

Exploring the Coupling Relationship Between Dynamic Marketing Capability, Strategic Information Management, and International Startup Performance

Fanghua Guo^{1,3*}, H. Hartini²

¹ Ph.D candidate, College of Law, Government and International Studies, Universiti Utara Malaysia, Kedah, Malaysia

² Senior Lecturer, College of Law, Government and International Studies, Universiti Utara Malaysia, Kedah, Malaysia

³ Senior Lecturer, School of Business and Commerce, Ningxia Vocational Technological College of Industry and Commerce, Yinchuan, China

* Corresponding Author: kimberlyguo88@163.com

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ABSTRACT

The ever-changing environment in a highly competitive marketplace presents unlimited business opportunities and endless challenges for international startups. To explore the coupled relationship between dynamic marketing capabilities, strategic information management, and international startup performance. For the first time, this study adopts a dynamic analysis and survey methodology and establishes a scoring and analysis model under a dynamic system. A questionnaire study with real data was conducted through 348 international startups in Guangdong and Jiangsu, China, and the data were processed and analyzed with the help of analytical software. The study discusses the coupling relationship between dynamic marketing capability, strategic information management capability, and enterprise performance, and reveals the intrinsic influence law of the three from multiple dimensions. Specifically, the three dimensions of dynamic marketing capabilities, namely, market knowledge management capabilities, interface synergy capabilities, and customer relationship management capabilities, can all positively affect the performance of enterprises, only the overall effect of the three dimensions on the performance is different, in which the market knowledge management capabilities can significantly improve the performance of enterprises. The strategic information management innovation of internationalized startups has a mediating effect between dynamic marketing capabilities and corporate performance, playing an indirect positive feedback role. The above study contributes to the future marketing management and performance improvement of internationalized startups.

Keywords: Dynamic Marketing Capabilities, International Startups, Corporate Performance, Strategic Information Management.

INTRODUCTION

In today's globalization, international startups face both risks and opportunities. In a fiercely competitive marketplace, the changing environment brings unlimited business opportunities and endless challenges to international startup businesses. International startups face changes in the market environment, and consumer needs are changing dramatically with increasing revenues. The impact of dynamic marketing capability and strategic information management capability on the performance of international startups should become a key factor. The traditional marketing approaches can no longer maintain the company's sustainability. Amidst market turbulence, companies with different marketing strategies, marketing capabilities, and

strategic information management capabilities have shown various performance differences.

The emergence of dynamic capability view (DCV) theory has enabled many companies to find the direction of guidance. Scholars believe that enterprises' dynamic marketing capability can continue to generate customer value and establish a competitive edge. The dynamic marketing capability of enterprises can also guide the innovative behavior of enterprises, providing resources and knowledge for enterprise innovation; that is, the dynamic marketing capability of enterprises and enterprise innovation behavior have a close relationship. Small to medium-sized enterprises ought to serve as the driving force behind

innovation. Nevertheless, the constrained availability of capital and resources impairs the innovation capacity of internationalized small and medium-sized enterprises. In this context, the dynamic capability view (DCV) theory offers a distinctive framework for enterprises to engage in innovative practices. In the context of the existing resources of large enterprises, international startups have a specific threat to survival, but in danger can also see the prospect of development, in the case of their limited funds, and constantly improve their dynamic marketing capability to thoroughly learn the advanced management concepts, management techniques, and advanced technology brought by large enterprises, to change their own entirely does not meet the new situation of the market requirements, in the fierce market competition can continue to grow.

