



Evaluating the Influence of Dynamic Capabilities on Firms' Performance: Role of Innovative Sustainability and Adaptation to Change

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Abstract

Success stories of organisations depend on how quickly an organisation brings innovation in practice. Sustainability calls for changing the traditional ways of doing business to new patterns and adopting new phenomenal practices. Dynamic capabilities maximize the firm's efficiency to produce new, allow for maximum utilization of resources and above all motivating and harnessing the resources (HR, financial, technical and physical). Changing times bring in the need of effective coordination between these resources for accomplishment of strategic and managerial goals. In addition to these capabilities, innovation (advancement) in all spheres is the need of the hour. Innovation/modernization is the outcome of dynamic capabilities which are essential for competitive advantage and sustainable development. The overall growth and performance of an organisation is a resultant factor of innovation endurance and adjustment practices. In fact, understanding the mounting advantage of dynamic capabilities and innovation, there is scarcity of literature to comprehend the implementation of such type of capabilities and its related outcomes on business performance of small and medium enterprises (SMEs). Therefore, the primary objective of the research study is to develop and outline the structure of dynamic capabilities along with its dimensions i.e. adaptive capabilities, absorptive capabilities and innovative capabilities. The study explores the impact of dynamic capabilities on innovation sustainability, adaptation to change and firms' performance. The study also discusses the mediating role of innovation sustainability as well as adaptation to change in the affiliation of dynamic capabilities with business performance. The study is based on critical review of literature based on dynamic capabilities, innovation sustainability, adaptation to change and firms' performance. The study supports the applicability of dynamic capabilities and contemplates the effect of innovation sustainability and adaptation to change as a mediating factor. The emphasis of the present study will be on SMEs as this would provide a unique surface to the status of sustainability and competitive advantage to the SMEs. The study is limited to the fact that it is restricted to development of the research model in the above mentioned area.

Keywords: Dynamic Capabilities, Innovation Sustainability, Adaptation to Change, Business Performance

JEL Classification: O30, O33, O39

Paper Classification: Research Paper



Introduction

In present times, organisations are striving to obtain the second-order capabilities known as dynamic capabilities apart from the knowledge base and talent pool. Practitioners and researchers are also taking keen interest in this regard to explore the practicalities of dynamic capabilities in various sectors. Also, its impact is undeniably increasing on the accomplishments of the enterprises. In the social-sciences research, researchers have recognized innovation as a major thrust area of dynamic capabilities (Eisenhardt and Martin, 2008; Teece et al., 2007). Changes in the organisations have taken up the task of working towards real, integral and holistic perspective for promoting sustainable development from the grass root. A dynamic capability is a tool to design such integral sustainable systems that promote real, inspirational and demonstrative examples to survive even in the critical situations (Zollo and Winter, 2009). Organisational proficiencies reinforce enterprises' sustainability; their capability to counter organisational changes (internal and external) and strengthens competitive advantage of companies. Business environment is changing drastically in terms of technology, preferences, quality and innovation and within such frequent deviations, firms need to adapt to change (O'Regan and Ghobadian, 2004). The ability to respond creditably and timely to extraneous factors requires multiple capabilities, which are commonly known as dynamic capabilities. Dynamic capabilities support businesses to design innovative commodities and activities by amending their routines. According to Teece (2007), dynamic capabilities facilitate the organisations to assimilate, create and redefine inner and outer competencies to tackle swiftly varying marketplaces.

