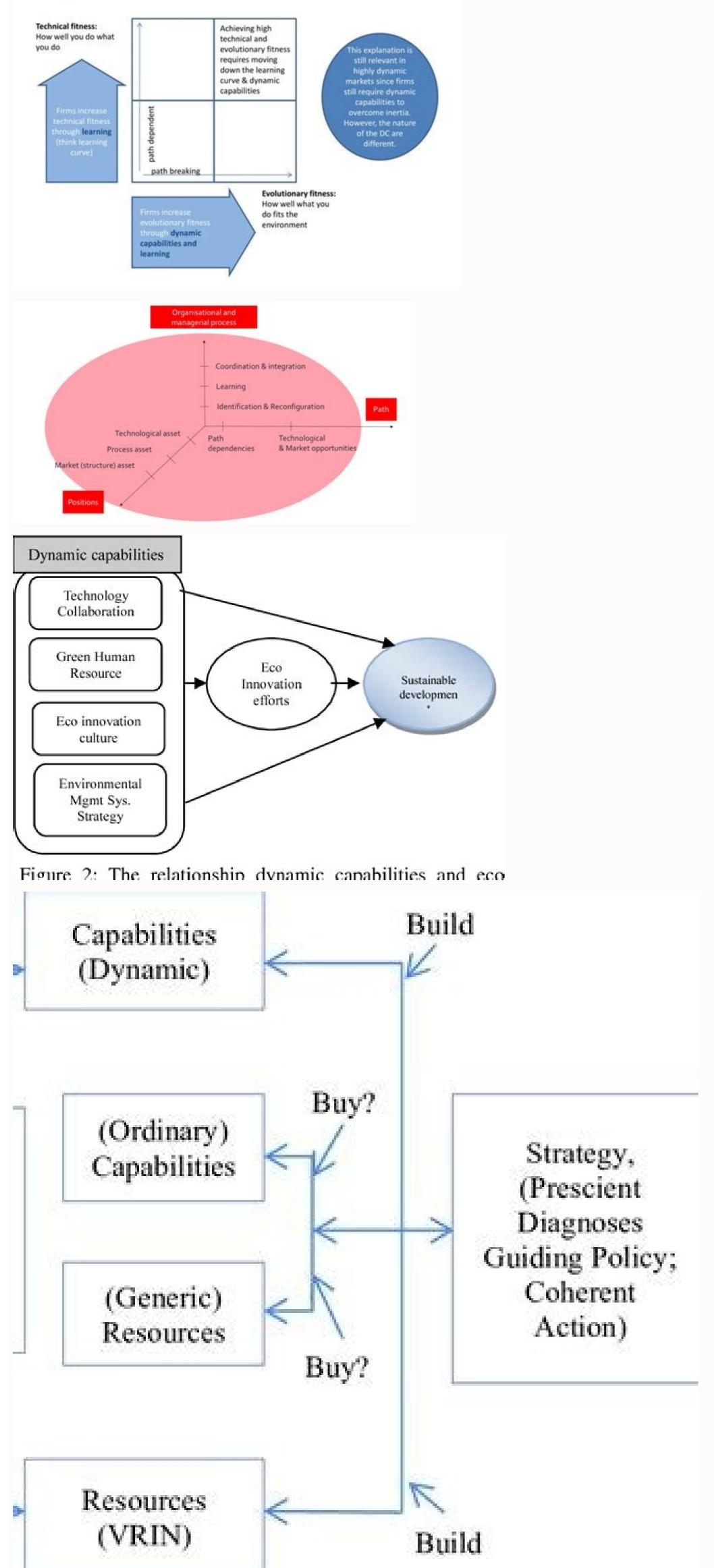
Dynamic capabilities theory pdf

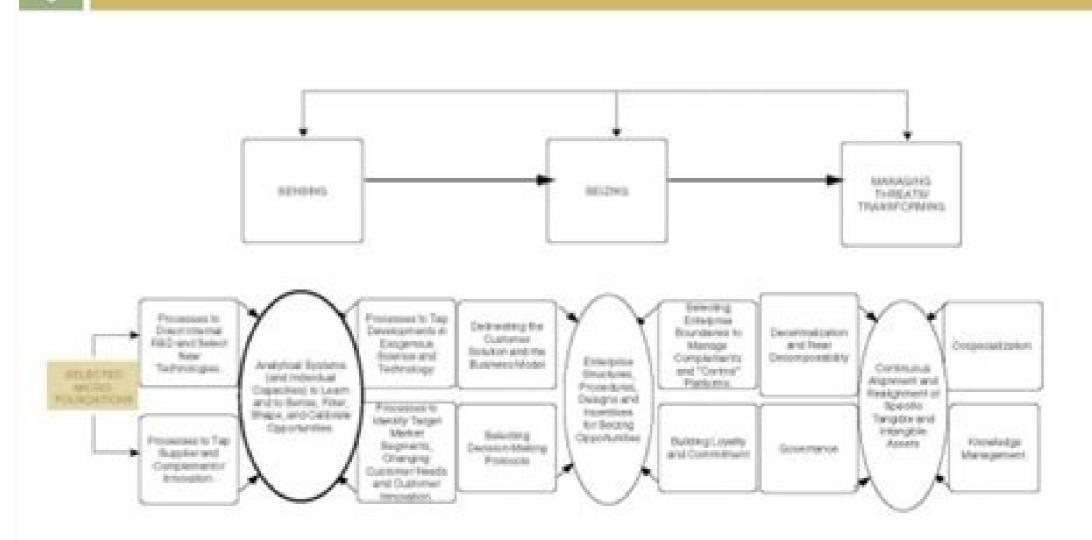
I'm not robot!

