

The Impact of Dynamic Marketing Capabilities and Strategic Information Management on the Performance of International Startups: Evidence from China

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Abstract: The consistently changing environment in a profoundly serious commercial marketplace presents limitless business potential open doors and vast difficulties for worldwide new businesses. To investigate the coupled connection between unique promoting capacities, vital data the board, and worldwide startup execution. Interestingly, this review embraces a powerful examination and overview system and lays out a scoring and investigation model under a dynamic framework. A poll study with genuine information was led through 348 worldwide new companies in Guangdong and Jiangsu, China, and the information were handled and examined with the assistance of insightful programming. The review talks about the coupling connection between powerful advertising capacity, key data the executive's ability, and endeavor execution, and uncovers the characteristic impact law of the three from different aspects. In particular, the three components of dynamic promoting capacities, to be specific, market information the executives abilities, interface collaboration abilities, and client relationship the board capacities, can all decidedly influence the execution of endeavors, just the general impact of the three aspects on the presentation is unique, in which the market information the board capacities can essentially work on the exhibition of endeavors. The key data the executive's development of internationalized new businesses has an interceding impact between unique showcasing capacities and corporate execution, playing a circuitous positive input job. The above study adds to the future showcasing the executives and execution improvement of internationalized new businesses

Key Point: Dynamic Marketing Capabilities, Strategic Information Management, International Startups

I. Introduction

In the present globalization, worldwide new companies face both dangers and potential open doors. In a wildly cutthroat commercial center, the changing climate brings limitless business open doors and vast difficulties to global new companies. Global new companies face changes in the market climate, and shopper needs are changing decisively with expanding incomes. The effect of dynamic showcasing ability and vital data the executive's ability on the exhibition of global new companies ought to turn into a key element. The company's sustainability can no longer be maintained using conventional marketing strategies. In the midst of market choppiness, organizations with different advertising techniques, showcasing capacities and key data the executive's abilities have shown different execution contrasts.

The rise of dynamic capacity view (DCV) hypothesis has empowered many organizations to track down the bearing of direction. The dynamic marketing capability of businesses, according to academics, has the potential to maintain customer value and establish a competitive advantage. The dynamic showcasing capacity of undertakings can likewise direct the imaginative way of behaving of endeavors, giving assets and information for big business advancement; that is, the dynamic showcasing ability of undertakings and venture advancement conduct have a cozy relationship. Little to medium-sized undertakings should act as the main thrust behind advancement. However, internationalized small and medium-sized businesses' innovation capacity is hindered by a lack of capital and resources. In this unique circumstance, the powerful ability view (DCV) hypothesis offers an unmistakable structure for undertakings to take part in imaginative practices. International startups face a specific threat to survival in the context of large corporations' existing resources, but they also face the possibility of development in the face of their limited resources. To thrive in

intense market competition and sustain growth, businesses must continually enhance their dynamic marketing capabilities. This entails a comprehensive understanding and integration of advanced management concepts, management techniques, and cutting-edge technologies introduced by larger corporations, enabling them to undergo substantial transformations and effectively meet evolving market demands.

With regards to hypothetical exploration on global new companies, Day (1994) when brought up that showcasing capacity is the capacity of an undertaking to fulfill the requirements of different kinds of purchasers, to constantly retain new information, to use high level X-abilities, to foster scant assets, to deliver reasonable items for purchasers, to make client esteem, what's more, to make the progress of the actual venture. Inclinations also, the business climate become to an ever increasing extent eccentric, making it important to comprehend and control the showcasing exercises in a powerful climate, so researchers Vorhies et al. (2005) and Teece et al. (1997) in the research gave the idea of dynamic showcasing ability, accepting China's global joint endeavor as the object of the research on unique advertising ability. The hypothesis of dynamic capacity was presented while contemplating the promoting exercises of undertakings, and another term, dynamic promoting capacity, arose therefore. Varadarajan and others (2002) and Tooth and Zou (2009) fostered the idea of dynamic advertising ability in 2009, and they took China's worldwide joint endeavors as the exploration object to study dynamic advertising ability. They have brought up that the board development as a type of development inside the undertaking is more implied, which can bring long haul upper hands for the undertaking while mechanical development and item advancement are generally more express. Various researchers have additionally made their investigations and endeavors from their own exploration dreams also, research purposes. Existing exploration on the estimation of big business execution for the most part incorporates two perspectives, one depends on the estimation of single-layered vision, and the other is from the estimation of complex vision. Notwithstanding how researchers characterize and assess corporate execution, corporate execution is a multi-faceted and complex develop; what's more, it is likewise a method for estimating the accomplishment of objectives and development of an organization.

