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# Transformative Marketing Capabilities

An exploratory study of marketing capabilities in firms transforming markets

*Julia Blomberg (41825) & Linus Mautner (41849)*

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The increased pace of radical innovations and business renewal as a consequence of elevated market turbulence has spurred the acceleration of market transformations. Increased market dynamics also alter common marketing practices, enlarging the gap between such market complexity and firms' marketing ability to cope with the change. Altogether calling for theoretical comprehension and managerial receptivity. This study thus aims to empirically investigate (1) what marketing capabilities that are apparent in firms deliberately attempting to transform a market and (2) investigate the interplay and evolution of such capabilities. A dual research strategy was applied, firstly investigating marketing capabilities through an interview study of firms with transformative intents. Secondly, a single case study was conducted at a transformative firm, exploring the capabilities' interplay and evolution. The findings of the interview study showcased how the designation of a firm's vision combined with stakeholder- and knowledge-management is central in transformative marketing practices, resulting in three distinct marketing capabilities in such firms, namely: *the Capability of Knowing Why*, *the Capability of Multilateral Stakeholder Engagement*, and *the Capability of Knowledge Gathering & Dissemination*. Further, the case study implied three distinct evolution factors to affect such capabilities' complexity and interplay as the firm progresses, namely *Systematization*, *Elevated Stakeholder Repertoire*, and *Product Readiness*. The results contribute by reducing the marketing capability gap within both theory and practice by respectively adding to, and collectively bridging, the theoretical fields of Market Transformation with Marketing Capabilities in dynamic contexts. It contributes to managerial and strategic implications through the identification, development, and maintenance of marketing competencies and capabilities apparent in transformative firms. The identification and effect of such capabilities' evolution further add to the overall understanding of marketing practice in transformative firms, ultimately assisting not only marketing managers in such pursuits, but also stakeholders such as incumbents and market analysts in responsive and classifying marketing efforts.

**Keywords:** Marketing Capabilities, Market Transformation, Transformative Marketing Capabilities, Disruption

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Linus Mautner

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## Definitions

Market Transformation	An overarching concept used throughout this study to describe attempts to transform a market through market widening or market disruption
Market Widening	An offensive market-shaping strategy to adjust the common market practices and increase the size of the market (Tantalo & Priem, 2014)
Market Disruption	“A process whereby a smaller company with fewer resources is able to successfully challenge established incumbent businesses” Christensen et al. (2015, p. 46)
Transformative Firm	A firm that enters a market with the deliberate attempt to transform it
Marketing Capabilities	“A firm’s ability to use available resources to perform marketing tasks in ways that achieve desired marketing outcomes” (Morgan, Feng & Whistler, 2018, p.3)
Transformative Marketing Capabilities	Marketing Capabilities used or desired by firms in transformative pursuits

## Abbreviations

AMC	Adaptive Marketing Capabilities
BMC	Brand Management Capabilities
CRMC	Customer Relationship Management Capabilities
DMC	Dynamic Marketing Capabilities
KGD	Knowledge Gathering & Dissemination
KW	Capability of Knowing Why
MC	Marketing Capabilities
MO	Market Orientation
MSE	Multilateral Stakeholder Engagement
NPDC	New Product Development Capabilities
TMC	Transformative Marketing Capabilities

# 1. Introduction

*‘The greatest danger in times of turbulence is not turbulence itself, but to act with yesterday’s logic’*

- Peter Drucker

Ever since Schumpeter (1942) emphasized innovation as a source of creative destruction, researchers and practitioners have been interested in understanding how and why market transformation occurs (Christensen, Raynor, & McDonald, 2015). For firms as well as markets, growth and renewal is crucial to either flourish or survive in the long run (Coke, Agrawal, Gresham, Johansen, & Di Benedetto, 2020). Although, given recent technological and digital development, the speed, dynamics, and ambiguity of markets have increased dramatically, which has spurred the acceleration of business renewal and radical innovation (Schmidt & Scarella, 2020). The increased pace and characteristics of such transformation can be illustrated through the intense increase of digital platforms (such as Airbnb and Uber) and the development of various SaaS models (or other “Things” -as-a-service), but also through the transformation of the energy and transport sector, due to the increased demand of sustainability and utility (Nenonen, Storbacka, & Windahl, 2019). Thus, changing market environments in combination with digital transformation and new channels, have altered common practices of marketing management (Kalaighnam, Tuli, Kushwaha, Lee, & Gal, 2021), creating what is nowadays argued as an inevitable gap between the accelerating complexity of markets, and firms’ abilities to in an agile manner cope with such changes (e.g. Day, 2011; Herhausen, Miočević, Morgan, & Kleijnen, 2020). Day (2011) termed this actuality the marketing capability gap, stressing an increased understanding of what capabilities within marketing that are needed to close such a gap.

The market environment and business landscape have as a result of the above-mentioned factors dramatically shifted during recent years. Since all market participants operate within the setting of the market environment and business landscape, these shifts affect both newly established firms’ and incumbents’ practices (Strandvik, Holmlund, & Lähteenmäki, 2018). While some market participants adapt or fail to adapt to these shifts, others offensively drive the shifts forward (Strandvik et al., 2018), to create new business opportunities (Alvarez & Barney, 2007). Although some scholars have started to address transformative and offensive market-shaping strategies, including market disruption and market widening (Flaig, Kindström, & Ottosson, 2021) the literature can still be considered relatively unexplored when taking the perspective of the focal transformative firm (Jaworski & Kohli, 2017), indicating that the dynamics of firms transforming markets are challenging to envisage as well as to fully capture. Despite the complexity of the strategy of market-shapers and transformers, various

scholars (e.g. Jaworski & Kohli, 2017; Gans, 2016), have deemed this research worth exploring given the fact that companies who shape the market and thus set the rules in their favor, tend to be the leaders of the industry (Jaworski & Kohli, 2017).

To respond to Jaworski and Kohli’s (2017) call for systematic inquiry into shaping and directing the evolution of the market, Nenonen et al. (2019a), addressed capabilities essential for market-shaping by taking a stance in the theory of Dynamic Capabilities (DCs). As DCs allow market participants to both respond to, or spur changes in the market (Teece, 2016), there is an evident link between DCs and market-shaping. In the field of marketing and within the particular domain of linking DC with market environments, three concepts have been suggested to avoid widening the marketing capabilities gap: Dynamic Marketing Capabilities (DMCs) (e.g. Bruni & Verona, 2009; Hoque, Tzokas & Gabay, 2021), Adaptive Marketing Capabilities (AMCs) (e.g. Day, 2011; Moorman & Day, 2016), and Radical Innovation Marketing Capabilities (Slater, Mohr & Sengupta, 2014; Cake et al., 2020). Yet, little is known about such Marketing Capabilities (MCs) in the specific context of Market Transformation. Thus, MCs that are crucial for firms engaging in such transformative practices, are an area where much research remains to be explored.

### 1.1 Research Purpose

The purpose of this study is to investigate MCs in firms with deliberate attempts to transform an industry. To further deepen the understanding of Transformative MCs (TMCs), this study will also explore the interplay and evolvement of these TMCs. Hence, this study will take an exploratory approach and contribute with valuable marketing research in the context of Market Transformation.

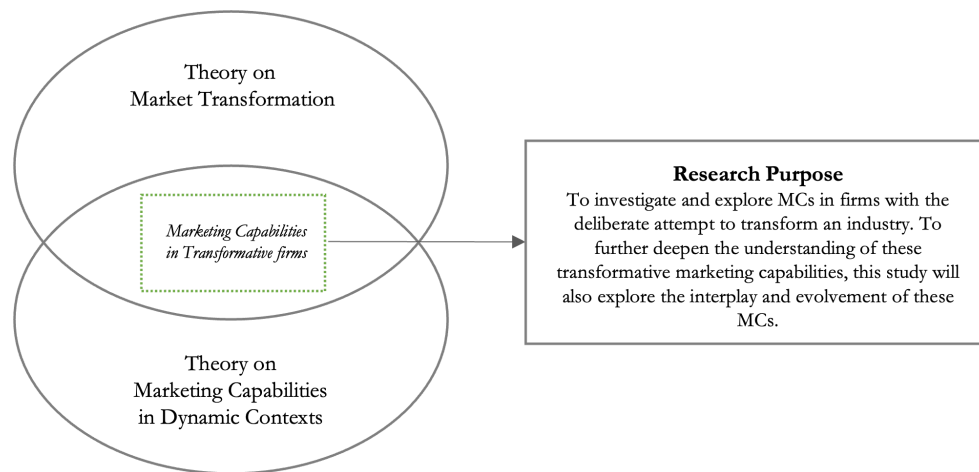


Figure 1: Research Purpose

The findings of this study are anticipated to contribute to marketing theory as it studies the moderately researched, yet scattered, phenomenon of MCs in dynamic contexts, in the under-researched context of firms engaging in Market Transformation. Thus, the study fills the current gap of knowledge in the intersection. Consequently, it will contribute with managerial implications for practitioners seeking to advance in the understanding of MCs in transformative firms. Hence, it will be beneficial for both marketing managers in firms with transformative pursuits, in incumbent firms, as well as for market analysts to grasp the dimensions of this underexplored field of research to be able to better adapt managerial and strategic marketing choices to the current and future turbulence of markets in contemporary society.

## 1.2 Research Questions

**RQ1:** *What are the marketing capabilities in market transformative firms?*

**RQ2:** *How do these marketing capabilities interplay and evolve over time?*

## 1.3 Demarcations

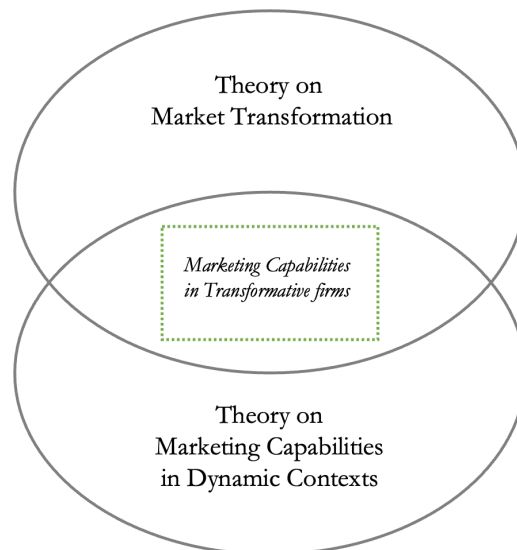
To determine the scope of the research questions, some demarcations are needed to provide a proper frame of exploration. First, although it has been acknowledged that both incumbent- and newly established firms may engage in market transforming actions (Park, 2018), this study will focus on firms with the deliberate attempt to transform the market it enters, referred to as a transformative firm. Thus, incumbent firms engaging in pursuits to transform a market through, for example, radical innovation will not be referred to as a transformative firm. Second, as various capabilities have been acknowledged for firms to engage in transformative practices and since the purpose of this study is to investigate capabilities related to marketing, capabilities not related to this field will be excluded. Last, since MCs in transformative firms has not, to the authors best knowledge, been studied, the theoretical framework will build on MCs in dynamic contexts, as this area was deemed most akin to the interest of research.

## 2. Literature Review

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*To explore the intersection between theory of Market Transformation and theory on MCs in dynamic contexts, the following sections provide a review of relevant literature from the fields. In the first part (2.1), conceptualisations of Market Transformation will be reviewed. It will include offensive ways to shape a market together with depicted strategies to gain a comprehensive understanding of what is referred to as a transformative firm. The second part (2.2) comprises an overview of the most prominent classifications of MCs in Dynamic Contexts. This includes Dynamic-, Adaptive-, and Radical Innovation MCs, that are reviewed to obtain a solid understanding of specific MCs and a theoretical foundation for this study. Altogether, the parts collectively present elaboration and classification of essential theoretical findings related to their yet absent intersection, to allow for an explorative investigation of such.*

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*Figure 2: Area of Research*

### 2.1 Market Transformation

The concept of market innovation and transformation is strongly determined by how a market is conceptualized (Kjellberg, Azimont, & Reid, 2015). Thus, to explore the nuances of what happens when a market is transformed, the concept of what a market is needs to be clarified. There is a vast body of literature concerning the understanding of markets (Kjellberg & Helgesson, 2007) and ever since market-driving was introduced as a way of market-shaping (Jaworski, Kohli, & Sahay, 2000), the view of markets as something static has been increasingly criticized within marketing theory. Consequently, scholars have started to address markets as complex systems composed of several market

actors (Mele, Pels, & Storbacka, 2015) where actors shape the market through different strategic practices (Sprong, Driessen, Hillebrand, & Molner, 2021; Kjellberg et al., 2015). The concept of market-shaping indicates that the focal firm, by purposeful actions, changes the logic and characteristics of the market (Nenonen et al., 2019a). Hence, the concept of market change is a central part of market-shaping (Harrison & Kjellberg, 2016), which incurs changes in the market configuration, “*the constellation of different market actors interconnected through their activities that, in sum, materialize the market*” (Flaig et al., 2021, p. 255). Each market configuration is characterized by an established vision of what the market is (Adner, 2017). Thus, actors attempting to shape a market will engage in practices to alter the current market configuration in line with their own beliefs about the future (Storbacka & Nenonen, 2011).

### 2.1.1 Offensive ways to shape and create markets

Research has depicted various new configurations of markets as a result of market-shaping (Flaig et al., 2021), such as market widening (Burr, 2014), market reduction (Maguire & Hardy, 2009), market maintenance (Yngfalk, 2019), and market disruption (Flaig et al., 2021). Bearing prior research in mind, market outcomes stem from the interplay between attempts to maintain the market and attempts to undermine or destabilize the market. This implies that market participants can engage in practices to either mitigate destabilizing market participants from entering the market or transform the current market configuration (Fligstein, 1996; Kjellberg et al., 2015). Consequently, market-shaping activities can be defensive or offensive (Flaig et al., 2021), where the latter, labeled as Market Transformation, will be the central concept in this study (*Figure 3*).