Strategically, firms are thriving to attain competitive advantage by becoming more focused in a specific area which is termed as their core value. But apart from a particular focus, they have also understood the importance of dynamic capacities which integrates with the core competencies to provide an edge over the competitors. Core competencies are not only limited to the working and track records of a firm but also the difficulties in the way the competitors bring in similarities in their products (imitation). Further, the expansion and diversification strategies also form a part of such capabilities. Multiple capabilities also termed as dynamic capabilities operate at a higher level than core capabilities. Dynamic capabilities examine the speed and process of bringing in effective changes according to the changes operating in the external environment, to be abreast with the dynamism of other competitors. They also help in taking extensive advantage of the opportunities which includes incomparable technological know-how, intellectual property rights (Patents and Trademarks), business process reengineering (BPR) and the extent of customer and partner long term relationships, strengthening value and culture systems and the potential of employee, physical assets and financial resources. SWOT/SCOT analysis and interpretations of above mentioned resources would largely help an organisation to discover areas of risk and opportunity.

The principle of dynamic capabilities is that they are developed and not fetched. They are favorably situation specific. The development and potential renewal of the organisation is foreseen when an organisation has robust dynamic capabilities which creates innovation sustainability (Gratton and Ghoshal, 2005). Werbach (2009) stressed that the increasing confirmations of losses triggered by external upheavals, identified that economic fortune is closely interwoven with environmental and social sustainability and the companies are probing for innovative sustainable patterns of development. Thus, sustainable innovation is the pivotal point to dispense confirmation for the obligations of corporations to the human resources, attainment of profit goals and competitiveness of organisation in relation to other industries (three P's). Dynamic capabilities concentrate not on an organization's targets, inspirations or approaches but also on its adaptivity to change which is essentially distinctive way of contending in a current organisation (Hitt et

al., 2011; Ireland and Webb, 2007 and W. Riddell and Song, 2012) and the successful adaptivity to change in an organisation considerably promotes competitive advantages. The goods offered are susceptible to dynamic wants and needs, condensed product life cycles and heightened international competitiveness. The influence of dynamic capabilities to the firm performance is largely extensive, as it confirms preemptive response to the internal and external variations, which permits an organisation to shape its distinguishing competencies (Helfat and Peteraf, 2003).

Literature Review

The revolutionary modification in the economic landscape has been the movement of economic exertions from a local or national sphere toward international or global scenario (Storey, 2003). Economies to scale and research and development have become the essence of competitiveness in the globalised economy. To deduce the globalisation's reach on SME's innovativeness, it is substantial to figure the elementary determinants to cope with globalisation, since it is the ability of SMEs to adjust to various changes that can boost their competitiveness (Cepeda, and Vera, 2007). Few pertinent indications of globalisation is that the comparative advantage of economies is moving away from conventional factors of production, such as land, labour and capital, towards knowledge-based actions. The strength of SMEs to procreate, ingress and commercialise knowledge in international markets will be the structural source of their competitive advantage (Jantunen, Ellonen, and Johansson, 2012). This is the wisdom in which (Teece, Pisano and Shuen 1997) headed the concept of dynamic capabilities. Many researchers have attempted further to strengthen this concept from different perspectives in diverse fields (Eisenhardt and Martin 2000; Zollo and Winter 2002; Helfat and Peteraf 2003; Zott 2003; Winter 2003; Zahra, Sapienza and Davidsson 2006; Teece 2007; Helfat et al. 2009). From the perspective of SMEs, definitions coined by Eisenhardt and Martin, (2000) reflected dynamic capabilities as particular and classifiable practices that principally encompass the improvement of products, strategic decision-making and management of relationships. Further, Helfat et al. (2009) defined them as the talent of an organisation to complete its assignment in effective and efficient manner. Dynamic capabilities can be distinguished from the core working of an organisation as they are over and above the normal performing duties and requires reformation of operating routines. (Zollo and Winter, 2002; Winter 2003). The modification of operational routines portrays flexible aptitude, assimilative and ingenious potentials for the purpose of SMEs (Wang and Ahmed 2007). These dynamic capabilities not only show a direct impact on the productivity of the firm but also timely response to the rapid and flexible innovations (innovation sustainability) in line with the core capabilities to proficiently synchronize and implement interior and peripheral proficiencies (adaptivity to change). (Helfat and Winter, 2011).