Scholars and professionals in the academic and industrial sectors have employed a case study framework to analyze pharmaceutical companies. They have introduced the notion of dynamic marketing capabilities within the conceptual modeling study focused on firm performance and dynamic marketing capabilities. (Xu et al., 2018). They thought of dynamic marketing capability as the key to building firms' long-term capabilities—a dynamic implementation of management activities in firms. Guo et al. (2018) examined firms' marketing dynamic capability using resources or knowledge of marketing dynamic capability. Utilizing a contextual investigation of six drug organizations in the US and the European Association, Guo et al. (2018) inferred that unique showcasing capacities are made out of three aspects: administrative convictions, social capital, and human resources. Mitreğa (2020) utilized content investigation to concentrate on two web based business and exchanging firms in the UK. Hoque et al. (2021) and Hoque et al. (2022) considered three internationalized ventures, and the technique they applied was content investigation, they discovered that the constituent aspects of dynamic showcasing capacities are taking on global item innovative work the executives, global store network the board, global market data the executives, diverse the executives, and social relationship network the board. In light of the coordinated advertising correspondence hypothesis, it suggested that powerful promoting capacity is a dynamic asset portrayed by the center capabilities of development ability, reaction capacity, and relationship ability. Buccieri et al. (2020) adjusted the past research brings about concentrating on unique promoting abilities furthermore, hierarchical execution and arranged the aspects of dynamic promoting capacities into market direction, promoting network, and vital flexibility, yet they just gave a calculated system and didn't convey out exact examination in their review. Reimann, Carvalho, furthermore, Duarte (2021) has likewise taken on the examination strategy for uncovered hypothesis and pointed that unique promoting capacities cover seven aspects: market discernment, market information assimilation, channel collusion, client association, market development, brand esteem improvement, what's more, responsiveness to clients. A scale for dynamic marketing capabilities was conceptualized and developed using a mixed-methods approach by Hariandja (2021), and empirical evidence was used to verify the scale's reliability and validity.

Market needs and patterns can change whenever, and worldwide new businesses need to change their methodologies rapidly, or on the other hand benefits, and further develop their presentation abilities to adjust to evolving markets. With regards to vital data the board capacity research, Ateke and Nwulu (2021) ordered corporate advancements into exploratory and manipulative advancements. A few researchers, in light of the hypothesis of key data the board, likewise order venture execution into transient execution and long haul execution (Sukdej and Ussahawanitchakit, 2015); peripheral performance as well as task performance (Hoque et al., 2022; Aydiner et al., 2019; Dedrick et al., 2003). Oviatt and McDougall (2005), in figuring out the examination ancestry of the executives advancement, calls attention to

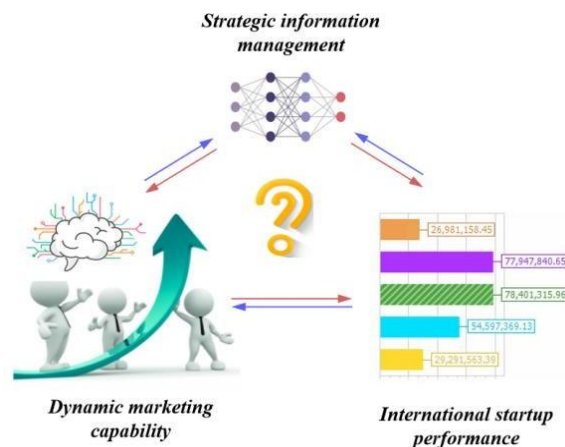
that exploratory the executives advancement and shifty administration advancement can't be likened, in light of the fact that they are two totally various types of the executives advancement, and their effect on execution jobs are likewise unique, and the balance between the two inside an organization is very persuasive on the advancement of the organization.