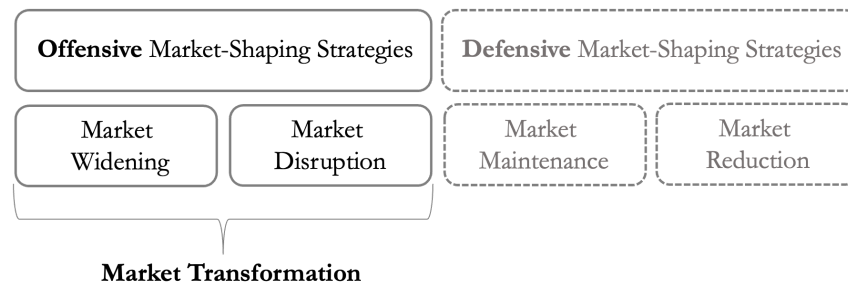


Figure 3: Market-shaping Strategies, Adapted from Flaig et al. (2021)

#### 2.1.1.1 Market Widening Strategy

One offensive market-shaping strategy to transform a market is market-widening, which strives to adjust the common market practices and increase the size of the market. Thus, enhancing the market’s ability to capture and create value (Tantalo & Priem, 2014). This indicates that market participants that use a market-widening strategy attempt to slightly modify the market in their own favor.

Consequently, this often reduces the barriers to entry (Flaig et al., 2021) for instance by developing relevant market infrastructure (Burr, 2014) or lowering the price (Nenonen, Storbacka, & Frethey-Bentham, 2019). A market-widening strategy might thus be offensive and transform the market, without engaging in actual market disruption, leading to the growth of the overall market, or an increase of the value pie constituting the market, with its attempt to expand the market configuration (Flaig et al., 2021).

### 2.1.1.2 Market Disruption Strategy

In contrast to market widening, the second offensive market-shaping strategy is market disruption (Flaig et al., 2021). When market participants change the market in such a way that common business practices are revised, market disruption occurs (Christensen et al., 2015; Kjellberg et al., 2015). Prior research has identified various strategies pursued by firms attempting to disrupt the market, affecting both the strategic choices as well as the capabilities needed (Nenonen et al., 2019a). Including the introduction of radical innovation (Markides, 2006), new value propositions (e.g. Tuominen, Rajala, & Möller, 2004; Nenonen, Storbacka, Sklyar, Flow, & Payne, 2020), or new business models (e.g. Christensen et al., 2015; Snihur, Thomas, & Burgelman, 2018). Market disruption can also occur if market participants spark institutional change (Fligstein & Sweet, 2002) or similarly lobby for revised regulations or market standards (Fligstein & Sweet, 2002; Doganova & Karnøe, 2015). All these strategies can lead to the creation of new markets by challenging the status quo and introducing a reconciled market vision and configuration (Flaig et al., 2021).

The concept of disruption was first introduced by Bower and Christensen (1995) and has since then evolved into a frequently used business buzz-word (Gans, 2016) as well as a widely debated (Yu & Hang, 2010), and adapted (Alberti-Alhtaybat, Al-Htaybat, & Hutaibat, 2019) topic amongst researchers and practitioners. Practitioners have addressed that common market principles and linkages become replaced as a result of disruption (The Economist, 2015). A view that aligns with Christensen et al. (2015, p. 46) who characterize disruption as *“a process whereby a smaller company with fewer resources is able to successfully challenge established incumbent businesses”*. Through different strategies, the disruptor challenges and changes the market, and the incumbents, bound to their original business models, ignore the disruptor or fail to adapt (Christensen, 1997). As prior research mostly has focused on the challenges faced by the incumbent being disrupted (e.g. Park, 2018, Ansari & Krop, 2012; Bergek, Berggren, Magnusson, & Hobday, 2013), some recent research has focused on challenges faced by the disruptor itself. Ansari, Garud, and Kumaraswamy (2016), coined the term *Disruptor’s Dilemma*, the dilemma new entrants face when they need to get support from the incumbents they attempt to disrupt. Thus addressing that market transformation is not an unequivocal process but

rather a procedure characterized by several co-competitive challenges involving strategies such as framing and continuous entrepreneurial communication (Ansari et al., 2016).

### 2.1.2 Framing to Drive Market Transformation

Prior research has depicted various capabilities needed for market transformation, including triggering capabilities such as influencing norms and representations as well as facilitating capabilities such as experimentation and exploration (Nenonen et al., 2019a). Some scholars (Autio & Thomas, 2016; Doganova & Eyquem-Renault, 2009) also suggest that new firms use framing, described as a capability to moderate the uncertainty related to the development of the new business ecosystem and demonstrate the innovation to relevant stakeholders by using marketing tools such as storytelling and or cultural cues. Consequently, firms attempt to make the “unfamiliar more familiar” and facilitate for relevant stakeholders to center their thoughts on significant dimensions (Lounsbury & Glynn, 2001; Garud, Schildt, & Lant, 2014). Disruptive market transformers can thus use framing as a tool to express and specify a variant of the reality that appeals to stakeholders’ needs to foster support and engagement such as investments or legislations (Snihur et al., 2018). The disruptor may therefore use a sequence of distinctiveness- and leadership frames to strategically reveal its innovations and disruption-motive. As business model innovations are one way to disrupt a market, the disruptor might modify and adapt the business model to the emerging needs of the evolving ecosystem. In combination, this may create a disruptive framing-adaptation cycle (see Figure 4), referred to as the *Disruptor’s Strategic Gambit* (Snihur et al., 2018). Since choices of business models within organizations often fail to be challenged for a long period of time (Amit & Zott, 2012), incumbent firms often disregard the disruptor and fail to adapt (Snihur et al., 2018). Framing has thus been acknowledged by scholars as an effective strategy for disruptive market transformation (Snihur et al., 2018), or entering new markets (Gurses & Ozcan, 2015).

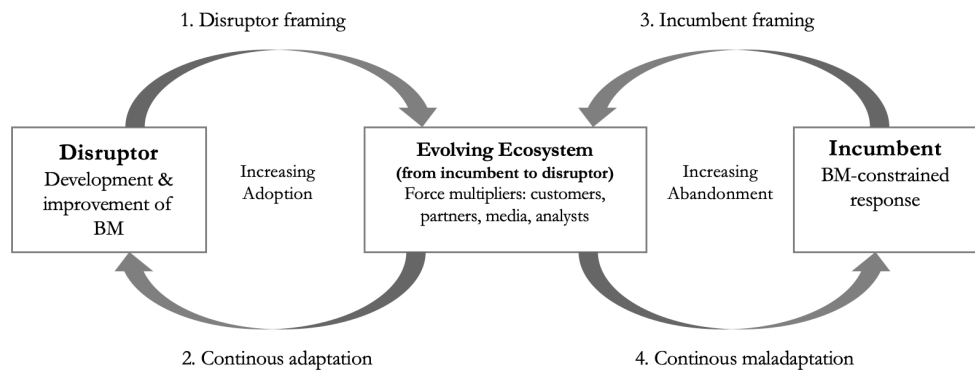


Figure 4: Process model of ecosystem-level business model disruption dynamics (Snihur et al., 2018).

### 2.1.3 Vision to Drive Market Transformation

To further understand the dynamics of Market Transformation and how radical pursuits such as disruption occurs, scholars have highlighted that the impression-management efforts of entrepreneurs' attempting to transform a market are central to the process (van Balen, Tarakci, & Sood, 2019). Similarly, research has explored how entrepreneurs use communication as a strategy to convince important stakeholders in the business ecosystem to accept the firm and its innovation (Ansari et al., 2016; Gurses & Ozcan, 2015). Consequently, the entrepreneur's communication can encourage customers, suppliers, incumbents, and investors to acknowledge, make sense of, and accept the new firm (van Balen et al., 2019). However, whereas much research has been devoted to impression-management strategies that are backward-looking, little research has explored future-oriented impression-management strategies (van Balen et al., 2019). To respond to this call and capture the disruptive entrepreneur's communication, van Balen et al. (2019) introduced the concept of *Disruptive Vision*, classified as the "entrepreneur's vision to upend existing market structures" (p. 304). This stems from the idea that a disruptive vision must communicate a future picture of how the disruption will appear. Thus depicting inadequacy in the contemporary market structure whilst proposing and representing "a [considerable] difference or break from the previous business models and products in an industry or market" (Cornelissen, 2013, p. 708).

This aligns with Kjellberg and Helgesson's (2007) view on representational practices. Given the abstract and complex nature of markets, it is crucial to build a bridge between the market and the images of what the market should be. Namely, a re-presentation is in one way contributing to what is known about the phenomenon that is re-presented (Latour, 1986; Osborne & Rose, 1999). Representing the disruptive vision is in turn implied to increase the probability of first-round venture funding, implying that communication and representation are effective strategies to affect investor perception (van Balen et al., 2019). Vision has also been denoted as a critical factor when introducing radical innovation. Radical innovations, defined as innovations that "create such a dramatic change in products, processes, or services that they transform existing markets or industries, or create new ones" (Liefer et al., 2000, p. 5) imply a break in the status quo. Thus, it depends on an intricate view of the future which also includes the product-market-interface, which has been characterized as the market vision, on which the firm has to base decisions of the future (Reid & Brentani, 2010). In turn, this calls for the capability of connecting complex technologies to future opportunities in the market, which prior research has defined as the market visioning capability (O'Connor & Veryzer, 2001), which has a positive effect on the early performance of new ventures introducing radical innovation (Reid &

Brentani, 2010). Thus, prior research argues for vision to play a central role in the market transformational process.

To summarize Market Transformation, the concept of market-shaping indicates that the focal firm, by purposeful actions, in one way or another changes the logic and characteristics in the market (Nenonen et al., 2019a) and offensive market-shaping strategies, including market widening and disruption (Flaig et al., 2021), can be depicted as Market Transformation. Research has acknowledged various specific strategies adopted by firms attempting to transform a market, including framing (Snihur et al., 2018) and visioning (van Balen et al., 2019), as capabilities needed to mitigate the uncertainty related to market transformation. However, as the purpose of this study is to investigate MCs in transformative firms, the following sections further outline literature from the theory of MCs in dynamic contexts, acting as a complementary backbone for the study through an additional review of marketing competencies and capabilities in associated contexts to transformation.

## 2.2 Marketing Capabilities in Dynamic Contexts

Scholars have since the 1990s investigated how marketing processes, operations, and the efficiency of such may affect firm performance dependent on proper utilization of the set of resources, competencies, and knowledge of firms, described as MCs (e.g. Day, 1994; Day, 2011; Morgan, 2012). Day (1994) early on introduced three main types of MCs: inside-out looking (i.e internal resources and offerings), outside-in looking (i.e business and market environment) as well as spanning (complementary effects between both). Vorhies and Morgan (2005) further categorized MCs as specialized and architectural capabilities, where the former refers to specific low-order and functional constructs of MCs such as particular aspects of the marketing mix, and the latter to high-order, process- and routinized-based constructs that aligns and coordinates lower-order capabilities, such as aspects of overall strategic marketing integration and implementation. Since then, scholars have emphasized a need for a renewed conceptualization of high-order MCs to better capture the velocity and ambiguity of today's business landscape through adaptation and dynamism (Day, 2011; Hunt & Madhavaram, 2020). Additionally, Moorman and Day (2016) emphasize a need for additional research on different constructs, their interrelationships, and more specifically if such relationships are achieved through certain distinctive processes. Hence, Day's (1994) first classification has been refined by scholars, stressing that firms ought to develop renewable resources through DC-linked characteristics to create a solid foundation of both a holistic and cross-functional nature, for successful marketing operations in highly dynamic environments (e.g. Day, 2011; Morgan, 2012; Hoque et al., 2021). The following sections outline the different types of high-order MC classifications and the evolution of such in the context of dynamic and rapidly changing business environments An overview of the main

constructs, components, and definitions can be found in Table 1. For an additional literature overview of MC-constructs, see Appendix 1.

*Table 1: Definitions and Constructs of MC*

MC	Main Constructs of MCs in Dynamic Contexts	Main Components	Definition
<p><b>Marketing Capabilities (MCs)</b></p> <p>“A firm’s ability to use available resources to perform marketing tasks in ways that achieve desired marketing outcomes.” Morgan, Feng &amp; Whitler, 2018, p.3)</p>	<p><b>Dynamic Marketing Capabilities (DMCs)</b></p> <p>“Specifically aimed at developing, releasing and integrating market knowledge that helps firms evolve.” (Bruni &amp; Verona, 2009, p. 17)</p>	New Product Development Capability (NDPC)	“A continuous process whereby new ideas are triggered through the exploitation and exploration of knowledge, and are then implemented to offer innovative products/services suited to satisfy customer demands.” (Hoque, Nath, Ahammad, Tzokas & Yip, 2022, p. 1012)
		Market Orientation (MO)	“A marketing capability that transcends the organizational boundaries of the marketing department.” (Barrales-Molina, Martínez-López & Gázquez-Abad, 2014, p. 9)
		Brand Management Capability (BMC)	“The systems and processes used to develop, grow, and leverage a firm’s brand assets.” (Morgan, 2012 p. 6)
		Customer Relationship Management Capability (CRMC)	“The ability of a firm to identify, initiate and maintain a relationship with profitable customers” (Hoque et al., 2022, p. 1013)
	<p><b>Adaptive Marketing Capabilities (AMCs)</b></p> <p>“Vigilant market learning, adaptive experimentation, and ‘open’ marketing that mobilizes dispersed and flexible partner resources” (Day 2011, p. 188)</p>	Vigilant Marketing Capabilities	Concerns the ability to perceive and predict market changes and its relationship (Day, 2011).
		Adaptive Market Experimentation	The capacity and investment put on pursuing experimentation of new insights, ideas and initiatives (Day, 2011).
Open Marketing		The capability of creating network structures and relationships that enables opportunities related to new partnerships and market entrance (Day, 2011).	
<p><b>Radical Innovation Marketing Capabilities</b></p>	Market Orientation (MO)	<i>See definition above</i>	
	Entrepreneurial Orientation	“The process, practice and decision-making activities of bringing a new entry, venture or product to market, characterized by autonomy, innovativeness, risk-taking, proactiveness and competitiveness aggressiveness.” (Lumpkin & Dess, 1996, p 5.)	
	Learning Orientation	“The propensity of the firm to create and use knowledge.” (Coke et al., 2020, p. 1534)	

### 2.2.1 Dynamic Marketing Capabilities

Building on the established literature of DCs, which aims to explain the ability to develop, integrate and adjust a set of competencies in environments that swiftly alters (Teece, Pisano, & Shuen, 1997), Bruni and Verona (2009) coined the concept of DMCs (*see Table 1*). In dynamic environments, a more responsive and market knowledge-generating set of capabilities is needed to sufficiently understand and

develop value propositions and strategies based on consumers' insight, market trends, and competitive action rather than traditional marketing mix activities (Hoque et al., 2021). Since Bruni and Verona's (2009) conceptual introduction, a wide field of research within the area has emerged and with it, a scattered classification and taxonomy (Baralles-Molina et al., 2014). Consequently, scholars have put effort into establishing and aligning the classification of DMCs (e.g. Morgan, 2012; Barralles-Molina et al., 2014; Hoque et al., 2021). A minority within the field have pointed toward constructs such as Supply Chain Management Capabilities (Fang & Zou, 2009) and Networking Capability (Moorman & Day, 2016; Mitrega, Forkmann, Ramos, & Henneberg, 2012) as separate high-order constructs of DMC. However, the following constructs are deemed the most influential and encompassing high-order constructs of DMCs. Namely, *New Product Development Capability* (NPDC), *Market Orientation* (MO), *Brand Management Capability* (BMC), and *Customer Relationship Management Capability* (CRMC) (see definitions in Table 1).