Dynamic capabilities theory augments organizational learning theory by explaining path breaking behavior





Intellectual Architecture of Dynamic Capabilities



Source: Figure 1.4 (p.49) of David Teece "Dynamic Capabilities and Strategic Management: Organization for Innovation and Growth"

Dynamic capabilities theory adalah. Dynamic capabilities theory definition. Dynamic capabilities theory meaning. Dynamic capabilities theory and examples. Dynamic capabilities theory of management. Dynamic capabilities theory pdf. Dynamic capabilities theory in strategic management.

Dynamic capability is "the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments" (David J. Teece, Gary Pisano, and Amy Shuen). Dynamic capabilities can be distinguished from operational or "ordinary" capabilities, which pertain to the current operations of an organization. Dynamic capabilities, by contrast, refer to "the capacity of an organization to purposefully create, extend, or modify its resource base" (Helfat et al., 2007). The basic assumption of the dynamic capabilities framework is that core competencies should be used to modify short-term competitive positions that can be used to build longer-term competitive advantage.Watch Dr. Teece and others describe dynamic capabilities and strategy: ProcessesThree dynamic capabilities are necessary in order to meet new challenges. Organizations and their employees need the capability, technology, and customer feedback have to be integrated within the company. Existing strategic assets have to be transformed or reconfigured. Teece's concept of dynamic capabilities essentially says that what matters for business is corporate agility: the capacity to (1) sense and shape opportunities, and (3) maintain competitiveness through enhancing, combining, protecting, and, when necessary, reconfiguring the business enterprise's intangible and tangible assets. LearningLearning requires common codes of communication and coordinated search procedures. The organizational knowledge generated resides in new patterns of activity, in "routines," or a new logic of organization. Routines are patterns of interactions that represent successful solutions to particular problems. These patterns of interaction are resident in individual behavior. Collaborations and partnerships can be a source for new organizational learning, which helps firms to recognize dysfunctional routines and prevent strategic blind spots. Similar to learning, building strategic assets is another dynamic capability. For example, alliance and acquisition routines can enable firms to bring new strategic assets may also determine a firm's performance. According to Garvin (1988), quality performance is driven by special organizational routines for gathering and processing information, linking customer experiences with engineering design choices, and coordinating factories and component suppliers. Increasingly, competitive advantage also requires the integration of external activities and technologies: for example, in the form of alliances and the virtual corporation. Zahra and Nielsen (2002) show that internal and external human resources are related to technology commercialization. Transformation of existing assetsFast-changing markets require the ability to reconfigure the firm's asset structure and accomplish the necessary internal and external transformation (Amit and Schoemaker, 1993). Change is costly, and so firms must develop processes to find high-payoff changes at low costs. The capability to change depends on the ability to scan the environment, evaluate markets, and guickly accomplish reconfiguration and transformation ahead of the competition. This can be supported by decentralization, local autonomy, and strategic alliances. Co-specialization. An example is where the physical assets (e.g., plants), human resources (e.g., researchers), and intellectual property (e.g., patents and tacit knowledge) of a company provide a synergistic combination of complementary assets. Such co-specialized assets are therefore more valuable in combination than in isolation. The combination gives a firm a more sustainable competitive advantage (Teece, 2009; Douma and Schreuder, 2013). Asset orchestration If capabilities are dependent on co-specialized assets, it makes the coordination task of management particularly difficult. Management particularly difficult. Management particularly difficult. convey that, in an optimal configuration of assets, the whole is more valuable than the sum of the parts. Research Article: 2018 Vol: 22 Issue: 2 Dynamic Capabilities (DC) theory emerged as both an extension to and a reaction against the inability of the resource-based view (RBV) to interpret the development and redevelopment of resources and capabilities to address rapidly changing environments. DC may be considered as a source of competitive advantage (Teece, Pisano & Shuen, 1997). DC theory goes beyond the idea that sustainable competitive advantage is based on a firm's acquisition of valuable, rare, inimitable and non-substitutable (VRIN) resources. Dynamic capabilities are responsible for enabling organizations to integrate, marshal and reconfigure its strategy and resources to achieve sustainable competitive advantages and superior performance in rapidly changing environments. Despite the wealth of studies discussing the idea of DC, to advance the theory further requires a collective effort on the part of researchers both to illustrate concepts related to the theory and how to link them with empirical practices within organizations. With that last statement in mind, the current paper