Dynamic advertising capacities and key data the board as two of the hypotheses on the effect of worldwide new businesses at present exist just in a straightforward investigation, while the particular aftereffects of the business have not however been investigated inside the business (Carr, 2003; Henderson and Venkatraman, 1999). The current hypothetical framework needs all-encompassing as well as deliberate examination. In addition, the greater parts of the examinations are contextual analyses, while exact investigations are uncommon, and many issues should be further explored (Barney, 1991; Peng et al., 2016; Chae et al., 2018). In view of this, this study decides the design of dynamic showcasing capacity as a degree and experimentally tests the connection between unique advertising ability, key administration data, and corporate execution through hypothetical learning and practice based on the monetary setting in which a worldwide startup in China is found. In the interim, the executives advancement is presented as an intervening variable and its interceding impact is exactly tried, to have the option to track down the channels that assistance undertakings to acquire long haul upper hand and make hypothetical commitments to the maintainable advancement of endeavors.

II. Dynamic Promoting Capacity Mode

Worldwide new companies face special difficulties and amazing open doors in the present worldwide business scene. To flourish in this cutthroat climate, these new businesses should create and use their dynamic promoting capacity, vital data the executive's ability, and worldwide market getting it. As depicted in Figure 1, this study constructs a conceptual framework for the coupling relationship that exists between international startup performance, strategic information management capability, and dynamic marketing capability.

Figure: Relational Conceptual Model



The review classifies a company's dynamic showcasing capacity into four aspects: proactive market direction, new item advancement ability, client relationship the board capacity, and brand the executive's ability. Also, essential data the board ability is grouped into three aspects: IS framework, HR, and managerial ability. The company's performance is measured by the financial factor.

Model of the Coupling-connection Between Unique Coordinated Advertising Ability and Firm Execution

Within the realm of dynamic capacity research, the outstanding performance of endeavors stems from a continuous process of challenging existing competitive factors, reshaping them, and creating new elements of competitiveness to maintain a strategic advantage. It has been recorded by Ortiz et al. (2021) and Ledesma-Chaves et al. (2020) in the investigation of dynamic showcasing capacity and hierarchical execution that organizations can work on their seriousness and make and keep up with supportable contest by improving their dynamic promoting capacity, answering rapidly to showcase changes, and building showcasing networks with a market direction. Accordingly, the speculation of this study was formed:

The Impact of Dynamic Marketing Capabilities and Strategic Information Management on.....

H1a: Proactive market direction works on the presentation of global new companies.

H1b: New item advancement ability works on the presentation of worldwide new businesses.

H1c: Client relationship the executive's capacity works on the exhibition of worldwide new companies.

H1d: Brand the executives capacity works on the exhibition of worldwide new companies.

The Interconnection between Capability in Strategic Information Management and Dynamic Marketing Capability

Zeiss et al. (2021) and Gupta et al. (2020) highlighted the robust correlation between a company's strategic information management system and management capabilities with its dynamic marketing capability. These interconnections play a pivotal role :

Hypothesis 2a: A proactive market orientation can positively impact the planning of IS framework capacity.

Hypothesis 2b: A proactive market orientation can positively influence the planning of IS HR capacity.

Hypothesis 2c: A proactive market orientation can positively impact the planning of IS managerial capacity.

Hypothesis 2d: The capacity for new product development can have a positive effect on the planning of IS framework ability.

Hypothesis 2e: The capacity for new product development can have a positive influence on the planning of IS HR ability.

Hypothesis 2f: The capacity for new product development can have a positive impact on the planning of IS managerial capacity..

H2g: Client relationship the executive's capacities can have a positive planning on IS foundation ability.

H2h: Client relationship the executive's capacities can have a positive planning on IS HR ability.

H2i: IS administrative capability can be positively mapped by the capabilities of customer relationship management.

H2j: IS infrastructure capability can be positively correlated with brand management capability.

H2k: Brand the board capacity can have a positive planning on IS HR ability.

H2l: IS administrative capability can be positively correlated with brand management capability.

Interlinking Strategic Information Management Capability with Corporate Performance

This study chose to take on a blended strategy, consolidating past scholarly exploration and hands on work to foster an estimation scale for dynamic market direction. Numerical measurable strategies were utilized to uncover the effect of promoting markets on the exhibition and upper hand of worldwide new companies. It tends to be seen that essential data the board capacities in international startups can enhance organizational execution and empower firms to acquire an upper hand (Mikalef et al., 2019), which prompts the accompanying speculations in this review:

Hypothesis 3a: IS infrastructure capability can enhance the execution of global startups.