As market landscapes become increasingly dynamic, shortening consumer trends and product life cycles (Morgan, 2012), marketing is argued important to align with new product development (NPD) to ensure a close connection to consumer trends and competitive actions (Barralles-Molina et al., 2014), as such inclinations for NPD often are derived or originated from marketing functions. Hence, *NPDC* is argued important to neutralize uncertainty and cope with such changes (e.g. Najafi-Tavani et al., 2018; Hoque et al., 2021, 2022). *NPDC* concerns both the innovation of products and processes (Najafi-Tavani et al., 2018), and given the emphasis on cross-functionality and complimentary capacity amongst units and organizations to realize improved performance (Morgan, 2012), the capability of collaboration between units and the absorptive capacity needed to achieve such joint effort are deemed as key sub-constructs for successful application of *NPDC* (Baralles-Molina et al., 2014). As previous scholars have highlighted the increasing need for *NPDC* in dynamic as well as international marketing contexts, there is a lack of research on *NPDC* and its role and effect on marketing in extremely uncertain environments and knowledge-intensive industries, as well as its impact on *MO* and other *MCs* (Najafi-Tavani, Sharifi & Najafi-Tavani, 2016; Hoque et al., 2021).

*MO* is a high-order DMC that through connection to the outside business environment enables both swift responsiveness as well as cross-functional coordination throughout the organization (e.g. Narver & Slater, 1990; Barralles-Molina et al., 2014; Hoque et al., 2021). Namely, *MO* enables a "know-how" advantage for organizations to in a focused manner choose and combine resources aligned with market conditions (Slater & Narver, 1995). As *MO* influences the configuration of assets and capabilities, it is told to support the firm in the absorption and dissemination of market knowledge (Ho, Osiyevskyy, Agarwal, & Reza, 2020). In addition to the established definition, literature specifically points to *proactive MO* to support the regeneration and redefinition of capabilities and business strategy, hence

argued increasingly important to maintain a sustainable competitive advantage in dynamic market environments (Barralles-Molina et al., 2014; Ho et al., 2020). Just as with the emphasis on ambidextrous orientation to cope with business challenges in ambiguous and swift market landscapes (O'Reilly & Tushman, 1996), a holistic view of MO is recommended to enhance overall business performance in general (Barralles-Molina et al., 2014). Similarly, Hoque et al. (2021) extend the classification of MO, introducing the concept of ambidextrous MO (AMO) as a holistic way to articulate the core marketing support capability of MO by further capturing and incorporating the dynamics of today's business.

The capacity to develop, maintain and renew a brand has for long been recognized as a crucial component of marketing strategy in innovative and dynamic environments (Aaker, 2007; Beverland Wilner, & Micheli, 2015). Therefore, scholars have argued *BMC* to additionally be a crucial construct of DMCs (e.g. Morgan, 2012; Hoque et al., 2021, 2022). Proper maintenance and utilization of BMC allow firms to reconstruct, interconnect and deploy knowledge and related capabilities to ultimately enhance the value of reputational and brand-connected assets (Hoque et al., 2022). Differing views exist on whether BMC should be characterized as a high-order DMC construct (Barralles-Molina et al., 2014). Some scholars argue brand management activities are more related to low-order-, specialized MCs (Fang & Zou, 2009), whereas the majority claim that such specialized underlying constructs such as brand orientation, internal branding, and brand management strategy together generate a high-order construct, and demonstrate how such a combination enhances firm performance (Santos-Vijande, del Río-Lanza, Suárez-Álvarez, & Díaz-Martín, 2013; Hoque et al., 2021, 2022).

Given increased turbulence in markets due to factors such as digitalization and globalization, customers have not only gained increased power, but shifts in consumer trends and demands are also rapidly changing, and firms are faced with an increased amount of stakeholders to please (Fang & Zou, 2009). To cope with this, researchers point to *CRMC* which is said to facilitate the gathering of knowledge from both current and potential customers through various organizational processes while also entailing the cross-functional integration of such knowledge and procedures to ultimately leverage value propositions and improve firm performance (e.g. Fang & Zou, 2009; Morgan, 2012; Hoque et al., 2022). Fang and Zou (2009) further stress how *CRMC* also entails the cross-functional processes and alignment of channel partners, arguing *CRMC* to be a core high-order DMC construct, as aligned with other scholars (e.g. Hoque et al., 2022). While some authors argue relationship capabilities and other market knowledge capabilities related to customers to be included in *CRMC* (Hoque et al., 2021; Hoque et al., 2022), others argue that networking or relational capability should be seen as a separate construct within the realm of MCs in dynamic or adaptive contexts (Moorman & Day, 2016; Mitrega et al., 2012). As putting the customer in the center of attention as well as allocating resources

to partnership and channel relationships is evident increasingly important in dynamic contexts (Mitrega et al., 2012), such emphasis and interaction could be argued included in the description and classification of CRMC as a high-order construct, including cross-functional integration with other DMCs as well as through low-order constructs specifically related to networking and partnership processes (Morgan et al., 2018; Hoque et al., 2022).

### 2.2.2 Adaptive Marketing Capabilities

A vast amount of research has been conducted on MCs in dynamic contexts without, intentionally or not, explicitly connecting such research to the field of DMCs. Day (2011) describes how external trends such as digitalization and globalization have created a marketing gap between environmental demand and the organizational capacity of organizations, indicating a shift towards more emphasis on developing adaptive MCs to face marketing challenges and improve firm performance in dynamic environments. Hence, Day (2011) renewed his old classification of MCs by introducing Adaptive Marketing Capabilities (AMC) which is argued to have a more explorative and experimental nature than DMCs, focusing on the external environment, market, and customer. Day (2011) outlines three types of AMCs: *Vigilant Market Learning*, *Adaptive Market Experimentation*, and *Open Marketing* (see Table 1 for definitions). Along with Day's emphasis on market learning and agile adaptation, Kalaignanam et al. (2021) investigate the emerging theory of marketing agility and its relation to MCs in swift environments, defined as "the extent to which an entity rapidly iterates between making sense of the market and executing marketing decisions to adapt to the market." (p. 35), arguing how marketing agility can be identified as a high-order and adaptive construct, basically entailing the "learning to learn".

While the taxonomy of capabilities differs within the research domain, so does the literal codification. Most notably, is the difference in grouping or distinction of AMCs versus DMCs. The founding father of AMCs, Day (2011), clearly distinguishes between the two concepts, arguing that DMCs entail an inside-out but explorative focus, whereas AMCs define explorative and outside-in focused capabilities, and that such a focus is deemed more important in a very volatile business environment to close the gap between resources requirement and availability. As several scholars have adopted and approved this classification (e.g. Guo et al., 2018; Cake et al., 2020; Akgün & Polat, 2022), other researchers within the field have emphasized adaptiveness to be included in the realm of DMCs, mainly through the referral to proactive MO as a crucial high-order DMC construct (e.g. Barrales-Molina et al., 2014; Morgan et al, 2018). According to this viewpoint, pure adaptive learning and focus on knowledge gathering and dissemination, can in contrast be detrimental to an explorative approach as it may shift firms and their capabilities towards a responsive approach, ultimately turning DCs into static rigidities

due to the replicate nature of such a method.

### 2.2.3 Radical Innovation Marketing Capabilities

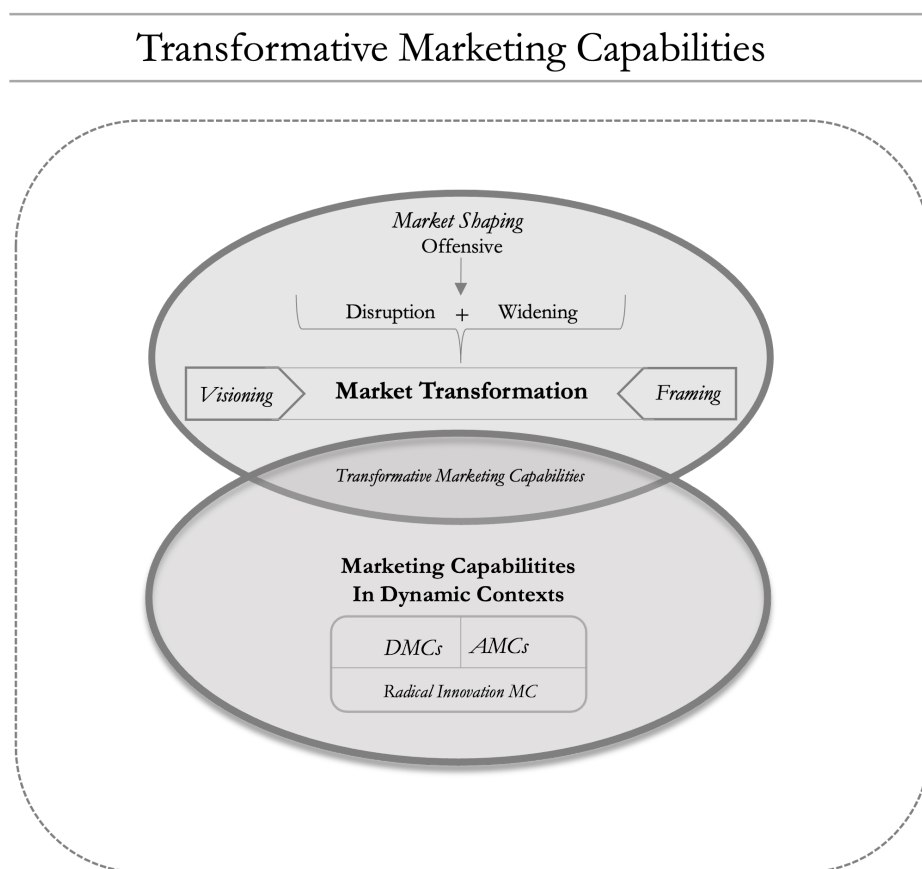
Sparked by the need to better face today's business and marketing environment, additional related concepts and constructs have emerged that, while not explicitly relating to DMCs and AMCs, argue for a renewed conceptualization of capacities in the field of MCs concerning radical innovation. Aligned with Slater et al.'s (2014) inclination of further alignment between DCs and radical product-innovation capabilities to cope with complexity and swiftness in market environments, Cake et al. (2020) investigated such relationships in the spectrum of MCs by developing a radical innovation launch model based on strategic orientations, investigating what types of MCs that are needed, and how they affect launch success. Cake et al. (2020) articulate a lack of empirical studies investigating how strategic orientations and DMCs affect the success of radical innovation initiatives. Specifically, they investigated what DMCs that lead to such success and how their composition and constructs differ depending on strategic orientations. They introduce three main strategic orientations: *Market Orientation*, *Entrepreneurial Orientation*, and *Learning Orientation* (see Table 1 for definitions), and validate all to effect radical innovation launch success. The researchers conclude that a high proportion of DMCs concerning radical innovation together with a solid entrepreneurial orientation is crucial in a firm for successful radical innovation launches.

To foster such a setting, the researchers point to and further validate a necessary shift towards a more learning-oriented culture to boost knowledge acquisition and dissemination within the organization, ultimately enabling a high entrepreneurial- and market-oriented mindset. To achieve such a setting and culture, Cake et al. (2020) highlight the importance of initiating training and programs of transformative nature to implement a clear and common purpose, which enable managers to become more adaptable and be able to question potential biases and dogmatisms that may arise. This ultimately aligns communication and brand identification strategies to the vision of radical innovations. In such an aligning and connecting procedure, transformational and motivational leadership is deemed essential. This conclusion aligns both with Baralles-Molina et al.'s (2014) emphasis on proactive MO as well as Day's (2011) attention to AMCs to face ambiguity within marketing. Moorman and Day (2016) further accentuate the role of culture as a construct that may improve firms' innovativeness and marketing excellence, and emphasize the importance of internally and externally establishing and controlling cultural norms, artifacts, and a market-oriented culture, that combined with properly maneuvered capabilities can increase firm performance. However, Moorman and Day (2016) add that investigation on what specific values, artifacts, and orientations of

culture that are indicated important in dynamic settings are still to be evaluated.

### 2.3 Theoretical Framework

This study aims to explore what MCs that emerge in transformative firms and how these MCs interplay and evolve over time. To gain a solid theoretical foundation on which this study will build, two fields of research have been reviewed. Namely, Market Transformation, including the offensive market-shaping strategies market widening and market disruption, and the particular strategies of framing and visioning, as well as Marketing Capabilities in dynamic contexts, including DMCs, AMCs, and Radical Innovation MCs. These two fields of research have been combined and collectively conceptualized (*Figure 5*) to get a solid backbone for the analysis of the findings in the intersection of these two streams of research.



*Figure 5: Theoretical Framework*

## 3. Methodology and Method

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*In the following chapter, presentation and motivation of the selected methodology are provided followed by an outline of how the research was conducted. The first section (3.1) highlights the scientific philosophy and approach chosen, followed by a section (3.2) illustrating how data was collected and analyzed. The last section (3.3) outlines the quality and ethical considerations adopted.*

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### 3.1 Methodology

#### 3.1.1 Research Philosophy

Following a constructionist and interpretivist philosophy, the research paradigm of this study has been drawn from two central philosophical pillars of research, ontology, and epistemology. Ontology bears upon the philosophical perception of whether the existence of objects in nature is subjectively affected by individuals and their interpretations, or not (Bell, Bryman, & Harley, 2019). As the nature of Market Transformations and MCs may differ within industries, firms, and even organizational units as well as viewed and pursued differently by practitioners, a constructionist perception of ontology is deemed suitable for this research given that such a standpoint claims that various truths and facts exist depending on the perception and perspective of the observer. Epistemology instead refers to the collection and learning of knowledge and the social environment (Bell et al., 2019), where the interpretivist perception of this philosophical construct views reality as highly subjective. Hence, deemed suitable for analysis of complex and social phenomena where observations are both heterogeneous and subjective (Saunders, Lewis, & Thornhill, 2019), by deriving interpretative insights often through a qualitative methodology (Krauss, 2005).

