



Dynamic capabilities research in international marketing: A systematic literature review and direction for future research

Journal:	<i>International Marketing Review</i>
Manuscript ID	IMR-08-2023-0168.R2
Manuscript Type:	Original Article
Keywords:	Dynamic Capabilities, International marketing, Systematic Review, Nomological Network

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Dynamic capabilities research in international marketing: A systematic literature review and direction for future research

Abstract

Purpose – This study intends to, (a) systematically review methodological, theoretical, and empirical aspects of dynamic capabilities (DCs) research in international marketing; (b) identify problematic areas and gaps in the reviewed literature, and (c) provide directions to address problematic aspects and fill the gaps in future research.

Design/methodology/approach – The study applies a systematic literature review methodology and covers 97 articles published between 2001 and 2022 in peer-reviewed journals ranked 2, 3, 4 and 4* in the Academic Journal Guide 2021.

Findings – The content analysis shows that; (a) methodologically, the literature is dominated by single-country studies conducted mostly in Asia and Europe on a cross-section of industries, mostly adopting survey-based approaches with a cross-sectional time emphasis; (b) theoretically, dynamic capabilities view (DCV) is mainly accompanied by resource-based view, followed by institutional-, organizational learning-, and internationalization theories; and (c) according to the nomological network, DCs are predicted by firm-characteristics, factors related to networks/relationship/partnerships, and managerial characteristics, while they act as predictors of performance-related, strategy-related, and operational change and renewal-specific outcomes. Several problematic aspects and gaps for each part of the review are diagnosed.

Originality/value – The authors provide a comprehensive assessment of current knowledge on methodological, theoretical, and empirical aspects of the relevant literature, map a nomological network of variables surrounding DCs in international marketing research, and offer future research directions capitalizing on the problems and gaps identified in the review.

Keywords Dynamic Capabilities, International Marketing, Systematic Review, Nomological Network

Paper Type Literature review

1. Introduction

Unique conditions emerging as a result of development of trade over large geographies and volatile competition necessitate immediate and ongoing response (Teece, 2012). Recent events such as COVID-19 pandemic and wars in Ukraine and Gaza have shown how vulnerable international business can be, as manifested in disruptions in accessing foreign suppliers and buyers, managing logistics of foreign products, addressing worldwide stakeholders' concerns about company attitudes towards global political problems, and dealing with embargoes, scarcity of products and materials and price increases (e.g. Jeong *et al.*, 2023; Simpson and Butler, 2024; Zahra, 2022). Such issues bring to the fore the question of why some organizations thrive and survive in turbulent environments and the success markers on which they rely (e.g. Wilden *et al.*, 2016). Dynamic capabilities view (DCV) has been increasingly used to answer these questions in international marketing research (e.g. Gnizy, 2019), given the highly uncertain context in which international marketing activities take place due to a multitude of environmental forces and complexity of distant foreign markets (Katsikeas, 2019; Samiee *et al.*, 2021). Teece *et al.* (1997, p.516) define dynamic capabilities (DCs) as an "ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments".

This growing interest resulted in a sizable amount of studies since early 2000s in international marketing research centring on DCs. Accumulation of research in a certain topic requires periodic critical assessment and synthesis, as well as directions for the future based on what has been done in the past (Palmatier *et al.*, 2018). Consequently, these academic endeavours stimulated systematic reviews addressing the literature on the interface of DCs and international marketing (see Appendix 1 for a summary of these studies compared to this study). Some of these invaluable contributions though focused on specific aspects of the extant literature on the subject, such as the relevance of DCs for export performance (Gupta

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3 and Chauhan, 2021; Tan and Sousa, 2015) or for international market entry (Jie *et al.*, 2023;
4 Kahiya and Warwood, 2022). Therefore, a broader review synthesizing and evaluating
5 various aspects of the literature to safely stimulate and inspire future research is timely, given
6 the rapid growth and diversity of the DCs research in international marketing (Morgan *et al.*,
7 2018) has created richness in terms of methodologies adopted, theoretical explanations used,
8 and direct and indirect relationships conceptualized and tested. Despite touching
9 methodological, theoretical, and empirical facets of the literature, other distinguished
10 contributions primarily centred their review efforts on either marketing capabilities or
11 dynamic marketing capabilities (Morgan *et al.*, 2018; Pfajfar *et al.*, 2024). However,
12 international marketing is an activity that has to be performed in cooperation and
13 coordination with other functions or divisions within the organization, as well as with
14 external organizations, relying on their DCs in addition to dynamic marketing capabilities to
15 create and capture value from customers at a global level within an uncertain business
16 environment (Barrales-Molina *et al.*, 2013; Gnizy, 2019; Verbeke, 2022).

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Against this background, we intend to conduct a systematic review of research on DCs in international marketing literature along its methodological, theoretical, and empirical aspects. Our specific objectives include: (1) to systematically review the methodological, theoretical, and empirical aspects of studies examining DCs in international marketing research; (2) to identify problematic aspects and literature gaps associated with methodological, theoretical, and empirical characteristics of the reviewed literature; (3) to propose guidelines about how the identified problems could be resolved and the literature gaps could be filled by future research.

Our contribution to the literature is twofold. *First*, we provide a critical synthesis of methodological, theoretical, and empirical aspects of the pertinent literature.

Methodologically, we critical analyse the study contexts and research designs in the

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3 literature. Theoretically, we identify the theoretical lenses employed alongside DCV in the
4 reviewed literature and show their areas of application. Empirically, we integrate
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6 conceptualizations from the extant empirical research to develop a nomological network of
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8 variables surrounding DCs in international marketing research. Additionally, we analyse how
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10 DCs phenomena manifest in the reviewed research concerning their antecedents and
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12 outcomes. By doing so, we diagnose problematic issues and identify gaps within each
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14 dimension of the review.
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19 *Second*, building on problems and gaps diagnosed for each aspect of the systematic
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21 review, we provide suggestions for improvement and show directions for addressing gaps in
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23 future research. Methodologically, we highlight opportunities to gain deeper insights into
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25 studying DCs in international marketing, particularly by incorporating neglected research
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27 designs and exploring untouched contexts. Theoretically, we suggest leveraging various
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29 theories to provide novel explanations for DCs-related phenomena in international marketing.
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31 Empirically, we indicate how the nomological network surrounding the DCs could be
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33 expanded, diversified, and deepened in future research.
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38 The implications derived from this review could be useful for various stakeholders.
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40 For scholars, we provide a critical synthesis of knowledge on the subject, aiding in the
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42 identification of areas that have been addressed and those that require further explanation.
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44 Additionally, we offer insights for designing future research by addressing methodological
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46 issues in the extant research and suggest alternative theoretical frameworks for
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48 conceptualizing studies. Practitioners can benefit from understanding the mechanisms
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50 underlying the development of various DCs, their translation to performance, and the factors
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52 that facilitate or hinder these processes. Furthermore, public policymakers can draw
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54 implications regarding their role in assisting companies in developing relevant capabilities to
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56 enhance their success in foreign markets (Leonidou *et al.*, 2011).
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3 The rest of the study has the following structure. First, we introduce the study
4 background, which is followed by the setting of the conceptual boundaries of our review.
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6 Then, we describe our systematic review methodology. After that, we present study findings
7 associated with methodological, theoretical, and empirical aspects of the review. The article
8 concludes with a discussion of study limitations and implications of our findings for future
9 research.
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19 **2. Study background**

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21 DCs are defined as the organizational abilities of firms to integrate, build, and reconfigure
22 their internal and external competencies in order to respond to rapid changes (Teece *et al.*,
23 1997; Teece, 2007, 2014a). DCs involve the adept execution of tasks in a systematic and
24 habitual manner, facilitating the consistent and dependable performance of activities aimed at
25 driving strategic change (Schilke *et al.*, 2018). DCs derive from learning to some extent,
26 organizational resources partly, and organizational history in a sense (Teece, 2014a). And this
27 ability is significantly shaped by skills, motivation, vision, and experience of key managers
28 (Pitelis *et al.*, 2023; Zahra *et al.*, 2006). Likewise, whether organizational change comes from
29 the external environment or emerges as a strategic move, key managers intentionally create,
30 modify, or extend lower-order routines through DCs as higher-order capabilities (Wenzel *et*
31 *al.*, 2021).
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46 DCs are based on three core foundations: (1) sensing, (2) seizing, (3) reconfiguring
47 (Teece, 2007, 2014a). Sensing refers to a set of processes that enable searching, scanning,
48 learning, and creating new opportunities (Teece, 2007). Since the strength of a company's
49 DCs is directly proportional to its speed of adapting to volatile environments, organizations
50 should be able to screen opportunities and risks as much as possible and on a continuous
51 basis (Teece, 2018). What is important for organizations in such conditions is to detect weak
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3 signals related to governmental regulations, economic trends, technological developments,
4 and social influences in the markets where they operate (Schoemaker *et al.*, 2018). Seizing,
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6 on the other hand, reflects the mobilization of sensed opportunities through architectural
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8 procedures, decision-making routines, and implementation and calibration skills (Teece,
9
10 2007). It involves translating sensed opportunities into tangible outcomes, whether through
11
12 the development of new products or services, or the formulation of innovative strategies and
13
14 tactics, thereby enhancing value delivery to customers and subsequent value acquisition
15
16 (Pitelis *et al.*, 2023). Seizing also encompasses the successful implementation of novel
17
18 systems and innovations, reinforcing organizational adaptability and competitive advantage
19
20 (Schoemaker *et al.*, 2018). Finally, reconfiguring reflects a permanent focus on
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22 organizational renewal. Factors such as de-centralization, co-specialization, governance, and
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24 knowledge management constitute processes based on reconfiguring (Teece, 2007, 2009).
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31 When DCs are integrated with an appropriate strategy, they empower organizations to
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33 deliver tailored products to specific markets, effectively addressing consumer needs and
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35 fostering opportunities for competitive advantage (Eisenhardt and Martin, 2000; Teece,
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37 2012). Thus, DCs became a popular subject of investigation in the marketing field given their
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39 relationship with performance-related outcomes (Morgan and Slotegraaf, 2012), and
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41 marketing's role in inter-organizational relationships (Schilke *et al.*, 2018). Accordingly,
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43 Bruni and Verona (2009) were amongst the first to establish a connection between marketing
44
45 and DCV, where they assert that the most important element of value creation lies in the
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47 acquisition of market knowledge facilitated by the DCs, thereby, introducing the concept of
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49 dynamic marketing capabilities into literature. This can be ascribed to the fact that market
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51 knowledge can be obtained primarily through the marketing function of a company (Barrales-
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53 Molina *et al.*, 2014), while building new resources necessitates systemic reconfiguration of
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55 marketing resources, as well as aligning market expectations and company strategy,
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3 emphasizing the dynamic nature of marketing capabilities (Mitrega, 2020). Fang and Zou
4 (2009) stress the pivotal contribution of the marketing function within DCs research,
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6 delineating dynamic marketing capabilities as the adeptness and effectiveness of cross-
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8 functional business processes, encompassing product development management, supply chain
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10 management, and customer relationship management, aimed at generating and delivering
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12 customer value in reaction to market fluctuations.
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17 DCs play a critical role in aligning specific resources and competences with the
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19 targeted foreign market environments and opportunities inherent in them (Katkalo *et al.*,
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21 2010). For instance, the involvement of local partners in international markets serves as a
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23 pivotal mechanism for bolstering the DCs of focal firms by leveraging their unique insights
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25 and competencies, thereby enhancing the firm's capacity to sense, seize, and shape
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27 opportunities (Gnizy, 2019). Teece (2007, 2014b) further emphasizes that DCs are
28
29 indispensable abilities for multinational enterprise performance. The anticipated enhancement
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31 in firm performance attributed to DCs emanates from their foundation in adept management
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33 of information gleaned from the external environment and continuous learning processes
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35 (Blesa and Ripolles, 2008). Moreover, DCs are abilities associated with creating and shaping
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37 markets to create and capture value (Katkalo *et al.*, 2010). For instance, the early success of
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39 global startups hinges significantly on their capacity to innovate and craft compelling value
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41 propositions, thereby effectively capturing the attention and patronage of discerning
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43 customers (Buccieri *et al.*, 2020).
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50 In the dynamic landscape of international marketing, the integration of cross-
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52 functional perspectives emerges as a cornerstone for organizational success. Riviere *et al.*
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54 (2018) highlight the significance of cross-functional and cross-country collaborations, where
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56 diverse viewpoints converge to address internationalization challenges from multifaceted
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58 angles. Eisenhardt and Martin (2000) underscore the pivotal role of cross-functional
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3 integration in enhancing market delivery efficiency, emphasizing the imperative for firms to
4 seamlessly integrate resources from various disciplines. Gnizy (2019) further accentuates the
5 importance of cross-functional coordination in response to competitive pressures, particularly
6 in refining key marketing capabilities to align with evolving market dynamics. This
7 integration, for instance, becomes even more critical in the context of green marketing
8 (Leonidou *et al.*, 2013), or product development (Xu *et al.*, 2018) endeavours abroad.
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10 Recognizing the significance of creating and capturing value with and through other
11 functions helps marketing practitioners navigate the complexities of international markets,
12 adapt to changing environmental dynamics, and craft sustainable strategies for international
13 success (Barrales-Molina *et al.*, 2013; Bingham *et al.*, 2015; Srivastava *et al.*, 2001). In line
14 with these, our review zooms in on the synthesis of DCs research within the domain of
15 international marketing.

