

# Dynamic Marketing Capability: Science Mapping Based on Bibliometric Analysis

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## Abstract

Dynamic marketing capabilities (DMC) are critical for small and medium enterprises (SMEs) on their way to enter international markets. This study provides an in-depth explanation of bibliometric analysis, which contributes to various literatures by examining the research features of dynamic marketing capabilities. Aims to analyze scientific mapping related to keywords. by utilizing the publish or perish (PoP) software the google scholar database is then visualized on the VOSviewer device. Searches were performed with the keywords "dynamic marketing capabilities" OR "DMC" without specifying a year. The result is that there are 15 articles starting in 2011 – 2022, in the last five years there has been very little research on dynamic marketing capabilities, namely 8 articles, This is obtained from the results of the analysis in table 3. Based on data collected from the Google Scholar database, over the past 10 years there has not been found any research that examines Bibliometric analysis on the topic of dynamic marketing capabilities in Indonesia. Furthermore, bibliometric analysis of citations shows the contribution of article publishers in the past year. Of the 8 articles in table 3, only the top three articles have the highest number of citations which are the biggest contributors to research on the topic of dynamic marketing capabilities.

**Keywords:** Dynamic Marketing Capabilities, Science Mapping, Bibliometrics

## 1. Introduction

Small and medium enterprises (SMEs) on their way to enter the international market [1], emphasize competitiveness in alternative processes for the growth and sustainability of their business models [2]. Internationalization in SMEs acts as a learning process for organizations that require flexible, dynamic, and effective capacity and skills development that can respond quickly to market changes [3][4]. Marketing capability is identified as a potential influencer in the marketing performance of international organizations [5]. While the strategy literature has long advocated the impact of strong firm dynamic capabilities on new product development, little research has addressed how to build dynamic marketing capabilities (DMC) [6]. This study aims to analyze scientific mapping related to keywords. It can be said that there is an urgent need to identify the trend of its development, the trajectory of the evolution of its knowledge structure and its future direction [7]. Quantitative methods are adopted as a mapping science based on bibliometric analysis [8] to evaluate and advance dynamic marketing capabilities (DMC) research.

In addition, based on data compiled from the Google Scholar database, for the last 10 years no research has been found on bibliometric analysis of dynamic marketing capabilities in the Indonesian context. Referring to the reasons mentioned above, this article intends to provide a comprehensive explanation through bibliometric literature analysis on dynamic marketing capabilities. The literature obtained from the google scholar database is then analyzed and categorized based on affiliation and distribution writer. Through this analysis, the topic of 'dynamic marketing capabilities' is rarely published and new opportunities for researchers in the future. The methodology used is bibliometric analysis using Publish or Perish (PoP) software. The results obtained via PoP were then imported into the Mendeley Desktop software for editing, and the distribution patterns were visualized using the VOS viewer software. The research was continued by discussing the findings and drawing conclusions based on the bibliometric literature analysis that was carried out. Bibliometric analysis, identifying the publication of articles that examine the topic of dynamic marketing capabilities whose year period is not limited.

## 2. Research Methods

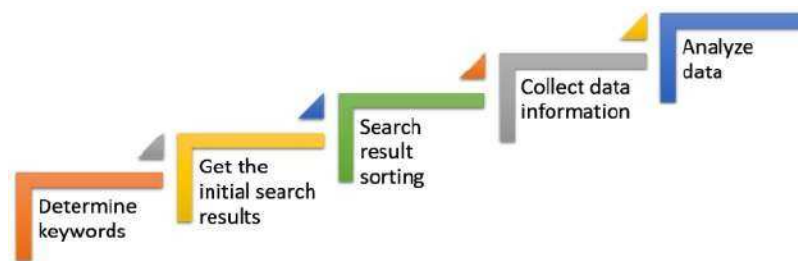
Science mapping based on bibliometric analysis is used to collect and analyze quantitatively

the main characteristics (eg, title, author, abstract, keywords, and references) of publications in the field of dynamic marketing capabilities [9]. By analyzing the extracted information, the researcher can identify the research status of a particular topic, including the number of published articles and authors. This bibliometric analysis uses publish or perish (PoP) software. The results obtained through PoP were then imported into the Mendeley Desktop software for editing, then the researcher visualized the evolutionary trajectory of the knowledge structure using the software, VOSviewer [10].