Camison and Fores (2010) and Leal and Roldan, (2013) described dynamic capabilities as the combination of organisational potentials that support the enterprises to assess and influence sustainability in innovation through tactical executive practices, while Martelo, Barroso and Cepeda (2011) proposed that enterprises can acclimate to change by recognizing and essentially cultivating acceptable permutations of dynamic capabilities. Additionally, dynamic capabilities endow the indispensable measures of performance that will facilitate the firms in adapting tentative and varying circumstances and improve product, process and managerial innovations (Singh, Singh and Singh, 2013). From the available literature, it is relatable that there is a significant association among dynamic capabilities, firm's performance and competitive advantage but the outcomes (innovation sustainability and adaptivity to change) of dynamic capabilities proposed in the present study is underexplored. Furthermore, studies have not paid attention to the empirical analysis of the dynamic capabilities of SMEs with particular reference

to innovation sustainability and adaptivity to change. Researchers have concentrated more on financial and technological perspectives such as marketing, locational factors, the responsibility played by businessmen; globalization perspectives and management of conglomerates (Arend, 2014; Chen and Chang, 2013; Hsu and Wang, 2012 and Teece, 2014). Thus, the rationale behind the study is to outline the role of dynamic capabilities (multiple capabilities) in SMEs performance through innovation sustainability and adaptivity to change. Firstly, the conceptual analysis of proposed research model gives insights of dynamic capabilities, innovative sustainability and adaptivity to change. Consequently, the research objectives and hypotheses are exhibited with the proposed research model and strategic and practical implications. The emphasis of the present study will be on SMEs as this would provide a unique surface to the status of sustainability and competitive advantage to the SMEs.

Significance of the Study

Micro, small and medium scale enterprises (MSMEs) have executed an unequalled position in progressing the Indian economic growth by serving as a procreation platform for managers, a benefactor of resolutions to attend to the growing difficulties of joblessness and promoting market growth. A prospect for the vigorous expansion of small and medium-sized enterprises (SMEs) in India is relative to the revolution and development policy due to evolution of the worldwide economy (Eniola and Ektebang, 2014) but with the global economic assimilation, the effective management of SMEs is cladding with enormous fluctuations and additional penetrating competition. Dynamic capabilities in SMEs are growing at a rapid pace. Innovation and adaptivity to change is reflected as an imperative engine for the performance of SMEs and innovation sustainability can boost enterprises to accelerate considerably (Rahman, Abdul, Yaacob and Radzi, 2016). Generally, SMEs are at gaining point over large organisations with respect to their structure, in executing innovation and change. But equally SMEs are more exposed to market vigor than large organisations. Consequently, it is important to analyse the fact that the dynamic capabilities of SMEs make the paramount use of organisational resources efficiently to reflect innovation sustainability and adaptability to change, thereby, mounting the level of firm performance (Terziovski, 2010 and Whittaker, Fath, Fiedler, 2016). An enterprise frequently demands involvement for effectual innovation. The involvement focuses on dynamic capabilities and despite of various limitations in SMEs, the performance can be approached satisfactorily. These connections allow the enterprise to get better insights from the intricate resources, which are directly connected to acclimatization to change (Park and Ryu, 2015). This study will provide new perceptions on SMEs research and provide a new perspective of reviving dynamic capabilities with innovation sustainability, adaptivity to change and the cross effect of such relations on business performance. The resurgence of SMEs dynamic capabilities and their subsequent positive impact on the organisational performance will enable the SMEs to abreast themselves with cut - throat competition. Thus, based on contingency perspective, this study is focused on investigating effective dynamic capabilities in SMEs to judge the outcomes of innovation sustainability and adaptivity to change to maximize firm performance according to market dynamics levels.