3. Conceptual boundaries of the review

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33 To frame our investigation, we initiated the review process by clearly defining the conceptual
34 boundaries of our study. This approach aligns with the guidance provided by Denyer and
35 Tranfield (2009) and Stumbitz and Rouse (2018), who emphasize the importance of setting
36 clear boundaries to maintain focus and coherence in systematic reviews. Following Battisti *et*
37 *al.* (2021) and Vrontis and Christofi (2021), our decision was informed by the intricate
38 interplay between international marketing, embedded in a complex and volatile environment,
39 and the concept of DCs, which underscores the strategic adaptability and responsiveness of
40 firms to evolving market conditions (Teece *et al.*, 1997). Recognizing the extensive and
41 continually growing bodies of literatures on both international marketing (Katsikeas *et al.*,
42 2020; Richter *et al.*, 2016) and DCs (Pitelis, 2022; Zahra *et al.*, 2022), we sought to establish
43 a clear framework for our systematic review.

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3 Given the dynamic and volatile nature of the international marketing landscape, our
4 review is particularly focused on how DCs enable firms to strategically adapt and respond to
5 evolving market conditions. In defining our focal phenomena, we embraced the definition
6 provided by Teece *et al.* (1997), which characterizes DCs as the ability of organizations to
7 amalgamate, develop, and adapt both their internal and external capabilities, enabling them to
8 effectively navigate and react to swiftly evolving circumstances. This perspective aligns with
9 the broader theoretical underpinnings of DCs, which emphasize their role in fostering
10 strategic change through systematic, habitual actions that ensure consistent performance in
11 dynamic environments (Schilke *et al.*, 2018). Thus, we focused on the theoretical
12 underpinnings of DCV.
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26 To delineate the boundaries of our focal phenomena, we embraced the international
27 marketing perspective articulated by Leonidou *et al.* (2010), who underscore the strategic
28 manoeuvring of transactions across international borders. This perspective interprets
29 international marketing as encompassing marketing endeavours involving products/services
30 that traverse national borders, occurring not solely with, but also within, foreign markets.
31 This interpretation resonates with various definitions available in literature. For instance,
32 Sheth (2001) defines international marketing as understanding marketing practices in various
33 countries, analysing structural determinants anchored to national differences, and deploying
34 country-specific marketing strategies by multidomestic firms. Likewise, Yang (2018)
35 characterizes international marketing as the application of the marketing concept across
36 multiple countries. Relatedly, a significant portion of the literature concerning international
37 marketing focuses on export marketing and the phenomenon of internationalization, where
38 companies incrementally expand their global engagement (Rundh, 2003). This multi-faceted
39 nature of international marketing is further emphasized by Czinkota and Ronkainen (2007),
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3 who define it as a process encompassing various forms such as export-import trade, licensing,
4 joint ventures, wholly owned subsidiaries, turnkey operations, and management contracts.
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8 In defining the boundaries of our review, we concentrated on two primary facets: (1)
9 the examination of all relevant DCs pertinent to international marketing operations, and (2)
10 the exploration of how these DCs are studied, including their antecedents, outcomes, and
11 interlinkages. Consequently, we limited our attention to articles that draw on the DCV, that
12 have a construct that is clearly deemed a DC, which is examined within an international
13 marketing context. This process was essential to maintaining a focused and coherent review,
14 ensuring that our analysis remains aligned with the established conceptual boundaries.
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26 **4. Methodology**

27 *4.1. Choosing a review methodology*

28 We adopted a strategic approach to review the DCs research in international marketing,
29 because: (1) unlike traditional reviews¹, systematic reviews adhere to a replicable,
30 scientifically rigorous, and transparent methodology for searching, collecting, selecting,
31 analysing, and synthesizing the literature in question (Denyer and Neely, 2004; Leonidou *et*
32 *al.*, 2020; Tranfield *et al.*, 2003); (2) **systematic reviews** provide foundational knowledge,
33 revealing **patterns, problems, and gaps in the reviewed research, while** providing useful
34 directions for future research **driven by the former** (Palmatier *et al.*, 2018; **Vrontis *et al.*,**
35 **2022; Vrontis and Christofi, 2021**); (3) organization of the content of reviewed research into
36 various categories helps with the generalization of phenomena that have been conceptualized,
37 tested, and confirmed in the past (Denyer and Tranfield, 2006; Wang and Chugh, 2014); and
38 (4) their reader-friendly format enables academics and other research stakeholders, such as
39 practicing managers and policy makers, to assess the status of the reviewed literature and
40 draw relevant implications (Palmatier *et al.*, 2018).
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3 This study employs a systematic literature review approach following the steps and
4 procedures outlined by Tranfield *et al.* (2003) and consists of three primary stages: (1)
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6 planning the review, where we scoped the research field and outlined the study's focus and
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8 research questions; (2) defining the review protocol, which allowed us to conduct the review
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10 by formulating a replicable search strategy; and (3) designing the data extraction, analysis,
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12 and synthesis, which helped us organize contents of the reviewed articles to accomplish our
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14 research objectives. Details of each of these steps are explained in the following.
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23 4.2. *Scope and research questions of the review*

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25 Prior to commencing the review, we scoped studies to assess the relevance and scale of the
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27 literature, and to delineate the subject area or topic, as recommended by Tranfield *et al.*
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29 (2003) and applied in management research (e.g. Christofi *et al.*, 2017; Rajwani and Liedong,
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31 2015; Rashman *et al.*, 2009). This preliminary investigation provided us with conceptual
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33 clarity (Davis *et al.*, 2009), helped guide our direction toward DCs research in international
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35 marketing, and informed our systematic review methodology.
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39 Subsequently, we reviewed 37 seminal papers in management, strategy, and business
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41 fields (e.g., Ambrosini and Bowman, 2009 Teece, 2014a; Vorhies *et al.*, 2009), focusing on
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43 DCs and their nature. Moreover, our decision to employ a systematic review methodology for
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45 this research topic was informed by a follow-up scoping study, which revealed 651
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47 potentially relevant studies in the extant literature, consistent with approaches used in similar
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49 reviews (Christofi *et al.*, 2021a). These sequential steps underscored the value of employing a
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51 systematic review, while revealing the extent, range, and nature of the empirical research on
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53 the topic of interest (Arksey and O'Malley, 2005; Levac *et al.*, 2010).
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3 In line with our objective of performing a systematic review of research on DCs in
4 international marketing literature along its methodological, theoretical, and empirical aspects,
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6 we set our review questions as follows:
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10 (a) What are the methodological characteristics of DC research in international
11 marketing?
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13 (b) Which theories complement DCV in the pertinent literature and how?
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15 (c) How are DCs in the relevant literature connected to their antecedents, outcomes,
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17 moderators, and mediators?
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24 4.3. *Definition of the review protocols*

25 4.3.1. *Search strategy formulation*

26 We gathered a relevant pool of publications using a keyword search with the Boolean
27 operator in both Web of Science and Scopus online databases. These databases are
28 recognized for their comprehensive coverage of social science literature and are frequently
29 employed together in systematic reviews to leverage the range of the search process (e.g.
30 Chatterjee *et al.*, 2021; Christofi, 2024; Palmaccio *et al.*, 2021; Vicente-Saez and Martinez-
31 Fuentes, 2018). Our review question encompasses two specific domains: DCs and
32 international marketing. Drawing from insights gained during our initial scoping efforts, we
33 meticulously developed our keyword strategy to align with best practices in systematic
34 literature reviews. Specifically, we adopted a two-level query approach, a method commonly
35 used in reviews focusing on two distinct domains (e.g., Christofi, 2024; Leonidou *et al.*,
36 2020), and as part of our initial scoping efforts, we identified trends in keyword usage within
37 the relevant literature, aligning with practices outlined by Vrontis *et al.* (2022) and Christofi
38 *et al.* (2021b). To ensure that our keywords were both relevant and comprehensive for our
39 review objectives, we tailored them by drawing on prior reviews of DCs (Laaksonen and
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3 Peltoniemi, 2018; Pezeshkan *et al.*, 2016; Schilke *et al.*, 2018); dynamic marketing
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5 capabilities (Barrales-Molina *et al.*, 2014); marketing capabilities in international contexts
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7 (Tan and Sousa, 2015; Morgan *et al.*, 2018); and capabilities relevant to early
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9 internationalizing firms (Kahiya and Warwood, 2022). These terms included “dynamic
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11 capabilities’ AND ‘international marketing’ OR ‘international business’ OR ‘exporting’”
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13 which were searched in the abstracts, titles, and keywords.
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18 Document type was limited to article and language to English, with no restrictions on
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20 the publication period in order to comprehensively cover pertinent literature, regardless of its
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22 publication date (Vrontis and Christofi, 2021). Importantly, our search naturally culminated
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24 in a time span capturing articles published between 2001 and 2022. The starting year marks
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26 the period when empirical research on DCs in international marketing began to mature and
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28 gain prominence. This outcome is reasonable given our scoping phase examination, which
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30 revealed that foundational works, such as those by Day (1994), Teece *et al.* (1997), and
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32 Eisenhardt and Martin (2000) laid the groundwork for the theory on DCs and its subsequent
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34 empirical exploration, leading to a proliferation of studies in the early 2000s. This 22-year
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36 period is sufficient to provide a comprehensive overview of the research landscape on DCs in
37
38 international marketing consistent with other systematic literature reviews that utilized
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40 similar time frames to ensure thorough coverage of the research field (e.g., Davies *et al.*,
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42 2023; Shahid *et al.*, 2024; Tantawy *et al.*, 2023). Following this procedure, 737 articles that
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44 were potentially relevant for this study were identified. Examination of duplicate records of
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46 articles resulted in deletion of 287 studies.
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56 4.3.2. Selection and assessment of articles 57 58 59 60

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3 We implemented various criteria for inclusion and exclusion of collected articles into our
4 systematic review. As such, we only included articles published in peer-reviewed journals
5 ranking 2 and above based on the Academic Journal Guide 2021 issued by the Chartered
6 Association of Business Schools (CABS), which sets quality benchmarks for business-related
7 publications (Saebi *et al.*, 2019). Initial screening of article abstracts and titles during our
8 scoping phase also guided us in establishing this criterion for inclusion. Consequently, we
9 included papers from journals ranked 2, 3, 4, and 4* to prevent overlooking valuable
10 contributions, while also broadening the scope of our review and maintaining rigorous
11 scholarly standards (Marinković *et al.*, 2022). In line with our objective of building a
12 nomological network of DCs in international marketing research, we only included empirical
13 papers with formalized hypotheses that test the associations between DCs and their
14 antecedents, outcomes, mediators, and moderators, akin to approaches adopted in analogous
15 reviews (e.g. Siangchokyo *et al.*, 2020). Thus, we excluded articles of conceptual,
16 methodological, and meta-analytical/review nature as well as studies relying on qualitative
17 research designs. Finally, to comply with the conceptual boundaries set, we excluded articles
18 that do not draw on DCV, lack a construct explicitly identified as a DC and do not examine
19 DCs within an international marketing setting (e.g. Scuotto *et al.* 2022; Faroque *et al.* 2021a).

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22 Applying these filters left us with 88 eligible studies. To reduce the possibility of
23 missing any relevant publications, we performed a manual reference check of the papers
24 collected electronically and double-checked the samples of recent review studies by Kahiya
25 and Warwood (2021), Morgan *et al.* (2018), and Pezeshkan *et al.* (2016). Nine more articles
26 were found using this procedure. As a result, 97 papers make up the total sample. The
27 allocation of these articles to journals shows that 40.3% of articles were published in
28 marketing journals and 59.7% in business/management journals, indicating an interest on the
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3 topic by both international marketing and international business scholars (see Appendix 2).

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5 The process of searching, selecting, and assessing articles is summarized in Figure 1.
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14 4.4. *Data extraction, analysis, and synthesis*

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16 For each dimension of the review, we used coding frames, which were adapted from the
17 previous literature. For the methodological aspects of the review, we used a coding frame
18 based on the work of Aykol and Leonidou (2018). The categories used in this coding frame
19 were number of countries involved, countries, focus region, industries covered, firm size, unit
20 of analysis, research method, sampling design, sample size, data collection, time emphasis,
21 response rate, key informant, and analytical approach. For the theoretical aspects of the
22 review, we adapted the coding frame from Zahoor *et al.* (2020). Its categories included
23 theories complementing DCV, the way theories complement DCV, and the key issues
24 addressed. For the development of the nomological network as a process-oriented
25 visualization (Marinković *et al.*, 2022), we relied on the antecedents-mediators-outcomes
26 (AMO) framework, which required entering all constructs surrounding DCs as antecedents,
27 outcomes, moderators, and mediators into separate spreadsheets (Hutzschenreuter *et al.*,
28 2020; Zahoor *et al.*, 2020). Constructs placed under each group of antecedents, outcomes,
29 moderators, and mediators, as well as the DCs, were thematically analysed into higher-order
30 categories. We integrated the antecedents-phenomenon-consequences logic, to further delve
31 into the thematic analysis and obtain a thematic map (Christofi *et al.*, 2021a; Pisani *et al.*,
32 2017; Saka-Helmhout, 2020; Sousa *et al.*, 2021). The 'antecedents' category pinpoints the
33 factors influencing DCs. We examine the DCs phenomenon in the 'phenomenon' category,
34 with a specific focus on organizational units such as individual, group, inter-organizational,
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3 and organizational levels, as proposed by Morgan and Slotegraaf (2012). The 'consequences'
4 category delves into the outcomes resulting from DCs. Two independent and trained
5 researchers coded the data using computer-based data extraction forms under the guidance of
6 the leading researcher, reaching a satisfactory intercoder reliability between 91.3% and 100%
7 (Kassarjian, 1977).
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15 Upon completion of the data analysis phase, the encoded data was transcribed from
16 the coding sheets onto a Word document to facilitate the verification process (Kahiya and
17 Warwood, 2022). Data relating to the methodological and theoretical aspects of the review
18 were synthesized using descriptive analysis, which required cross-tabulations of percentages
19 for each concept by two time periods (i.e. 2001-2011 and 2012-2022) in order to be able to
20 monitor the development of the research (Leonidou and Katsikeas, 2010). DCs and their
21 categorized antecedents, outcomes, moderators, and mediators were summarized in a
22 nomological network and explained by using antecedents-phenomenon-consequences
23 approach.
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38 **5. Findings**