In addition, keyword co-occurrence analysis and citation burst analysis can help identify frequently appearing keywords and articles experiencing spikes in citations to predict future research trends [11]. In recent years, a growing number of researchers in the strategic management research domain have adopted bibliometrics to evaluate the research status, knowledge structure, and evolution of a topic. For example, Verma's research [12] uses scientific mapping based on bibliometric analysis to investigate emerging trends in COVID-19 research.

Considers the need for mapping science to increase our understanding of dynamic marketing capabilities research. This study follows the workflow of scientific mapping using the bibliometric method proposed by Pascariu and Zhang [13], [14]. This study accesses bibliometric data using the Google Scholar database as a guide. Then using the five-step method that researchers adopted from [15], [16] and [17],

**Figure 1.** five stages of the Bibliometric Method of Analysis Method



## 2.1. Determine keywords

Determining Search Keywords s that researchers use in finding and compiling articles are "dynamic marketing capabilities" OR "DMC" An article data search was conducted on November 02, 2022 in the googlescholar database. Google Scholar can help researchers effectively analyze, track, and visualize research. PoP was chosen because it proved to be the most effective software in helping article metadata tracking [18].

## 2.2. Get the initial search results

Article search results are not focused specifically on what year. Because it will be easy for researchers to find out when DMC research was first investigated and later this article will be classified according to the completeness of the data. There were 15 PoP search results articles obtained from the googlescholar database in 2011 to 2022. The search results were stored in Research Information Systems (RIS) format and then imported into Mendeley Desktop software for further data analysis. and articles are also processed in excel files which are then saved as CSV files to be used as additional analysis.

## 2.3. Search result sorting

The articles are then sorted by year of publication. 15 articles by field, every article metadata is refined in excel file.

## 2.4. Collect Data Information

Journals that have been collected are stored in CSV form in excel. Tested and analyzed then the researcher adds the necessary information if incomplete records are found. Fact evaluation is carried out so that articles can be categorized according to the year and origin of the author's guidelines and facts.

## 2.5. Analyze data

Study and visualize bibliometric networks using VOSviewer software. its function is to create author or journal maps based on co-citation information or to create keyword maps based on coincidence information. VOSviewer can also display maps exclusively, each emphasizing a certain element of the map. As well as VOSviewer useful for maps that contain a minimum

number of large objects [10].

"Dynamic marketing capabilities" or "DMC" literature sources obtained from journal publications indexed Scopus during the period 2011 to 2022 in English. There are three aspects analyzed, namely: co-authorship, co-occurrence, and citation. For each presentation of evaluation consequences on co-authorship, co-occurrence, and citation, researchers use a minimum occurrence limit of 2, so that evaluation consequences that appear on VOSviewer can be more varied. VOSviewer can display maps created using appropriate mapping techniques [10].

### 3. Result and Discussion

This study aims to analyze scientific mapping related to keywords.

#### 3.1. Research Result

Results are presented according to the methodological procedures outlined above. The results are structured in such a way as to present a general profile of the literature on dynamic marketing capabilities through publish or perish (PoP) search results. The analysis was carried out by applying tools, techniques and indicators bibliometric. A total of 8 articles related to dynamic marketing skills were identified in the Google Scholar database and 7 articles in other articles. PoP metric data output is also found which displays Publication Structure and Citations such as year of publication, number of articles, citations, citations/year, citations/ articles, author/article, h\_index, g\_index, hI\_normal, hi annual, hA index. Which can be seen in Table 1 presents a comparison of the Publish or perish (PoP) Metric Data output.

**Table 1.** Comparison of output Data Metrics Publish or perish (PoP)

Metric Data	Hasil publish or perish (PoP)	Penyortiran
Keywords	Capability marketing dinamis	Capability marketing dinamis
Publication Year	2011 – 2022	2011 – 2022
Number of articles	15	8
citations	955	130
Citations/ year	86,82	43,5
Citation/ articles	63,67	31
Author/articles	2,93	1,5
h_index	8	4,2
g indeks	15	7,2
hI normal	7	4
hi annual	0,64	0,32
hA index	5	2

These articles are then sorted by year of publication which can be seen in table 2. This data was collected from 2011 to 2022 with the keyword 'dynamic marketing capabilities' in Indonesian. As indicated by the PoP, these 15 articles are indicated by a search result of 955 citations (86.82 citations/ year). The 15 articles present fields related to dynamic marketing capabilities, exposure performance, marketing, digital marketing, evidence, firm performance, dynamic marketing, dynamic perspective, dynamic capability, dynamic capability perspective, innovation, innovation capability.