aims to investigate two fundamental questions: first, whether there is a commonly agreed-upon empirically based definition of DC; and second, which are the most influential conceptual definitions that have affected previous empirical research in the field of DC over the period 1997 to 2015. The starting year was chosen because it saw the publication of Teece, Pisano & Shuen's paper (1997), which is considered a key reference in the field of business economics and has generated major debate among researchers in the business strategy field when presenting their conceptual definition of DC. The paper is rovides the introduction; the second section sets out the theoretical background and a literature review; the third section discusses the methodology used, while the fourth describes the data analysis; the fifth section presents the findings of our study and the sixth section the study. Dcs: Theoretical Background And Literature Survey Dynamic capabilities (DC) theory appeared as an alternative approach to solve some of the weaknesses of RBV theory (Galvin, Rice & Liao, 2014). DC theory appeared as an alternative approach to solve some of the weaknesses of RBV theory (Galvin, Rice & Liao, 2014). reconfiguring their resource and capabilities portfolio (Teece, Pisano & Shuen, 1997). However, until the 1980s, Porter's industry-based theory (Porter, 1979, 1980 and 1985) attracted the greatest attention (Barney & Ouchi, 1986). During that period, the RBV theory was the major subject of discussion. It viewed a firm as a portfolio of tangible and intangible resources and human resources and human resources and human resources and capabilities: the ability to combine resources and human resource competitive advantage is: "when a firm is implemented by any current or potential competitors" (Barney, 1991, p. 102) and sustainable competitive advantage is: "when a firm is implemented by any current or potential competitors and when these other firms are unable to duplicate the benefits of this strategy" (Barney, 1991, p. 102). These ideas emerged from VRIN resources (Barney, 1991; Tondolo & Bitencourt, 2014). DC theory was derived from RBV theory and compensated for that theory's shortcomings when it came to explaining sustainable competitive advantage and superior performance in a dynamic environment. Teece, Pisano & Shuen (1997) defined DCs as "the firm's ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environments" (p. 516). DCs are thus "the organizational and strategic routines by which firms achieve new resource configurations as markets emerge, collide, split, evolve and die" (Eisenhardt & Martin, 2000, p. 1107). Teece (2007) made a major contribution to DC theory by writing about the micro-foundations for each of the three following dimensions: sensing (identification and assessment of an opportunity), seizing (mobilization of resources to address an opportunity and to capture value) and transforming (continued renewal "reconfiguring the business firm's intangible assets"). Nevertheless, intense criticisms have been levelled against the theory, such as the nature of the term itself and difficulties in determining the merits of the outcomes of the theory (Zahra, Sapienza & Davidson, 2006), difficulty in understanding the nature of DCs and the absence of clear models to measure these capabilities and how they affect the performance of organizations (Zott, 2003). The theory has also been criticized for being repetitive (Zollo & Winter, 2002) and ineffective in providing a complete answer regarding DCs and they operate (Schreyögg & Kliesch-Eberl, 2007). DC theory has also suffered from a lack of clarity about what constitutes its core concepts (Ambrosini & Bowman, 2009). Despite the intense growth of studies discussing the idea of DCs (Ambrosini & Bowman, 2009), the progress of the theory still requires further collective efforts from researchers to illustrate concepts related to the theory and how to link them to empirical practices within organizations (Wang & Ahmed, 2007). Research Methodology To achieve a systematic approach, the present research was designed in accordance with the series of studies and research into dynamic capabilities at the empirical level. Our research procedure followed the steps described hereafter. First, research and planning about databases with the stipulation that the articles selected for the search should fulfil the following requirements: 1. Have been published in scientific journals. 2. Have been published during the period 1997 to 2015 so as to cover appropriate articles in the field of dynamic capabilities at the empirical level. 3. Have been published in English. 4. Have complete texts available online for academicians and researchers at the author's universities. Second, determining which databases to search: at this level, the present study specified the databases in the business field which could be used by the academicians and researchers on the author's universities websites. The databases shown in Table 1 below were selected. Table 1: Selected Database Title No. 1 Business Source Complete (Ebsco) 2 PQ Central (ProQuest) 3 Scopus 4 Wiley Online Library Third, searching within databases. Fourth, filtering the articles retrieved and determining precisely the sample size: At this stage, a thorough and deep read of the abstracts of all the 110 articles cited from the previous stage was conducted. The main aim was to exclude repeated and contradictory article available in the four databases and also to exclude articles that do not have any relevance for the present study despite meeting the protocol