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40 This section summarizes study findings per review dimension. In what follows, we present
41 our findings based on the methodology adopted, theories used to complement the DCV, and
42 constructs surrounding DCs in international marketing research in a nomological network.
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49 *5.1. Methodological aspects*

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51 Concerning the *number of countries* involved in studies' data, 81.4% of the studies used data
52 collected from a single country, whereas studies containing data from two countries have a
53 share of 5.1%. 12.4% of studies, on the other hand, relied on data from four or more countries
54 (see Table 1). While the proportion of single-country studies increased from the first to the
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3 second period, the opposite is true for the proportion of multiple-country studies. Some of the
4 studies involving data from multiple countries used secondary data of selected countries (e.g.
5 Filatotchev and Piesse 2009), while others surveyed companies in more than one country to
6 make cross-country comparison (Blesa and Ripolles, 2008).
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17 In terms of the *focal region*, the majority (i.e. 47.4%) of the studies were conducted in
18 Asia, followed by Europe and North America where 41.2% and 12.3% of studies were
19 performed, respectively. Latin America (9.2%), Africa (6.1%), and Oceania (3.1%) appear as
20 rather untouched areas, with very limited research having been conducted so far. Although
21 the ranking of the first four regions remained the same in both time periods, DC studies in
22 international marketing conducted in Africa and Oceania appeared in the last decade.
23 Looking at the *country* distributions, although 55 countries served as study contexts, China
24 (16.5%) was the most frequent research setting, followed by the UK (16.4%), the US
25 (12.3%), and India and Portugal (9.2% each).
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37 With respect to the *industrial sector* covered, the vast majority (i.e. 86.6%) of studies
38 reviewed covered multiple industries, whereas single-industry studies were proportionally
39 lower (i.e. 13.4%). Comparing across time periods, the share of single-industry studies
40 increased to 14.8% in the period of 2012-2022 from 6.3% in 2001-2011 period, while a
41 decrease in the proportion of multiple-industry-based studies (from 93.7% to 85.2%) was
42 observed from the first to the second time period.
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51 In relation to *firm size*, findings reveal that small and medium-sized firms were each
52 covered by 84.5% of the studies reviewed, and in fact together in studies using small and
53 medium-sized enterprises (SMEs) as their sample (e.g. Freixanet and Renart, 2020; Li *et al.*,
54 2018). Considering that SMEs have a major share and play an important role in many
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3 economies (Sousa *et al.*, 2008), research interest in SMEs is comprehensible. 53.6% of
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5 studies contained large firms in their sample.
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8 A significant majority (i.e. 72.2%) of studies declared their *unit of analysis* as the
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10 firm, while 11.3% employed export venture, 11.3% foreign direct investment (e.g.
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12 international joint venture, overseas subsidiary), 2.1% managers, and 3.1% other such as
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14 international buyer-supplier relationship as their unit of analysis. While export-venture- and
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16 manager studies only appeared in the second time period, foreign direct investment studies
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18 existed in both time periods, but with a notable decrease in proportion from the first to the
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20 second time period. Remarkably, the proportion of studies based on export venture as a unit
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22 of analysis reached 13.6% in the second time-period. This upward trend is important because,
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24 in studies examining performance as an outcome, gathering, and analysing multiple product-
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26 market units under a single roof causes confounding factors (e.g. different distributors,
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28 products, or firm-level factors) to come into play (Cavusgil and Zou, 1994; Morgan *et al.*,
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30 2012; Spyropoulou *et al.*, 2018).
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36 While a significant majority (89.7%) of the studies rested only on quantitative
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38 methods, 10.3% of them applied a mixed-method approach. While the application of the
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40 quantitative method showed a decrease from first to the second time period, the mixed-
41
42 method approach, which was never used in the first-time-period, was employed in the
43
44 second-time period by 12.4% of the studies reviewed. Studies relying on both methods
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46 mostly (8.2%) combined survey and interview data as complementary approaches (e.g.
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48 Weerawardena *et al.* 2015), whereas the remaining studies either complemented survey with
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50 interviews for scale development purposes (e.g. Thoumrungroje and Racela, 2021), or
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52 applied fuzzy-set qualitative comparative analysis (e.g. Skarmeas *et al.*, 2016).
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57 In terms of the *sampling* preferences, 41.2% of the reviewed studies preferred
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59 probability sampling, while no sampling method was mentioned in a significant number of
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3 studies (i.e. 49.4%). Yet, transparent, and clear reporting of the research process is the most
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5 important element of rigorous research (Eriksson, 2013). The remaining sampling method
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7 used was non-probability sampling (by 9.3% of the studies) including methods such as
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9 convenience sampling and quota sampling. Remarkably, the share of probability sampling
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11 decreased from 50% in the first- to 39.5% in the second-time-frame.
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15 In terms of *sample size*, the average was 629 with a median value of 197, while the
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17 range was between 70 and 30,533. The average sample size was 270.7 in the first time period,
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19 and 700 in the second time period. Since 76.3% of the studies reviewed used a sample size of
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21 less than 300, sample size is deemed to be low. However, the proportion of studies with a
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23 sample size of 300 to 599 increased from 6.2% in the first- to 12.4% in the second-time-
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25 period. In addition, studies with a sample size of more than 600 constitute 11.4% of the
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27 reviewed studies.
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31 Regarding the *data collection method*, survey stands out as the method with the
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33 highest share (80.4%), although survey-based studies using single informants carry the risk of
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35 common method bias (Podsakoff *et al.*, 2003). This preference slightly decreased from 87.5%
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37 to 79.1% in the second-time-period. Besides, the combination of interview and survey
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39 methods had a par of 8.3%, and the secondary data by 8.2%. Although the studies in which
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41 survey and secondary data are combined are relatively few (3.1%), this upward trend is very
42
43 important since collecting both intentional and actual data provide a more solid basis in terms
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45 of presenting the background of DCs and performance linkage. Importantly, incorporating
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47 primary and secondary data is beneficial to come through common method bias (Podsakoff *et*
48
49 *al.*, 2003).
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54 In terms of *time emphasis*, 79.3% of the studies were cross-sectional, while 20.7% of
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56 the studies were longitudinal. In fact, it has been stated that the conceptual models described
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58 in many studies should address causality with longitudinal design (e.g. Gölgeci *et al.*, 2019;
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3 Martin *et al.*, 2018; Morgan *et al.*, 2012; Pinho and Prange, 2016). Longitudinal studies tend
4 to by and large examine changes on performance indicators (e.g. Boso *et al.*, 2018; Villar *et*
5 *al.*, 2014) at different points in time. On the other hand, strategy-related outcomes such as
6 competitive advantage (e.g. Fang and Zou, 2009) and operational change / renewal issues
7 such as post-acquisition subsidiary development (e.g. Uhlenbruck, 2004) were other
8 prominent characteristics examined with a time lag in order to provide temporal stability of
9 findings.
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19 With respect to the *response rate*, reviewed studies were approximately evenly
20 distributed. Accordingly, 19.6% of the studies reached 19% or less, other 21.6% reached 20%-
21 29%, another 16.5% reached 30%-39%, and 17.6% of them reached 40% or more response
22 rate. While for 8.2% of studies response rate was not applicable (i.e., due to their use of
23 secondary data), 16.5% did not report the response rate or this could not be estimated from the
24 information provided. Furthermore, a significant majority of the studies (71.1%) included mid-
25 level managers (i.e. export-import, or international business, or international marketing
26 executives) as *key informants*. This group was followed by studies that included key informant
27 as CEOs, presidents, or general managers (i.e. high-level managers) (56.7%). 9.3% of studies
28 did not report any specific key informant, while 8.2% of them comprise studies where reporting
29 key informant is not applicable due to their use of secondary data.
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45 The most preferred *analytical approach* (62.8%) was structural equation modelling
46 (SEM), followed by regression-based methods (e.g., generalized least squares, time-series,
47 panel data analysis) (36.1%) and other statistical tools (1.1%). While a decrease was observed
48 from the first time-period (56.2%) to the second time-period (32.1%) in regression-based
49 analytical approaches, studies, in which SEM was adopted as the analytical approach, increased
50 from 43.7% to 66.7%. Undoubtedly, this interest and rise in the preference of SEM is related
51 to the derivation of more complex conceptualizations in IM research.
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5.2. Theoretical foundations

Since DCV generally embraces the assumptions of other theories that have a close link with itself, scholarly attention has been devoted to integrating DCV with other relevant theories with an intent to ameliorate current understanding in the related body of research (Schilke *et al.*, 2018). As shown Table 2, 40.2% of studies do not use a theory in addition to DCV but only draw their research only on the latter. RBV is the theory most frequently used with DCV in the articles reviewed (i.e. by 26.8%). RBV is followed by institutional theory, organizational learning theory, and internationalization theory – each used by 5.1% of studies. Resource dependence theory and knowledge-based view are integrated with DCV by 4.1% each. Other theories such as contingency theory, industrial organization theory, and transaction theory are integrated with the DCV to a limited extent. The second time period was more diversified in terms of theories used together with the DCV, as eleven theories only appeared at that time period.

...Insert Table 2 about here...

As the mostly integrated theory with DCV, *resource-based-view* focuses on the internal environment of companies and emphasizes that VRIN resources are the sources of competitive advantage (Barney 1991). In this context, for example, information acquired from past experiences as a strategic resource interacts with informational capabilities and product development capabilities, affecting firm performance (Kaleka, 2012). In another case, Asseraf *et al.* (2019) emphasize the role of marketing planning as an important resource for the development of international marketing agility. On the other hand, Khan and Khan (2021) demonstrate that marketing skills as an intangible resource improve marketing

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3 performance of emerging market firms through improving DCs, in their case, market
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5 responsiveness.
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8 *Institutional theory* is the second most-frequently integrated theory with the DCV, to
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10 a much more limited degree though. Institutional theory views organizations as open-systems
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12 and emphasizes how organizations are embedded in multiple and different institutional
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14 environments by attaching importance to the interplay between institutional norms (i.e.
15
16 regulative, normative, and cognitive) and organizational legitimacy (Scott, 2003). In fact,
17
18 emphasis of the theory on external environment is very compatible with DCV in that firms
19
20 face pressures deriving from the institutions of host and home countries, thereby try to adopt
21
22 appropriate practices through exercising dynamic capabilities. Grounding on this view,
23
24 Gölgeci *et al.* (2019) find that emerging market firms with weaker institutional development
25
26 would be more effective in transforming supply chain agility into international performance.
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28 In a similar vein, Chang and Gotcher (2020) addressed institutional isomorphism in the
29
30 context of co-production to influence a supplier's environmental innovation ambidexterity.
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32 They show that under high levels of institutional pressures faced by suppliers, co-production
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34 with their foreign buyer has a stronger positive effect on their ambidextrous environmental
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36 innovations.
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42 *Organizational learning theory*, which emphasizes that a company's learning
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44 orientation and architecture is an important source of competitive advantage, especially in
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46 adapting to rapidly changing environments, is another theory integrated with DCV.
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48 Organizational learning enables to respond quickly to everchanging market demand or
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50 environmental through obtaining, processing, and disseminating knowledge inside and
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52 outside the organization (Slater and Narver, 1994). In this regard, Fang and Zou (2010)
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54 conceptualized joint-learning capability as a DC and found that joint-learning capability of
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56 international joint venture partners increases their dependence on each other in emerging
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3 economies. In another example, explorative and exploitative learning mechanisms (i.e.,
4 export market exploration and export market exploitation) were conceptualized as DCs
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6 leading to export performance (Skarmeas *et al.*, 2016).
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10 *Internationalization theory*, when used together with the DCV, stresses particularly
11 how international new ventures develop DCs during their internationalization process with a
12 potential effect on their performance and survival. For example, given the relevance of social
13 networks for the internationalization of smaller firms, Pinho and Prange (2016) showed that
14 social network relationships stimulate development of dynamic internationalization
15 capabilities, which in turn are determinants of international performance. In another case,
16 Freixanet and Renart (2020) stress the role of international experience and wide geographic
17 scope of internationalizing firms along with their managerial knowledge increases the
18 likelihood of their survival. There were also studies combining DCV with Uppsala model of
19 internationalization (Johanson and Vahlne, 2009). For example, Skarmeas *et al.*, (2019) set
20 exporter capabilities, importer capabilities, and psychic distance as predictors of the value of
21 exporter-importer relationship, finding that the former two having a positive and the latter a
22 negative effect on the relationship value.
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40 Another theory integrated with DCV by 4.1% of articles is the *resource-dependence*
41 *theory*. Based on the assumption that no organization can be self-sufficient (Heide, 1994),
42 resource-dependence theory proposes that while organizations collaborate to reduce
43 uncertainty, they also seek mechanisms to reduce dependence, and balancing the pressure
44 created by competing demands among the parties in this spectrum is the primary interest
45 (Anderson, 1982). The two theories were integrated because resource dependencies lead to
46 capability development. According to Jean *et al.* (2015), a supplier dependent on its buyer
47 devotes more resources to developing its international key account management capabilities
48 to increase its bargaining power against the buyer. In another case, Lew *et al.*, (2013) show
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3 that in the internationalization process, foreign partner dependence leads to trust-based
4 partner relationship, which in turn results in the development of the focal company's
5 exploratory capabilities.
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10 The *knowledge-based view*, which was used together with the DCV in 4.1% of
11 reviewed articles, treats knowledge as the most important resource and gives substantial
12 emphasis to knowledge management, integration, and utilization processes through which
13 organizations are able to apply novel sets of structures enabling proper capabilities in order to
14 sustain their competitive advantage (Grant, 1996). In this context, for example, Scuotto *et al.*
15 (2022) emphasized that marketing knowledge management, as an important resource,
16 contributes to the building of DCs, since the former includes a series of procedures and
17 routines enabling a firm to learn about international markets. In another example, market
18 exploration and exploitation, two important aspects of international ambidexterity, were
19 found to improve export venture marketing capabilities, and subsequently export
20 performance (Hoque *et al.*, 2022).
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35 Findings revealed that *other theoretical approaches* have not attracted much scholarly
36 attention in the existing body of research. Among these, it is interesting that *industrial*
37 *organization theory* is rarely integrated with the DCV. For example, Leonidou *et al.* (2022)
38 revealed the link between DCs and the structure-conduct-performance framework.
39 Specifically, the effective formulation and implementation of the import strategy led by
40 generic, and import-specific DCs, leads to higher levels of competitive advantage in case of
41 higher competitive intensity. It is also surprising that *contingency theory* is integrated with
42 the DCV to a limited extent. Yet, organizational capabilities can be considered as a function
43 of contingency originating from the internal and external environment of the companies (Jin
44 and Cho, 2018). For example, Lee *et al.* (2008) examined the contingency role of
45 environmental turbulence on the effect of knowledge transfer on new product outcomes,
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3 concluding that market turbulence complicates, and technological turbulence stimulates, the
4 translation of knowledge transfer into performance. Finally, integrating DCV and *innovation*
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6 *diffusion theory* gives a fresh perspective given the growing significance of technology. For
7
8 example, the perception of SME exporters on new technology characteristics (i.e. relative
9
10 advantage of new technology) strengthens the positive impact of international marketing
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12 agility on new technology adoption (Thoumrunroje and Racela, 2021). This is because the
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14 perception that new technology brings more advantages over existing technology leads to
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16 faster diffusion of technology adoption.
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24 5.3. *Nomological network*