**Table 2.** Output Article Publish or Perish (PoP)

Tahun	Authors	Judul	Jurnal	Penerbit	Citation
2011	H Xu, W Li, W Liang	Market Knowledge Management and Marketing Dynamic	Chinese Journal of Management		

		Capability Construction: A Case Study Based on Tianjin Otis			
20 11	C Thongsodsang , P Ussahawanitc hakitt	Dynamic marketing  capability, marketing outcomes and marketing growth: evidence from foods and beverages businesses in Thailand	International Journal  of Business Strategy		
20 12	MM Yusr, AR  Othman, SSM  Mokhtar	Assessing the  mediating role of marketing capability in the relationship between TQM practices and innovation performance dynamic capabilities approach	Journal of Business and	academi a.edu	22
20 15	WS Lin, JW Hsu, MY Yeh	Developing the  capability of  marketing intelligence: A subjective dynamic capability study	Benchmarking: An International Journal	emerald. com	20
20 16	DJF Jeng, A Pak	The variable effects  of dynamic  capability by firm size: the interaction of innovation and marketing capabilities in competitive industries	... Entrepreneursh ip and Management Journal	Springer	92
20 17	M Falasca, J Zhang, M Conchar, L	The impact of  customer	Industrial Marketing	emerald. com	91

	Li	knowledge and marketing dynamic capability on innovation performance: an empirical analysis			
2017	J ABI, MTS ARIEF	Examining the Relationship between Transformational	International Journal of Economics & ...	ijem.upm.edu.my	8
		Leadership and Dynamic Capability to the Adoption of Digital Marketing in Consumer Shopping Good ...			
2017	Z Wang, HG Kim	Can social media marketing improve customer relationship capabilities and firm performance? Dynamic capability perspective	Journal of Interactive marketing	journals.sagepub.com	694
2018	G Muddaha, YK	Learning capability	International Journal	fardapaper.ir	8
	Kheng, YB Sulaiman	and nigerian sme's marketing innovation–the moderating influence of dynamic business environment	of		
2019	M Mitreğa	Dynamic marketing capability–refining the concept and applying it to company	Journal of Business & Industrial Marketing	emerald.com	24

innovations					
2 0 1 9	A Wardaya, S Idris,	Mediating effects of	International Journal		6
	IG So, A Bandur	digital marketing on dynamic capability and firm performance: Evidence from	of Recent Technology and ...		
2 0 2 0	MT Hoque, MF	Dimensions of	Journal of	emerald. com	19
	Ahammad, N Tzokas, ...	dynamic marketing capability and export performance	Knowledge ...		
2 0 2 2	MT Hoque, P Nath,	Constituents of	Journal of Business	emerald. com	1
	MF Ahammad, N Tzokas, .	dynamic marketing capability: Strategic fit and heterogeneity in export performance	...		
2 0 2 2	MI Mostafiz, FU	Open innovation	International Journal	emerald. com	0
	Ahmed, P Hughes	pathway to firm performance: the role of dynamic marketing capability in Malaysian entrepreneurial firms	of		
2 0 2 2	R Kachouie, FT	Value innovation and	of Strategic	Taylor &	0
	Mavondo	marketing capabilities in dynamic	Marketing	Francis	

	environments: a dynamic capability
-	<u>perspective</u>

This bibliometric analysis provides an illustration that keywords on the topic of marketing capability research are growing from year to year even though the number of keywords is different each year, this can be seen from the results of the VOSviewer co-keywords which show results where every year there are always related keywords that new. Collected 8 articles based on dynamic marketing ability keywords, obtained 130 citations (43.05 citations/year) published by emerald.com, Elsevier and Taylor & Francis. Unfortunately, it was found that there were 2 journals in 2011 which could not be traced to the website or Doi which was not displayed. then bibliometric analysis of citations shows that there are 3 top studies that have the highest number of citations namely [19], [19] and [20] as shown in table 3.