In terms of theoretical research on international startups, Day (1994) once pointed out that marketing capability is the ability of an enterprise to satisfy the needs of various types of consumers, to continuously absorb new knowledge, to utilize advanced X-skills, to develop scarce resources, to produce suitable products for consumers, to create customer value, and to achieve the success of the enterprise itself. Preferences and the business environment become more and more unpredictable, making it necessary to understand and control the marketing activities in a dynamic environment, so scholars Vorhies et al. (2005) and Teece et al. (1997) in the research gave the concept of dynamic marketing capability, taking China's international joint venture as the object of the research on dynamic marketing capability. The theory of dynamic capability was introduced when studying the marketing activities of enterprises, and a new term, dynamic marketing capability, emerged as a result. Varadarajan et al. (2002) and Fang and Zou (2009) developed the concept of dynamic marketing capability in 2009, and they took China's international joint ventures as the research object to study dynamic marketing capability. They have pointed out that management innovation as a form of innovation within the enterprise is more implicit, which can bring long-term competitive advantages for the enterprise while technological innovation and product innovation are relatively more explicit. Numerous scholars have also made their explorations and efforts from their own research visions and research purposes. Existing research on the measurement of enterprise performance mainly includes two aspects, one is based on the measurement of single-dimensional vision, and the other is from the measurement of multi-dimensional vision. Regardless of how scholars define and evaluate corporate performance, corporate performance is a multidimensional and complex construct, and it is also a way to measure the achievement of goals and growth of a company.

In the conceptual modeling study of dynamic marketing capabilities and firm performance, academics and industry engineers have used a case study model to study pharmaceutical firms and proposed the concept of dynamic marketing capabilities (Xu et al., 2018). They considered dynamic marketing capability as a dynamic implementation of management activities in firms, which is the key to building the long-term capabilities of firms. Guo et al. (2018)

studied the marketing dynamic capability of firms from the vision of marketing dynamic capability resources or knowledge. Using a case study of six pharmaceutical companies in the United States and the European Union, Guo et al. (2018) concluded that dynamic marketing capabilities are composed of three dimensions: managerial beliefs, social capital, and human capital. Mitrega (2020) used content analysis to study two e-commerce and trading firms in the UK. Hoque et al. (2021) and Hoque et al. (2022) studied three internationalized enterprises, and the method they applied was content analysis, they found that the constituent dimensions of dynamic marketing capabilities are adopting international product research and development management, international supply chain management, international market information management, cross-cultural management, and social relationship network management. Based on the integrated marketing communication theory, it proposed that dynamic marketing capability is a dynamic resource characterized by the core competencies of innovation capability, response capability, and relationship capability. Buccieri et al. (2020) modified the previous research results in studying dynamic marketing capabilities and organizational performance and classified the dimensions of dynamic marketing capabilities into market orientation, marketing network, and strategic resilience, but they only gave a conceptual framework and did not carry out empirical research in their study. Reimann, Carvalho, and Duarte (2021) has also adopted the research method of rooted theory and pointed out that dynamic marketing capabilities cover seven dimensions: market perception, market knowledge absorption, channel alliance, customer connection, market innovation, brand value enhancement, and responsiveness to customers. Hariandja (2021) also utilized a mixed-method approach to conceptualize and develop a scale for dynamic marketing capabilities, and the scale was tested for reliability and validity through empirical evidence.

Market needs and trends can change at any time, and international startups need to quickly adjust their strategies, or services, and improve their performance capabilities to adapt to changing markets. In terms of strategic information management capability research, Ateke and Nwulu (2021) categorized corporate innovations into exploratory and exploitative innovations. Some scholars, based on the theory of strategic information management, also classify enterprise performance into short-term performance and long-term performance (Sukdej & Ussahawanitchakit, 2015); peripheral performance, and performance of tasks (Hoque et al., 2022; Aydiner et al., 2019; Dedrick et al., 2003). Oviatt and McDougall (2005), in sorting out the research lineage of management innovation, points out that exploratory management innovation and exploitative management innovation cannot be equated, because they are two completely different forms of management innovation, and their impact on performance roles are also different, and the balance between the two within a company is very influential on the development of the company.

Dynamic marketing capabilities and strategic information management as two of the theories on the impact of

international startups currently exist only in a simple analysis, while the specific results of the industry have not yet been explored within the industry (Carr, 2003; Henderson & Venkatraman, 1999). The current theoretical system lacks holistic as well as systematic research. Moreover, most of the studies are case studies, while empirical studies are rare, and many issues need to be further researched (Barney, 1991; Peng et al., 2016; Chae et al., 2018). Based on this, this study determines the structure of dynamic marketing capability as a degree and empirically tests the relationship between dynamic marketing capability, strategic information management, and corporate performance through theoretical learning and practice based on the financial context in which an international startup in China is located. Meanwhile, management innovation is introduced as a mediating variable and its mediating effect is empirically tested, to be able to find the channels that help enterprises to obtain long-term competitive advantage and make theoretical contributions to the sustainable development of enterprises.