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28 We first identified 153 idiosyncratic constructs that are clearly designated as DCs in the
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30 articles we reviewed. The nomological network of constructs environing DCs in international
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32 marketing research is depicted in Figure 2. Following the AMO framework, the nomological
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34 network shows (1) the direct links between DCs and their antecedents and outcomes, (2) the
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36 mediating constructs that intervene between DCs and their antecedents and outcomes, and (3)
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38 the moderating constructs demonstrating contingencies between DCs and their antecedents
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40 and outcomes. In this respect, the nomological network displays a snapshot of the current
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42 empirical knowledge on DCs in international marketing research. In the rest of this section,
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44 we explain how DCs analysed in our sample of studies connect to their antecedents,
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46 consequences, mediators, and moderators using the ‘Antecedents-Phenomenon-
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48 Consequences’ approach (Pisani *et al.*, 2017).
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54 **...Insert Figure 2 about here...**

55 56 57 58 5.3.1. *The antecedents*

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3 Our review identified 98 different antecedents predicting DCs, which were categorized as
4 being organizational, network/relationship/partnership-related, managerial, and
5 environmental. *Organizational characteristics* were the mostly tested antecedents (found in
6 38.1% of articles) of DCs. These reflect firm peculiarities instrumental on the development
7 and/or enhancement of DCs and include constructs related to resources (e.g. informational
8 resources) (e.g. Martin *et al.*, 2018), operational/ordinary capabilities, or routines (e.g.
9 foreign market knowledge) (e.g. Crespo *et al.*, 2022), firmographics (e.g., firm size) (e.g.
10 Navarro *et al.*, 2010), culture (e.g. international entrepreneurial culture) (e.g. Buccieri *et al.*,
11 2021), and strategic orientation (e.g. strategic intent to internationalize) (e.g. Khavul *et al.*,
12 2010).

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26 The second most prominent group of antecedents was
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28 *networks/relationship/partnerships* (found in 12.3% of articles). These emphasize bilateral
29 (e.g. those between trade partners) or multi-lateral (e.g. those among international network
30 actors) relations in international marketing capturing complemented assets, resource
31 investments, relationship endowments, and exchange governance in an inter-organizational
32 setting (e.g. Jean *et al.*, 2015; Lew *et al.*, 2013). *Managerial factors* received lesser attention
33 as predictors of DCs in international marketing research (found in 8.2% of articles). The
34 emphasis is on variables related to cognitive processes such as global mindset (Wójcik and
35 Ciszewska-Mlinarič, 2021), manager's social ties such as social-network relationships (Pinho
36 and Prange, 2016), managerial attitude such as leader's commitment to exporting (Gonçalves
37 *et al.*, 2021), and manager experience/knowledge (Faroque *et al.*, 2021b). *Environmental*
38 *factors* (found in 5.1% of articles) caught the least scholarly attention in explaining
39 development or enhancement of DCs. These captured factors related to foreign-markets (e.g.
40 market type) (Griffith and Harvey, 2001) and home country (e.g. home country institutions
41 (e.g. export promotion programs, domestic market competition) (Faroque *et al.*, 2021a; Jin
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3 and Cho, 2018). In general, DCs in this stream of research have been reported to be affected
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5 positively by organizational antecedents (e.g. Asseraf *et al.*, 2019; Fang and Zou, 2009;
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7 Hoque *et al.*, 2022), network-related antecedents (e.g. Chang and Gotcher, 2020; Xu *et al.*,
8
9 2018), environmental antecedents (e.g. Jin and Cho, 2018; Wang *et al.*, 2017), while a few
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11 cases reported a negative effect of antecedents on DCs, and these were of managerial nature
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13 (Wójcik and Ciszewska-Mlinarič, 2021; Colclough *et al.*, 2019).
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19 5.3.2. *The phenomenon*

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21 DCs unfold in international marketing research at different levels, comprising organizational
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23 (88.6%), interorganizational (24.7%), individual-level (6.1%), and group (3.09%) (Morgan
24
25 and Slotegraaf, 2012). Mostly examined *organizational-level DCs* include market focused
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27 DCs such as market development capability (Leonidou *et al.*, 2022), entrepreneurial DCs
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29 such as entrepreneurial marketing (Buccieri *et al.*, 2023), and learning-oriented DCs such as
30
31 proactive learning culture (Gnizy *et al.*, 2014). On the other hand, *interorganizational level*
32
33 *DCs* receiving the highest research attention comprise network-oriented skills such as
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35 partnering capability (Wójcik and Ciszewska-Mlinarič, 2021) and partnership abilities such
36
37 as alliance capability (Li *et al.*, 2018). *Individual-level DCs* examined in the literature include
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39 export creativity, export employees' innovation orientation (Hughes *et al.*, 2019), and
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41 strategy as stretch and global mindset (Wójcik and Ciszewska-Mlinarič, 2021). With regard
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43 to *group-level DCs*, these were delivery management (Morgan *et al.*, 2012), market scanning
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45 (Jean *et al.*, 2015), and entrepreneurial alertness (Crespo *et al.*, 2022), which denote the
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47 collective actions of specific subsystems, such as the marketing function and management
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49 teams.
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56 Organizational-level DCs were found to be driven by organizational (e.g. marketing
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58 planning) (Asseraf *et al.*, 2019), network/relationship/partnerships (e.g. vertical and
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3 horizontal relationship quality) (Xu *et al.*, 2018), and managerial (e.g. founders' international
4 vision) (Weerawardena *et al.*, 2015) predictors. Likewise, inter-organizational DCs, were
5 generally the result of organizational (e.g. strategic intent to internationalize) (Khavul *et al.*,
6 2010), network/relationship/partnerships (e.g. information exchange) (Chang *et al.*, 2015),
7 and managerial (e.g. global mindset) (Wójcik and Ciszewska-Mlinarič, 2021) antecedents.
8 With respect to the group-level DCs, these were stimulated solely by organizational factors
9 (e.g. absorptive capacity) (Crespo *et al.*, 2022). Concerning the individual-level capabilities,
10 these were driven merely by managerial (e.g. marketing knowledge management) (Scuotto *et*
11 *al.*, 2022) antecedents. Although the literature mostly focused on positive effects of various
12 antecedents on DCs, there were also factors reported to inhibit the development of DCs
13 (Hsiao and Chiou, 2020; Maksimov *et al.*, 2019).

14
15 In addition to direct associations, some contributors to the reviewed literature also
16 built mechanisms explaining how antecedents translate into DCs and DCs into their
17 outcomes. Our synthesis identified 23 different mediators that intervened between DCs
18 and their antecedents and between DCs and their consequences. These were categorized as
19 organizational and network-related mediators. The nomological network indicates that more
20 mediating relationships were tested between DCs and their outcomes than between DCs and
21 their antecedents. Both organizational (e.g. entrepreneurial orientation) and network-related
22 (e.g. relationship learning) facilitate the transformation of antecedents to DCs (Dung and
23 Thuy-Giang, 2022; Gonçalves *et al.*, 2021; Jean and Sinkovics, 2010). Similarly, various
24 organizational (e.g. marketing program adaptation, innovation) and network-related (e.g.,
25 relational learning) constructs positively mediated between DCs and their outcomes
26 (Chatterjee *et al.*, 2022; Gnizy *et al.*, 2014; Gnizy, 2019; Khan, 2020; Weerawardena *et al.*,
27 2020). Only one study in our sample (i.e. Weerawardena *et al.*, 2020) demonstrated a
28 negative mediation effect on the relationship between DCs and their outcomes.

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3 Acknowledging the internal and external contingencies according to which the links
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5 between DCs and their antecedents and outcomes become stronger or weaker, the extant
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7 literature tested 52 moderating constructs. These were categorized as market-related,
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9 organizational, environmental, network-related, and managerial. In addition to moderation
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11 effects on direct links, a few studies also tested moderation on mediation links between DCs
12
13 and their outcomes (e.g. Asseraf *et al.*, 2019; Khan, 2020). The most frequently tested
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15 constructs as moderators between DCs and their antecedents were organizational (e.g.
16
17 entrepreneurial orientation) and market-related factors (e.g. market turbulence) (found in
18
19 5.2% of articles each), followed by environmental (e.g. institutional pressure) (in 4.1% of
20
21 articles), network-related (e.g. supplier innovativeness) (in 2.1% of articles) and managerial
22
23 (e.g. manager's international commitment) factors (in 1.0 % articles) (Buccieri *et al.*, 2021;
24
25 Chang and Gotcher, 2020; Hsiao and Chiou, 2020; Xu *et al.*, 2018; Zhou *et al.*, 2012).
26
27 Notably, uncertainties originating from the environment and the market in general
28
29 strengthened the association between the DCs and their predictors (e.g. Buccieri *et al.*, 2020;
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31 Chang and Gotcher, 2020), although there were some exceptions to this pattern (e.g. Kaleka
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33 and Morgan, 2019).
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40 A higher number of moderating effects were tested between DCs and their
41
42 consequences as opposed to between DCs and their antecedents. Organizational factors (in
43
44 10.3% of articles) (e.g. entrepreneurial orientation) and market-related factors (in 9.3% of
45
46 articles) (e.g. market turbulence) were most frequently set as moderators between DCs and
47
48 their outcomes, leading to mixed results (e.g. Buccieri *et al.*, 2023; Celec *et al.*, 2014;
49
50 Hazzam and Wilkins, 2022; Wang, 2020). These were followed by environmental (in 6.2% of
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52 articles) (e.g. institutional distance) and network related factors (in 4.1% of articles) (e.g.
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54 network strength) (Gölgeci *et al.*, 2019; Lee *et al.*, 2008).
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5.3.3. *The consequences*

We were able to identify 105 different outcomes predicted by DCs and categorized them into six groups, namely those relating to performance, strategy, operational change and renewal, channel, learning, and individual-mindset. *Performance-related* issues were covered in the majority (i.e., 69.1%) of the reviewed studies. In line with the context, specifically, export performance (e.g. Khalid and Bhatti, 2015; Hughes *et al.*, 2019; Hoque *et al.*, 2022) and international performance (e.g. Bianchi *et al.*, 2017; Gölgeci *et al.*, 2019; Pinho and Prange, 2016) stand out as the mostly tested performance-related outcomes of DCs. In addition to export performance, scholars also linked DCs to their more specific export-related outcomes such as export intensity (e.g. Villar *et al.*, 2014) and export growth (e.g. Bodlaj *et al.*, 2020). Likewise, apart from examining financial performance as a consequence of DCs (e.g. Fang and Zou, 2009; Khan, 2020), some scholars used indicators of financial performance such as profitability (e.g. Kaleka, 2012), financial resource growth (e.g. Li *et al.*, 2018), and intended cost efficiency (e.g. Kaleka and Morgan, 2019). With a few exceptions (e.g. Hazzam and Wilkins, 2022; Bıçakçioğlu-Peynirci and Morgan, 2022), DCs were confirmed as predictors of various performance outcomes.

As another most prominent outcome category, *strategy-related issues*, constituting 21.6% of the studies, captured constructs such as entry mode choice (e.g. Blesa and Ripolles, 2008), market selection (e.g. Schu and Morschett, 2017), and strategy effectiveness (e.g. Leonidou *et al.*, 2022). Issues pertaining to *operational change and renewal* were the other main outcomes category (observed in 17.5% of articles), with some of those including business modelling (Wójcik and Ciszewska-Mlinarič, 2021), innovation capability (Kolbe *et al.*, 2022; Weerawardena *et al.*, 2020), and dynamic marketing capabilities (Buccieri *et al.*, 2020).

