Marketing Capabilities ➤ INV performance 	High-tech multi-industry cross-sector INV from India.	Use two statistical techniques. First, using the Harman's Single-Factor Test, then the second, using Confirmatory Factor Analysis (CFA) and Chi-squared
15	Dynamic marketing capabilities and company performance: Marketing regression analysis on SMEs in Indonesian. [7]	<ul style="list-style-type: none"> ➤ Dynamic Marketing Capabilities ➤ Company Performance 	Small and Medium – sized Enterprises (SMEs)	Simple linear regression analysis and using SPSS v 23 and Amos v 23 software calculators

Research related to dynamic marketing capabilities (DMCs) is still rarely done after a review of the average reading source of its publications is carried out in reputable international journals with scopus indexed ranking and high ranking in the field of management and published in major publishers such as Blackwell Publishing Inc., Wiley-Blackwell, Emerald Group Publishing Ltd., Elsevier Ltd., Palgrave Macmillan Ltd., Taylor & Francis Group, Inderscience Enterprises Ltd., Calitatea. And so forth. The information can be given briefly from some of the journals above (table 1) is the researcher discusses the results of his research by showing that dynamic marketing capabilities can contribute to a more detailed understanding of management practices and heterogeneity of performance in science-based settings and concluded our work by identifying its limitations and provide useful directions for future research on this topic [9];

The study found empirical support for the effect of MDC on the competitive advantage of IJVs and performance. In addition, MDC can be influenced by its large IJV resources, complementary resources, organizational culture and organizational structure [10];

Our results show an important direct effect of a company's market orientation, the use of IT to support CRM, and the functionality of IT infrastructure capabilities on dynamic marketing capabilities [11];

The results show that operational marketing capabilities influence on dynamic marketing capabilities. Strategic marketing and marketing planning capabilities have a favorable impact on company performance while market knowledge capabilities have a practical impact on service innovation [8];

That marketing targeting and positioning ability is the most significant beneficial of all consequences. The marketing vision has a positive influence on dynamic marketing capabilities. However, the innovative climate is not a moderator of the ability to learn marketing in this study. Theoretical and managerial contributions and suggestions provided by future research [12];

Subsequent research results show that DMCs are multi-level higher-order reflective construction consisting of four high-level marketing capabilities, DMCs are a complex process, and it is not uncommon for marketing capabilities and exporting organizations must adjust their accumulated internationalization of knowledge and knowledge management capabilities marketing to reduce the threat of radical market changes and meet the demands of its customers better than other major export competitors [13];

First, it broadens the evidence DMCs directly contribute to sales growth. Second, identification of the importance of interaction between ownership modes and DMCs contributes both to international marketing. Third, and perhaps most importantly contributions. The results show the development of DMCs in sub-national locations [14];

There is a need for organizations to communicate with customers with the specific purpose of changing their attitudes, perceptions and beliefs attract them to be associated with the company, providing key evidence of how and why consumers develop favorable opinions about their organizations and products. This opinion encouraged them to adopt new products produced by these companies [15];

The findings show that the tight integration between the technical functions and marketing of a company creates a fertile transformation point, where market orientation infuses the process of innovation. Market orientation interacts with this integrated capability to form dynamic marketing capabilities that enhance organizational innovation. The implications include how this dynamic

marketing capability differs between service and manufacturing companies, where only aspects of market orientation culture improve performance in service companies [16];

The findings show that dynamic marketing capabilities (DMCs) are very important in reconfiguring operational marketing capabilities, which in turn leads to an increase in organizational performance. The results also show that organizations with enhanced DMCs can start market disruptions and achieve superior performance by defeating their rivals [17];

The impact of vertical relationships is stronger than horizontal relationships for domestic companies but weaker for strange companies, because foreign and domestic companies have different levels of resources depending on their partners, entrepreneurial orientation affects the willingness and ability of companies to utilize the benefits of the relationship, thereby strengthening the impact of relationships vertical but weakened horizontal relationship [18].

The results of this study indicate that the Dynamic Marketing Capabilities variable can mediate the effect between Marketing Orientation and Business Performance on Micro and Small and Medium Enterprises. Furthermore, market orientation has a practical influence on dynamic marketing capabilities, and likewise. Dynamic marketing capabilities have a positive influence on business performance [19];

The results of this study indicate that Dynamic Marketing Capabilities (DMC) has an impact on Company Performance and is partially mediated by the Product Innovation variable in Micro, Small and Medium Enterprises. Finally, DMC has a positive influence on Product Innovation, and Product Innovation also has a favorable influence on company performance [2];

The results of our study provide insights for INV managers as well. IEC is an organizational culture that consists of key traits, which enable INVs to succeed regardless of their resource constraints. The international vision forces INV to uncover opportunities outside their domestic borders. The entrepreneurial aspect supports their drive and inclination to take risks in carrying out resources to pursue exploration and exploitative innovations simultaneously. The market sensing component allows INVs to better understand market needs and how to counter the actions of potential competitors. The network component allows INV to increase customers, suppliers and competition in ways that support their internationalization efforts [20];

DMCs have a positive relationship between market orientation and the development process, besides that DMCs have a positive influence on company performance [7].

From the results of the above review, there are many opportunities for further research, including:

- On average research is carried out in one region both province and country, it is necessary to conduct additional research by comparing the identical research in several different locations, for example, the cooperation of some countries in one region with the same unit of analysis.
- DMCs research that has not been found in research with online economic creative business analysis units (e-business) has not been found.
- It is necessary to test the DMCs research related to servicing companies as the object of research.
- Use other variables (factors) that can affect DMCs both internally and externally.
- Use the characteristics of the respondent as well as the more specific unit of analysis in conducting research so that it will generate the latest novelty.
- Use different analytical tools from previous researchers in processing research data with the latest research models.

Conclusion

The study shows continuity in research related to dynamic marketing capabilities. Researchers in the most-recent year study various weaknesses and strengths of the results of research conducted by foregoing researchers so that he has new opportunities and opportunities to examine more deeply based on information presented in published scientific papers. So that future researchers have a significant difference and also have a level of novelty when compared with previous research, this is very useful in analytical development, especially in the field of marketing management.

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