requirements. As a result of this screening and filtering process, we determined that the total specific sample size was to be 53 articles. They were all retrieved from high-quality journals represented in the databases searched, as shown in Figure 1 and Table 2. Figure 1:Search Strategy For Systematic Review Of Dynamic Capabilities Empirical Research. Table 2: Selected Journals And Number Of Articles Retrieved Journals Abbreviation No. of Articles Retrieved Journals Abbreviation British Journal of Management BJM 2 Corporate Governance CORG 2 Indian Journal of Science and Technology IJST 1 Industrial Management & Data Systems IMDS 1 Information & Management IM 1 Innovation: Management, Policy & Practice IMPP 1 International Journal of Business Excellence IJBE 1 International Journal of Electronic Business Management IJEBM 1 International Journal of Manpower IJM 1 International Journal of Productivity and Performance Management IJPPM 1 International Journal of Retail & Distribution Management IJRDM 1 International Marketing Review IMR 1 International Small Business Journal ISBJ 1 Journal of Product Innovation Management JPIM 1 Journal of Centre Journal of East European Management Studies JEEMS 1 Journal of East European Management Studies in the Association for Information Systems JAIS 1 Journal of East European Management Studies (C 1 Journal of East European Management Studies) (Global Economy JEC 1 Journal of International Business Studies JIBS 1 Journal of International Entrepreneurship JIE 1 Journal of Management & Organization JMO 2 Journal of Management & Organization & Organization & Organization & Organization & Organization & Org Marketing JRIM 1 Journal of Small Business and Enterprise Development JSBED 1 Journal of Small Business Management JSBM 1 Journal of Strategy and Management JSBM 1 Journal of Strategy and Process Management KPM 2 Management and Production Engineering Review MPER 1 Management Decision MD 4 Management International Review MIR 2 Supply Chain Management SCM 1 Total 53 Data Analysis The sample selected for our study was 53 articles published during the target period. The study analysed all articles for the dimension the concept of DC to discover whether there was any agreement among researchers about the basic concepts of DC theory and its primary focus, see Table 3. Table 3: Analysis Of Target Sample Articles According To Dc Concept/Definition Author/s Year DC Definition on which the Article was Based Primary focus Sher & Lee 2004 Dynamic capabilities defined as "an organization's ways of responding in a rapidly changing environment," (in the article), p. 933. Organizational methods Jantunen et al. 2005 Dynamic capabilities defined as "the structures and processes that constitute firm's ability to reconfigure its asset base to match the requirements of the changing environment?the firm's ability to sense and seize opportunities," (Teece, Pisano & Shuen, 1997; Eisenhardt and Martin, 2000; Winter, 2003; Teece, 2007), p. 225. Entrepreneurial and organizational skills Newbert 2005 Dynamic capabilities defined as "the antecedent organizational and strategic routines by which managers alter their resource base acquire and shed resources- to generate new value-creating strategies," (Eisenhardt and Martin, 2000), p. 57. Organizational routines Ayuso, Rodriguez & Ricart 2006 Dynamic capabilities defined as "the firm's ability to integrate, build and reconfigure internal and external competences to address rapidly changing environments," (Teece, Pisano & Shuen, 1997), p. 953. Organizational skills Boccardelli & Magnusson 2006 Dynamic capabilities defined as "the explicit acquisition, transformation or re-combination of company resources," (Teece, Pisano & Shuen, 1997; Eisenhardt and Martin, 2000), p. 170. Organizational skills and routines Menguc & Auh 2006 Dynamic capabilities defined as "the firm's ability to integrate, build and reconfigure internal competencies to address rapidly changing environments," (Teece, Pisano & Shuen, 1997), p. 64. Organizational skills Benner 2009 Dynamic capabilities defined as "a higher-order systematic organizational practice focused on improving underlying operating routines and capabilities," (Zollo and Winter, 2002), p. 474. Learning patterns Bruni & Verona 2009 Dynamic capabilities defined as "the capacity of an organization to purposefully create, extend or modify its resource base," (Helfat et al., 2007, p. 4). p. S102. Organizational capacity Bull a 2009 Dynamic capabilities defined as "the capacity of an organization to purposefully create, extend or modify its resource base," purposefully create, extend or modify its resources," (Helfat et al., 2007), p. 100. Organizational capacity Chen, Lee & Lay 2009 Dynamic capabilities defined as "an important interface driving the creation, evolution and recombination of other resources and can assist in renewing organizational resources and improving competitive strength," (Teece Pisano & Shue, 1997), p. 1289. Organizational skills Fang & Zou 2009 Dynamic capabilities defined as "the ability to build, integrate and reconfigure internal and external competencies to address rapidly changing environments," (Teece, Pisano & Shue, 1997), p. 742. Organizational skills Hsu & Chen 2009 Dynamic capabilities defined as "organizational routines and can also be used to either enhance existing or build new resource configurations in the pursuit of competitive advantages," (Eisenhardt and Martin, 2000). p. 587. Organizational routines Laamanen & Wallin 2009 Dynamic capabilities defined as "the firm's ability to integrate, build and reconfigure internal