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Contrary to the emphasis placed on partner relations in international marketing (Leonidou *et al.*, 2014), *channel-related* issues have been subject to limited scrutiny as outcomes of DCs (found in 8.2% of articles). Some examples could be co-created value (Chang *et al.*, 2015), foreign distributor trust (Andaleeb *et al.*, 2022), and joint learning capacity (Fang and Zou, 2009). *Learning-related* outcomes received a low share (5.1%) as consequences of DCs in international marketing research. Some of these outcomes comprise foreign market knowledge (Faroque *et al.*, 2022), internal learning capability (Weerawardena *et al.*, 2020) and improved organizational learning (Khavul *et al.*, 2010). Lastly, *individual mindset* issues (i.e., employee international strategic renewal behaviour) were explored only in one article as the outcome of DCs (Dung and Thuy-Giang, 2022).

Table 3 offers an overview of our thematic analysis, presenting representative articles that examine DC phenomena and how these connect to various antecedents and consequences, along with a summary of the key findings from these studies.

...Insert Table 3 about here...

6. Discussion and conclusion

Considering DCs are the subject of a wide spectrum of current research, this review, which was conducted with the purpose of presenting a state-of-the-art of DCs pertaining to international marketing research, provides a comprehensive perspective to methodological issues, theoretical foundations, and nomological network of variables surrounding DCs. Despite the rich knowledge generated on the subject, there are many promising future research possibilities to enrich and improve this stream of research.

6.1. Future research directions – methodology

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3 Our analysis reveals that studies reviewed were conducted in a number of countries within
4 different regions, and on different sizes of firms from multiple industries, using data from
5 relevant key informants, and relying on sophisticated analyses. However, our review also
6 points to predominance of single-country studies, research efforts concentrated in specific
7 geographical areas, a heavy reliance on purely quantitative approaches in cross-sectional
8 research designs, unclear sampling methods, small sample sizes and low response rates, and
9 dominance of survey as data collection method.
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19 Obviously, expanding DC research in international marketing into underexplored
20 regions such as Africa, Latin America, and Oceania, particularly in countries with high
21 international trade involvement like South Africa, Brazil, and Australia could provide
22 valuable insights. Exploring idiosyncratic DCs in these regions, operationalizing them, and
23 testing them in conceptual models would be particularly intriguing. In an opposite case,
24 research could also be conducted in countries with little involvement in international trade to
25 investigate which/whether DCs are missing in firms from these countries and how /whether
26 lack or low levels of certain DCs are responsible for this low involvement in international
27 trade. Furthermore, cross-cultural research designs can enhance the external validity of
28 conceptual models tested.
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42 Dominance of single-country studies, research efforts concentrated on certain
43 geographical areas, and conducting of studies on multiple industries and firms of different
44 sizes without comparison implies a need to use more contextual variables as moderators such
45 as country characteristics, industrial characteristics, and organizational characteristics to
46 discover under which conditions the relationships between DCs and their antecedents and
47 outcomes hold. Prospective researchers could also consider combinations of qualitative and
48 quantitative research. This would, on the one hand, help with identification of new DCs, and
49 on the other hand with development of grounded theories to build and test various creative
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3 conceptual models. For example, it would be interesting to identify and operationalize DCs
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5 necessary for voluntary de-internationalization and re-internationalization. These efforts will
6
7 also diversify data collection methods to combinations of surveys with personal interviews,
8
9 focus group discussions, or observations. Future research should also be careful in choosing
10
11 proxy variables to measure DCs as they may not be valid measures of DCs (Morgan *et al.*,
12
13 2018).
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17 More longitudinal research should be conducted as international marketing is a
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19 dynamic phenomenon and time must elapse for the development of DCs driven by their
20
21 antecedents and for the translation of DCs into their outcomes. On the one hand, analysis of
22
23 longitudinal secondary data may be useful. Further, longitudinal qualitative research may
24
25 help observe changes on DCs and their relations to other constructs over time, which may
26
27 also inspire identification and testing of non-linear relationships among the constructs in
28
29 question. Importantly, future research could also involve conducting rigorous endogeneity
30
31 tests to mitigate potential issues related to reverse causality, ensuring the robustness and
32
33 validity of causal inferences drawn from empirical analyses.
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38 There is also a need to report study methodologies more clearly, especially in terms of
39
40 sampling method and response rates for readers to better assess the generalizability of results.
41
42 Moreover, there is a need for paying attention to sampling equivalence in comparative
43
44 research. Undoubtedly, these suggestions require some actions in terms of research
45
46 infrastructure. As such, cross-cultural and/or comparative studies would benefit from
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48 academic collaborations from multiple countries. These may be built through academic
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50 exchanges as well as specialized network-building events in conferences. There is also a need
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52 for reliable databases in each country to be able to derive samples based on probability
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54 methods. In this sense, national statistical institutions, ministries of industries and trade, or
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56 chambers of industry and commerce should keep reliable records of companies and be
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3 willing to share their databases with researchers, while researchers are urged to share
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5 summaries of their research with these bodies in order to build a reciprocal relationship and
6
7 collaboration. Table 4 lists the specific methodological implications derived from this review.
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16 17 *6.2. Future research directions – theory*

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19 Our analysis reveals scholarly attempts to explain DC-related phenomena from a number of
20
21 different theoretical angles. However, two-fifth of studies relied only on DCV, while for the
22
23 rest, there was a heavy reliance on RBV to complement DCV. This is expected as DCV has
24
25 common theoretical roots with RBV. With respect to other theories that served as theoretical
26
27 lenses complementary to DCV to a much-limited extent, use of certain theories such as
28
29 institutional theory, contingency theory, industrial organization, and complexity theory
30
31 underlines the connection of DCs to the dynamic and uncertain international marketing
32
33 environment (e.g. Schu and Morschett, 2017; Skarmeas *et al.*, 2019; Lee *et al.*, 2008). In fact,
34
35 these theories help deepen the links between DCs and their antecedents and outcomes by
36
37 featuring the environmental conditions under which these links are more pronounced. On the
38
39 other hand, usage of organizational learning theory, knowledge-based view, market-based
40
41 view, and absorptive capacity theory stresses the role of a company's attitude to information
42
43 enabling its connection to its environment (e.g. Skarmeas *et al.*, 2016; Hoque *et al.*, 2022;
44
45 Chatterjee *et al.*, 2021). Integrating DCV with internationalization theory emphasizes how
46
47 DCs are developed during the internationalization process and contribute to the performance
48
49 of the company (Filatotchev and Piesse, 2009). In some cases, DCV-based variables joined
50
51 variables rooted in other theories (e.g., relational contracting, transaction costs) to explain an
52
53 international marketing phenomena such as exporter-importer relational value (Skarmeas *et*
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1
2
3 *al.*, 2019) and entry mode (Blesa and Ripolles, 2008). That some studies integrated DCV with
4
5 resource-dependence theory and social network theory also features the significance of
6
7 foreign partner relationships and their relevance for DCs in international marketing (Xu *et al.*,
8
9 2018; Jean *et al.*, 2015).

10
11
12 While various theoretical frameworks accompany the DCV to explain DC-related
13
14 international marketing phenomena, alternative theories beyond the RBV remain
15
16 underutilized. Table 5 lists suggestions for using these theories in future research on the
17
18 subject. Researchers seem to gravitate towards theories sharing similar assumptions and
19
20 originating from closely related disciplines. However, expanding beyond conventional
21
22 choices presents an opportunity to enrich DCV with diverse insights. This expansion can
23
24 include theories previously employed in management research such as the Upper Echelons
25
26 Theory (e.g., Friedman *et al.*, 2016), Attention-Based View (e.g., Schulze and Brusoni,
27
28 2022), Stewardship Theory (e.g., Nabi *et al.*, 2023), and Social Network Theory (e.g.,
29
30 Deakins and Bensemann, 2019)². For example, leveraging Upper Echelons Theory
31
32 (Hambrick and Mason, 1984) could illuminate the influence of managerial backgrounds,
33
34 including education, international experience, and industry-specific knowledge, on
35
36 organizational-level DCs cultivation. Future research could investigate how the composition
37
38 of managerial teams with diverse backgrounds influences the development and deployment
39
40 of DCs within multinational corporations operating in emerging markets. Extending the
41
42 Attention-Based View (Ocasio, 1997) offers an opportunity to explore how variations in
43
44 managerial attention engagement, shaped by external market dynamics and internal
45
46 organizational factors, influence strategic prioritization and resource allocation processes
47
48 crucial for cultivating DCs within international marketing endeavours. By examining the
49
50 interplay between managerial attention, control mechanisms, and DCs across diverse
51
52 international marketing activities, future research could shed light on mechanisms driving
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3 performance in international markets. Additionally, employing Stewardship Theory (Davis et
4 al., 1997) may provide insights into how managers' stewardship behaviours foster the
5 emergence of DCs through knowledge sharing and acquisition, such as cross-functional
6 training programs and collaborative problem-solving clusters, within marketing function.
7
8 Lastly, tapping into Social Network Theory (Burt, 2000) could untap how firms strategically
9 leverage their social network relationships, such as partnerships with suppliers, distributors,
10 and other stakeholders, to facilitate knowledge exchange, collaborative innovation, and joint
11 problem-solving activities.
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26 *6.3. Future research directions – nomological network*

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28 Our analysis of the nomological network underscores the richness of factors acted as
29 antecedents and outcomes influencing DCs, but also highlights relatively lower number of
30 moderators and mediators that characterize scientific efforts to examine contingencies and to
31 build explanatory mechanisms between DCs and their antecedents and outcomes,
32 respectively. In most of the studies reviewed, organizational factors were set as predictors of
33 DCs and DCs were related to their performance outcomes. In the following, we summarize
34 our implications for future research by trying to answer four questions: (1) How can the
35 extant nomological network be expanded?, (2) How can the constructs in each part of the
36 nomological network be diversified?, (3) How can the nomological network include more
37 explanatory mechanisms?, and (4) How can the nomological network be deepened?
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51 A bird's-eye view of the nomological network indicates that it can be expanded by
52 adding predictors of existing antecedents as well as consequences of existing outcomes. For
53 example, future research could conceptualize environmental constructs such as technological
54 uncertainty, institutional distance, or cultural distance as predictors of organizational (e.g.
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3 informational resources), network-related (e.g. resource complementarity), or managerial
4 factors (e.g. managers' commitment in internationalizing) leading to the building or
5 improvement of DCs. Managerial factors such as growth ambitious could also be an
6 antecedent of, for example, organizational factors (e.g. marketing resources) stimulating DCs.
7
8 On the other hand, performance outcomes could be examined for their consequences for
9 sustainability (e.g. environmental performance). Scholars could also expand the nomological
10 network by adding another performance construct to examine the effect of one performance
11 measure on another (e.g. accounting performance influencing financial market performance)
12 (Katsikeas *et al.*, 2016).
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24 With regard to diversification, future research should devote attention to other
25 antecedents of DCs in addition to organizational ones as the latter has been investigated as
26 DCs-drivers extensively. Thus, future studies are recommended to examine the role of
27 environmental (e.g., environmental volatility), managerial (e.g., previous experience in
28 different industries) and network-related (e.g., relationship-specific assets, political networks)
29 factors in building or eroding DCs. It is also important to test these relationships in
30 longitudinal settings to emphasize the path dependency in the development of DCs (Buccieri
31 *et al.*, 2021).
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42 Outcomes can also be diversified by examining the influence of DCs on multiple
43 types of performance such as operational and organizational performance (Katsikeas *et al.*,
44 2016). It would also be useful to incorporate more relational performance measures such as
45 relationship performance or network performance since international marketing requires
46 working with partners such as importers, subsidiaries, or international joint venture partners
47 (Aykol and Leonidou, 2018).
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56 More explanatory mechanisms must be designed between the DCs and their
57 antecedents and outcomes, and, whenever possible, these should be tested in longitudinal
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3 research designs. There could be several constructs intervening between environmental
4 factors and DCs (e.g., human resources, technological resources) or between managerial
5 factors and DCs (e.g., shared vision, organizational citizenship). There is also a need to
6 incorporate more mediating mechanisms between DCs and outcome constructs (Schilke *et*
7 *al.*, 2018). Although most outcome constructs other than performance (i.e. those associated
8 with strategy, operational change, channel, learning) are already linked to performance (e.g.
9 Gnizy, 2019; Leonidou *et al.*, 2022, Morgan *et al.*, 2012), these should be tested for their
10 mediation role to explain how DCs are transformed into performance instead of in successive
11 direct relationships.
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24 The relatively lower number of studies involving moderating constructs suggests that
25 in order to deepen and dimensionalize the tested direct links, more studies should involve
26 moderators given the international marketing setting offers various contingencies for
27 activation, facilitation, or restriction of DCs in relation to their antecedents and outcomes. It
28 is very important to test moderators that have an international facet. As such, more
29 environmental variables, which are related to home or host countries or the distance between
30 these two, should be tested for their moderating effects. Possible variables could be
31 associated with institutional, technological, or cultural characteristics of the environment.
32
33 Market-related moderators could be similarity or difference of customer or competitor
34 behaviour between home and host markets. Future research should also take into account the
35 contingencies created by organizational factors such as strategy, structure, climate, entry
36 mode, international marketing involvement, or MNE affiliation. Scholars may also find it
37 useful to test managerial moderators such as cultural intelligence.
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54 Our review also implies that the possibility of reverse causality between DCs and
55 certain constructs such as strategic orientations (e.g., market orientation), and performance-
56 outcomes (e.g., export commitment) requires endogeneity tests. It was also noticeable that
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3 some variables like institutional characteristics were set as antecedents in some studies and
4
5 moderators in others (Gölgeci *et al.*, 2019; Urbano *et al.*, 2019). This implies
6
7 conceptualization and testing of alternative models in the same study to assess their
8
9 explanatory power. It is also essential to test the models involving DCs in different contexts
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11 such as electronic exporting or importing, relocation (e.g., offshoring, reshoring), and
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13 international marketing of services.
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17 Regarding the organizational unit of DCs, there exists a tendency to concentrate
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19 organizational-level DCs, although DCs are relevant for inter-organizational, group, and individual
20
21 levels (Schilke *et al.*, 2018). So, it is necessary to identify DCs relevant for individual, group, and
22
23 inter-organizational units. For example, critical individuals in international marketing are salespeople
24
25 and frontline service employees of international companies and they need certain DCs such as cultural
26
27 and emotional intelligence (Leonidou *et al.*, 2021; Paparoidamis *et al.*, 2019). On the other hand,
28
29 international marketing activities also involve groups such as sales teams or product-development
30
31 teams, which may also have a cross-functional nature, so a critical group DC could be retention
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33 capabilities and cross-functional cooperation capabilities (Nijssen *et al.*, 2017). DCs relevant for
34
35 interorganizational units could be dyadic capability enhancing (Chang and Gotcher, 2007) or ending
36
37 relationships (Mitrega and Pfajfar, 2015). Table 6 summarizes our suggested actions to improve
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39 conceptualization in the DCs research in international marketing based on the antecedents-
40
41 phenomenon-consequences framework.
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45 **...Insert Table 6 about here...**
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49 Managerially, our review implies that in order to achieve success in international
50
51 markets, there is a need to develop and nurture DCs through investing into and exploiting the
52
53 assets of the organization and the network partners, as well as relying on valuable skills of
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55 competent executives. It is also imperative to take into consideration and monitor the internal
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57 and external environmental factors as these can create contingencies in DC activation. As
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3 such, managers need to tailor their approaches to accommodate the unique challenges and
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5 opportunities presented by different market conditions, emphasizing the need for dynamic
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7 and adaptive strategies in international markets. The prominence of knowledge management
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9 and innovation as mediators suggests that fostering a culture of continuous learning and
10
11 innovation is crucial for translating DCs into tangible outcomes. From a public policy making
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13 perspective, governmental policies aimed at fostering knowledge exchange, innovation
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15 ecosystems, and industry-academia collaborations can facilitate the development of DCs,
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17 thereby enhancing firms' global competitiveness.
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22 In essence, our review serves as a call to action for researchers to embark on a journey
23
24 of discovery, delving deeper into the intricacies of DCs and their implications for
25
26 international marketing. By embracing methodological diversity, theoretical pluralism, and
27
28 innovative conceptualizations, there is a chance to collectively advance the frontiers of DC
29
30 research and pave the way for transformative insights into the dynamics of international
31
32 marketing in an ever-changing global landscape.
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37 38 **6.4. Study limitations**