Hypothesis 3b: IS HR capacity can contribute to the improvement of global startup execution.

Hypothesis 3c: Driving capacity in terms of motivation and integrated enterprise management.

III. RESEARCH PLAN OF DYNAMIC SHOWCASING AND VITAL ADMINISTRATION IMPACT ELEMENTS

Estimation Scale for Dynamic Showcasing Capacity and Key Data The Board Abilities

Scholastic examination on ventures' proactive market direction has been dissipated among researchers. In fostering the estimation size of proactive market direction, this concentrate essentially alludes to the examination consequences of past creators and afterward consolidates them with field studies to show up at Table 1.

Table 1: Proactive Market Direction Estimation Scale

Projects	Marking
Assist customers in predicting market trends	ZS1
Assist customers in identifying unmet needs they may not be aware of	ZS2
Address latent customer needs that have not been explicitly expressed.	ZS3
Examine how customers interact with our products and uncover the value they derive from them.	ZS4
Adopt innovation as a core value.	ZS5
Identify unexplored opportunities for customers who may have difficulty expressing their needs.	ZS5
Work closely with trailblazing users through collaboration.	ZS6
Forecast and meet future customer needs proactively.	ZS7

Based on relevant research, Table 2 presents the measurement of new product development capability in this study. The indicators for the 8 Y.X. file series are outlined

Table 2: New Item Improvement Capacity Estimation Scale

Projects	Marking
Create innovative products.	YX1
Encourage ongoing improvement and innovation.	YX2
New products play a vital role in delivering results.	YX3
Launch competitive new products.	YX4

The measurement of client relationship management capability for this study is presented in Table 3. The indicators for the 4 X.K. file series are listed in the table below.

Table 3: Scale for Assessing Client Relationship Management Capability

Projects	Marking
Focus on holding clients	XK1
Center around client relationship	XK2
Client relationship is an important resource	XK3
Underlines the significance of client relationship	XK4

The focus on brand management capability measurement in this study has resulted in a scale presented in Table 4. The markers for the 8 Y.X. index series are detailed in the table below.

Table 4: Brand The executives Ability Estimation Scale

Projects	Marking
Plan brand situating procedures	GK1
Lay out partners that support the brand	GK2
Guarantee the cognizance between the brand's apparent picture	GK3
Present the brand with a dazzling character	GK4
Support and fortify the brand's picture	GK5
Make strong advertising efforts	GK6

Taking inspiration from the pertinent frameworks proposed by Pérez-López and Alegre (2012), Cepeda-Carcass et al. (2012), Yeh et al. (2012), and Hair et al. (2016), we introduce the measurement scales for IS framework ability, human resource capacity, and management ability in Tables 5, 6, and 7, respectively. These scales are denoted by the symbols FK, SK, and EK.

Table 5: IS Framework Ability Estimation Scale

Projects	Marking
Customization compatibility with IS framework	FK1
Response speed of IS infrastructure	FK2
Network framework addresses organization issues	FK2
Information can be imparted to organization units and outer	FK2
IS foundation security	FK2
IS framework adaptability	FK2

Table 6: IS HR Capacity Estimation Scale

Projects	Marking
IS staff information level	SK1
PC based specialized mastery	SK1
IS staff new innovation abilities	SK1
Management abilities and knowledge of IT projects by IS staff	SK1
Effectiveness of IS staff	SK1
Actual capabilities of IS staff	SK1
Responsiveness of IS staff	SK1

Table 7: Managerial Ability Estimation Scale

Projects	Marking
IS systems	EK1
IS directors' power	EK2
IS plans executions	EK3
IS programming's viability	EK4
IS administration quality	EK5

Data Analysis and Hypothesis Testing

After evaluating and confirming the reliability, validity, and overall integrity of the survey results for each variable, and ensuring adherence to the predefined criteria, the survey advanced to the subsequent hypothesis testing stage. The surveys underwent thorough testing, confirming their reliability and validity in a satisfactory manner. The review used AMOS factual programming to assess the coupling connection between powerful promoting capacity and firm execution. The goal was to approve the speculations (Four theoretical circumstances) delineated in Figure 2.