#### 3.1.2 Research Approach

##### 3.1.2.1 Research method

This study adopts a qualitative and exploratory research method, as such means goes in line with the given philosophical stances of the study. Namely, that the phenomenon of MCs in transformative firms is regarded as socially constructed hence requiring in-depth comprehension (Alvesson & Sköldböck, 2018). The applied method is further deemed suitable in circumstances where research of an area is scant and conceptualization of phenomenon ambiguous (Bell et al., 2019; Saunders et al., 2019), as apparent both regarding the scattered conceptualization of accentuated strategies and capabilities within Market Transformation, and the non-existing research of MCs apparent in transformative firms especially.

### 3.1.2.2 Research Reasoning

Taking a constructivist and interpretivist approach to a qualitative research method to attain comprehensive insights of MCs in transformative firms and their adjustment, the research logic and its relationship between empirics and theory will adopt an abductive approach. Such a method takes advantage of both deductive and inductive research approaches through deductive exploitation of existing research related to the case to validate accuracy, yet inductively allowing empirics to test, guide and formulate adoption and creation of theory throughout the process, ultimately enabling development of new theory through iteration (Bell et al., 2019; Dubois & Gadde, 2002). Such a design is considered suitable when the objective of a study is to investigate the occurrence and interaction of phenomenon or events in certain contexts or situations (Flick, 2018; Dubois & Gadde, 2002), arguably constituting a proper fit for this research in order to explore and contextualize apparent MCs, their interplay and evolvement in transformative firms.

### 3.1.2.3 Research Strategy

This study is constructed to attain empirical insights from participants to ultimately provide an answer to the established research questions in order to fulfill the purpose of the study. Such a process aligns with a qualitative methodology, since the researchers aim to elicit and crystalize concealed and implicit associations of the empirical findings, rather than deductively analyzing numerical findings of a more quantitative and explicit character (Krauss, 2005; Bell et al., 2019). Hence, a method of intensive rather than extensive acquisition of research is applied, that while limiting the level of generalizability aims to provide plausible results of relevant data (Jacobsen & Sandin, 2006). To strategize the outlined approach, a dual design is deployed, constituted by a qualitative interview study of what MCs that are emergent in firms attempting to transform a market, followed by a single case study to investigate how such MCs interplay and evolve. The conclusive strategy and outline of the method is depicted in Figure 6.

## 3.2 Method

The following sections will present the method approach and design of the study, conducted through two empirical study steps to collectively provide answers to the respective research questions. Firstly, data collection and analysis of an interview study to outline apparent transformative MCs (TMCs) are presented. Secondly, a single case study at a transformative firm is presented, conducted to further investigate TMCs and their interplay and evolvement.

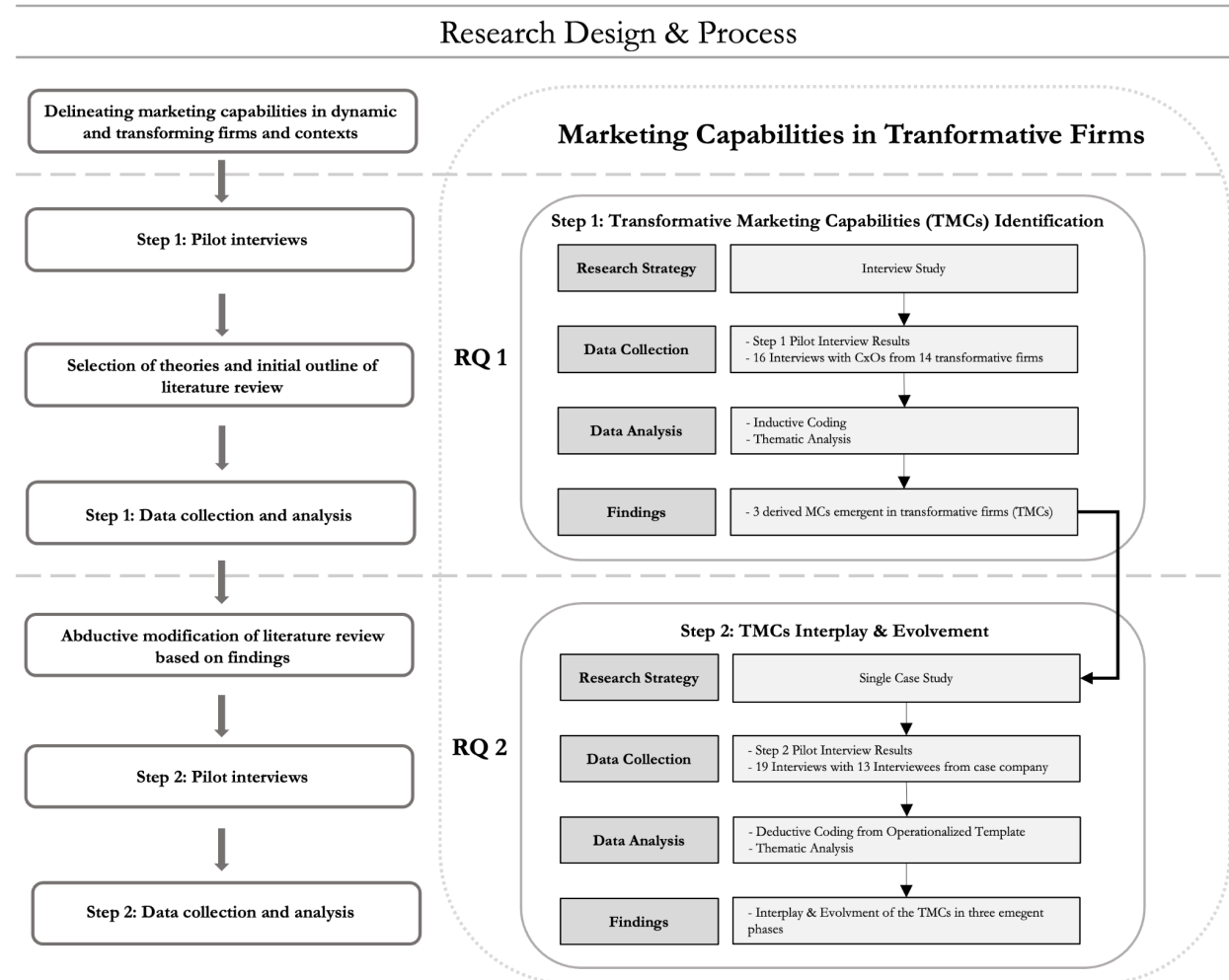


Figure 6: Research Design & Process

### 3.2.1 Step 1: Interview Study

#### 3.2.1.1 Sampling Approach

In Step 1, primary data, defined as unique data from original sources (Bell et al., 2019), was collected through semi-structured interviews to generate original insights about the phenomenon as suitable for social complexities (Saunders et al., 2019). The interviewees were sampled based on a non-probability sampling approach as they were purposely selected by their expertise and not randomly sampled (Bell et al., 2019), directed through the two following criteria. Firstly, the interviewee had to work in a senior position for, or have founded, a company attempting to transform an industry. Secondly, the interviewee had to have deep insights into marketing operations. Interviewees were deliberately sampled across industries to enable heterogeneity and width within the group of participants (Timmermans & Tavory, 2012). The authors’ reached out to interview prospects through their networks, combined with snowball sampling, as some of the interviewees recommended or arranged

meetings with other suitable interviewees. As some researchers deem this sampling technique slightly biased, it was argued suitable in this study since such recommendations aligned with preset sampling criteria and allowed for contact with persons in relatively sealed contexts authors otherwise would not have been able to access (Saunders et al., 2019).

### 3.2.1.2 Data Collection

Before the interview study, two pilot interviews with one founder and one partner from an executive advisory firm specializing in transformation were conducted to generate an introductory understanding of the challenges of transformative firms as well as get a sense of the external trends affecting the MCs in these contexts. These interviews lasted 35-40 minutes and prepared the authors for the primary data collection (Bell et al., 2019) by providing the authors with four suggested transformative firms that fulfilled the sampling criteria, and confirmed the viability of the data collection and research design by proofreading the interview protocol and confirming the suggested questions as relevant and understandable. Thereafter, 16 semi-structured interviews with representations from 14 different firms from various industries were conducted, resulting in a total of 650 minutes of interviewing (*see Table 2*). This was deemed suitable to generate extensive and in-depth knowledge about the phenomenon researched (Saunders et al., 2019) and argued a sufficient amount given achieved insights saturation of TMCs. An assembled interview protocol (*see Appendix 5*) included open-ended questions to gain explorative and rich insights combined with follow-up questions to enable extension of phenomenon or clarification of situational context (Bell et al., 2019). Most of the interviews were held in a digital format, with both authors present, to suit the intense schedule of the interviewees. In all interviews, with a length between 25-52 minutes and an average of 41 minutes, a clear explanation of the purpose of the interview was given to the interviewees, and upon confirmation recorded and transcribed. Followingly, the authors manually transcribed the interview and collectively aligned within 48 hours to avoid biases, after which it was sent to the respective interviewee for confirmation and validation.

*Table 2: Interviewee Overview in Step 1*

<b>Interviewee</b>	<b>Role</b>	<b>Company</b>	<b>Industry</b>	<b>Date</b>	<b>Duration</b>
<i>Interviewee 1</i>	Head of Design	T-A-A-S	Transportation	2022-02-07	40 min
<i>Interviewee 2</i>	CEO/Co-founder	Platform	Automotive	2022-02-09	33 min
<i>Interviewee 3</i>	CEO/Co-founder	Platform	Expert Network	2022-02-11	35 min
<i>Interviewee 4</i>	CEO	Subscription Service	Newspapers & Magazines	2022-02-16	48 min
<i>Interviewee 5</i>	VP PA & Communication	Manufacturing	Steel	2022-02-21	52 min
<i>Interviewee 6</i>	CEO	Online Store	Wine	2022-02-22	46 min
<i>Interviewee 7</i>	Head of Revenue	Platform	Insurance	2022-02-22	38 min
<i>Interviewee 8</i>	CCO	GreenTech	Vertical Farming	2022-02-25	49 min
<i>Interviewee 9</i>	CEO	BeautyTech	Cosmetics	2022-02-25	41 min
<i>Interviewee 10</i>	CMO	Subscription Service	Fishing	2022-03-01	34 min
<i>Interviewee 11</i>	CMO	Online Store	Pharmacy	2022-03-02	48 min
<i>Interviewee 12</i>	VP PA & Communications	Manufacturing	Battery	2022-03-18	34 min
<i>Interviewee 13</i>	Investor/Founder	Tech Investments	Investment	2022-03-22	35 min
<i>Interviewee 14</i>	Head of Market & CX	T-A-A-S	Transportation	2022-03-23	47 min
<i>Interviewee 15</i>	Technology Strategy Director	T-A-A-S	Transportation	2020-03-30	25 min
<i>Interviewee 16</i>	Head of Marketing	FinTech	Banking	2022-04-05	45 min

### 3.2.1.3 Data Analysis

To analyze gathered data, a thematic data analysis procedure was applied, argued by researchers as a way to identify, analyze and grasp themes from a large set of complex data in detail, frequently used by qualitative researchers (Braun & Clarke, 2006). The processes followed a four-step approach. Firstly, the authors familiarized themselves with the data by reading it independently. Secondly, first-level codes were generated, both by bearing the theory in mind to see similarities, but also with an explorative mind opening up for empirical surprise. This was done separately by both authors, to increase quality and decrease the risk of bias (Bell et al., 2019), and thereafter mutually discussed. Third, the authors grouped initial codes into sub-themes, using a table for visual aid and support to ultimately distinguish patterns and relationships, grouping such into three broader themes representing the TMCs. Lastly, the authors thoroughly reviewed the themes before the thematic analysis was formulated in words. A visual overview of the process is found in Figure 7.

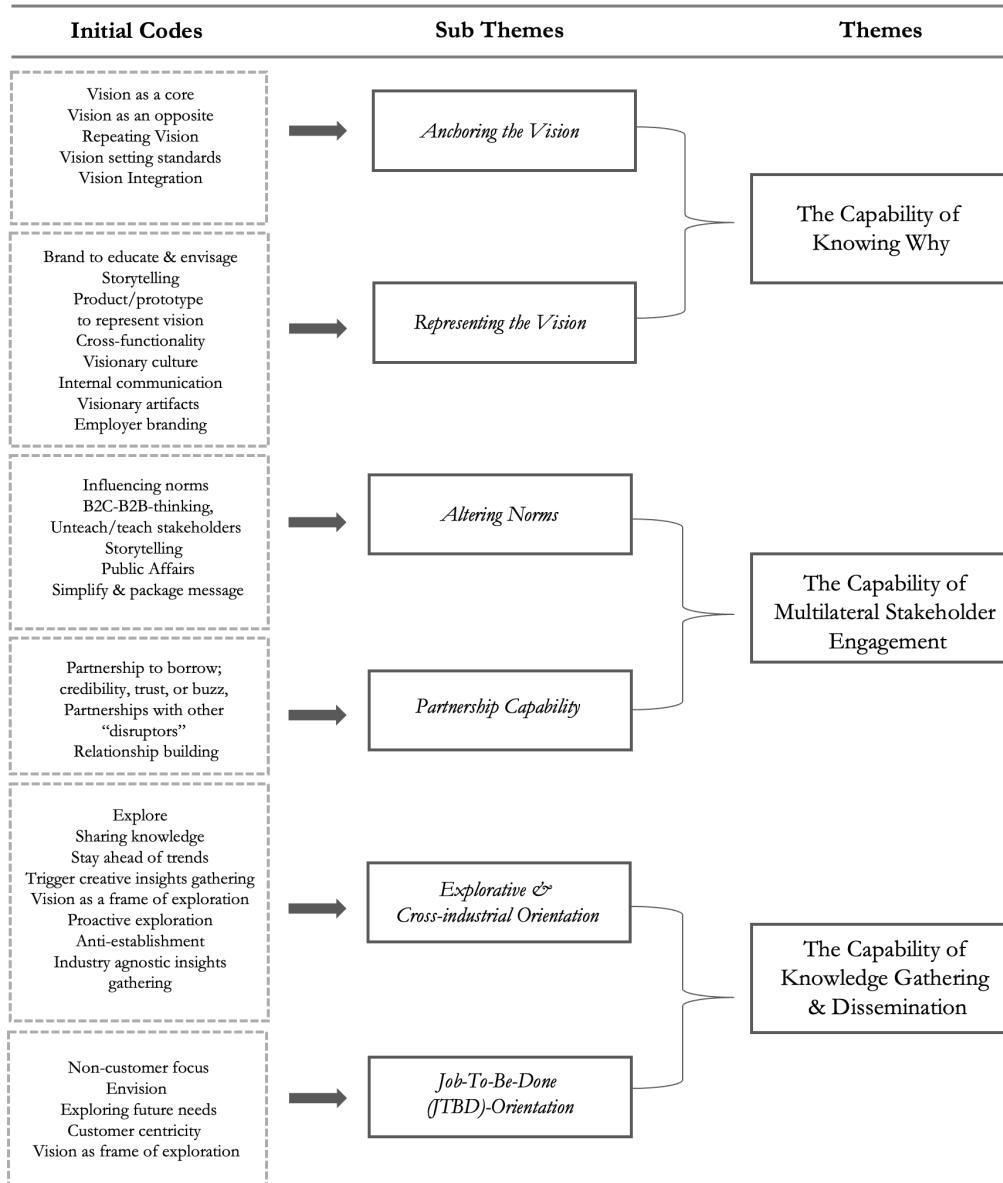


Figure 7: Thematic Framework Step 1

### 3.2.2 Step 2: Single Case Study

#### 3.2.2.1 Sampling Approach

As the first step of the study revealed findings of TMCs, a case study approach for further collection of empirical data was deemed particularly suitable to answer Research Question 2 as it allows for deeper investigation of how such a contemporary phenomenon as TMCs are developed in its representative context (Eisenhardt & Graebner, 2007; Dubois & Gadde, 2002). A case study design is characterized by the investigation of “*the interaction between a phenomenon and its context*” (Dubois & Gadde, 2002, p. 554) by a thorough study of focal case(s) representing such circumstances. While providing a vague