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40 **Despite the valuable insights gained, the study findings should be interpreted by**
41
42 **acknowledging the limitations imposed by the methodology adopted and time period covered.**
43
44 **As such, despite every effort was made to collect all relevant studies within the established**
45
46 **conceptual boundaries, there is always a risk of missing some due to mismatched keywords**
47
48 **(e.g., different synonyms) and databases used (e.g., variations inherent in Boolean operators)**
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50 **(Christofi *et al.*, 2021a; Marinković *et al.*, 2022). Additionally, our review covered solely**
51
52 **articles that are published in English at the expense of excluding valuable studies published in**
53
54 **book chapters and/or in the local literature (Battisti *et al.*, 2021; Leonidou *et al.*, 2020). These**
55
56 **limitations suggest opportunities for future review studies on DCs, which could include**
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3 periodic updates of this study as well as reviews of country-specific DCs research in
4
5 international marketing, ideally employing a comparative design across multiple countries.
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10 6.5. Concluding remarks

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12 This study was performed with the motivation to systematically review the methodological,
13
14 theoretical, and empirical aspects of DCs research in international marketing.

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16 Methodologically, we assessed the extant literature on research scope and research design.

17
18 Theoretically, we provided an organized overview of whether and how different theories
19
20 have complemented the DCV in current research. Empirically, we synthesized how DCs are
21
22 linked to their antecedents, consequences, mediators, and moderators in a nomological
23
24 network, while also detailing how DCs phenomena unfold between these antecedents and
25
26 outcomes. Capitalizing on our assessment of the literature, we critically located problematic
27
28 issues and gaps that needed to be addressed in each dimension of the review. Based on these
29
30 findings, we have outlined methodological, theoretical, and empirical pathways that future
31
32 research could pursue to further develop, expand, and deepen this increasingly important
33
34 stream of research. We hope that our work will inspire novel studies that will creatively
35
36 enrich DCs research in international marketing and advance both research and practice in this
37
38 dynamic field.
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46 Note(s)

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49 1. Systematic reviews differ from traditional literature reviews, which typically focus on a
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51 selection of pivotal or foundational papers, around which secondary studies are woven to
52
53 present an overview of a specific concept, theory, or subject (Rousseau *et al.*, 2008).
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55
56 2. For instance, the Upper Echelons Theory (Hambrick and Mason, 1984; Hambrick, 2007)
57
58 offers insights into how leadership dynamics influence the development of DCs, particularly
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3 in resource-constrained environments. Similarly, the Attention-Based View (Ocasio, 1997)
4
5 sheds light on the interplay between managerial attention, control mechanisms, and the
6
7 evolution of dynamic capabilities in international marketing processes. Moreover,
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9 Stewardship Theory (Davis *et al.*, 1997) provides a lens through which to examine how
10
11 managerial stewardship behaviours foster knowledge sharing and acquisition within
12
13 marketing functions, thereby enhancing innovation in volatile environments. Additionally,
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15 Social Network Theory (Burt, 1992, 2000) introduces network-related mediators that either
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17 facilitate the development of dynamic capabilities or emerge as a consequence of their
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19 existence.
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Table 1. Methodology of research

Methodology issues	Total (n= 97) (%)	2001-2011 (n= 16) (%)	2012-2022 (n= 81) (%)
<i>Countries Involved</i>			
One	81.4	68.7	83.9
Two	5.1	12.5	3.7
Three	1.1	-	1.2
Four or more	12.4	18.8	11.2
<i>Country</i>			
Bangladesh	5.2	-	6.2
Brazil	3.1	-	3.7
China	16.5	31.2	13.5
India	9.2	6.2	9.8
Israel	4.1	-	4.9
Italy	9.2	6.2	9.8
Mexico	5.1	-	6.1
Portugal	9.2	6.2	9.8
Spain	8.2	12.5	7.4
Taiwan	8.2	12.5	7.4
Turkey	4.1	-	4.9
U.S.	12.3	18.7	11.1
UK	16.4	18.7	16.1
Other	31.9	31.2	32.1
<i>Focus Region</i>			
Africa	6.1	-	6.1
Asia	47.4	50	46.9
Europe	41.2	43.7	40.7
Latin America	9.2	6.2	9.8
North America	12.3	18.7	11.1
Ocenia	3.1	-	3.7
N/A	2.1	-	2.4
<i>Industries Covered</i>			
Single	13.4	6.3	14.8
Multiple	86.6	93.7	85.2
<i>Firm Size</i>			
Small	84.5	68.7	87.6
Medium	84.5	56.2	90.1
Large	53.6	56.2	53.1
N/A	8.2	25	4.9
<i>Unit of Analysis</i>			
Firm	72.2	62.5	74.1
Export Venture	11.3	-	13.6
Foreign Direct Investment	11.3	37.5	6.2
Managers	2.1	-	2.4
Other	3.1	-	3.7
<i>Research Method</i>			
Quantitative	89.7	100	87.6
Mixed-Methods	10.3	-	12.4
<i>Sampling Design</i>			
Probability	41.2	50	39.5

Non-Probability	9.3	6.2	9.9
N/A	49.5	43.8	50.6
<i>Sample Size</i>			
99 or less	6.2	12.5	4.9
100-299	71.1	68.8	71.6
300-599	11.3	6.2	12.4
600 or more	11.4	12.5	11.1
<i>Data Collection</i>			
Survey	80.4	87.5	79.1
Secondary Data	8.2	6.3	8.6
Survey + Secondary Data	3.1	6.2	2.5
Interview + Survey	8.3	-	9.8
<i>Time Emphasis</i>			
Cross-Sectional	79.3	62.5	82.7
Longitudinal	20.7	37.5	17.3
<i>Response Rate</i>			
19% or less	19.6	18.8	19.8
20%-29%	21.6	31.3	19.8
30%-39%	16.5	6.2	18.5
40% or more	17.6	18.7	17.3
N/A	16.5	23.9	17.4
Not Applicable	8.2	1.1	7.2
<i>Key Informant</i>			
CEO/President/General Manager	56.7	62.5	55.5
Export- Import/International Business/ International Marketing Executives	71.1	68.7	71.6
N/A	9.3	11.4	11.3
Not Applicable	8.2	1.1	7.2
<i>Analytical Approach</i>			
Regression	36.1	56.2	32.1
SEM	62.8	43.8	66.7
Other	1.1	-	1.2
N/A: Not available			

Table 2. Theoretical perspectives complementing DCV in DCs research in international marketing

Theories Complementing DCV	Total (n= 97) (%)	2001-2011 (n=16)	2012-2022 (n=81)	The way DCV is complemented	Some Key Concepts Addressed	Representative Studies
No theory complementing	40.2	37.5	40.7	-	-	Fang and Zou (2009); Lisboa <i>et al.</i> (2011); Khalid and Bhatti (2015); Panizzon <i>et al.</i> (2020)
Resource Based View	26.8	31.2	25.9	In order to achieve competitive advantage, or improve performance, inimitable, valuable, rare, and non-substitutable capabilities and resources are not enough, thereby must be complemented by DCs, which serve as processes that create value by transforming and utilizing resources and static capabilities in rapidly changing environments.	Relational Predictability; Experiential Resources; Market Driving Behavior; Marketing Planning; Marketing Skills	Griffith and Harvey (2001); Kaleka (2012); Ghauri <i>et al.</i> (2016); Asseraf <i>et al.</i> , (2019)
Institutional Theory	5.1	-	6.1	Given the importance DCV attaches to the rapidly changing external environment, institutional environment and norms are expected to influence the activation of DCs in international markets, or DCs are expected to exceed the boundaries derived from institutional differences between host-and-home markets.	Cultural Distance; Institutional Development; Institutional Pressures	Schu and Morschett (2017); Gölgeci <i>et al.</i> (2019); Chang and Gotcher (2020)
Organizational Learning Theory	5.1	6.2	4.9	Organizational learning is conceptualized as specific DCs, such as export market exploitation, export market exploration, or international joint venture partner joint learning capacity, while it is also set as an organizational antecedent stimulating DC development, especially in turbulent markets.	Joint Learning Capacity; Export Market Exploration; International Learning Orientation	Fang and Zou (2010); Skarmeas <i>et al.</i> (2016); Buccieri <i>et al.</i> (2021)

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Internationalization Theory	5.1	6.2	4.9	Firms develop DCs in their internationalization process that contribute to and/or facilitate their international performance and survival.	International Experience; Psychic Distance	Freixanet and Renart (2020); Skarmeas <i>et al.</i> (2019)
Resource Dependence Theory	4.1	6.2	3.7	The uncertain international environment motivates companies to overcome resource- or experience-based constraints by establishing external coalitions. While this creates dependence, it also brings several DCs, which lead to flexibility to adapt to environmental contingencies, and alleviate threats by additional assets and potential opportunities sensed through partnerships.	Dependence on Network Partner; Supplier's Resource Dependence; Horizontal Relationship Quality	Lew <i>et al.</i> (2013); Jean <i>et al.</i> (2015); Xu <i>et al.</i> (2018)
Knowledge Based View	4.1	-	4.9	Management of knowledge, a company's most important resource, allows for learning about international markets through a series of procedures and routines, which form a basis for DCs. The transformation of knowledge into performance outputs is enabled through its role in facilitating development of DCs.	Knowledge Dissemination Practices; Export Market Exploitation	Villar <i>et al.</i> (2014); Scuotto <i>et al.</i> (2022); Hoque <i>et al.</i> (2021)
Contingency Theory	2.06	6.2	1.2	DCs are developed and/or activated as a response to external and internal contingencies.	Global Environmental Turbulence; Domestic Market Competition	Lee <i>et al.</i> (2008); Jin and Cho (2018)
Industrial Organization Theory	2.06	-	2.4	Industrial structure, together with foreign	Import Strategy Effectiveness;	Leonidou <i>et al.</i> (2022); Skarmeas <i>et al.</i> (2019)

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partner DCs, is influential on relational outcomes. Industrial structure also creates contingencies between DC-led strategy effectiveness and performance outcomes.

Competitive Advantage;
Environmental
Munificence; Competitive
Intensity

A company’s marketing capabilities are deterministic on its entry mode. The higher the marketing capabilities, the higher the likelihood for the firm to choose a vertically integrated mode.

In addition to transaction-costs, an exporter’s status of having a high level of resources and capabilities improves relational commitment.

Realization of strategic goals are facilitated by certain DCs but impeded by market dynamism.

The interactions of companies with other stakeholders in their environment are considered as new, valuable, rare, imperfectly imitable, and non-substitutable assets. These market-based factors, which emerged as intellectual and relational assets, form the basis for the development of DCs.

Social networks, as one aspect of market linking capability, are influential on entry mode decisions under conditions of environmental uncertainty.