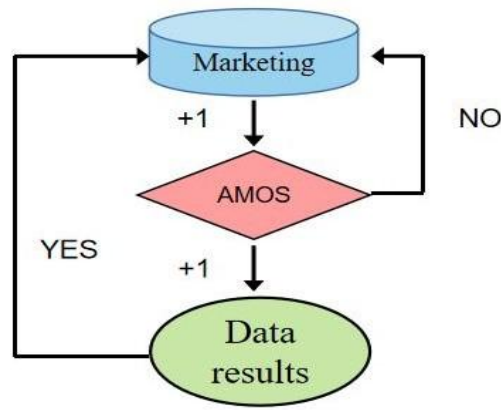


Figure 2 illustrates the model of the coupling relationship.

Once the model is established, a social test is necessary. The test structure is schematically presented in Figure 3 below, and the final measurements meeting the requirements are obtained. The degree of alignment between the distribution law of the model calculation results and the measured law serves as the ultimate index.

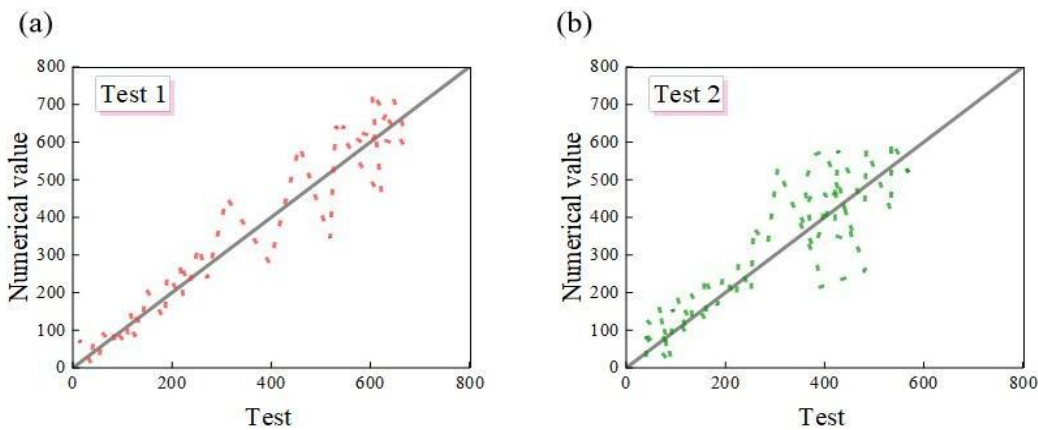


Figure 3. Schematic of the Model Fitting Test Section

The results from the product analysis, as outlined in Table 8, validate hypotheses H1a, H1b, H1c, and H1d, affirming the proposed relationships between the elements of dynamic marketing capability and firm performance. Hypothesis H1a examines the impact of proactive market orientation on firm performance. The empirical results reveal a significant coefficient of 0.421 with calculated p-values of 0.011 at a significance level of $\alpha=0.05$, supporting the hypothesis's validity. Hypothesis H1b investigates the role of new product development capability in enhancing firm performance

Table 8: Dynamic Showcasing Ability and Global Startup Execution

Projects	Co-Efficient	Calculated value	Supporting Conclusion
H1a: Proactive Market Direction → Global New Startup Execution	.421	.011	√
H1b: Capacity for New Product Development → International Performance of New Startups	.270	.031	√
H1c: Client Relationship The board Capacity → Worldwide New Startup Execution	.392	.20	√
H1d: Brand The executives Ability → Global New Startup Execution	.391	.18	√