**Table 3.** Articles with keywords Dynamic Marketing Capabilities

Tahun publikasi	Pengarang	Judul	Jurnal	penerbit	Pengutip
2011	H Xu, W Li, W Liang	Market Knowledge Management and Marketing Dynamic Capability Construction: A Case Study Based on Tianjin Otis	Chinese Journal of Management	-	0
2011	C Thongsodsang, P Ussahawantachakiet	Dynamic marketing capability, marketing outcomes and marketing growth: evidence from foods and beverages businesses in Thailand	International Journal of Business Strategy	-	0
2017	M Falasca, J Zhang, M Conchar, L Li	The impact of customer knowledge and marketing dynamic capability on innovation performance: an empirical analysis	Industrial Marketing	emerald.com	91
2019	M Mitreğa	Dynamic marketing capability– refining the concept and applying it to company innovations	Journal of Business & Industrial Marketing	emerald.com	24
2020	MT Hoque, MF Ahammad, N Tzokas, ...	Dimensions of dynamic marketing capability and export performance	Journal of Knowledge ...	emerald.com	14
2022	MT Hoque, P Nath, MF Ahammad, N Tzokas, .	Constituents of dynamic marketing capability: Strategic fit and heterogeneity in export performance	Journal of Business ...	Elsevier	1

2022	MI Mostafiz, FU Ahmed, P Hughes	Open innovation pathway to firm  performance: the role of dynamic marketing capability in Malaysian entrepreneurial firms	Internationa l  Journal of	emer ald.c o m	0
2022	R Kachouie, FT Mavondo	Value innovation and marketing  capabilities in dynamic  environments: a dynamic capability perspective	of Strategic  Marketing	Tayl or &  Franc is	0

The dynamic marketing capability keywords from 15 articles published starting from 2011 to 2022 are explored. The network was built using VOSviewer software [10]. These words are filtered by a minimum of 5 occurrences, that is, each keyword is used by at least five articles. For each word, the VOSviewer software calculates the total coexisting link strength and the one with the highest total links/link strength is selected. In Figure 2 it can be seen that the size of the circle represents the frequency of occurrence (the larger the size of the circle, the greater the frequency) and the color represents a certain group, which is a collection of words based on the occurrence together [21]. Based on Figure 2, four clusters can be identified which are characterized by different colors, namely red, green, blue and yellow.

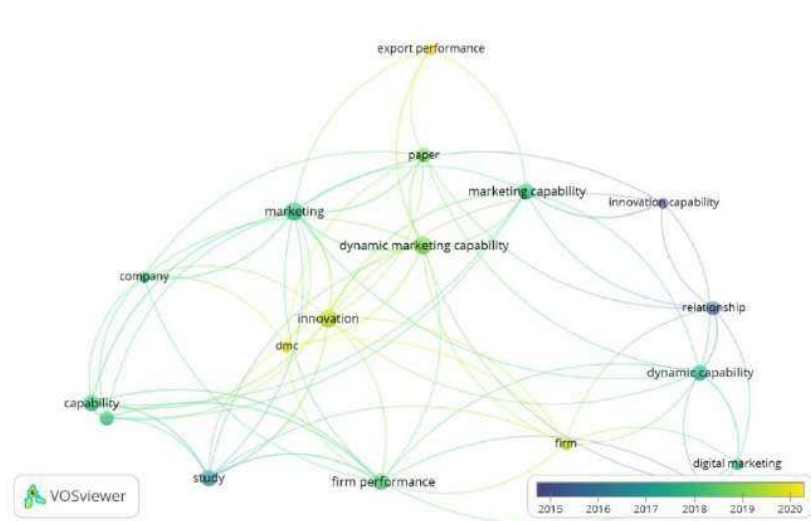
Cluster 1 (marked in red) is a cross-sectoral topic with closely related research. This is the cluster with the most words and connections (Figure 2) and in it there are articles that use the dynamic marketing capabilities approach to study export performance [22]. While the strategy literature has long advocated the impact of strong enterprise dynamic capabilities on new product development, how to build marketing capabilities dynamic (DMC), a key component of dynamic capability is to increase innovation performance, [6]. While the strategy literature has long advocated the impact of strong enterprise dynamic capabilities on new product development, how to build marketing capabilities dynamic (DMC), a key component of dynamic capability is to increase innovation performance, [1]. As well as utilizing dynamic capabilities to overcome resource constraints [23] in companies. Human capital directly, and indirectly through dynamic marketing capabilities, plays an important role in developing competitive advantage [24]. Furthermore cluster 2 (marked in green) is a topic mainly related to the research line "dynamic marketing capabilities", i.e. there are papers discussing dynamic capabilities (DC) explaining that the concept of dynamic marketing capabilities (DMC) emerged from dynamic capabilities theory quoted from Teece's article [25]. The dynamic capabilities framework analyzes the sources and methods of wealth creation and capture by private companies operating in an environment of rapid technological change. A firm's competitive advantage is seen to rest on distinctive processes (how to coordinate and combine), shaped by a firm's (specific) asset position (such as a firm's portfolio of hard-trade knowledge assets and complementary assets), and the evolutionary path it has adopted or inherited, [26]. cluster 2 in topik digital marketing, evidence, firm and relationship.