basis for generalization, it allows for the understanding of comprehensive data regarding environmental factors and processes of the studied phenomena in its natural context, as well as harmonizes with an abductive approach (Eisenhardt & Graebner, 2007; Alvesson & Sköldeberg, 2018). Such a method also enables more effective resolution to questions formulated as “how” or “what”, compared to other methods such as surveys or experiments (Saunders et al., 2019; Yin, 2014). Ultimately argued most suitable to enable proper investigation of Research Question 2. A single case study was adopted as such design is deemed appropriate when a particular case provides an opportunity to investigate specific aspects which have not been extensively researched before (Saunders et al., 2019; Bell et al., 2019), and enables the possibility of a longitudinal and in-depth study, in contrast to a multiple case investigation (Yin, 2014; Dyer, Wilkin, & Eisenhardt, 1991). As there to the authors’ best knowledge is no research that has previously studied the phenomenon of TMCs, nor their interplay and development, the method of a single case study is as argued deemed suitable.

#### *Case Selection*

In case study designs of research, selection of case(s) is deemed to be the most crucial decision (Dubois & Araujo, 2007) and selection hence ought to be based on where acquisition of such insights will be most preminent (Bell et al., 2019). The case selected is based on the firm’s relevancy and applicability in attaining knowledge and insights into the phenomenon of TMCs, and anonymized with the pseudonym *TransporTech* to secure required confidentiality. As the focus of Step 2 is to utilize the case as a way to comprehend the wider concept of TMCs in-depth, the approach to the case can be identified as instrumental (Stake, 1995; Bell et al., 2019), since the case is argued representative and aid comprehension of a wider issue. *TransporTech* claims to be highly transformative and disruptive concerning both business model and value offerings, with the pursuit to radically change the transportation industry. Further, they emphasize marketing as an integral and central step of such a pursuit. As *TransporTech* allowed the authors to conduct the case study at the firm during five months, this ensured the possibility of an encompassing and in-depth investigation.

#### 3.2.2.2 Data Collection

In Step 2, primary data were collected in the same procedure as delineated in Step 1. To assure compliance with the reasoning described above, two pilot interviews with *TransporTech* (Head of Market & Customer Experience and SVP Research & Public Affairs), were held. This generated initial comprehension of the transformative character and marketing approach of the firm, ensuring fit of the intended research purpose. Additionally, as *TransporTech* was included in the first step of the research, this allowed for additional validation between the other companies, ultimately enabling an assessment of case viability before initiation (Bell et al., 2019). Thereafter, 19 semi-structured interviews were

conducted with 13 participants from marketing and related functions, resulting in 656 minutes of total interviewing, an amount alleged as sufficient through apparent saturation of empirics (Longhurst, 2003). As described in the first step, interviews were again semi-structurally organized and lasted between 23-48 minutes, with an average of 35 minutes. In contrast to the first step, follow-up interviews were if argued necessary conducted to allow interviewees to expand, evaluate and develop on elaborations, ultimately enabling clarification of arguments to reveal similarities and differences within the case studied (Bell et al., 2019). Further, to allow for a link between theoretical insights and empirical results of Step 1, an operationalized interview template was constructed (*see Appendix 6*) to ensure a more deductive data gathering of the identified TMCs, while still inductively allowing for theoretical and empirical surprise regarding their interplay and development over time. Derived from the abductively emerged theoretical framework, the template secured rich derivation of theoretically validated and developed empirical concepts into interview questions to answer Research Question 2 through more persistent and reliable insights (Saunders et al., 2019). The format and method of transcription followed the same procedure as delineated in Step 1.

*Table 3: Interviewee Overview in Step 2*

Type	Interviewee	Role	Date	Duration
<i>1st interview</i>	<i>Case Interviewee 1</i>	Content Manager	2022-02-03	33 min
<i>1st interview</i>	<i>Case Interviewee 2</i>	Head of Design/Senior Advisor	2022-02-07	30 min
<i>1st interview</i>	<i>Case Interviewee 3</i>	Marketing Associate	2022-02-09	31 min
<i>1st interview</i>	<i>Case Interviewee 4</i>	Communication Associate	2022-02-10	31 min
<i>1st interview</i>	<i>Case Interviewee 5</i>	Industrial Design Lead	2022-02-17	43 min
<i>1st interview</i>	<i>Case Interviewee 6</i>	Marketing Associate	2022-02-17	35 min
<i>1st interview</i>	<i>Case Interviewee 7</i>	Commercial & Marketing Associate	2022-02-21	33 min
<i>1st interview</i>	<i>Case Interviewee 8</i>	Head of Market & CX	2022-03-23	48 min
<i>1st interview</i>	<i>Case Interviewee 9</i>	SVP Research & Public Affairs	2022-03-29	45 min
<i>1st interview</i>	<i>Case Interviewee 10</i>	SVP Technology	2022-03-30	23 min
<i>1st interview</i>	<i>Case Interviewee 11</i>	Chief HR Officer	2022-03-31	34 min
<i>1st interview</i>	<i>Case Interviewee 12</i>	Marketing Director	2022-04-01	46 min
<i>Follow-up interview</i>	<i>Case Interviewee 2</i>	Head of Design/Senior Advisor	2022-04-04	31 min
<i>Follow-up interview</i>	<i>Case Interviewee 5</i>	Industrial Design Lead	2022-04-04	34 min
<i>1st interview</i>	<i>Case Interviewee 13</i>	Director Logistics Strategy	2022-04-04	31 min
<i>Follow-up interview</i>	<i>Case Interviewee 7</i>	Commercial & Marketing Associate	2022-04-04	33 min
<i>Follow-up interview</i>	<i>Case Interviewee 3</i>	Marketing Associate	2022-04-04	34 min
<i>Follow-up interview</i>	<i>Case Interviewee 8</i>	Head of Market & CX	2022-04-07	31 min
<i>Follow-up interview</i>	<i>Case Interviewee 13</i>	Director Logistics Strategy	2022-04-08	30 min

### 3.2.2.3 Data Analysis

Similar to Step 1, a thematic analysis process was conducted. Contrastly, such analysis followed a different procedure to enable a deductive detection of established TMCs, yet inductively allowing for emergence of interplay and development of such. The process consisted of four stages. The first two stages align with the first steps of Step 1. Thirdly and conversely, emerged codes were categorized into established themes of TMCs derived from Step 1. Next, inductive categorization of new codes into additional themes regarding interplay and evolvement of emerged TMCs was conducted combined with inductive inclusion of new findings to enrich the established constructs of TMCs, abductively allowing for empirical and theoretical surprise. Finally, patterns and connection of the themes were outlined and analyzed. A visual overview of the process is found in Figure 8.

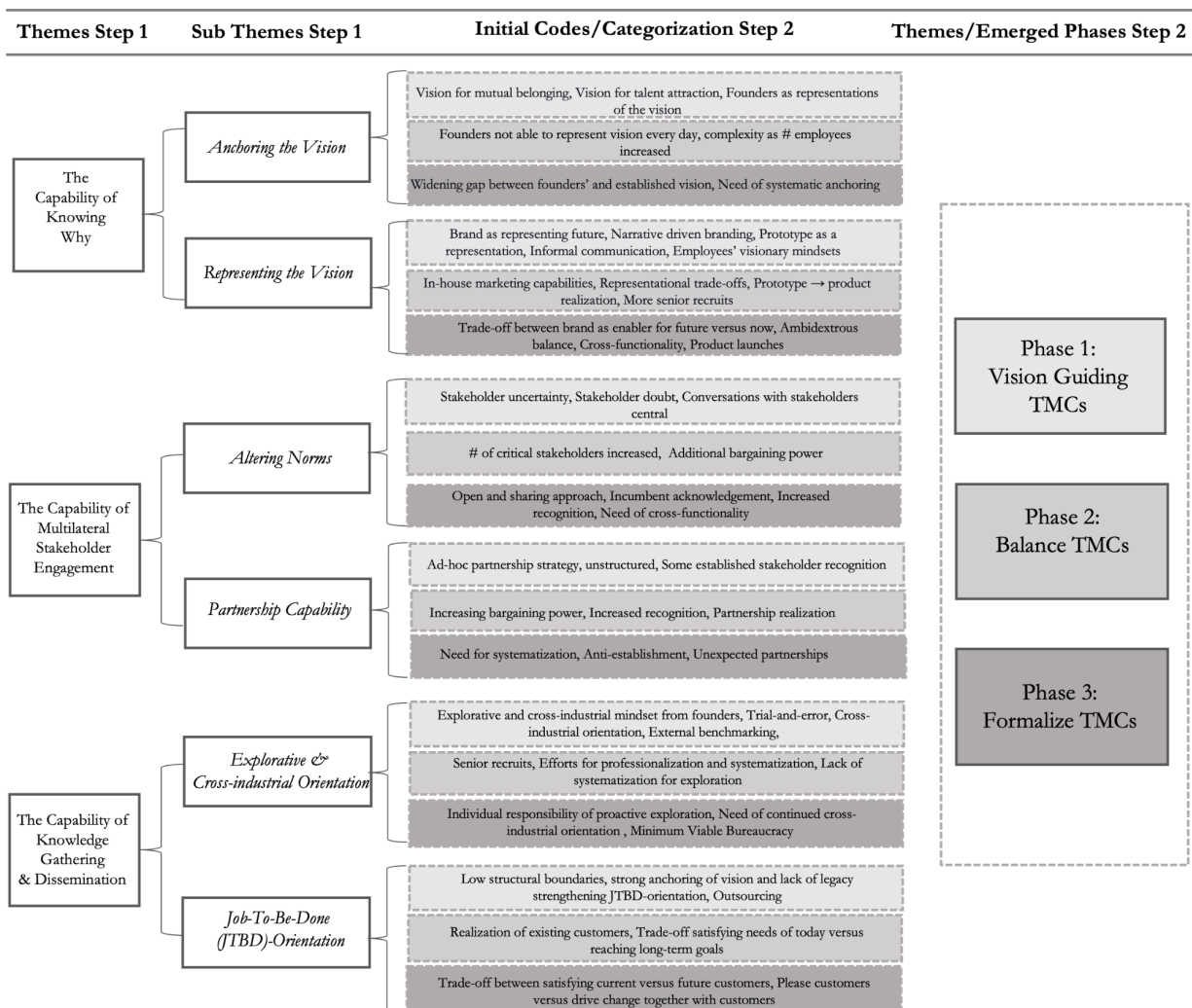


Figure 8: Thematic Framework Step 2

## 3.3 Quality and Ethical Considerations

### 3.3.1 Quality of the study

To ensure the quality of the study, the four evaluation criteria suitable for qualitative research (Bell et al., 2019) proposed by Lincoln and Guba (1985) have been applied: Credibility, Dependability, Confirmability, and Transferability.

#### 3.3.1.1 Credibility

Credibility plays a crucial role in establishing trustworthiness of research (Lincoln & Guba, 1985; Shenton, 2004). To ensure such, collection and analysis of both secondary and primary data ought to be approved and prescribed in line with the established area of research in a plausible way (Bell et al., 2019). Accordingly, a comprehensive collection of secondary data was conducted in an iterative manner to allow for abductively crafted theoretical framework and interview templates, ultimately enabling the operationalization of such to be heavily linked to the most relevant field of research (Dubois & Gadde, 2002). Further, all participants had to meet a sequence of requirements that was validated before the interview. Firstly, a detailed explanation of the subject of MCs and transformative industries was conducted to assure confirmation of knowledge. Secondly, the authors did not reveal any inclinations of typical MCs or transformative strategies. If preconditions were not fulfilled, the authors would not proceed with the interview.

#### 3.3.1.2 Transferability

Transferability refers to the reliability of replicability of research results in other contexts (Noble & Smith, 2015). In contrast to generalizability (Bell et al., 2019), qualitative research is rather concerned with establishing and validating a thick description of the uniqueness and significance of the sampled context, to allow for transferability (Lincoln & Guba, 1985). Hence, a clear description and contextual explanation of the study as well as purposeful selection of participants in interviews ought to be in place to enable and facilitate transferability (Anney, 2015). Therefore, great emphasis was put on comprehensively describing the purposive sampling of the study, outlined in *Sampling Approach*. Moreover, the collection procedure and presentation of gathered data of the studied phenomena should be descriptively outlined (Guba, 1981), regarded through detailed description of creation and operationalization of the theoretical framework and interview templates, to ensure proper explanation of selected companies, interviewees, as well as of related research fields.