DYNAMIC MARKETING CAPABILITY MODE

International new startups face unique challenges and opportunities in today's global business landscape. To thrive in this competitive environment, these startups must develop and leverage their dynamic marketing capability, strategic information management capability, and international market understanding. This research develops a conceptual framework of the coupling relationship between dynamic marketing capability, strategic information management capability, and international startup performance, as shown in Figure 1.

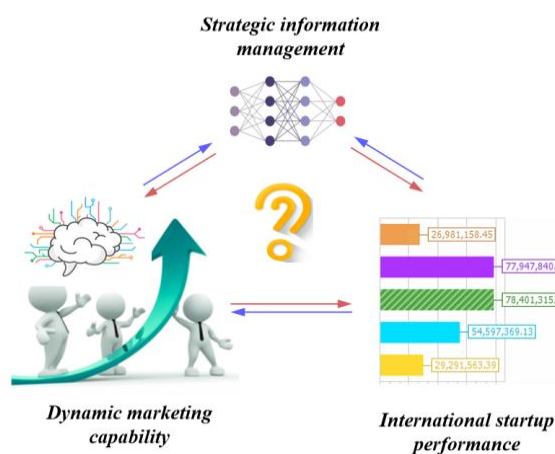


Figure 1. Relational Conceptual Model

The study categorizes a firm's dynamic marketing capability into four dimensions: proactive market orientation, new product development capability, customer relationship management capability, and brand management capability. Similarly, strategic information management capability is classified into three dimensions: IS infrastructure, human resources, and administrative capability. The financial factor

measures the performance of the firm.

Model of the Coupling-relationship Between Dynamic Integrated Marketing Capability and Firm Performance

In the framework of dynamic capability research, the high performance of enterprises comes from constantly breaking existing competitive dynamics and reshaping and creating new competitive dynamics to maintain competitive advantage. It has been documented by Ortiz et al. (2021) and Ledesma-Chaves et al. (2020) in the study of dynamic marketing capability and organizational performance that firms can improve their competitiveness and create and maintain sustainable competition by enhancing their dynamic marketing capability, responding quickly to market changes, and building marketing networks with a market orientation. As a result, the hypothesis of this study was formulated:

H1a: Proactive market orientation improves the performance of international startups.

H1b: New product development capability improves the performance of international startups.

H1c: Customer relationship management capability improves the performance of international startups.

H1d: Brand management capability improves the performance of international startups.

Model of the Coupling Relationship Between Dynamic Marketing Capability and Strategic Information Management Capability

Zeiss et al. (2021) and Gupta et al. (2020) pointed out that dynamic marketing capability is strongly related to the company's strategic information management system and management capabilities. These relationships play an essential role:

H2a: Proactive market orientation can have a positive mapping on IS infrastructure capability.

H2b: Proactive market orientation can have a positive mapping on IS human resources capability.

H2c: Proactive market orientation can have a positive mapping on IS administrative capability.

H2d: New product development capability can have a positive mapping on IS infrastructure capability.

H2e: New product development capability can have a positive mapping on IS human resources capability.

H2f: New product development capability can have a positive mapping on IS administrative capability.

H2g: Customer relationship management capabilities can have a positive mapping on IS infrastructure capability.

H2h: Customer relationship management capabilities can have a positive mapping on IS human resources capability.

H2i: Customer relationship management capabilities can have a positive mapping on IS administrative capability.

H2j: Brand management capability can have a positive mapping on IS infrastructure capability.

H2k: Brand management capability can have a positive mapping on IS human resources capability.

H2l: Brand management capability can have a positive

mapping on IS administrative capability.

Strategic Information Management Capability and Corporate Performance Coupling

This study decided to adopt a mixed-method approach, combining previous academic research and fieldwork to develop a measurement scale for active market orientation. Mathematical statistical methods were used to reveal the impact of marketing markets on the performance and competitive advantage of international start-ups. It can be seen that strategic information management capabilities in international startups can enhance organizational performance and enable firms to gain a competitive advantage (Mikalef et al., 2019), which leads to the following hypotheses in this study:

H3a: IS infrastructure capability can improve international startup performance.