and external competences to address rapidly changing environments," (Teece, Pisano & Shue, 1997), p. 953. Organizational skills Barrales-Molina, Benitez-Amado & Perez-Arostegui 2010 Dynamic capabilities defined as "the firm's abilities to integrate, construct and reconfigure the internal and external competences so as to react quickly to dynamic environments," (Teece, Pisano & Shue, 1997), p. 1356. Organizational skills Bustinza, Molina & Arias-Aranda 2010 Dynamic capabilities defined as "those that bring about the changes in the processes applied by the firm," (Zahra, Sapienza & Davidsson, 2006), p. 4067. Organizational skills Chirico & Nordqvist 2010 Dynamic capabilities defined as "Processes designed to acquire, exchange, transform and shed internal and external resources," (in the article), p. 499. Entrepreneurial resource management processes Hou & Chien 2010 Dynamic capabilities defined as "the routines in a firm that guide and facilitate the development of the firm's organizational capabilities by changing the underlying resource base in the firm," (Eisenhardt and Martin, 2000), p. 97. Organizational routines Cui & Jiao 2011 Dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources in response to dynamic capabilities defined as "recreate internal and external resources". 2003), p. 386. Organizational skills Evers 2011 Dynamic capabilities defined as "adapt, integrate and re-configure internal and external organizational skills, resources and functional skills, resources and functional skills Jiao, Alon & Cui 2011 Dynamic capabilities defined as "integrate, build and reconfigure internal and external resources and/or competencies to address their changing environments," (Teece, Pisano & Shuen, 1997), p. 133. Organizational and managerial skills Lee et al. 2011 Dynamic capabilities defined as "problem-solving patterns and procedures of organizational and managerial skills Lee et al. 2011 Dynamic capabilities defined as "problem-solving patterns and procedures of organizational and managerial skills Lee et al. 2011 Dynamic capabilities defined as "integrate, build and reconfigure internal and managerial skills Lee et al. 2011 Dynamic capabilities defined as "problem-solving patterns and procedures of organizational and managerial skills Lee et al. 2011 Dynamic capabilities defined as "problem-solving patterns and procedures of organizational and managerial skills Lee et al. 2011 Dynamic capabilities defined as "problem-solving patterns and procedures of organizational and managerial skills Lee et al. 2011 Dynamic capabilities defined as "problem-solving patterns and procedures of organizational and managerial skills Lee et al. 2011 Dynamic capabilities defined as "problem-solving patterns and procedures of organizational and managerial skills Lee et al. 2011 Dynamic capabilities defined as "problem-solving patterns and procedures of organizational and managerial skills and patterns and pattern KA whose main upgrading gateway is learning and stable organizational governance," (in the article), p. 4197. Problem solving patterns and routines Lim, Stratopoulos & Wirjanto 2011 Dynamic capabilities defined as "the firm's ability to integrate, build and reconfigure IT with organizational and managerial processes in order to align with a rapidly changing competitive environment," (in the article), p. 50. Organizational skills Liu & Hsu 2011 Dynamic capabilities defined as "a firm's ability to integrate, build and reconfigure internal and external competences to address rapidly changing environments the firm's specific and distinctive processes relating to the transformation of resource reconfiguration to cope with environmental change," (Teece, Pisano & Shuen, 1997; Eisenhardt & Martin, 2000), p. 1513. Organizational skills and routines Ludwig & Pemberton 2011 Dynamic capabilities defined as "a set of specific and identifiable processes or a pool of [controllable] resources that firms can integrate, reconfigure, renew and transfer", p. 218. Organizational skills and processes Wang & Shi 2011 Dynamic capabilities defined as "firm's ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environments," (Teece, Pisano & Shuen, 1997), p. 203. Organizational skills Adeniran & Johnston 2012 The Dynamic capabilities defined as "a firm's capacity to sense, create, extend, modify, reconfigure, integrate and renew its ordinary or core capabilities to achieve and maintain competitive advantage in fast changing environments," (Ambrosini & Bowman, 2009; Helfat et al., 2007; Wang & Ahmed, 2007; Winter, 2003), p. 4090. Organizational capacity Khalid & Larimo 2012 Unspecified definition for DCs, but the article has been influenced by previous research work such as Eisenhardt and Martin (2000) and Zahra, Sapienza & Davidsson (2006). Organizational skills and routines Kuuluvainen 2012 Dynamic capabilities defined as "the capacity to renew competencies so as to achieve congruence with the changing business environment" by "adapting, integrating and configuring internal and external organizational skills, resources and functional skills Newey, Verreynne & Griffiths 2012 Dynamic capabilities defined as "to create, extend or modify, integrate, build, reconfigure and/or sense seize and transform firm's operating capabilities," (Teece, Pisano & Shuen, 1997), p. 123. Organizational and managerial skills Rodenbach & Brettel 2012 Dynamic capabilities defined as "alter, expand and reconfigure a firm's strategic assets," (Eisenhardt and Martin, 2000; Teece, Pisano & Shuen, 1997), p. 611. Organizational skills and routines Wu & Hu 2012 Dynamic capabilities defined as "part of an on-going process wherein new knowledge is acquired from organizational members and integrated with existing knowledge for its further sharing and application in order to create value," p. 981. Organizational skills and processes Yung & Lai 2012 Unspecified definition for DCs, but the article has been influenced by previous research work such as Teece, Pisano & Shuen (1997), Eisenhardt and Martin (2000), Zollo & Winter (2002) and Zott (2003). Organizational trait," (in the article), p. 67. Organizational characteristics Agarwal & Selen 2013 Dynamic capabilities defined as "the organizational and strategic routines by which firms achieve new resource configurations as markets emerge, collide, split, evolve and die," (Eisenhardt and Martin, 2000), p. 523. Organizational routines Caniato, Moretto & Caridi 2013 Dynamic capabilities defined as "a subset of the competences/capabilities which allow the firm to create new products and processes and respond to changing market circumstances," p. 943. Organizational skills Frasquet, Dawson & Molla 2013 Dynamic capabilities defined as "the firm's ability to integrate, build and reconfigure internal and external competences to address rapidly changing environments? is a learned and stable pattern of collective activity through which the organization systematically generates and modifies its operating routines in pursuit of improved effectiveness? the capacity of an organization systematically generates and modifies its operating routines in pursuit of improved effectiveness? the capacity of an organization to purposefully create, extend or modify its resource base," (Teece, Pisano & Shuen, 1997; Zollo & Winter, 2002; Helfat effectiveness? the capacity of an organization systematically generates and modifies its operating routines in pursuit of improved effectiveness? the capacity of an organization systematically generates and modifies its operating routines in pursuit of improved effectiveness? the capacity of an organization systematically generates and modifies its operating routines in pursuit of improved effectiveness? the capacity of an organization systematically generates and modifies its operating routines in pursuit of improved effectiveness? the capacity of an organization systematically generates and modifies its operating routines in pursuit of improved effectiveness? the capacity of an organization systematically generates and modifies its operating routines in pursuit of improved effectiveness? the capacity of an organization systematically generates and modifies its operating routines in pursuit of improved effectiveness? the capacity of an organization systematically generates and modifies its operating routines in pursuit of improved effectiveness? the capacity of an organization systematically generates and modifies its operating routines in pursuit of improved effectiveness? the capacity of an organization systematically generates and modifies its operation systematically generates a al., 2007), pp. 1511?1512. Organizational skills, learning patterns and capacity Grimaldi, Quinto & Rippa 2013 Dynamic capabilities defined as "the process of activating, copying, transferring, synthesizing, reconfiguring and redeploying different skills and resources," (Eisenhardt and Martin, 2000), p. 201. Organizational routines Kindstr@m, Kowalkowski & Sandberg 2013 Dynamic capabilities defined as "routines within the firm's managerial and organizational processes that aim to gain, release, integrate and reconfigure resources," (Teece, Pisano & Shuen, 1997), p. 1064. Organizational skills Koskinen & Sahebi 2013 Dynamic capabilities defined as DCs' "ability to integrate, build and reconfigure internal and external resources and competences in a rapidly changing business environment," p. 63. Organizational skills Nedzinskas et al. 2013 Dynamic capabilities and threats, to seize opportunities and threats, to seize opportunities and threats, to seize opportunities and threats and threats, to seize opportunities and threats and threats, to seize opportunities and threats, to seize opportunities and threats, to seize opportunities and threats and threats, to seize opportunities and threats and thre and when necessary, reconfiguring the business enterprise's intangible and tangible assets," (Teece, 2007), p. 378. Managerial skills Singh, Oberoi & Ahuja 2013 Dynamic capabilities defined as "competencies that allow a firm to quickly reconfigure its organizational structure and routines in response to new opportunities," (Fan et al., 2004), p. 1446. Organizational skills Cheng-Fei Tsai & Shih 2013 Dynamic capabilities defined as "firm's ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environments," (Teece, Pisano & Shuen, 1997), p. 1018. Organizational skills Kim 2014 Dynamic capabilities defined as "ability to cope with the fastchanging market environment and properly change companies' sources according to the time and situation to satisfy customers' needs," (Ambrosini and Bowman, 2009), p. 88. Organizational skills Cheng, Chen & Huang 2014 Dynamic capabilities defined as "to integrate or recombine important resources (such as new knowledge) that will support a firm's performance in responding to customer needs quickly," (Teece, Pisano & Shuen, 1997), p. 174. Organizational skills Gnizy, Baker & Grinstein 2014 Dynamic capabilities and threats, to seize opportunities and to maintain competitiveness through enhancing, combining, protecting and when necessary, reconfiguring the business enterprise's intangible and tangible assets," (Teece, 2007), p. 479. Managerial skills Ljungquist 2014 Dynamic