Then in cluster 3 (marked in blue) some of the main topics are capability, dynamic capability perspective, firm performance and study. Likewise, in cluster 4 marked in yellow, there are the words innovation, innovation capability and marketing capability. It is interesting to note that in clusters 2 and 3 there is a topic development, namely dynamic capabilities into a dynamic capabilities perspective which was previously explained in cluster 1 that dynamic marketing capabilities originate from dynamic capabilities theory. Then related to cluster 4, namely the ability to innovate and marketing capabilities. Xu

[6] shows that there is still little research that has discussed how to build dynamic marketing capabilities (DMC) so that many researchers are needed in the future. Figure 2 Visualization of the Google Scholar Data Base Network can be seen below.



**Figure 2.**Visualization of the Google Scholar Data Base Network



Meanwhile, the overlay visualization is shown in Figure 3, depicting the update rate of keyword publications which are marked with green and yellow tones. If it is close to yellow, it means the publication is getting newer and if it is getting closer to green, it means the publication is earlier. In Figure 3 it can be concluded that the keywords time, ability, and project are the keywords used by other authors in their most recent published articles. Figure 3. Overlay Visualization Data Base can be seen below.

**Figure 3.** Overlay Visualization Data Base

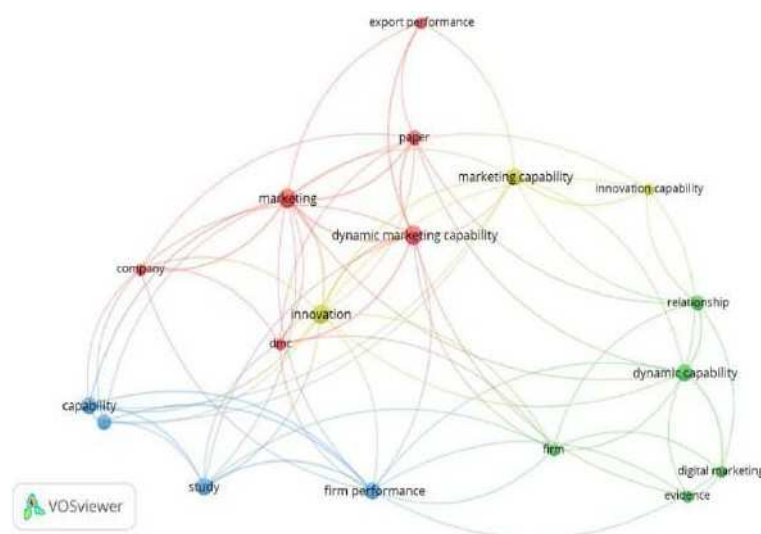
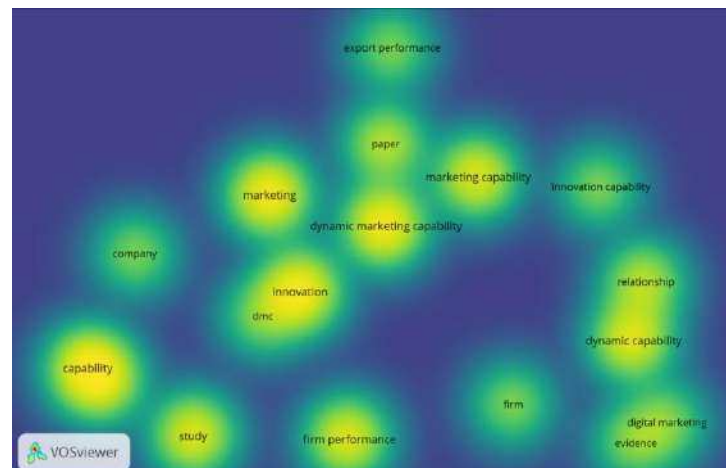


Figure 3 illustrates the keyword publication update rates marked in green and yellow tones. If it is close to yellow, it means the publication is getting newer and if it is getting closer to blue, it means the publication is earlier. In Figure 3 it can be concluded that the keywords time, dynamic marketing capabilities, innovation and firm are the keywords used by other authors in their latest published articles

**Figure 4.** density visualization with dynamic marketing capabilities keywords.



Based on Figure 4 it can be seen the density of relationships between keywords. The closer the relationship, the yellow pattern will form covering several areas where there is a relationship between the dynamic marketing capability variable keywords. So it can be concluded that the research keywords consist of marketing, capability, innovation, study, marketing capability, dynamic capability. keywords that are most closely related and relatively often used by other writers who study dynamic marketing capabilities. This visualization is obtained with the help of the VOSviewer software by extracting as many as 15 articles that have been determined based on the title, keywords, and abstract of the article. Based on Figure 2, there are four groups/clusters that can be identified and characterized by different colors: red, green, blue and yellow.