### 3.3.1.3 Dependability

Dependability closely relates to reliability, but refers to the level of thoroughness, structure, and transparency of the encompassing process of data collection (Bell et al., 2019; Lincoln & Guba, 1985), to allow future research to effortlessly assess whether decent practices have been pursued (Shenton, 2004), achieved through procedures such as sequential replication, audit-trail, and peer examination (Lincoln & Guba, 1985). Sequential replication, described as separate data analysis between researchers (Anney, 2015), was achieved through initial individual analysis of empirics, accompanied by a joint comparison. For further validation, an audit-trail process was conducted throughout the study by documenting the raw data from interviews and notes from other observations to enable future researchers to audit processes (Anney, 2015). Finally, empirical findings and the study process were discussed with third party members, namely with other students and an ex-associate professor, to allow for a neutral peer examination, ultimately obtaining additional comprehension of findings (Anney, 2015).

### 3.3.1.4 Confirmability

While acknowledging that no business research is entirely objective, confirmability refers to proper explanation and documentation process of research, namely the possibility of data and result assessment, and if such processes have been subject to perceptions or imaginations of the authors (Bell et al., 2019). Guba (1981) points to three procedures to ensure confirmability: audit-trails, reflexive journals, and triangulation. Accordingly, the audit-trail process described above supports not only enhanced dependability, but also confirmability. Additionally, the coding procedure of gathered data entailed detailed and visual descriptions of theme and code development from the interviews (*see Figures 7 & 8*). Ultimately, all authors were present in data collection, transcription, and coding, both individually and sequentially collaboratively, to ensure triangulation and reduce biases (Guba, 1981).

## 3.3.2 Ethical Considerations

Ethical considerations refer to the scrutiny of ethical review and regulation in research to safeguard participants and integrity (Bell et al., 2019). To assure such legitimate respect to such, affirmation of no harm to interviewees, lack of consent, privacy encroachment, and avoidance of deception has been secured through what is broadly categorized as reassurance of anonymity and confidentiality (Bell et al., 2019) to increase trustworthiness and authenticity of findings.

### 3.3.2.1 Anonymity and Confidentiality

As anonymity broadly refers to individual protection of participants' identity throughout research, confidentiality instead regards protection of the actual empirical information or observation obtained

from participants (Bell et al., 2019). To assure this, several ethical principles were followed. Firstly, secure distribution of information and informed consent was assured through clear indication of free will of participation and withdrawal, as well as through explicitly informing participants about the purpose of the research and how gathered data would be processed. Accordingly, consent to be recorded in the interview solely for the means of transcription, and derived findings to be included in the research, were clearly stated and asked to participants. Any request of exclusion of specific data from participants was respected and fulfilled. Secondly, to allow for secure protection of confidentiality and information usage, data was processed and reserved according to the European General Data Protection Regulation (REG. 2016/679). Moreover, anonymity was offered to participants and explicit information and assurance that gathered data would solely be used for the purpose of the specific study were given. Albeit, for the sake of context and validity, only generic descriptions of the firm, its industry as well as the role of the interviewee were detailed, and the case company was pseudonymized, to mitigate the risk of disclosing sensitive information. Finally, collected information was stored on a password-secured cloud platform and erased 3 months after the approval of the study by the board of approval at Stockholm School of Economics.

## 4. Empirical Findings

*This section demonstrates the empirical results of Step 1, the Interview Study (RQ1), regarding MCs in transformative firms and Step 2, the Case Study (RQ2), which explores the MCs interplay and evolvement over time. The findings from Step 1 are presented in three themes representing the TMCs: the Capability of Knowing Why (KW), the Capability of Multilateral Stakeholder Engagement (MSE), and the Capability of Knowledge Gathering & Dissemination (KGD) with their sub-themes presented under each section. The findings of Step 2, are presented in three different phases: Vision Guiding TMCs, Balance TMCs, and Formalize TMCs, to outline their evolvement and interplay. A selection of quotes will be presented throughout the chapter. However, for more empirical examples, see Appendix 3 and 4.*

### 4.1 Step 1: Exploring the TMCs

*Table 4: Description of Sub-Themes Step 1*

Themes	Sub Themes	Empirical Examples	Description
<b>The Capability of Knowing Why</b>	Anchoring the Vision	“We need to have a clear understanding of why we do as we do. Everyone at this firm could make 3X more money at another firm [...] but we have a clear why.” - Int_3	Anchoring the vision refers to the firm’s ability to anchor and integrate the vision of the company to ensure internal alignment and guidance.
	Representing the Vision	“As a value-driven business, this has a close correlation to the product itself [...] when the whole business is value-driven, the product and the marketing needs to be fully integrated.” - Int_6	Representing the vision refers to the firm’s ability to represent the vision through operationalized marketing components of the brand, product, and culture for external influence and internal alignment.
<b>The Capability of Multilateral Stakeholder Engagement</b>	Altering Norms	“We created an outward pressure with our story that was easy to grasp and communicate broadly. It created a momentum which in turn generated customers that were interested in hearing what we could offer.” - Int_12	Altering norms refers to the firm’s ability to influence and spur the direction of the industry to align with its own vision and idea about the future.
	Partnership Capability	“You can see a pattern in our selection in partnership, we partner with companies that understand partnership, and branding. In that way, we can capitalize on each other.” - Int_11	Partnership capability refers to the firm’s ability to initiate strategic partnerships to spur the direction of the industry and its own position in the industry.
<b>The Capability of Knowledge Gathering &amp; Dissemination</b>	Explorative & Cross-Industrial Orientation	“There is nothing to be inspired by that is directly related to what we do in our industry, so instead we have to find it elsewhere.” -Int_12	Explorative and cross-industrial orientation refers to the firm’s ability to gather and explore insights with a vigilant perspective from various sources and across industries to challenge common industry logic.
	Job-To-Be-Done (JTBD)-orientation	“Just think of Apple’s product design. It was not like anyone back then asked for an iPhone. But what they instead understood, was towards which direction the market needed to go, and they understood how things and conditions were intertwined. They then elevated towards such a notion and direction. We have to follow that same logic with our vision.” - Int_14	JTBD-orientation refers to the firm’s ability to not only search for information from existing customers but to look one step ahead of the current needs of the customers to realize what problem the firm will solve in the future.

### 4.1.1 The Capability Of Knowing Why

The results of the interviews addressed that the foundation of the TMCs originated from the capability of truly knowing why the company exists, which boiled down to two emergent sub-themes: *Anchoring the Vision* and *Representing the Vision*.

#### 4.1.1.1 Anchoring the Vision

Anchoring the vision was highlighted by many as essential to the transformation (Int\_3; Int\_8; Int\_2; Int\_14; Int\_15), especially under very uncertain conditions (Int\_15). The anchoring was told to stem from many factors, including the founders' idea of what form the company should take. Eight (Int\_1; Int\_2; Int\_3; Int\_6; Int\_9; Int\_11; Int\_14; Int\_15) interviewees highlighted that the founders' backgrounds affected the vision of the company, and it was further emphasized that the vision of what the company should not be was as important to anchor as what the company should be, guiding practices and actions (Int\_5; Int\_14; Int\_11; Int\_12).

“We don't want to be the next Scania or SSAB [...] That means that you can work differently with marketing and communications. We want to be the next generations' industrial company.” - Int\_5

#### 4.1.1.2 Representing the Vision

All interviewees stressed the importance of representing the vision through marketing practices, operationalized through the *brand*, *product* (entails the term value offering), and *culture*. Representing the vision through the *brand* was identified as critical for the majority, highlighted as a way to present the vision of the company in an understandable and tangible way, both internally and externally. This could be with the purpose to educate customers (Int\_11; Int\_7; Int\_16) or in the form of artifacts, such as storytelling, to help stakeholders envision the brand and what the firm aimed to do and transform (Int\_15; Int\_12; Int\_16).

“Since there is not an industry of what we do, we are the industry, we need to use our communication and branding to educate both customers, partners, and other market participants.” - Int\_7

Further, representing the continuous development of the *product* was depicted as another important construct, in many cases explicitly with the pursuit to drive the market in line with the vision through marketing practices (Int\_15; Int\_4; Int\_14; Int\_1). Specifically, some highlighted how the product, or prototype, can act as an visionary artifact to represent the future to stakeholders. Exercised by showcasing the product in a familiar place (Int\_2), or a visual prototype of the product or production before it physically existed (Int\_5; Int\_14; Int\_15). It was additionally implied how cross-functional alignment was deemed important in such undertakings (Int\_1; Int\_6).

“On our website, we have a big car transport with our logo on who we created before we even launched [...] we wanted them to feel that this was safe, familiar, and legit, that this could be on their street.” - Int\_2

All but one (Int\_7) interviewee emphasized the role of *culture* in marketing to represent the vision through two distinct approaches, internal communication and external cultural branding. Internal communication was utilized to ensure organizational alignment and establish a cultural frame for exploration (Int\_10; Int\_8; Int\_11; Int\_16), where it was implied critical that the culture genuinely aligned with the vision of the company and permeated strategic marketing choices (Int\_8; Int\_6). Some interviewees again exemplified marketing tools such as artifacts to ensure cultural representation over time (Int\_11; Int\_1; Int\_7). From an external perspective, marketing practices were also used to leverage and present the culture to attract talent and build the employer brand (Int\_5; Int\_6; Int\_8; Int\_12; Int\_14).

“We have to carefully manage our core cultural values as we are entering an old-fashioned industry with a new product. We want to challenge the whole industry, and ourselves. Therefore, we have to work a lot with employer branding.” -Int\_5

#### 4.1.2 The Capability of Multilateral Stakeholder Engagement

The results depicted that MSE was a critical TMC to influence the trajectory of the market and to conduct strategic partnerships for industry movement, boiling down to the sub-themes of *Altering Norms* and *Partnership capability*.

#### 4.1.2.1 Altering Norms

The interviewees highlighted the need of reframing what was previously known to be true about the industry to align with their vision of the future, which took many forms. Firms that aimed to transform the industry in a more radical and disruptive way, emphasized the need to engage and inform the broader mass to create a pull-effect for the firm's value-offering(s) (Int\_5; Int\_14; Int\_12). In other cases where the transformation was not articulated to be as radical, firms expressed a greater tendency to focus on the customers to unteach an old behavior and modify it in their own favor to alter industry norms (Int\_3; Int\_8; Int\_2).

“Even though we are a B2B-company, we need to build a B2C-brand to reach out to the broader audience and really make an impact.” - Int\_14

Similar to using artifacts for visionary representation, such were also used to specifically engage different stakeholders and anchor their thoughts on the firms' idea of the future and alter common practices within the industry the firm intended to transform (Int\_2; Int\_14; Int\_5). For instance by communicating this to legislators or politicians to alter market infrastructure, legislations, or governmental support. In these cases, firms declared to have a high focus on Public Relations and Affairs to spur the debate in a favorable direction and lobby for certain institutional actions through marketing practices (Int\_12; Int\_14; Int\_5), where the artifact used could be a story that simplifies the message or a visual motion of ideas (Int\_2; Int\_5; Int\_12; Int\_14).

“We developed a picture of how we wanted the product to look like, showed it and said: here's the future. That was before we had started to build anything, but it gave a sense of what we were aiming to do.” - Int\_14

#### 4.1.2.2 Partnership Capability

The majority of interviewees highlighted how the capability to network and partner up with stakeholders to simulate, spur or enforce market change, establishment, and norms towards a favorable direction was a central construct of MSE. It was further implied that the focus or nature of such partnerships depend on the desired outcome. Four (Int\_4; Int\_11; Int\_14; Int\_16) interviewees implied partnerships to generate an outcome of increased credibility, buzz and or trust towards the firm and its business, and that such desired outcome was deliberately sought for in their strategic choices in networking and partnering activities.

“You can see a pattern in our partnership-selection, we partner with companies that understand partnership, and branding. In that way, we can capitalize on each other.” - Int\_11

Others (Int\_2; Int\_4; Int\_7) stressed partnership capability as a way to specifically spur or influence the development of the market in a certain direction through joint collaboration, where an apparent strategic trade-off in selection of such partnerships was evident, affecting how external actors may view the focal firm as positively transforming or negatively disrupting an existing industry and ecosystem.

“Another important aspect from a marketing and brand perspective is to ask yourself whether you want to piss the industry off or if you don’t. As we are dependent on collaboration with the industry, we have taken a neutral and positive stance.” - Int\_2

### 4.1.3 The Capability of Knowledge Gathering and Dissemination

The results declared that the need for market knowledge acquisition, integration, and maintenance was a critical TMC, depicted as KGD. This further boiled down to the two distinctively emerged sub-themes of *Explorative & Cross-Industrial Orientation* and *JTBD-Orientation*.

#### 4.1.3.1 Explorative & Cross-Industrial Orientation

The majority of the interviewees deemed it crucial to have an encompassing emphasis on a proactive, experimentative, and industry-agnostic mindset and procedure in KGD. This inclination was implied facilitated through cross-functional alignment procedures and was argued important when the established focal market would not work as a frame of reference for insights (Int\_9; Int\_11; Int\_12; Int\_16; Int\_14).

“There is nothing to be inspired by directly related to what we do in our industry, so instead we have to find it elsewhere.” -Int\_12

To attain such knowledge, several interviewees emphasized talent acquisition and retention, stating it as an important tool used to deliberately attract and hire employees from diverse industries and backgrounds (Int\_1; Int\_14; Int\_16).

“(In marketing), we don’t hire from the banking industry, if we want someone who knows branding, we hire from companies like Nike, if we want someone for CRM, we might hire from a betting company.”- Int\_16

#### 4.1.3.2 JTBD-Orientation

Framing the visionary JTBD as a point of convergence in KGD was identified as important by the majority, accentuating how not only monitoring but also envisaging what problems that are desired solved by customers is crucial. It is further elaborated on how it is the innovative capability within marketing aligned with other parts of the organization, that enables realization from vision to value proposition derived from such monitoring and envision (Int\_4; Int\_7; Int\_13).

“This is where the innovation capability of the company comes in. The customer can explain what problem they want to be solved, but then it’s the company’s job to envision how that can be solved.” - Int\_4

However it was further highlighted that in more extreme cases of transformation it is hard to fully rely on the problematization of customers, as they may have a hard time articulating a demand of something that is radically different and new. It was indicated that in such cases, the vision as a guiding star of knowledge acquisition and application becomes increasingly important (Int\_1; Int\_8; Int\_14).