Policymakers have identified that the small and medium enterprises (SMEs) are effective in increasing sustainable development. SMEs play an important role in the development of the Indian economy (Aremu, 2010) and provide a major source of economic empowerment, job creation and employment within developing economies (Ilocca and Kessler, 2006). There stands a valid reason for the sustainability and competitiveness of SMEs to resolve various socio-economic problems. (OECD, 2000). SMEs in India also plug in spark for the entrepreneurship development

but unfortunately the scenario of SMEs in India is not progressive. In India, entrepreneurs lack managerial capabilities, innovation and adjustment to dynamic changes, which diminishes the progress of SMEs. Because of the high mortality rate of SMEs, it is highly desirable to boost the long-term survival and sustainability by positioning dynamic capabilities and analysing its outcomes in terms of innovation sustainability and adaptivity to change (Calantone, Cavusgil and Zhao, 2002). Enterprises require gaining first-mover advantage, process and product success, elevated market share, swelling return on investments and sustainability in the long run for affluence creation. Thus, the present study will be pivotal for the understanding of present affairs of SMEs in India and seeks to incorporate the impact of dynamic capabilities (adaptive capabilities, absorptive capabilities and innovative capabilities). With increasing market changes, SMEs in India require to step outside the internal domains and develop a culture of innovation and creativity. SMEs if humanly managed can become means of employment prospect and can create communal solidity. In this perspective, it is inescapable to evaluate the role-played by innovation on SMEs in India in particular. In Indian scenario, the competitive advantage of SMEs relies on the knowledge economy that means coping to change become a critical success factor for the performance of SMEs. With these facts in mind, this study is designed to assess the presentation of dynamic capabilities on the SMEs in India and their prospective outcomes i.e. innovation sustainability and adaptivity to change will give momentum to the performance of enterprises thereby benefitting the macro aspects of our economy. Furthermore, to enhance the performance, this study will help the enterprises in India to cultivate a new customer base that are not reachable to the established distribution networks of these enterprises (Fouad, 2013). This study will facilitate the entrepreneurs by giving them direction to achieve their goals effectively. The performance of an enterprise is determined by the capabilities it possesses. The key outcomes of the study would suggest the prospective SMEs to incorporate a wide range of competencies into their strategic processes to pave a path towards continuous high performance standards. Thus, this study will categorize the challenges and prospects that the dynamism of markets have raised for SMEs as they have to confront difficulties to moderate production costs, escalate efficiency and should have extensive knowledge base. Subsequently, the study will pinpoint the strategic dynamic capabilities to enhance competitiveness and sustainability of SMEs through innovation sustainability and adaptivity to change in global markets. Finally, the study will also entice the suggestions for government policies for defensible development of SMEs in India.

Objectives of the Study

The central aim of the research paper is to assess the impact of dynamic capabilities on business performance and is discussed as under:

1. To explore the factors affecting dynamic capabilities.
2. To analyse the effect of dynamic capabilities on innovation sustainability.
3. To evaluate the influence of dynamic capabilities on adaptation to change.
4. To analyse the impact of both innovation sustainability and adaptation to change on firms' performance.
5. To develop and structure a model that reflects the association among dynamic capabilities, innovation sustainability, adaptation to change and firms' performance.
6. To suggest strategic actions to government, entrepreneurs and society for enhancing dynamic capabilities, innovation sustainability and adaptivity to change in SMEs.