capabilities defined as "the capacity Makkonen et al. 2014, p. 479. Managerial skills Ljungquist 2014 Dynamic capabilities defined as "the capacity Makkonen et al. 2014, p. 479. Managerial skills Ljungquist 2014 Dynamic capabilities defined as "the capacity Makkonen et al. 2014, p. 479. Managerial skills Ljungquist 2014 Dynamic capacity Makkonen et al. 2014, p. 479. Managerial skills Ljungquist 2014 Dynamic capacity Makkonen et al. 2014, p. 479. Managerial skills Ljungquist 2014 Dynamic capacity Makkonen et al. 2014, p. 479. Managerial skills Ljungquist 2014 Dynamic capacity Makkonen et al. 2014, p. 479. Managerial skills Ljungquist 2014 Dynamic capacity Makkonen et al. 2014, p. 479. Managerial skills Ljungquist 2014 Dynamic capacity Makkonen et al. 2014, p. 479. Managerial skills Ljungquist 2014 Dynamic capacity Makkonen et al. 2014, p. 479. Managerial skills Ljungquist 2014 Dynamic capacity Makkonen et al. 2014, p. 479. Managerial skills Ljungquist 2014 Dynamic capacity Makkonen et al. 2014, p. 479. Managerial skills Ljungquist 2014 Dynamic capacity Makkonen et al. 2014, p. 479. Managerial skills Ljungquist 2014 Dynamic capacity Makkonen et al. 2014, p. 479. Managerial skills Ljungquist 2014, p. 479. Managerial skills Ljungqu Dynamic capabilities defined as "the organization's capacity to purposefully create, extend and modify the existing resource base, thus facilitate the change and renewal of current processes and promote innovation to achieve a better fit with the environment," (Eisenhardt & Martin, 2000; Helfat et al., 2007; Winter, 2003; Zahra et al., 2006; Zollo &Winter, 2002), p. 2708. Organizational capacity and routines," (in the article), p. 94. Organizational processes Choi & Moon 2015 Dynamic capabilities defined as "How firms create, implement and replicate new operating routines," (in the article), p. 94. Organizational processes Choi & Moon 2015 Dynamic capabilities defined as "How firms create, implement and replicate new operating routines," (in the article), p. 94. Organizational processes Choi & Moon 2015 Dynamic capabilities defined as "How firms create, implement and replicate new operating routines," (in the article), p. 94. Organizational processes Choi & Moon 2015 Dynamic capabilities defined as "How firms create, implement and replicate new operating routines," (in the article), p. 94. Organizational processes Choi & Moon 2015 Dynamic capabilities defined as "How firms create, implement and replicate new operating routines," (in the article), p. 94. Organizational processes Choi & Moon 2015 Dynamic capabilities defined as "How firms create, implement and replicate new operating routines," (in the article), p. 94. Organizational processes Choi & Moon 2015 Dynamic capabilities defined as "How firms create, implement and replicate new operating routines," (in the article), p. 94. Organizational processes Choi & Moon 2015 Dynamic capabilities defined as "How firms create, implement and replicate new operating routines," (in the article), p. 94. Organizational processes Choi & Moon 2015 Dynamic capabilities defined as "How firms create, implement and replicate new operating routines," (in the article), p. 94. Organizational processes Choi & Moon 2015 Dynamic capabilities defined as "How firms create, implement and replicate new operating routines," (in the article), p. 94. Organizational processes Choi & Moon 2015 Dynamic capabilities defined as "How firms create, implement and replicate new operating routines," (in the article), p. 94. Organizational processes Choi & Moon 2015 Dynamic capabilities defined as "How firms create, implement and replicate new sensing of convergence demands, integrating of convergence resources, coordinating of organizational and managerial skills Maijanen, Jantunen & Hujala 2015 Dynamic capabilities defined as "the capacity to sense and shape opportunities and threats, to seize opportunities and to maintain competitiveness through enhancing, combining, protecting and, when necessary, reconfiguring the business enterprise's intangible and tangible assets," (Teece, 2007), p. 5. Managerial skills Simon et al. 2015 Dynamic capabilities defined as "the ability and processes of the firm to configure its resources and thus allow the organization to adapt and evolve," (in the article), p. 916. Organizational skills and processes Rice et al. 2015 Dynamic capabilities defined as "the ability to integrate, build and reconfigure the resource base over time, in order to respond to changing environments," (Teece, Pisano & Shuen, 1997), p. 232. Organizational skills Wilhelm, Schlemer & Mourer 2015 Dynamic capabilities defined as "a meta-routine designed to improve a company's operating routines," (in the article), p. 328. Meta-routine definition, the following primary focus of "dynamic capabilities" definitions can be identified: "Organizational Methods", "Entrepreneurial Skills", "Organizational Skills", "Organizational Routines", "Learning Patterns", "Managerial Skills", "Organizational Processes", "Problem Solving Patterns", "Managerial Skills", "Organizational Characteristics" and "Meta-Routine". Our review did not elaborate on these key factors in detail, since they are beyond the scope of this study, which focuses only on the source of the definitions of DC they proposed or provided, we used formal concept analysis (FCA), which aims to achieve clarity of concepts by revealing observable, elementary properties of the subsumed objects and through which attributes can be modelled and predicted in a clear and concise manner (Wollbold, 2012). FCA is an applied part of lattice theory that helps in