“Just think of Apple’s product design. It was not like anyone back then asked for an iPhone. But what they instead understood, was towards which direction the market needed to go, and they understood how things and conditions were intertwined. They then elevated towards such notion and direction. We have to follow that same logic with our vision.” - Int\_14

## 4.2 Step 2: TMCs’ Interplay and Evolvment

### 4.2.1 Introduction to TransporTech

To capture the depicted TMCs’ interplay and evolvment over time, a case study of TransporTech (pseudonymized for confidentiality) has been conducted. The firm, founded in 2016, is built on the idea to disrupt the transportation industry and dramatically change the future of freight by introducing a new business model and new value propositions, thus challenging common industry logic. To enable this disruption, the firm has a high focus on marketing to facilitate the reach and awareness deemed critical for success. The following section will display the results of the case study to capture the evolution and interplay of TMCs through three distinct phases.

Table 5: Description of Phases Step 2

		Phase 1: Vision Guiding TMCs	Phase 2: Balance TMCs	Phase 3: Formalize TMCs
Phase Description		Beginning of TransporTech’s history when number of employees and resources were few	When TransporTech has grown, planned for market expansion, and investment series	Current state of TransporTech when expansion and value offering are further realized for the market
Interplay Description		The vision and purpose guided TMCs, by permeating stakeholder- and knowledge-management decisions. TMC alignment secured through small agile teams, product prototype, and fewer stakeholders.	Vision continued to be integral to all TMCs but growth, elevated stakeholder repertoire, and product readiness called for enhanced TMC alignment and balance.	Increased organizational complexity induces urge for cross-functionality & dynamically repeating vision whilst even more elevated stakeholder repertoire and product readiness elevates trade-offs, calling for formalization of TMCs.
<b>Themes</b>	<b>Sub Themes</b>	<b>E m p i r i c a l E x a m p l e s</b>		
<b>The Capability of Knowing Why</b>	Anchoring the Vision	“The vision has previously been in the minds of some key persons at the company, primarily in the minds of the founders.” - C-Int_13	“Now, we need to understand how the founders work and how we can drive something forward based on what they want. That affects the process.” - C-Int_8	“When we grow and need to be able to do things quicker, with better quality, and go broader. Then we need more people. When more people join we add complexity. When we add complexity the respective founders can not be as hands-on anymore.” - C-Int_11
	Representing the Vision	“The brand was sleek and you have a nice design system. That takes you a long way.” -C-Int_2	“It was a shift to more of a product company, and with that the design team grew [...] we had a debt to pay on the product side, both on the software and the hardware side so we needed to accelerate.” -C-Int_2	“We need to be able to localize content as we're going into new markets and in the short/medium term look into external vendors to support us on the account based side. And the content side. But obviously you dont wanna have a fragmented brand or dont want that to come off the wrong way.” - C-Int_12
<b>The Capability of Multilateral Stakeholder Engagement</b>	Altering Norms	“There are and have been a lot of stakeholders to keep in mind at the same time. Because if you are a company that attempts to disrupt and work with products that lack institutional frames, there is another situation than common business practice.” - C-Int_9	“In this type of company when you strive for investment rounds, or where the capital market change the perception of how much they are willing to invest, that really affects you” - C-Int_9	“When I was at COP in Glasgow this year, it happened one, two, three and four times that people reached out saying: What? Do you work at X? Oh, then I really have to talk to you, so exciting!-That traction is very nice to see, as conversations are the first step towards change.” -C-Int_9
	Partnership Capability	“Previously, the partnerships were quite ad-hoc but since we didn’t know exactly what we wanted to do or where we wanted to go we could try things out.” - C-Int_3	“When we grew, we realized that some partnerships that we wanted could be a reality. Previously we might have thought that it would be nice with this kind of partnership, but now they actually respond to the email and book us into a meeting.” - C-Int_3	“I know that we are working on setting up guidelines connected to partnerships around who we desire and do not desire to work with. As nowadays stakeholders start to use our brand to their advantage [...] you never know where you will end up if you do not regulate it.” -C-Int_10
<b>The Capability of Knowledge Gathering and Dissemination</b>	Explorative & Cross-Industrial Orientation	“We have done a lot of benchmarking, for instance with Apple and other Silicon Valley companies [...] we have looked at other innovative companies.”-C-Int_3	“When we start to hire more senior specialists, they are per say older and it may be unnatural for them to do something completely new. Even though they are here for a reason, they will bring their old frameworks and ways-of-working with them.” - C-Int_8	“One of the dangers that comes with growing is us risking to become a German spreadsheet rather than an agile problem-solving organization where everyone feels responsible for the entirety [...] I heard an expression a while ago, Minimum Viable Bureaucracy. I found it extremely telling. Because that is exactly how I see it.” -C-Int_13
	JTBD-orientation	“Previously we were more aligned and everyone did everything basically [...] But before we also had to do a lot of things externally as we did not have enough people onboard. That often created an issue as it was hard to describe our vision and product.” - C-Int_6	“It could be problematic when we have existing customers, we talk to them and try to help them in their current situation [...] at the same time you need to design something that no one has asked for to be the drivers of the category.” - C-Int_8	“As definers of the category, we need to design the future, and help onboard the customers on that change journey.” - C-Int_8

## 4.2.2 Phase 1: Vision Guiding TMCs

This phase depicts TMCs in the beginning of TransporTech's history when the number of employees was few and resources limited. Then, the vision guided TMCs, by letting the vision and purpose permeate all strategic marketing choices.

### 4.2.2.1 Capability of Knowing Why

#### *Anchoring the Vision*

The interviews demonstrate that the vision of the founders and the articulated need of changing the industry acted as a core to anchor the vision in the beginning of TransporTech's history. This attracted talent (C-Int\_10), and created mutual belonging amongst employees (C-Int\_1; C-Int\_3; C-Int\_10; C-Int\_11).

“When there is a lot of uncertainty, I would say that this (a clear vision) is our salvation. Everyone has at least the common denominator that we know what we strive to do and are dedicated to reaching it.” - C-Int\_11

Results further demonstrate that the founders acted as representations to anchor the vision in this phase, despite that such a path was very ambiguous (C-Int\_10; C-Int\_11). The strategic marketing decisions were mostly taken top-down and the founders' vision was anchored informally, mainly through presence, conversations, and stories (C-Int\_2; C-Int\_3; C-Int\_13).

“Most of the strategic decisions have been made top-down. The founders have been the driving force behind choices regarding the marketing function.” - C-Int\_2

#### *Representing Vision*

Results also demonstrate that representational marketing practices during early stages had an especially clear connection to branding to showcase the vision and build hype, whereas actual product- and cultural representation had lower focus as a consequence of products being far from established and informal structures and operative founders ensured cultural alignment (C-Int\_2; C-Int\_8; C-Int\_7; C-Int\_12).

“Initially when we did not have a product there was no attack surface for the customer to dislike us. That allowed us to build a brand on narrative and momentum [...] We

came a long way on an investor-round and a TED-talk from one of the founders in the beginning.” - C-Int\_2

However, results indicate how the firm early on introduced a prototype of the product that according to some interviewees (C-Int\_8; C-Int\_5; C-Int\_2) attempted to, from a branding and storytelling perspective rather than physical demonstration, represent the vision and their idea of the future.

“If I’m going to design the future, what will it look like? It was with that idea our CEO made a visual design of the product, which we later also sold as an NFT [...] It acted as an illustrative representation of the vision.” - C-Int\_8

Further, it was implied how the employees’ mindset naturally characterized the culture, represented by informal communication rather than an established structure for marketing communication to disseminate such to stakeholders (C-Int\_10; C-Int\_11).

#### 4.2.2.2 Capability of Multilateral Stakeholder Engagement

##### *Altering Norms*

As TransporTech challenges common industry logic and perceptions, the results demonstrate that during an early phase, there was a lot of uncertainty and questioning from external stakeholders (C-Int\_3; C-Int\_9; C-Int\_10). Hence, dialogues with different stakeholders were illustrated to be central, as they attempted to disrupt a market with both a new product and a new business model, and institutional frames were missing (C-Int\_9).

“There are and have been a lot of stakeholders to keep in mind at the same time. Because if you are a company that attempts to disrupt with products that lack institutional frames, there is another situation than common business practice.” - C-Int\_9

##### *Partnership Capability*

The partnership capability during this phase was expressed to be rather unstructured. However, it was expressed that TransporTech through a strong emphasis on visionary representations still managed to foster conversations with well-known partners early on (C-Int\_3; C-Int\_8), evidently also affecting the capacity to alter norms.

“We had a good looking design and we had a powerful vision. With those components we could open up different kinds of conversations quite early. Even though we were less known we still had good conversations with well-established partners” - C-Int\_8

#### 4.2.2.3 Capability of Knowledge Gathering & Dissemination

##### *Explorative & Cross-Industrial Orientation*

As results indicated how founders' operative presence, in the beginning, anchored the vision, which ensured an explorative culture and internal alignment, it was also emphasized how the ambiguity of the future required an explorative orientation through a trial-and-error capacity in such processes (C-Int\_1; C-Int\_3).

“It is tough to establish a Consumer B2B-brand as we want to do. Not many companies have been able to do that. This calls for a trial-and-error process and capability.” - C-Int\_1

Since the founders' vision was not based on common industry logic, information for strategic marketing choices was not captured within the transportation industry, but rather searched for across industries (C-Int\_2; C-Int\_3; C-Int\_10; C-Int\_11).

“We have not only looked at what the transportation companies are doing but what the most visionary or innovative companies like SpaceX and Tesla do, for example.” - C-Int\_3

##### *JTBD-Orientation*

As previously indicated, the firm's roadmap towards the future was uncertain. Thus, the internal visionary alignment towards such a future due to strong anchoring of vision and low structural boundaries was evident to strengthen the JTBD-orientation in KGD, further supported by the lack of legacy and external stakeholders affecting such orientation (C-Int\_4; C-Int\_5). However, it was also indicated how the larger amount of outsourcing initiatives needed due to lack of work-force complicated the JTBD-Orientation in early stages (C-Int\_6).

“Previously we were more aligned and everyone did everything basically [...] But before we also had to outsource a lot externally as we didn't have enough people onboard. That often created an issue as it was hard to describe our vision and product.” - C-Int\_6

### 4.2.3 Phase 2: Balance TMCs

As a result of TransporTech's disruptive mission, vision continued to be integral to all TMCs. However as TransporTech grew, results indicate how implication to manage the TMCs interconnection was induced. During this phase, the firm landed further investment rounds, identified as a breaking point when it comes to the TMCs. Additionally, TransporTech initiated international expansion, calling for enhanced TMC alignment.

#### 4.2.3.1 Capability of Knowing Why

##### *Anchoring the Vision*

Results demonstrate that as the company grew, anchoring the vision remained critical but became more complex as pressure of internal alignment increased (C-Int\_9), especially as the founders could not physically anchor the vision every day (C-Int\_8).

“This type of company is like a jazz orchestra. The more people you put into the brand, the trickier it is to know when it's your turn to step in [...] If we look at us after the last round, we had to find a lot of good people in a short time-period, who saw the same thing. That equation was and is tricky.” - C-Int\_9

##### *Representing Vision*

It was further implied how design and visionary branding remained crucial in representational marketing practices where acquisition and integration of brand-centered competencies were moved in-house to gain greater control of brand- and product-related marketing practices (C-Int\_2; C-Int\_6). However, as product readiness, manpower, and organizational structure developed, this induced evident strategic trade-offs in representational practices. More specifically, as the company grew and the number of stakeholders increased, more emphasis started to shift to developing the product itself as a representation of the vision (C-Int\_2; C-Int\_7). Additionally, as manpower increased and more experienced employees joined the marketing organization, it was implied that TransporTech needed to be cautious to not let senior recruits' previous experience affect the organizational agility and vision, increasing the complexity of cultural representation (C-Int\_8; C-Int\_11; C-Int\_12).

“We had promised the moon, so now we had to deliver upon that.” - C-Int\_2

“We needed to find the people with the right competence but also people who really could work in and buy into our non-traditional way of seeing the future.” - C-Int\_11

#### 4.2.3.2 Capability of Multilateral Stakeholder Engagement

##### *Altering Norms*

When the number of critical stakeholders increased, this was described by the majority to affect norm-altering practices. A major component of such change was the increase of actual, signed, and future potential customers, which was said to diverge direction from previous long-term vision alignment and norm-shaping initiatives of the capability, by adding an increased demand for short-term commercial and sales-focused initiatives. This increased the complexity of the capability given the emergent trade-off and enquired balance between such activities (C-Int\_2; C-Int\_7; C-Int\_8; C-Int\_12). Simultaneously, results indicate that TransporTech gained more recognition and established investors, which affected their position in the market, both in terms of opportunities for partnerships (C-Int\_3; C-Int\_8), and their bargaining power of other stakeholders involved (C-Int\_9), stressing the inquiry of initiated strategic planning and enhanced focus towards MSE.

“In this type of company when you strive for investment rounds, or where the capital market changes the perception of how much they want to invest, that really affects you.” - C-Int\_9

##### *Partnership Capability*

Although results demonstrate that a formalized partnership strategy during this phase was yet to be established, the increased bargaining power also seemed to affect the partnership capability and its related marketing activities (C-Int\_3; C-Int\_8). Namely, the emerged balancing trade-off between a commercial, customer-centric, and long-term visionary perspective in partnership choices and activities was implied evident, further complicating maintenance and utilization of partnerships to both meet actual customer demand yet continue to lay the foundation for the desired trajectory (C-Int\_7; C-Int\_10).

“When we grew, we realized that some partnerships that we wanted could be a reality. Previously we might have thought that it would be nice with this kind of partnership, but now they actually respond to the email and book us into a meeting.” - C-Int\_3

#### 4.2.3.3 Capability of Knowledge Gathering & Dissemination

##### *Explorative & Cross-Industrial Orientation*

Results depict that the explorative & cross-industrial orientation in the organization continued to be important but was affected by the rapid growth. As there was a lack of formalization processes in the

past, some effort was now taken to ensure that the company grew responsibly and systematically to capture and anchor knowledge in the organization (C-Int\_11; C-Int\_8), where accentuation on ensuring that employees, especially seniors', prior frame of reference did not negatively affect the cross-industrial orientation of the company (C-Int\_8). However, results demonstrate that during this phase, proper frames and systems were not yet put in place (C-Int\_6).