Conceptual Framework and Proposed Model

The theoretical framework proposed in the study revolves around the various dynamic capabilities appropriate in SMEs. Dynamic capabilities assist to withstand an organisation's evolutionary objectives and make it competitive and successful in the long run. SMEs suffer from a sparked wave of globalisation and the major challenge is to revive and sustain in such a dynamic environment. According to Pavlou and Sawy (2011), dynamic capabilities have been projected as a means to concentrate on the turbulent environments by helping organizations to widen, amend and reinvent present operational qualifications into advanced ones that better compete with the environment. However, it is equally important for the enterprises to effectively manage the dynamic capabilities by categorizing them according to different activities and structures (Wilden and Gudergan, 2015). For the purposefulness of the data taken in the study, dynamic capabilities embrace adaptive capabilities, absorptive capabilities and innovative capabilities (Cabral, 2010). Grounded on the works of researchers, Wang and Ahmed, (2007) defined adaptive capability as an ability of a firm to discover and capitalize on promising and talented entrepreneurs. They distinguished adaptive capability from adjustment of a firm's attitude to modify their products/services in line with their competitors; timeliness in countering market dynamism and responsiveness to alterations in its business primacies (Gibson and Birkinshaw, 2004). Absorptive capability demarcated by Cohen and Levinthal (1990) is the knack of a firm to be familiar with the worth of latest, outsource data /information, incorporate it, and implement the innovations to profitable achievements. Thus, these skills are useful to appraise and employ external understanding of the organisational strategic and managerial functions to coincide with the existing knowledge. Thus, the enlargement of this capacity is knowledge dependent, which stresses on an uninterrupted outlay to maintain a methodological capability in that area. Dodgson et al. (2008) delineated innovative capabilities as collection and arrangement of abilities employed by enterprises to frame and to put into practice an innovation policy implicating the formation, addition and amendment of above mentioned possessions to focus on modification practices. The classification of capabilities under dynamic capabilities is based on the situation and working schemes of SMEs. Dynamic capabilities as depicted in the proposed model, partakes a direct impact on innovation sustainability and adaptivity to change. Referring to Moors and Vergrat (2002), countless enterprises are implementing accelerating changes in the processes in order to manage the impact of extraneous factors. Sustainability and competitive advantage commands radical innovations achieving productivity and efficiency. Sustainable innovations are better known as the rekindling or up gradation of goods, services and procedures for sustained economical performance, an enriched environmental impact and better employment and employability perspectives (Brouwers, 2009 and Yakovleva and Flynn 2004). Adaptivity to change is the principle way to manage the impressions of technological, financial, human and social changes due to globalization. In the present era of swift and exceedingly aggressive world, it is vital for SMEs to be adaptive to change, in order to remain profitable and up-to-mark. Performance of an enterprise is the permutation of global organisational attainments as an impact of sustained innovations and adaptivity to change, which is an effort to be empirically tested in case of SMEs. The study in light of the variables proposed in the theoretical model will be benefitted to postulate better ways of sustainable performance for SMEs. On the basis of above discussion, the following research model is framed (Figure 1):

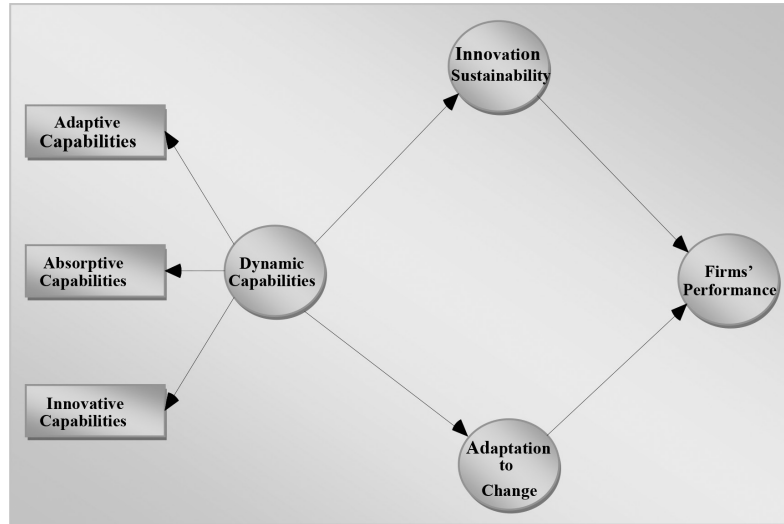


Figure 1: Proposed model of the study

Research Hypotheses

In the section the following hypotheses are presented to find out the impact of dynamic capabilities (i.e adaptive capabilities, absorptive capabilities and innovative capabilities) on firms' performance. Further, the study examines the mediating effect of innovation sustainability and adaptation to change between dynamic capabilities and firms' performance relationship:

- H1: Dynamic Capabilities is predicted by adaptive capabilities, absorptive capabilities and innovative capabilities
- H2: Dynamic capabilities significantly affect innovation sustainability
- H3: Dynamic capabilities significantly affect adaptation to change
- H4: Innovation sustainability significantly affects firms' performance
- H5: Adaptation to change significantly affects firms' performance
- H6: Adaptation to change mediates the effect of dynamic capabilities on firms' performance
- H7: Innovation sustainability mediates the effect of dynamic capabilities on firms' performance

Implications

This empirical study on SMEs will provide strategic insinuations to government, entrepreneurs and society at large. The societal and policy implications are briefed below:

Societal Implications

The loftier performance of the SMEs, will help achieve the premier sustainable economic development and employment; an uprising standard of living in the country; while upholding business firmness which is a prerequisite for the growth of the Indian economy. It will also enhance the expertise of participants (entrepreneurs and employees) to mature beneficial microeconomic commercial atmosphere through streamlined legitimate and governing frameworks, upright authority, profuse and manageable finance, appropriate substructure,

empathetic knowledge base, vigorous and adaptable competent labour and the talent of SMEs to instrument aggressive functioning practices and business policies. SMEs will be able to counter rapidly and economically to globalisation indicators to benefit from upcoming openings and acquire the benefits of the worldwide markets. The study features to provide progressive approach for SMEs, which would be assimilated in the wider national expansion policy to help in poverty diminution and increased standards of living of population. The weaker sections of the society like Gujjars and Bakkarwals will get a greater scope of employment, thereby addressing the growing issues of unemployment. Thrust on the performance of SMEs in this study will not only boost employment but also accelerate revenue generating capacity at the regional level. This study will indirectly provide a source of solution to the inbuilt societal problems of brain drain, migration due militancy and infiltration. The no progress states will be able to sustain human resources to their native soil if the SMEs perform to the fullest. Entrepreneurs can be profited to build their competencies by advancing in the areas of technology, communication, information management and other learning perspectives. These competencies will enable SMEs to understand the intricacies of customization and to produce quality products. With the increasing performance of SMEs, there will be more import substitution and export promotion which will help in reducing the cost of products considerably in the state. The scope of capabilities provided in the study would also lower down the alarming increase of sick industrial units. With the advent of innovation and adaptivity to change, entrepreneurs can rehabilitate sick/closed industrial units. The dynamic capabilities with special reference to the innovative capability will also help the SMEs to broaden the figures of exports by focusing on non-traditional items. This study undoubtedly can also be beneficial to the society whose potential is unexplored. The present study with meticulous orientation on the impact of dynamic capabilities will ensure that entrepreneurs in different states may possess necessary skills to identify technically feasible and financially viable projects in future. Thus, it can be said agreeably that SMEs will be assisted in meeting social and environmental standards without compromising their competitiveness. A focus on dynamic capabilities will lead to enhanced approach to capital and markets; operational cost saving and improved brand image (goodwill) and reputation.

Policy Implications

SMEs are still at the infancy stage and require transitions through effective policy implementation by the government. The importance of SMEs lie in their influence on large industrial corporations and fulfilling the indigenous and regional market demands. The outcomes of the present study i.e. innovation sustainability and adaptivity to change will help SMEs to postulate cost cutting strategies and will assist the governments to device encyclopedic macroeconomic strategies. Through this study, SMEs can figure effectual business sustenance structures to gain competitive advantage and sustainability. This implies that SMEs in different states will become aggressive and dynamic. It will not be wrong to say that this research project can provide policy coherence and will aid to improve effectiveness by helping SMEs to maneuver in a commercially positioned mode; become result positioned rather than technique positioned; build a talent pool of pertinent and experienced human resources; become customer friendly by building regional SME's capacities and strengthen their linkages with national and foreign investors. SMEs can become an extensive source of export revenues by establishing and significantly maintaining wool and khadi enterprises. The study can provide for capability mapping for the creation of knowledge-based enterprises and can enable the SMEs to become the growth engine for the financial stability in the state. Government in light of the capabilities will be able to arrange spillover of skills and knowledge (absorptive capability) by establishing