H3b: IS human resources capability can improve international startup performance.

H3c: Integrated management of the enterprise and driving capacity in terms of motivation.

RESEARCH DESIGN OF DYNAMIC MARKETING AND STRATEGIC MANAGEMENT INFLUENCE FACTORS

Measurement Scale for Dynamic Marketing Capability and Strategic Information Management Capabilities

Academic research on enterprises' proactive market orientation has been scattered among scholars. In developing the measurement scale of proactive market orientation, this study mainly refers to the research results of previous authors and then combines them with field surveys to arrive at **Table 1**.

Table 1. Proactive Market Orientation Measurement Scale

| Projects | Marking |
|--|---------|
| Help customer anticipate their market. | ZS1 |
| Help customer discover their unawarded needs. | ZS2 |
| Addressing unspoken customer needs. | ZS3 |
| Explore how customers engage with and derive value from our products. | ZS4 |
| Embrace innovation. | ZS5 |
| Explore untapped opportunities for customers struggling to articulate their needs. | ZS6 |
| Collaborate closely with pioneering users. | ZS7 |
| Anticipate future customer needs. | ZS8 |

Based on related research, the scale of new product development capability measurement in this study is shown

in **Table 2**. The 8 Y.X. index series indicators are shown in **Table 2**.

Table 2. New Product Development Capability Measurement Scale

| Project | Marking |
|---|---------|
| Develop new product. | YX1 |
| Foster continuous improvement and innovation. | YX2 |
| New products provided a crucial source of outcomes. | YX3 |
| Introduce competitive new products. | YX4 |

The scale of Customer relationship management capability measurement for this study is shown in **Table 3**. The 4 X.K. index series indicators are shown in **Table 3** below.

Table 3. Customer Relationship Management Capability Measurement Scale

| Project | Marking |
|---|---------|
| Prioritize retaining customers. | XK1 |
| Focus on customer relationship. | XK2 |
| Customer relationship is a valuable asset. | XK3 |
| Emphasizes the importance of customer relationship. | XK4 |

The study on Brand management capability measurement resulted in a scale of measurement of this study is shown in **Table 4**. The 8 Y.X. index series indicators are shown in **Table 4** below.

Table 4. Brand Management Capability Measurement Scale

| Projects | Marking |
|---|---------|
| Formulate brand positioning strategies. | GK1 |
| Establish associates that reinforce the brand. | GK2 |
| Ensure the coherence between the brand's perceived image. | GK3 |
| Present the brand with a captivating personality. | GK4 |
| Reinforce and strengthen the brand's image. | GK5 |
| Create cohesive marketing campaigns. | GK6 |

Drawing inspiration from the pertinent frameworks by Pérez-López and Alegre (2012), Cepeda-Carrion et al. (2012), Yeh et al. (2012), and Hair et al. (2016), we present the measurement scales for IS infrastructure capability, human resource capability, and management capability in **Table 5**, **Table 6**, and **Table 7**, respectively. These scales are denoted

with the symbols FK, SK, and EK.

Table 5. IS Infrastructure Capability Measurement Scale

| Project | Marking |
|---|---------|
| IS infrastructure suits software customization. | FK1 |
| IS infrastructure response speed. | FK2 |
| Network infrastructure meets company needs. | FK2 |
| Data can be shared with company units and external. | FK2 |
| IS infrastructure security. | FK2 |
| IS infrastructure flexibility. | FK2 |

Table 6. IS Human Resources Capability Measurement Scale

| Project | Marking |
|--|---------|
| IS staff knowledge level. | SK1 |
| Computer-based technical expertise. | SK1 |
| IS staff new technology skills. | SK1 |
| IS staff's IT project management skills and knowledge. | SK1 |
| IS staff's effectiveness. | SK1 |
| IS staff's potential. | SK1 |
| IS staff's responsiveness. | SK1 |

Table 7. Administrative Capability Measurement Scale

| Project | Marking |
|------------------------------|---------|
| IS strategies. | EK1 |
| IS managers' authority. | EK2 |
| IS plans implementations. | EK3 |
| IS software's effectiveness. | EK4 |
| IS service quality. | EK5 |