The results presented in Table 9 examine Speculation H2a, which explores the positive correlation between a company's market information management capability and its exploratory management innovation. The hypothesis is substantiated by a P-coefficient of 0.331 and a calculated value of 0.023, indicating significance at $\alpha = 0.05$. Similarly, H2b, investigating the positive connection between an organization's market information management capability and its shadowy management innovation, yields a P-coefficient of 0.345 with a calculated value of 0.012, confirming its validity. H2c explores the positive association between a company's exploratory management innovation and its interface synergy capability, supported by a calculated value of 0.038 and a P-coefficient of 0.305. Furthermore, H2d delves into the presence of a connection between the capabilities in the firm's marketing tools and the performance of global startups. The corresponding coefficients and calculated values obtained allow a comprehensive evaluation of the results we seek. The remaining correlation coefficients are detailed in Table 9, where the coefficients are smaller. For example, the last two calculated results after the actual test, the relevant coefficients, and the final obtained determined values have minimal impact on the overall framework. As a result, we can predict, based on these findings, that there is no "fork sign" between the last two conditions and the necessary performance goals. The outcomes show that the market information the board capacity and point of interaction collaboration capacity of dynamic promoting capacity impact two types of big business the executive's development, among which the market information the executive's capacity affects the board advancement. Interestingly, client relationship the executive's ability emphatically affects the board development. Market information the board of undertakings not just empowers ventures to acquire item and specialized data connected with market and customer requests yet additionally empowers endeavors to get the market system propensities of significant contenders rapidly, and ventures can go to lengths as per the essential bearings of contenders

Table 9. Connection between Essential Data The board Capacity and Dynamic Showcasing Ability

Projects	Co-Efficient	Calculated value	Supporting Conclusion
H 2a	.331	.023	Yes
H 2b	.345	.012	Yes
H 2c	.305	.038	Yes
H 2d	.243	.031	Yes
H 2e	.040	.156	No
H 2f	.083	.178	No
H 2g	.056	.256	No
H 2h	.042	.352	No
H 2i	.022	.425	No
H 2j	.033	.223	No
H 2k	.056	.524	No
H 2l	.026	.542	No

As depicted in Figure 4, where M is presumed to be the mediating variable between X and Y, the indirect influence of X on Y through M is referred to as the mediating impact. Here, M represents strategic information management innovation, X denotes dynamic marketing capability, and Y signifies international startup performance.

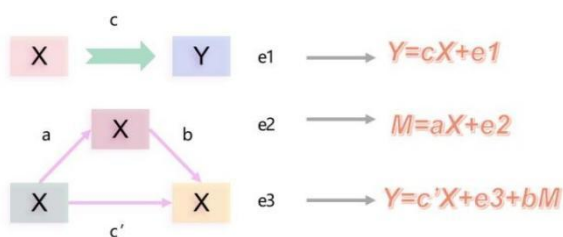


Figure 4: Joint Relationship and Numerical Recreation of the three elements

As presented in Table 11, the coefficients a, b, c, and c' are significant at the significance level $\alpha=0.05$. The total impact of dynamic marketing ability on performance, $c=0.576$, is mediated by management innovation strength, yielding a mediating effect of $ab=c-c' =0.248$, where $c' < c$. Therefore, original marketing ability plays a somewhat mediating role. In this manner, it tends to be seen that administration development plays a positive halfway interceding impact between powerful showcasing capacity and the company's exhibition.

Table 11: Examination of the Mediating Effects of Strategic Information Management

SL No	Regression Equation	Variance Measure	T	P
1	Y=0.77X	.061	7.423	0.0
2	Y=.75X	.024	6.839	0.0
3	Y=.48X+.328M	.016	5.053	0.0

IV. Conclusion

This empirical investigation focuses on strategic information management capabilities, dynamic marketing capabilities, and startup firm performance. The study puts forth a conceptual model and research hypotheses to explore the interconnection among dynamic marketing capability, strategic information management capability, and global startup performance. Strategic information management capability acts as a mediator between international startup performance and dynamic marketing capability in this model. Also, the review exhibits that estimating dynamic promoting capacity and vital data the executive's ability in global new businesses should be possible through different aspects. Eventually, the review affirms that worldwide new companies' dynamic showcasing capacity and vital data the board ability can straightforwardly or in a roundabout way improve corporate execution across different aspects. The review results show that: (1) the unique promoting abilities of an association can further develop its presentation both straightforwardly and in a roundabout way. (2) The four components of dynamic showcasing ability can altogether impact the essential data the executives capacity of a global startup, yet the client relationship the board capacities can't impact the essential data the board ways of behaving of the worldwide startup; (3) The interconnection between dynamic marketing capability and international startup performance receives indirect support from the strategic information management capabilities of these startups. 4) The strategic information management capabilities of international startups serve as a mediator, establishing an indirect positive feedback loop between their dynamic marketing capabilities and overall performance.

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