supportive policy frameworks. Potential industries can be acknowledged in the scenario like agro-food processing industries, which will enhance firm-level competitiveness. With the capabilities and focus on innovation, governments can encourage modernisation of existing SMEs to facilitate them to attain higher output, energy proficiency and better environment fortification. In order to enhance sustainable innovation, various capital investment subsidies can be framed for attaining competitive advantage. Governments can support and sustain enterprises by the provision of knowledge on markets and standards of performance, guidance on schemes and access to know-how and innovation combined with suitable funding policies. Industrial development activities can be promoted through implementation of effective tools, such as value chain analysis, which empower industrialists to foresee glitches and tasks they require to disentangle within and outside their own peripheries and the outside expertise they need to help them. Policy of minimum wages, safety regulations and intellectual property laws can be framed for SMEs in light of capabilities discussed in the study. Legal frameworks in light of this study can provide for effective rewards to organisations moving on the path of innovation sustainability by provision of multiple channels for formal finance like bank loans, venture capital, lease financing, guarantees, risk management assistance etc. In order to conclude, the study will help by all means on the side of the government for clear documentation of supervisory intents, appraisals of budget on SMEs, communication of controlling proposals to the SMEs for discussions and clear guidelines to comply with it. Government can also enable the capacity building programmes for SMEs. The research would proceed as a motivation and guidance for further studies. It also put down basis for researchers in understanding the concept of dynamic capabilities and empirical verification of the proposed framework in diverse settings with different relationships and mediation roles. It enables the scholars, practitioners, academicians, administrators and shareholders to have a comprehensible understanding of dynamic capabilities and endow richer insights to develop and create such capabilities.

Limitations and Future Research

Organisations need to focus more clearly on their dynamic capabilities in order to re-invigorate and re-develop themselves and their employees. In order to encourage the firms to cuddle the strategic management concept of dynamic capabilities, the multi-dimensional focus of such capabilities needs to be explored in future. The impression of such capabilities on leadership, strategy, people management and customer services and relationship needs to be explored. However, the conceptual nature of the research study poses a fervent limitation. The research hypotheses purported should be empirically tested with the real database of micro, small and medium scale industries across India. Also, the findings of the present research study cannot be generalized to a population or other multi-disciplinary areas. The limitations of any research study are the paving stones to future research studies. Thus, this research on dynamic capabilities if analyzed in true settings of industries would provide lucrative gains to employers, employees and the nation as whole. The study can advance by checking the relevance of dynamic capabilities in financial and non-financial performance. Additionally, the empirical testing of the multiple capabilities and innovation can be compared between MSMEs and large-scale organisations. The consequences of dynamic capabilities are also vital for the success of any organization. The rapid development of dynamic capabilities should be tested for more longitudinal studies whereby the process can be related to diverse set of enterprises and even to international perspectives. Efforts should be made towards structuring linkages between organisations core processes and bringing commonness with dynamic capabilities. Moreover, the concepts developed in the present study can be used in making firms understand the direction of dynamic capabilities towards gaining long-term competitive advantage. Dynamic capabilities or multiple capabilities can be demarcated

on basis of various capabilities like managerial capability, marketing capability, technological capability, R & D capability, human resource capability, sensing capability, seizing capability and reconfiguring capability depending on the areas to be investigated. Thus, reinterpreting these, it is proposed that dynamic capabilities should increasingly clinch a cross-disciplinary, holistic and interactive philosophy that should cover the cerebral skills of investigation, disparagement and fusion, the study of domain of core knowledge, interactions and interfaces between different functions of organisations and sensitization towards skill sets required for the adoption of a universal view of the enterprises in international arrangements.

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