Questionnaire

Objective questionnaires were distributed through email, WeChat, QQ, and platforms like Weibo. Additionally, personal networks, including classmates, friends, and relatives, were utilized. In total, 700 questionnaires were distributed, yielding 348 usable responses, resulting in a 49.7% response rate. These outcomes affirm the survey's effectiveness and meet the sample size requirement. In this study of international startups, a valid analysis of the data from the international startup performance questionnaire is that the reliability of the results and the assurance rate of this study were improved. We select appropriate data analysis methods to ensure reliability. For example, in the first step of data analysis, we usually use descriptive statistics analysis to provide an overview of the collected data from Guangdong Province and Jiangsu Province, China. Furthermore, the

purpose is to establish a foundation for subsequent data analysis concerning international startups in Guangdong and Jiangsu. These two provinces are widely acknowledged as the leading destinations in China for hosting many international new ventures, making them ideal for gathering data from representative populations. Descriptive business performance statistical analysis can summarize the essential characteristics of the sample, help us get a comprehensive understanding of the data, and guide the subsequent performance analysis. Factor analysis on performance levels was also conducted to find out the relevant main performance factors, effectively capturing the essential characteristics of variables such as marketing tools and strategic information while reducing the number of dynamic marketing capability variables.

DATA ANALYSIS AND HYPOTHESIS TESTING

After evaluating and confirming the reliability, validity, and overall fit of the questionnaire results for each variable and adherence to the predefined criteria, the study advanced to the subsequent hypothesis testing stage. The questionnaires were found to possess good reliability and validity through rigorous testing. The study utilized AMOS statistical software to evaluate the coupling relationship between dynamic marketing capability and firm performance. The objective was to validate the hypotheses (Four hypothetical conditions) illustrated in **Figure 2**.

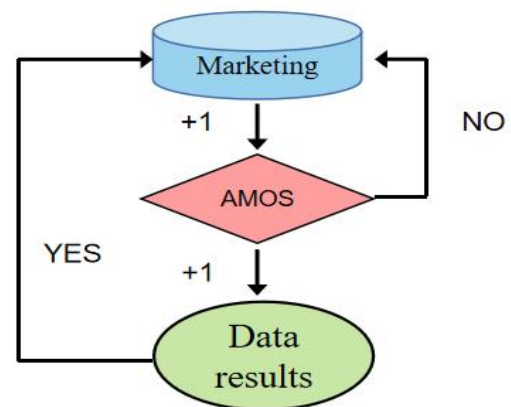


Figure 2. Calculation Model of the Coupling-relationship

After the model is established, a relational test is required. The test structure is shown schematically in **Figure 3** below, and the final metrics that meet the requirements are obtained. Among them, the final index is the coincidence degree between the distribution law of the model calculation results and the measured law.

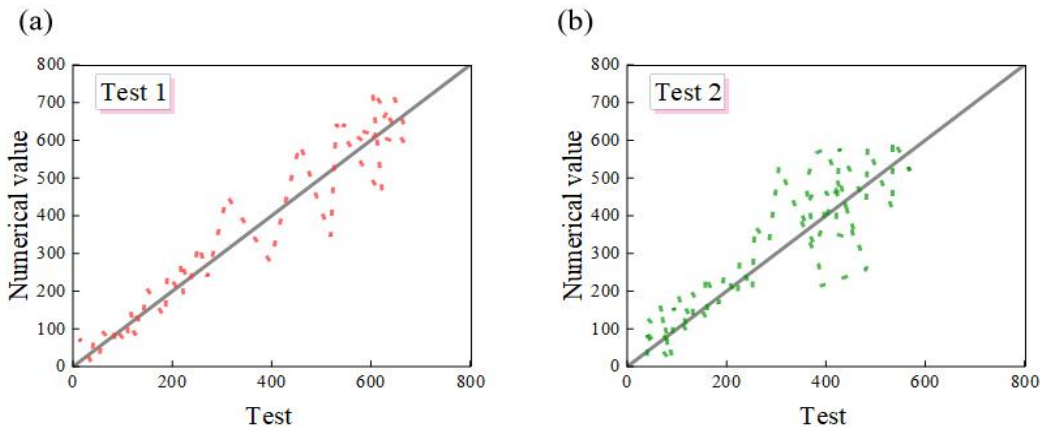


Figure 3. Model Fitting Test Section Schematic

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

The positive impact of the four dimensions of dynamic marketing capability on international startup performance is evident based on the findings presented in **Table 8**. However, their overall effects on performance differ. Proactive market orientation has the most significant impact, followed by product development capability, customer relationship management capability, and brand management capability. Irrespective of the level of competition, it is crucial for enterprises to actively manage new product development, cultivate loyal customers, and have a distinctive brand differentiation from their competitors rather than operating in isolation.