Entry Mode; Opportunism

Strategic Goals; Realized
Position; Market
Dynamism

Market Knowledge Gap;
Market Type

Market Linking
Capability; Environmental
Uncertainty; Entry Mode

Blesa and Ripolles (2008);
Andaleeb *et al.* (2022)

Spyropoulou *et al.* (2018)

Griffith and Harvey (2001)

Tseng and Lee (2010)

Transaction Cost
Theory 2.06 6.2 1.2

Organization Theory 1.03 - 1.2

Market Based View 1.03 6.2 -

Social Network Theory 1.03 6.2 -

1							
2							
3							
4					Recognizing the potential of an external		
5	Absorptive Capacity	1.03	-	1.2	information to create value for	Absorptive Capacity;	
6	Theory				commercial purposes and using it	Knowledge Sharing	Chatterjee <i>et al.</i> (2022)
7					effectively by transforming it in an		
8					appropriate way (i.e., absorption)		
9					facilitates the development of DCs.		
10							
11	Complexity Theory	1.03	-	1.2	The instrumentality of marketing agility	Market Complexity;	
12					on international performance is stronger	Marketing Agility;	Khan (2020)
13					under the conditions of higher market	Performance	
14					complexity.		
15							
16					Decision-making capabilities can be		
17	Decision Theory	1.03	-	1.2	considered as DCs as they continually	Export Creativity;	
18					evolve in line with changing	Innovation Orientation	Hughes <i>et al.</i> (2019)
19					environmental conditions and have a		
20					proactive notion.		
21							
22							
23	Entrepreneurial	1.03	-	1.2	Growth ambitions of the owner or	Growth Ambitions;	
24	Marketing Theory				manager in exporting SMEs stimulates	Ambidextrous Innovation	Colclough <i>et al.</i> (2019)
25					product exploration and product		
26					exploitation.		
27							
28	Innovation Diffusion	1.03	-	1.2	International marketing agility is	Relative Advantage of	
29	Theory				instrumental on new technology adoption	New Technology;	Thoumrunroje and Racela
30					in case of high relative advantage and	International Marketing	(2021)
31					low complexity of the new technology.	Agility	
32							
33					As a result of grounding on the previous		
34					year's performance outputs as feedback,		
35					companies conduct their future strategies		
36	Performance-Feedback	1.03	-	1.2	and plans. DCs also come into play in	Current Performance	Kaleka and Morgan (2019)
37	Theory				shaping performance intentions and		
38					strategies in competitive international		
39					markets.		
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Relational Contracting	1.03	-	1.2	Value of the relationship between foreign business partners can be generated by relational governance, as well as by the DCs of each party.	Relational Governance; Relationship Value	Skarmeas <i>et al.</i> , (2019)
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Table 3. Broad themes and major findings presented in antecedents-phenomena-outcomes framework

Antecedents		
Themes	Representative studies	Key findings
Organizational	Fang and Zou (2009); Hazzam and Wilkins (2022); Li <i>et al.</i> (2018); Asseraf <i>et al.</i> (2019); Navarro <i>et al.</i> (2010); Hoque <i>et al.</i> (2022); Bucciari <i>et al.</i> (2021); Navarro <i>et al.</i> (2010); Khavul <i>et al.</i> (2010); Crespo <i>et al.</i> (2022); Chatterjee <i>et al.</i> (2022)	<ul style="list-style-type: none"> • The magnitude of resources within international joint ventures (IJVs) drives the development of marketing dynamic capabilities. • Social media technologies contribute to the development of international marketing capabilities. • Internationalized SMEs leverage diverse market conditions and customer demands to deploy alliance and technological capabilities. • Strong marketing planning capabilities enhance flexibility, thereby boosting international marketing agility. • Export experience positively influences firms' commitment to exporting, fosters export market orientation, and enhances specific export capabilities. • Market exploitation and exploration lead to higher-level dynamic marketing capability (DMC). • An international entrepreneurial culture fosters ambidextrous innovation capabilities among international new ventures (INVs). • The existence of an export department positively influences export commitment, export market orientation, and specific export capabilities. • Firms with a strategic intent to internationalize prioritize investment in international customer support capabilities. • Foreign market knowledge and absorptive capacity shape entrepreneurial alertness. • Firm sensing, seizing, and transforming capacities positively influence both product and process innovation abilities.
Networks/ relationships/ partnerships	Fang and Zou (2009); Chang and Gotcher (2020); Jean <i>et al.</i> (2015); Chang <i>et al.</i> (2015); Lew <i>et al.</i> (2013)	<ul style="list-style-type: none"> • Co-production positively influences environmental innovation ambidexterity. • Resource dependence prompts suppliers to enhance international key account management capability development. • Information exchange within inter-organizational relationships, facilitated by IT investments fosters joint actions and enrich relationship-specific knowledge stores. • The investment in dedicated IT assets by suppliers positively influences the IT alignment, enhancing the embeddedness of IT across the supply chain and facilitating efficient coordination among partners. • Trust uplifts the development of key account management capability.
Managerial	Wojcik and Ciszewska-Mlinaric (2021); Pinho and Prange (2016); Gonçalves <i>et al.</i> (2021); Faroque <i>et al.</i> (2021b)	<ul style="list-style-type: none"> • Global mindset of managers influences the development of business modeling and partnering capability, enhancing learning about foreign markets. • Non-redundant formal and informal contacts in SME managers' networks support the development of value-adding, threshold, consolidation, and disruption capabilities. • Leaders' commitment to exporting fosters the development of network competence and stimulates the formation of the firm's entrepreneurial orientation. • Founder's prior experience in the industry, coupled with managerial and technical knowledge, enhances a firm's network exploitation and exploration capabilities.

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Environmental	Faroque <i>et al.</i> (2021a); Griffith and Harvey (2001); Jin and Cho (2018)	<ul style="list-style-type: none"> • The use of governmental and nongovernmental export promotion programs positively influences a firm's international entrepreneurial orientation. • Greater market knowledge gaps between exporters and importers correspond to increased distributor power (global DCs). • Domestic market competition, drives SMEs to cultivate their technological and marketing capabilities.
Phenomenon		
Themes	Representative studies	Key findings
Organizational level	Leonidou <i>et al.</i> (2022); Skarmeas <i>et al.</i> (2019); Hsiao and Chiou (2020); Buccieri <i>et al.</i> (2023); Khalid and Bhatti (2015); Gnizy <i>et al.</i> (2014); Schu and Morschett (2017); Buccieri <i>et al.</i> (2020); Acosta <i>et al.</i> (2018); Pinho and Prange (2016)	<ul style="list-style-type: none"> • Import-specific (source identification and market development) capabilities foster the effectiveness of import strategy. • Core offering, customer responsiveness, and market sensing capabilities of exporters emerge as pivotal determinants of relationship value. • OEM suppliers' capability widening is negatively affected by electronic integration with customers. • Entrepreneurial marketing plays a pivotal role in driving exploratory innovation and differentiation strategy, enhancing international performance. • Entrepreneurial competence shapes inter-firm partnerships, driving effective management skills, knowledge exchange, and firm performance. • Proactive learning culture emerges as a paramount dynamic capability for SMEs for foreign launch success. • Local market knowledge, drawn from previous sales channels presence, has a positive impact in country selection for market entry. • Ambidextrous innovation, influenced by international entrepreneurial culture, enhances the performance of international new ventures. • Network capability enhances the international performance of SMEs. • Social network relationships positively influence international performance.
Interorganizational level	Wojcik and Ciszewska-Mlinaric (2021); Khalid and Bhatti (2015); Li <i>et al.</i> (2018); Luo (2003)	<ul style="list-style-type: none"> • Partnering capability positively influences export performance. • Partnership knowledge exchange positively influences initial export expansion stages. • Alliance capability of internationalized SMEs fosters organizational learning through cross-border alliances, and ultimately drives superior financial and intellectual resource growth over time. • Local responsiveness within parent-subsidiary relationships significantly impacts subsidiary performance.
Individual level	Hughes <i>et al.</i> (2019); Wojcik and Ciszewska-Mlinaric (2021); Freixanet and Renart (2020)	<ul style="list-style-type: none"> • Export creativity in decision-making positively impacts innovation orientation. • Innovation orientation, operationalized as export employees' focus towards exploration, significantly impacts export market performance. • Adopting a "strategy as stretch" managerial mindset and global mindset is pivotal in enhancing partnering capability and business modeling. • Managers' knowledge and experience in foreign markets attenuates the negative impact of early internationalization on firm survival.

Group level	Morgan <i>et al.</i> (2012); Jean <i>et al.</i> (2015); Crespo <i>et al.</i> (2022)	<ul style="list-style-type: none"> • The proficiency in both delivery management and pricing skills within specialized marketing capabilities of export ventures, as integral components within the marketing function, boosts both the effectiveness of internal marketing strategy implementation and overall market performance. • International key account management is shaped by market scanning and trust. • Entrepreneurial alertness of the management team drives international performance.
Explanatory mechanisms	Dung and Thuy-Giang (2022); Gonçalves <i>et al.</i> (2021); Jean and Sinkovics (2010); Lee <i>et al.</i> (2009); Wang <i>et al.</i> (2016); Chatterjee <i>et al.</i> (2022); Gnizy <i>et al.</i> (2014); Khan (2020); Weerawardena <i>et al.</i> (2020)	<ul style="list-style-type: none"> • CSR practices and international entrepreneurial orientation positively intervene the transformational leadership and international intrapreneurship behaviors. • Entrepreneurial orientation positively mediates the relationship between the leaders' commitment to exporting and dynamic capabilities. • Relationship learning positively mediates the link between applied technological innovation and supplier innovativeness capability. • Knowledge relatedness has a positive indirect relationship with knowledge codification through information system integration. • Value identification positively mediates the relationship between the firm's resource base and both value creation and resource reconfiguration. • Firm's sensing, seizing, and transforming capacities trigger its product and process innovation abilities, which in turn positively influence its competitive advantage. • Marketing program adaptation, which is driven by proactive learning culture, enhances SMEs' foreign launch success. • International marketing capabilities dispersion positively impacts marketing program adaptation, which in turn enhances international performance. • Marketing agility indirectly enhances market performance through the facilitation of marketing program adaptation. • Market learning capability indirectly increases technical service innovation through relational learning capability in born global service firms. However, internal learning negatively intervenes between market learning and technical innovation.
Contingencies	Asseraf <i>et al.</i> (2019); Khan (2020); Celec <i>et al.</i> (2014); Xu <i>et al.</i> (2018); Bucciari <i>et al.</i> (2021); Chang and Gotcher (2020); Hsiao and Chiou (2020); Zhou <i>et al.</i> (2012); Bucciari <i>et al.</i> (2020); Kaleka and Morgan (2019); Gölgeci <i>et al.</i> (2019); Lee <i>et al.</i> (2009)	<ul style="list-style-type: none"> • Promotion adaptation amplifies the positive impact of international marketing agility on exporter's new products advantage, whereas product adaptation does not exhibit a similar effect. • In high market complexity, marketing agility serves as a facilitator of marketing program adaptation. • While service capability decreases export performance, this negative impact diminishes as entrepreneurial orientation increases. • Entrepreneurial orientation strengthens the positive effect of vertical relationship quality on DMCs, but weakens positive effect of horizontal relationship quality on DMCs. • Market turbulence strengthens the positive relationship between international entrepreneurial culture and DCs, as well as between international entrepreneurial culture and international performance. • Relationship between co-production and environmental innovation ambidexterity is heightened in contexts of high (as opposed to low) institutional pressures.

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- Electronic integration with customers negatively influences OEM suppliers' capability widening, moderated by product modularity, with this effect being stronger for suppliers with higher levels of product modularity.
- Senior managers' commitment to foreign markets amplifies the positive relationship between early foreign market entry and young ventures' enhancement of marketing capabilities, thereby fostering international growth.
- Environmental dynamism moderates the relationship between international entrepreneurial culture and ambidextrous innovation.
- In low competitive intensity environments, relationship between current market performance and strategic intentions of marketing differentiation is negative.
- Institutional development strengthens the positive relationship between adaptability and emerging market firms' international performance.
- Network strength attenuates the impact of knowledge transfer on new product outcomes.

Consequences

Themes	Representative studies	Key findings
Performance-related	Hoque <i>et al.</i> (2022); Bodlaj <i>et al.</i> (2020); Khalid and Bhatti (2015); Hughes <i>et al.</i> (2019); Bianchi <i>et al.</i> (2017); Pinho and Prange (2016); Gölgeci <i>et al.</i> (2019); Fang and Zou (2009); Khan (2020); Li <i>et al.</i> (2018); Bıçakçioğlu-Peynirci and Morgan (2022)	<ul style="list-style-type: none"> • Export performance is predicted by organizational-level DCs (e.g. dynamic marketing capabilities, product and organizational innovations, entrepreneurial competence), inter-organizational DCs (e.g. partnership knowledge exchange), and individual-level DCs (e.g. export employee's innovation orientation). • International performance of SMEs is predicted mostly by the synergistic effects of organizational-level DCs, such as technological and organizational innovation, and social networks and dynamic internationalization capabilities. • International performance of emerging market firms is enhanced by innovativeness, supply-chain agility, and adaptability. • Financial performance is predicted mostly by organizational-level DCS (e.g., marketing dynamic capabilities, marketing agility, in-house technological capabilities).
Strategy-related	Kaleka and Morgan (2019); Leonidou <i>et al.</i> (2022); Blesa and Ripolles (2008); Schu and Morschett (2017)	<ul style="list-style-type: none"> • Competitive strategies are predicted by organizational-level DCs (e.g. informational, product development, adaptive, entrepreneurial, source identification, and market development). • Entry mode choice and international commitment are shaped by companies' marketing capabilities. • Local market knowledge shapes market selection, leveraging synergies and past market insights for successful entry.
Operational change/renewal	Wojcik and Ciszewska-Mlinaric (2021); Kolbe <i>et al.</i> (2022); Weerawardena <i>et al.</i> (2020); Bucciari <i>et al.</i> (2021); Bucciari <i>et al.</i> (2020); Weerawardena <i>et al.</i> (2015)	<ul style="list-style-type: none"> • Business modeling is positively influenced by individual-level DCs, such as "strategy as stretch" managerial mindset and global mindset. • Innovation capabilities are driven by organizational-level DCs (e.g. market orientation, market learning, entrepreneurial marketing, innovation ambidexterity). • Marketing capabilities are positively influenced by organizational-level DCs (e.g. ambidextrous innovation) and inter-organizational level DCs (e.g. network learning).
Channel-related	Chang <i>et al.</i> (2015); Andaleeb <i>et al.</i> (2022); Fang and Zou (2009)	<ul style="list-style-type: none"> • Co-created value is positively influenced by joint actions and relationship-specific knowledge stores.