**Table 4.** Research development for each cluster

Gugus	Jumlah item	Kata kunci penelitian
Cluster I Red	6	Company (2) DMC (3) Dinamic marketing capability (4) Esport performance (5) marketing (6) paper.
Cluster II Green	5	Digital marketing (2) Dinamic capability (3) evidence (4) Firm (5) Relationship
Cluster III Blue	4	Capability (2) Dynamic capability perspective (3) Firm performance (4) Study.
Cluster IV	3	Innovation, (2) innovation capability (3) Marketing capability.

### 3.2. Discussion

This research examines studies on dynamic marketing capabilities between 2011 and 2022 based on publish or perish (PoP) output on the Google Scholar database. There are findings of novelty studies, (1) in the last five years, research on dynamic marketing capabilities is still very few, namely 8 articles, this is obtained from the results of the analysis in table 3. The need for dynamic marketing capabilities is becoming increasingly important for entrepreneurs in the new economy [27] like Indonesia. The existence of competition [28] and a high level of business uncertainty complicate marketing activities [29]. Dynamic marketing capabilities present power in the form of competitive advantage to channel the foresight for entrepreneurship [30], pelaku UMKM MSME actors or entrepreneurs as well as creating superior value for customers [31]. So that interested parties can develop dynamic marketing capabilities to achieve performance results [32]. The discovery of the novelty of the study (2) is based on data collected from the Google Scholar database, for the last 10 years there has been no research that examines Bibliometric analysis with

the title of research on dynamic marketing capabilities in Indonesia. Therefore, this study is the first study to analyze dynamic marketing capabilities using Bibliometric analysis. The number of quotes in the keywords used is considered less contributing. However, this does not guarantee that research with the keywords 'dynamic marketing capabilities' has not attracted the interest of other researchers. This is because the search year range, which is one year (2021 – 2022), is still too few to research. The positive aspect that needs to be highlighted in this study is how high the contribution of marketing capability research is in the past year.

Bibliometric analysis of citations shows the contribution of the publisher of the article in the last year. Of the 8 articles in table 3, only the top three articles have the highest number of citations which are the biggest contributors to research on the topic of dynamic marketing capabilities. Among them are Falasca's writings with 91 citations followed by Mitrega with 24 citations and the last is Hoque with 14 citations, the three articles are published on emerald.com. Articles with the highest number of citations are also the biggest contributors to this research. This article is used as a reference source by researchers and academics in studying and making new findings on the topic of dynamic marketing capabilities. Besides that, dynamic marketing abilities provide knowledge that can be used as a reference in the learning process at lectures. Based on a statement from Xu [6] which states that there are many opportunities for future studies on dynamic marketing capabilities. So it is expected that more countries can research, including researchers from Indonesia.

Network analysis carried out based on the occurrence of keywords explains that each cluster with the same color has keywords that are closely related to each other compared to other color clusters [33]. In general, the data obtained can provide an overview of the dynamic marketing capabilities research trends over the last 10 years. This research implies that it can be a reference material for other researchers who wish to examine more deeply the dynamic marketing capability variable and its relationship with different variables. The limitation of this research is that there is no analysis related to the collaboration pattern of authors between institutions on the topic of dynamic marketing capabilities. In the future there will be researchers from Indonesia who will collaborate with writers from other parts of the world.

#### **4. Conclusion**

This research analysis provides a broad overview of the topic of dynamic marketing capabilities in various scientific fields to add to future research references. This study uses bibliometric analysis techniques with the findings of 15 articles published in Scopus indexed journals during the period 2011 – 2022. Very little research on dynamic marketing capabilities, namely 8 articles, This research is the first study in Indonesia on the topic of dynamic marketing capabilities using bibliometric analysis. The data in this study were processed using VOSviewer to provide an overview of the research map on the topic of co-authoring, co-occurring, and citation dynamic marketing capabilities. The analysis in this study uses the keywords "dynamic marketing capabilities" OR "DMC".

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