Table 8. Dynamic Marketing Capability and International Startup Performance

| Project | Coefficient | Calculated Values | Supporting Conclusions |
|--|-------------|-------------------|------------------------|
| H1a: Proactive Market Orientation → International New Startup Performance | 0.421 | 0.011 | √ |
| H1b: New Product Development Capability → International New Startup Performance | 0.270 | 0.031 | √ |
| H1c: Customer Relationship Management Capability → International New Startup Performance | 0.392 | 0.20 | √ |
| H1d: Brand Management Capability → International New Startup Performance | 0.391 | 0.18 | √ |

The results in **Table 9**, Hypothesis H2a examine the positive relationship between a company's market knowledge management capability and its exploratory management innovation. The analysis reveals a P-coefficient of 0.331 with a Calculated value of 0.023, indicating significance at $\alpha = 0.05$, thereby supporting the hypothesis. Similarly, H2b, which investigates the positive correlation between a company's market knowledge management capability and its exploitative management innovation, produces a P-coefficient of 0.345 with a Calculated value of 0.012, confirming its validity. H2c explores the positive association between a firm's interface synergy capability and its exploratory management innovation, yielding a P-coefficient of 0.305 with a Calculated value of 0.038, supporting the hypothesis. Likewise, H2d is concerned with the existence of a relationship between the capabilities in the marketing instruments of the firm and the performance of

international startups, and the corresponding coefficients and the calculated values of the results obtained allow a comprehensive evaluation of the results we need. The rest of the correlation coefficients can be found in **Table 9**, where the correlation coefficients are smaller. For example, the last two parameterized results after the actual test, the relevant coefficients, and the final obtained Calculated values are minimal and have little impact on the main structure. Therefore, based on these results, we can predict that there is no strong coupling between the latter two conditions and the performance objectives we need, i.e., a "fork sign." The results show that the market knowledge management capability and interface synergy capability of dynamic marketing capability have a significant positive influence on two forms of enterprise management innovation, among which the market knowledge management capability has a more substantial influence on management innovation. In contrast, customer relationship management capability has

no significant positive impact on management innovation. Market knowledge management of enterprises not only enables enterprises to obtain product and technical information related to market and consumer demands but also enables enterprises to obtain the market strategy tendencies of major competitors quickly, and enterprises can take measures according to the strategic directions of competitors.

Table 9. Relationship Between Strategic Information Management Capability and Dynamic Marketing Capability

| Project | Coefficient | Calculated Values | Supporting Conclusions |
|---------|-------------|-------------------|------------------------|
| H2a | 0.331 | 0.023 | √ |
| H2b | 0.345 | 0.012 | √ |
| H2c | 0.305 | 0.038 | √ |
| H2d | 0.243 | 0.031 | √ |
| H2e | 0.040 | 0.156 | × |
| H2f | 0.083 | 0.178 | × |
| H2g | 0.056 | 0.256 | × |
| H2h | 0.042 | 0.352 | × |
| H2i | 0.022 | 0.425 | × |
| H2j | 0.033 | 0.223 | × |
| H2k | 0.056 | 0.524 | × |
| H2l | 0.026 | 0.542 | × |

According to the results in **Table 10**, we can see that both hypothesis conditions can pass our test. Hypothesis 3a has a coefficient value of 0.367, and the calculated values of 0.02 guarantee a moderate impact. Then we can obtain a positive correlation conclusion. The Calculated value of 3a is 0.02. Similarly, hypothesis 3b investigates the connection between exploitative management innovation and firm performance, with a significant path coefficient of 0.494 and a Calculated value of 0.011, providing compelling evidence for its validity at the $\alpha=0.05$ level. These findings demonstrate that both forms of management innovation substantially impact firm performance.

