"Dynamic marketing capabilities as the advantage of manufacturing companies"

The rationale for this project refers to gaps in management as the scientific discipline within the wider area of economic sciences. The majority of company advantage theories assume that the company should develop a unique position either with regard to industry structure, or in terms of unique assets or in terms of dedicated relationships with external partners. These are all valuable company strategy concepts, however they usually demand stability in company strategic orientation, including stable market segments and stable marketing objectives (e.g. with regard to positioning certain brand image in customer minds, occupying selected customer segment). However, today business environment is a very turbulent one, which is connected with global instabilities in political and economic spheres, and, as the consequence, companies need to deal with increased quantitative and structural demand uncertainty. It becomes very true also in case of Polish companies as in recent years they become much more internationalized in supply chains and export markets.

Although, so-called dynamic capabilities view (DCV) informs management theory about the development of company behavioural patterns (routines) devoted to handling strategic change, the knowledge with regard to such capabilities adjusted to market changes by incorporating adequate market knowledge into the company is underdeveloped. Taking this gap into consideration this project is oriented at conceptualizing and exploring micro foundations of so-called dynamic marketing capabilities (DMC). This project will test empirically the links between such capabilities and so-called company agility (the ability of an organization to respond rapidly and proactively to changes in demand) and company innovativeness (including radical product innovations) as desired output-related characteristics of today companies. Additionally, this project will check some environmental and organizational conditions that may shape the significance and strength of these links. For example, it is hypothesized that these links would be stronger, if there is appropriate level of interfunctional coordination within the company, so that the market knowledge being dynamically accumulated is more easily integrated into purchasing, R&D and manufacturing areas. Although, this project is purely scientific in nature and it is not adjusted to specific needs of any concrete companies or organizations, its results could be treated as important insight by Polish manufacturing companies which are neither too agile nor too innovative. Today more than a decade ago, Polish companies may benefit from such strategies that combine elements of standardization (e.g. developing and implementing routines) and flexibility (e.g. manoeuvring between various market segments and brand repositioning).

This scientific project combines elements of quantitative research and qualitative research. All hypothetical links between DMC and other constructs proposed in this project are logical consequence of literature review with regard to main research constructs including dynamic marketing capabilities (DMC), company agility and company innovativeness. However, concerning early stage of research on DMC, this project treats explorative stage (qualitative study – **RESEARCH NO. 1**) as an important element of this project which will help not only in illustrating and informing research hypotheses, but will also enable identification of some meaningful micro-foundations of DMC. Despite the qualitative part of the project is treated as the preparation for testing hypothetical connections between variables, it would be carefully planned and implemented, which means incorporating in-depth data gathering techniques and adequate software for qualitative data analysis (QDA). In turn, quantitative part **(RESEARCH NO. 2)** would be based on random sampling 2000 manufacturing companies, implementing carefully designed instrument into online survey and exploiting the adequate techniques of quantitative data analysis, including factor analysis, validity and reliability tests, common method bias tests and structural equation modelling (SEM).