		<ul style="list-style-type: none"> • Importer commitment to relationship with foreign suppliers is built by the relative advantage of importing. • Dependence on partners is amplified by the joint learning capacity of local and foreign IJV parties.
Learning-based	Faroque <i>et al.</i> (2022); Weerawardena <i>et al.</i> (2020); Khavul <i>et al.</i> (2010)	<ul style="list-style-type: none"> • Foreign market knowledge is positively influenced by both network exploration and exploitation capabilities. • Internal learning results from market learning capability. • Investment in international customer support capabilities improve organizational learning.
Individual mindset-related	Dung and Thuy-Giang (2021)	<ul style="list-style-type: none"> • Employee international strategic renewal behavior and employee international new venture behavior is augmented by internal CSR practices and international entrepreneurial orientation.

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Table 4. Agenda for future research – *Methodology*

Methodology	1. Extend DCs research in international marketing to untouched areas such as Africa, Latin America, and Oceania.
	2. Conduct more cross-cultural research in order to establish external validity of models tested.
	3. Use contextual variables more frequently as moderators such as country characteristics (e.g., culture), industrial characteristics (e.g., industrial turbulence), and organizational characteristics (e.g., electronic business intensity) on antecedents → DCs and DCs → outcomes links.
	4. Combine qualitative and quantitative research designs in order to identify and operationalize new DCs and test their relevance in conceptual models.
	5. Adopt longitudinal designs in quantitative research (e.g., by using secondary data) to test the effect of antecedent factors on DCs and DCs' effect on their outcomes.
	6. Adopt longitudinal research design in qualitative research (e.g., by using observation) to identify how relationships between DCs and their antecedents and outcomes change over time.
	7. Conduct endogeneity tests to address reverse causality possibilities.
	8. Augment surveys with secondary data and/or qualitative data.
	9. Use multiple key informants to minimize common method bias (e.g., executives at different levels, headquarter and subsidiary informants).

Table 5. Agenda for future research – *Theory*

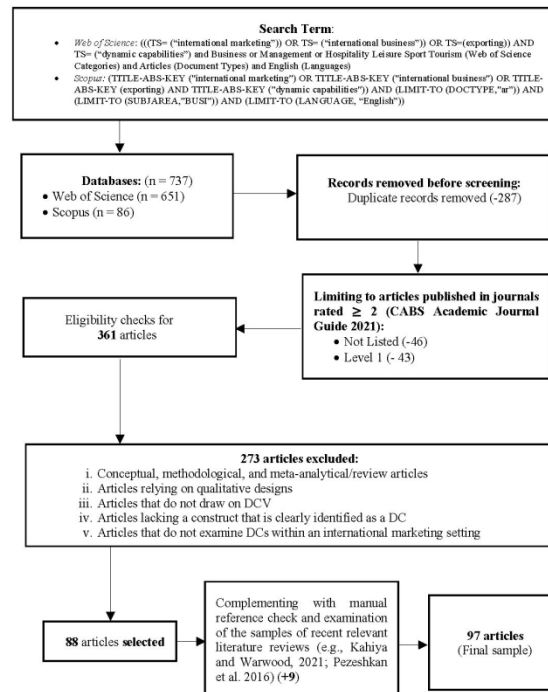
Theory	
	1. Use institutional theory to test the antecedent and/or moderation role of home/host country institutional profile/distance (e.g., regulatory, cultural) on DCs.
	2. Draw on internationalization theories to examine how internationalization stage, international market commitment, or international market experience could create a difference on the relationship between DCs and their antecedents.
	3. Build on industrial organization theory to test the impact of bargaining power of foreign suppliers or buyers stimulate development/erosion of DCs.
	4. Utilize contingency theory to reveal how uncertainty, volatility, or institutions as environmental factors shape the development and coordination of DCs.
	5. Complement DCV more with organizational learning theory in order to address the evolving nature of DCs in international marketing context
	6. Use upper echelons theory (Hambrick and Mason, 1984) to test the effect of manager's background (e.g., education, international experience, specific industry experience) on the development of company-level DCs.
	7. Build on attention-based view (Ocasio, 1997) in order to shed light on the interplay between managerial attention, control and DCs based on attention engagement in international marketing processes such as exporting, new product development, or buyer-supplier collaboration.
	8. Draw on stewardship theory (Davis <i>et al.</i> , 1997) in order to understand the extent to which managers' stewardship behavior stimulates the DCs based on knowledge sharing and acquisition among the marketing functions.
	9. Use social network theory (Burt, 2000) to test the mediating role of social network relationships between network exploration and co-created value.

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Table 6. Agenda for future research – *Nomological network*

Antecedents	Phenomenon	Consequences
<ul style="list-style-type: none"> • Add environmental antecedents (e.g. technological uncertainty, institutional distance, cultural distance) to organizational (e.g. informational resources), network-related (e.g. resource complementarity), and managerial predictors (e.g. managers’ commitment in internationalizing) of DCs. • Investigate more the positive/negative impact of environmental (e.g. environmental volatility), managerial (e.g. previous experience in different industries) and network-related (e.g. relationship-specific assets, political networks) factors on DCs. 	<ul style="list-style-type: none"> • Study the influence of DCs on multiple types of performance (e.g. operational, organizational, relational). • Conceptualize and test more mediating mechanisms between DCs and their antecedents (e.g. country human development level → human resources → DCs or manager specific industry experience → shared vision → DCs). • Test mediating roles of strategy-based, operational change-based, channel-related, and learning-related factors between DCs and their performance outcomes. • Test more moderation effects of environmental (e.g. home/host country institutional/technological profile/distance), organizational (e.g. strategy, entry mode, MNE affiliation), market-related (e.g. differences in consumer/competitor behavior), and managerial factors (e.g. cultural intelligence) between DCs and their antecedents and outcomes. • Identify and explore more DCs pertinent to individual (e.g. cultural and emotional intelligence), group (e.g. retention and cross-functional cooperation capabilities), and inter-organizational (e.g. dyadic capability enhancement) levels specific to international marketing settings. 	<ul style="list-style-type: none"> • Relate performance outcomes to sustainability-related outcomes (e.g. environmental performance). • Link various performance outcomes of DCs to each other (e.g. accounting performance led by DCs influencing financial market performance).

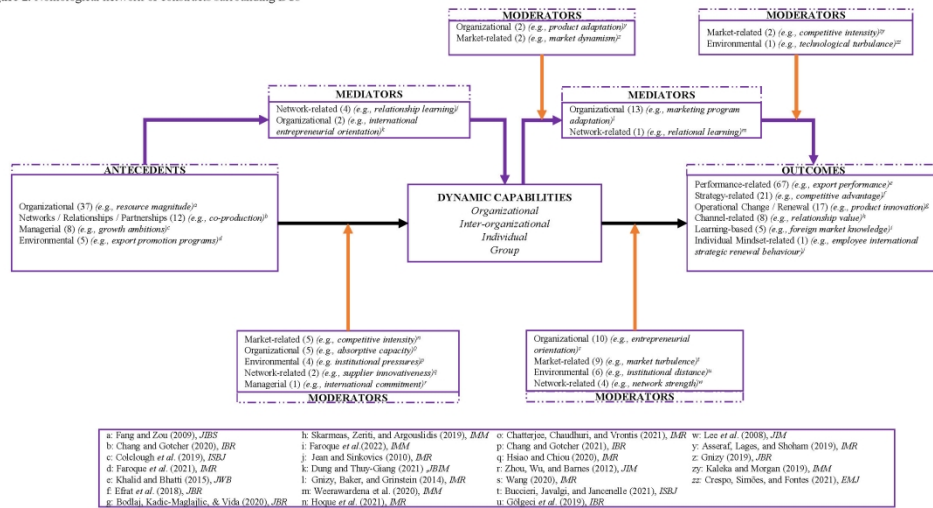
Figure 1. Flowchart of Search and Selection Process



Flowchart of Search and Selection Process

210x297mm (200 x 200 DPI)

Figure 2. Nomological network of constructs surrounding DCs



Note: Numbers in parentheses indicates the number of studies in which this construct category appeared.

Nomological network of constructs surrounding DCs

338x190mm (200 x 200 DPI)

Appendix 1. Outline of previous reviews encapsulating dynamic capabilities and marketing

Study	Research Method	Objective	Thematic Scope	Time Span	Number of publications reviewed	Contextual focus	Conceptual coverage	Primary Focus on DCV	Key Insights
Tan and Sousa (2015)	Meta-analytical review	To examine the connections between marketing capabilities, competitive advantage, and export performance.	Marketing capabilities -competitive advantage -export performance relationship	Until the end of 2012	11	Exporting	Marketing capabilities	Yes	<ul style="list-style-type: none"> Marketing capabilities improve export performance through the mediating effect of competitive advantage.
Morgan et al. (2018)	Systematic literature review	To investigate the distinctions between the conceptualization and research approaches of international marketing capabilities and their domestic market counterparts.	<ul style="list-style-type: none"> Identification of conceptual and empirical approaches to studying marketing capabilities Exploration of key differences between international and domestic marketing capabilities 	1999-2017	64	International Marketing	Marketing capabilities	No	<ul style="list-style-type: none"> Significant gaps persist in both conceptualizing and empirically investigating international marketing capabilities, highlighting the need for further exploration and refinement in this area.
Gupta and Chauhan (2021)	Meta-analysis	To examine the relation between small firms' capabilities and export performance through a meta-analysis.	Firm capabilities - export performance relationship	2008-2019	74	Exporting, small firms	Networking, innovation, and marketing capabilities – conceptualized as DCs	No	<ul style="list-style-type: none"> Innovation, marketing, and networking capabilities positively impact the export performance of small firms. Variations in effect sizes are attributed to external environmental factors, including the home country's developmental status and cultural orientation.
Kahiya and Warwood (2022)	Systematic literature review	To organize and evaluate knowledge regarding capabilities relevant to the early internationalization of born globals and international new ventures.	<ul style="list-style-type: none"> Bibliographic aspects Research design and methodology Theoretical aspects Integrative framework of antecedents and outcomes of operational capabilities and DCs within the review context 	2000-2019	155	Early internationalization, born globals and international new ventures.	Operational capabilities and DCs	No	<ul style="list-style-type: none"> Identification of eight operational and five dynamic capabilities. Synthesis links capabilities to antecedents and outcomes, including firm-specific factors, managerial socio-cognitive attributes, and market factors. Relationships involving market factors, survival, and dynamic capabilities are under-researched.

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Jie et al. (2023)	Systematic literature review	To organize the literature on capabilities relevant for the performance of early-internationalizing firms	Identification and categorization of capabilities pertinent to early internationalization performance through a structured review utilizing the substantive capability-DC capability framework.	2004-2020	41	Early-internationalizing firms	Substantive capabilities and DCs	No	<ul style="list-style-type: none"> • Emphasis on marketing, learning, and technical capabilities in the reviewed literature, with insights into their significance and historical roots in international entrepreneurship and dynamic capability literature. • Uncovering underrepresented capabilities, particularly the relationship between domestic market capabilities and international performance.
Pfafjar et al. (2024)	Systematic literature review	To thoroughly review the literature on international marketing capabilities using DCV with the aim of improving the conceptual and terminological rigor in future research of the reviewed literature.	<ul style="list-style-type: none"> • Conceptualization and operationalization of international marketing capabilities with reference to DCV terminology • Research methods used in the reviewed literature • Theories used in the reviewed literature • Nomological net of international marketing capabilities 	Not specified-2022	20	International marketing	International marketing capabilities in DCV	Yes	<ul style="list-style-type: none"> • Prominent antecedents such as inter-organizational capabilities and outside-in market orientation and prevalent consequences such as export and innovation performance identified for international dynamic marketing capabilities. • Lack of consistency in defining and measuring key constructs observed, suggesting a need for future conceptualization and measurement of international dynamic marketing capabilities.
This study	Systematic literature review	To synthesize methodological, theoretical, and empirical aspects of dynamic capabilities examined in international marketing research and identify problematic areas and gaps for providing future research directions	<ul style="list-style-type: none"> • Methodological characteristics • Theories complementing DCV and their application • Nomological network of DCs in international marketing research 	2001-2022	97	International marketing	DCs examined within the international marketing research	Yes	<ul style="list-style-type: none"> • Expanding research beyond single-country studies and exploring underrepresented regions like to enrich the understanding of dynamic capabilities in international marketing research. • The need for theoretical integration with underused theories and those from different disciplines to provide a broader theoretical perspective. • Through the nomological network and the thematic analysis encompassing antecedents – phenomenon – consequences, a series of gaps and actions needed identified.

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4 **Appendix 2. Outlets for research on DCs in IM context**
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Journals	Total (n = 97) (%)
International Business Review	14.43
International Marketing Review	14.43
Journal of International Marketing	9.27
Journal of Business Research	8.24
Journal of World Business	8.24
Journal of International Business	7.21
Industrial Marketing Management	6.18
Journal of Business and Industrial Marketing	4.12
International Small Business Journal	3.09
Journal of the Academy of Marketing Science	3.09
European Journal of International Management	2.06
Journal of Small Business Management	2.06
Thunderbird International Business Review	2.06
Other	15.4

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