Exploratory management innovation catalyzes enterprise transformation by offering novel perspectives and enhancing adaptability to new changes. It injects fresh vitality into the organization. However, it entails higher risk and may take longer to yield results. Nevertheless, it can deliver substantial benefits and returns to the enterprise once successful. On the other hand, the analysis results from the Table. highlight that developmental management innovation has a more pronounced effect on firm performance compared to exploratory management innovation. This is because developmental management innovation involves refining and enhancing existing management concepts and methods. It provides more Tables. returns and demonstrates shorter-term manifestations, with lower associated risks. It significantly influences both short-term financial performance and competitive performance. In practice, many

companies are less willing to try exploratory innovation and more inclined to develop innovation.

Table 10. Strategic Information Management Capability and Performance Relationship

| Project | Coefficient | Calculated Values | Supporting Conclusions |
|---------|-------------|-------------------|------------------------|
| H3a | 0.367 | 0.024 | √ |
| H3b | 0.494 | 0.011 | √ |

In addition to strategic information management, a mediating effect occurs in the impact on Dynamic marketing capability and international startups. As shown in **Figure 4**, where M is said to be the mediating variable between X and Y, the indirect effect of X on Y through M is called the mediating effect. X. is dynamic marketing capability, M. is strategic information management innovation, and Y is international startup performance.

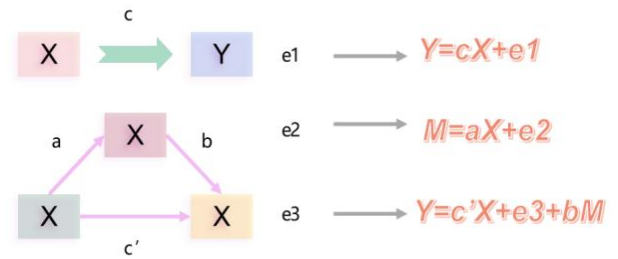


Figure 4. Joint Relationship and Mathematical Simulation of the Three

As shown in **Table 11**, the coefficients a, b, c, and c' are significant at the significance level $\alpha=0.05$. The total effect of dynamic marketing capability on performance $c=0.576$ is mediated by management innovation power, which produces a mediating effect of $ab=c- c'=0.248$ and $c' < c$, so dynamic marketing capability plays a partially mediating role. Thus, it can be seen that management innovation plays a positive partial mediating effect between dynamic marketing capability and the firm's performance.

Table 11. Analysis of the Mediating Effects of Strategic Information Management

| Step | Regression Equation | Standard Deviation | T | P |
|------|---------------------|--------------------|-------|-----|
| 1 | $Y=0.77X$ | 0.061 | 7.423 | 0.0 |
| 2 | $Y=0.75X$ | 0.024 | 6.839 | 0.0 |
| 3 | $Y=0.48X+0.328M$ | 0.016 | 5.053 | 0.0 |

CONCLUSION

This empirical study examines the correlation between dynamic marketing capability, strategic information management capabilities, and the performance of regional international startup firms. The study proposes a conceptual model and research hypotheses that explore The coupling relationship between dynamic marketing capability, strategic information management capability, and international startup performance. In this model, strategic information

management capability mediates between dynamic marketing capability and international startup performance. Additionally, the study demonstrates that measuring dynamic marketing capability and strategic information management capability in international startups can be done through multiple dimensions. Ultimately, the study confirms that international startups' dynamic marketing capability and strategic information management capability can directly or indirectly enhance corporate performance across various dimensions. The study results show that: (1) The dynamic marketing capabilities of an organization can improve its performance both directly and indirectly. (2) The four dimensions of dynamic marketing capability can significantly influence the strategic information management capability of an international startup, but the customer relationship management capabilities cannot influence the strategic information management behaviors of the international startup; (3) the strategic information management capabilities of international startups play an indirect positive role in the coupling-relationship between dynamic marketing capability and international startup performance. (4) The strategic information management capability of international startups plays an indirect positive feedback role between dynamic marketing capability and international startup performance and has a mediating effect.

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