the formalization of concepts as basic units of human thinking and the analysis of data in a logical form (Ignatov, 2014). The following Figure 2 shows the lattice diagram for the 53 empirical studies of DC listed in our sample (1997-2015). Figure 2: The Lattice Diagram For The 53 Dc Empirical Studies Listed In Our Research (1997?2015). From our review of the concepts and definitions of DC in the selected sample of articles in this study, it emerged that 22 of these listed articles (constituting 41.51%) relied upon a single specific definition the article applied or in combination with other sources to build their theoretical foundations. This finding reflects (constituting 41.51%) relied upon a single specific definition the article applied or in combination with other sources to build their theoretical foundations. the confidence these researchers place in a theoretical framework presented by Teece, Pisano & Shuen (1997) in formulating the empirical models described in those articles. Moreover, this finding could be considered an indication that a more effective theoretical framework has been achieved to direct the trend of empirical DC studies. In contrast, 11 articles (constituting 20.75%) relied upon another specific definition (Eisenhardt & Martin, 2000) as the sole, unique source of the definition they applied or in combination with other sources. However, six further as a sole, unique source or in combination with other sources. Of the total number of articles selected, 22.65% tended to rely upon compound definitions or adopted their own definitions or adopted their own definitions of articles selected, 22.65% tended to rely upon compound definitions of a selected them empirically based on their hypotheses and objectives. Finally, two articles (3.77%) did not include any definition of DCs at all (that of Khalid & Larimo, 2012; Yung & Lai, 2012). The present study, therefore, suggests that the majority of previous research in DCs can be classified as focusing on one or other of two "schools"; the first school builds on the theoretical basis of Teece, Pisano & Shuen (1997), whereas the second school relies on the theoretical basis of the theoretical b Eisenhardt and Martin (2000) (Table 4). Table 4: The Most Influential Conceptual Definitions Affecting Previous Empirical Research In Dynamic Capabilities Authors Definition Teece, Pisano & Shuen (1997, p. 516) "The firm's ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environments' Eisenhardt and Martin (2000, p. 1107) "The organizational and strategic routines by which firms achieve new resource configurations We analysed all of the articles listed in our sample according to the definition with which they worked. From that analysis, the following conclusions can be drawn. 1. There exists a wide disparity among scholars and researchers in defining DC. Based on the 53 selected sample articles studied in this research, empirically based definition of DC. 2. Researchers are divided into what can be considered two basic schools of thought when forming a theoretical framework for DC. The two schools are the following: a. The first "school," developed by Teece, Pisano & Shuen (1997), is numerically preponderant the more influential in providing the theoretical foundations for the sample articles mentioned in this present paper. This first school views DC as "the firm's ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environments" (p. 516). b. The second "school," which was developed by Eisenhardt and Martin (2000), is the second in impact on the articles analysed in the sample of the present research as regards building the theoretical foundations of DC. This second school defines DC as "the organizational and strategic routines by which firms achieve new resource configurations of DC used by researchers as revealed by our research. 4. There is no unified conceptual definition of the dynamic capabilities and the primary focus of its concept remains to a large extent theoretically undefined and need more attention in future research. Despite the importance of the research results, which can be considered a guide for empirical research in DCs, there exis some limitations of the present study. These are as follows: 1. It relied solely on searching electronic databases available to the researchers at our own universities. There might be other important electronic databases available to the researchers at our own universities. published electronically. 3. They were published in English. 4. The present research was restricted to the period 1997 to 2015. Due to the above limitations, it may be difficult to generalize the results of this study. Appendix A: Articles Excluded Because Of Their Type As A Review Or Conceptual Paper No. Author/s and Year 1 Arifin (2015) 2 Arndt & Bach (2015) 3 Arndt & Jucevicius (2013) 4 Beske (2012) 5 Cavusgil, Seggie & Talay (2007) 6 Clifford Defee & Fugate (2013) 10 Helfat & Martin (2015) 11 Hou (2008) 12 Kim, Song & Triche (2015) 13 Markova (2012) 14 Vogel & Gettel (2013) 15 Zhensen & Guijie (2013) Appendix B: Articles Excluded Because They Are Not Relevant To The Dc Theory No. Author/s and Year 1 Liu & Bi (2013) 2 Kaltenbrunner & Renzl (2014) 3 Lin, Wu & Lin (2008) 4 McGuinness & Morgan (2005) 5 Pedron & Caldeira (2011) 6 Susanti & Arief (2013). The incremental and competitive advantage of South African SMEs. Af cumulative effects of dynamic capability building on service innovation in collaborative service organizations. Journal of Management & Organizations, 19(05), 521-543. Ambrosini, V. & Bowman, C. 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