“When we start to hire more senior specialists, it may be unnatural for them to do something completely new. Even though they are here for a reason, they will bring their old frameworks and ways-of-working with them.” - C-Int\_8

#### *JTBD-Orientation*

The results indicate that the JTBD-orientation also continued to be central in this phase. However, as the company started to get more customers, the trade-off between gathering information to satisfy the needs of today and gathering information to frame the needs of tomorrow became more apparent (C-Int\_8).

“It could be problematic when we have existing customers, we talk to them and try to help them in their current situation [...] at the same time you need to design something that no one has asked for to be the drivers of the category.” - C-Int\_8

#### 4.2.4 Phase 3: Formalize TMCs

As a consequence of the intense growth of the organization, the founders have now become less operative, and initiatives of formalization of organizational structures and TMCs have started to emerge, which is both explicitly told and implicitly observed to create an increased urge from marketing to aid dissemination of the vision as well as knowledge from a communication perspective. The development of value offerings and commercialization has through a clearer roadmap as well as existing products now brought to market, begin to alter the focus of marketing from a predominant brand and vision-based focus, towards additional focus on product(s), entailing increased need for cross-functional collaboration between Marketing and other functions. Finally, the increased and accumulated brand awareness of TransporTech has shifted their power regarding potential partnerships and stakeholder engagement, evoking enhanced need of strategic stakeholder management in marketing.

#### 4.2.4.1 Capability of Knowing Why

##### *Anchoring the vision*

As a consequence of the evolved dynamics of TransporTech, results demonstrate that it is harder to disseminate and anchor the vision within the organization. It was depicted that such a trajectory has increased complexity within the organization which brought a widening gap between founders' and top management's intended and established integration of vision (C-Int\_2; C-Int\_8; C-Int\_11; C-Int\_13).

“Today there's an enormous gap. I daily meet people saying that they don't understand our vision [...] That I think is a bit of an issue. Because often you have to repeat it to people.”

-C-Int\_2

To encounter the gap and mitigate risks of starting what was described as a vision whispering game, the majority of the interviewees implied an increased need to concretize and structure such vision integration, where it was further suggested how founders' role as a brand and vision levers as well as increased emphasis on internal communication and culture is told to be crucial factors to bear in mind and utilize in such an endeavor (C-Int\_3; C-Int\_7; C-Int\_11; C-Int\_12).

“There is now the risk that a new person makes a wrong decision, and that wrong decisions are quality-checked on wrong decisions based on wrong decisions. Therefore we have now reached a phase where we need structure and processes that safeguards against this.” - C-Int\_11

##### *Representing Vision*

The majority of the interviewees indicated how the transition towards a commercially operative business has further shifted the challenges and focus of representational vision practices. Specifically, historical emphasis on highlighting narrative and storytelling through visionary brand-representational practices is described to have created a debt to be paid through a shift towards a product design focus (C-Int\_2; C-Int\_12). This intensifies and complicates the balancing trade-off between a future-oriented visionary marketing focused on lifestyle and narrative, versus focusing on specific customer-targeted marketing material concentrating on the current value offering. In such efforts, an ambidextrous and cross-functional collaboration is implied supportive (C-Int\_7; C-Int\_12), and a product-launch strategy has been initiated as a systematic way to structure the organization towards design-driven and product-focused representational practices (C-Int\_2).

“Now we’re at the point where we need to mature a bit and create a bit more assets to help out in the field and not always be extremely visionary with our output. We need to balance and be in the clouds and the dirt at the same time so to speak.” - C-Int\_12

As culture previously had been represented and disseminated by specific key individuals acting as culture-carriers (C-Int\_10; C-Int\_13), the expansion is further implied to create an urge and consequently a challenge to scale the culture yet securing alignment of vision in such a process. Today, such a procedure is implied not enough to culturally ingrain vision into the organization. Consequently, it was explained by several participants (C-Int\_3; C-Int\_4; C-Int\_7; C-Int\_8) how internal communication and culture initiatives, spurred by increased language and regional barriers, as well as increased emphasis on employer branding and onboarding recently has gained increased importance, but still lack operational systematization. Finally, given the rapid evolution of the organization, results indicated how there is an increasing urge to not only repeat, but validate the vision. As it was evident how several initiatives have been initiated to foster such an outcome, standardization and obsolescence of practices and statements of such initiatives remains a paradoxical issue yet to be sorted out (C-Int\_2; C-Int\_3).

“Of course you can make a landing page where you talk about the vision. But I think that it’s not the only thing people need, but they also need validation. Every time you go to work you need to know why you’re doing this. You need to be reminded.”  
-C-Int\_2

#### 4.2.4.2 Capability of Multilateral Stakeholder Engagement

##### *Altering Norms*

As it was evident how TransporTech aims to influence stakeholders to alter norms through a friendly approach with the open intention to change the transportation sector, it tackles the dilemma to not be negatively depicted as an offensive disruptor. As it is recognized how incumbents of the industry now have started to acknowledge the firm, as well as strategically acknowledge the transformation, TransporTech’s heightened established position in the market is implied to put increased strategic focus, pressure, and accuracy on norms-altering marketing activities (C-Int\_8; C-Int\_9; C-Int\_11). Hence, the increased recognition and bargaining power has further affected their position and capability of altering norms. Such a stance is also described to foster increased conversations and entrance into new venues (C-Int\_9).

“When I was at COP in Glasgow this year, it happened one, two, three and four times that people reached out saying: What? Do you work at TransporTech? Oh, then I really have to talk to you, so exciting! -That traction is very nice to see, as conversations are the first step towards change.” -C-Int\_9

The contingency of the circumstances outlined above is inclined to raise further emphasis on a structural and cross-functional approach around altering norms and the development of the industry from a marketing perspective, where a clear interplay between the functions of Public Affairs, HR, Commercial, and Marketing has become evident and argued important to further contextualize and exploit (C-Int\_7; C-Int\_8; C-Int\_11).

#### *Partnership Capability*

The development of the industry and especially TransporTech’s role and power within such an ecosystem are described to further raise concerns regarding the formalization of the initiation and maintenance of stakeholder partnerships from a strategic marketing perspective (Int\_13; Int\_10).

“We now need to be more strategic with partnerships, as we get our own gravity.” -  
C-Int\_10

Assessments affecting strategic decision-making of partnerships are depicted through several initiatives, such as a strong emphasis on anti-establishment or unexpected partnerships, as well as carefully bearing in mind the value of suitable transformative enhancers in partnership choices (C-Int\_3; C-Int\_13), while still ensuring compliance with commercial and customer-centric needs (C-Int\_7; C-Int\_10).

“We want to find unpredictable partnerships. We want to mix technology and art. We want to find partnerships that from a marketing perspective can set us in a context that is not traditionally B2B-transportation, but rather pop culture.” - C-Int\_3

#### 4.2.4.3 Capability of Knowledge Gathering & Dissemination

##### *Explorative & Cross-Industrial Orientation*

The results outlined how proactively searching for information and insights in an explorative manner is still deemed critical, but how building such capability yet is much up to the respective individual’s responsibility rather than a systemized way-of-working (C-Int\_4). Moreover, an ambidextrous focus on finding a dual balance between the complementary aspects of gathering and dissemination, and how a strong culture and vision could aid in such a process was evident. Consequently, increased

emphasis on a more structured approach was considered essential as the organization matured, yet entailing risks of becoming too bureaucratic and falling into the patterns of a traditional B2B-company in such endeavor (C-Int\_13).

“One of the dangers that comes with growing is us risking to become a German spreadsheet rather than an agile, problem-solving organization where everyone feels responsible for the entirety [...] I heard an expression a while ago, Minimum Viable Bureaucracy. I found it extremely telling. Because that’s exactly how I see it.”

-C-Int\_13

A cross-industrial orientation was implied central to reduce such risks. However, as product readiness developed, an evident trade-off between acquiring domain-competence yet continuing to emphasize a cross-industrial orientation in KGD was implied to increasingly emerge (C-Int\_8; C-Int\_11).

“It’s a tough balancing act, because as we need to find domain competence in what we’re doing, we also need to do it in our disruptive way, developing our offering as it hasn’t been done before [...] We cannot just hire people who have been in an industry that we want to disrupt, because then we won’t disrupt it.” - C-Int\_11

### *JTBD-Orientation*

It further became apparent how a JTBD-focus is continuously argued important to succeed. Yet again, the results demonstrate that it became even more important to not only base internal metrics on what products the company provides today, but continuously focus on the needs of the future.

“Sales of the current value offering is not a goal in itself, I rather see it as a means to an end.” - C-Int\_8

This has been recognized as a current tension, where some interviewees refer to projects to anchor the vision to avoid such conflicting interests (C-Int\_13; C-Int\_14; C-Int\_1; C-Int\_8).

“We work with these kinds of Northstar projects where we pedagogically want to explain to everyone at the company where we’re going. In all micro-decisions, everyone should have a gut feeling acting as an internal compass regarding what’s right for us.” -

C-Int\_13

## 5. Analysis

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*In this chapter, an analysis of the empirical findings from Step 1 and 2 will be provided. First (5.1) an analysis of the Capability of Knowing Why and its evolution will be provided. This is followed by the Capability of Multilateral Stakeholder Engagement (5.2), and the Capability of Knowledge Gathering and Dissemination (5.3) with their evolution over time provided under respective sections. Lastly, a detailed analysis of the TMCs' collective interplay (5.4) will be provided to allow for an analysis coherent with the purpose of this study.*

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### 5.1 Capability of Knowing Why

Results demonstrate how KW acts as an overarching marketing capability to *anchor the vision* and invoke the *brand, product, and culture as representations of the vision*. This somewhat aligns with van Balen et al. (2019) who illustrate the importance of vision to uphold current market structures and anchor it in line with the firm's idea of the future. Furthermore, the results demonstrate how the *anchored vision* could be an outcome of the founder's idea and background as well as anchoring such in contrast to common business principles. The latter agrees with prior research's view of Market Transformation as challenging common business principles in the industry (Christensen et al., 2015). However, the results extend this view, demonstrating how the willingness to do the opposite to established market participants can permeate all marketing decisions, and not only strategic decisions regarding value offering or business model.

Further, empirical findings outline *branding* as a critical element to *represent the vision* of the firms to external and internal stakeholders with the purpose to engage and educate. This aligns with prior research concerning representational practices as such contribute to what is known about the phenomenon represented (Kjellberg & Helgesson, 2007) and how entrepreneurial communication is used to convey and engage stakeholders (van Balen et al., 2019). It also aligns with theory depicting a firm's BMC to be a critical component to enhance the value of reputational and brand-connected assets (Hoque et al., 2022). Although, to the authors' best knowledge, no prior research has delved into its intersection, demonstrating how the *vision* is a critical component of BMC to enable *representation* of the firm's desired trajectory. Further, consistent with prior research addressing how transformative firms can use storytelling to frame the "newness" of value offerings in a tangible manner (Lounsbury & Glynn, 2001; Autio & Thomas, 2016) the result demonstrates how the use of artifacts, such as storytelling, is important given its implied influence to help stakeholders envision the brand and what the firm aims to do and transform.

The results' indicated importance of NPD, product innovation, and its connection to marketing agrees with the recognition of NPDC as essential in dynamic contexts (Barrales-Molina et al., 2014), but further extends DMC-research with the highlighted emphasis on inaugurating the *product as a representation of the vision* in particular. Aligned with the results, research stresses the importance of cross-functionality, emphasizing the need for NPD to be integrated with marketing (Morgan, 2012; Santos-Vijande et al., 2013). Additionally, continuous development of product(s) was central to ensure alignment with the vision, especially in dynamic environments. Representative marketing tools of artifacts such as prototypes and deliberate visualization of value offerings in certain contexts was then utilized and deemed crucial to *represent the vision through the product*, ultimately aiding in the process of transforming the industry. Although research within disruption highlights innovation (Christensen, 1997) and development of the value offering (Snihur et al., 2018) as central to Market Transformation, results add to the existing body of literature by demonstrating the importance of continuous NPD, and its utilization in the *representation of the vision* from a marketing perspective.

Results also demonstrate an emphasis to establish a *vision representative culture* to externally envisage and spur market change, through marketing practices such as employer branding. As there is a wide stream of literature investigating the importance of external stakeholder and customer management in connection to MCs (Mitrega et al., 2012; Day, 2011) as well as market-shaping (Autio & Thomas; 2016), there was no literature found in the review that explicitly emphasizes and elaborate on its interconnection in general, nor from an employer branding and HR perspective specifically and its interconnectedness with MCs. Results further highlight the importance of culturally *representing the vision* in internal communication, which partly aligns with Moorman and Day's (2016) emphasis on culture as a central construct to improve firm innovativeness. They further emphasize the importance of establishing control of for instance artifacts and the culture of MO, which also is denoted by interviewees' accentuation of using internal communication and artifacts to properly transfer not only culture, but brand and product over time to ensure it is anchored to the firm's vision, and foster an explorative MO in the company. As Moorman and Day (2016) solely elaborate on cultural artifacts and state that further investigation is needed to validate and specify the appearance of such in dynamic settings, the findings add to the existing body of literature by bridging the fields of Market Transformation and MCs, and validates the use of not only cultural artifacts as crucial constructs of TMCs.

### 5.1.1 The Evolution of Capability of Knowing Why

In the first phase, the *Vision Guided the TMCs*, and was *anchored* through mutual belonging and willingness to change. The vision was further *represented* in practices related to the *brand, product, and culture*, despite the product rather being a prototype at this stage. As aligned with research indicating vision as a way to base strategic decisions (Reid & Brentani, 2010), results additionally demonstrate that the vision goes beyond this, acting as an *anchored* foundation *represented* in strategic marketing choices, implying such to be crucial constructs of TMCs in early stages. The *anchoring of the vision* was strongly influenced by the founders, who physically *represented* the vision through stories and conversations, affecting the internal cultural mindset, aligned with research emphasis on representational practices (Kjellberg & Helgesson, 2007) and scholars' implication on storytelling as a way to facilitate for relevant stakeholders to center thoughts on relevant dimensions (Lounsbury & Glynn, 2001; Garud et al., 2014). Results extend these arguments through the implied interplay of the first phase, revealing how the founder's presence was used both to *anchor* the vision internally, and *represent* the vision externally, endorsed by strong alignment of the small, agile organization. As research depicts framing as a way to moderate uncertainty and demonstrate innovation (Autio & Thomas, 2016), the results showcase that the early phase was characterized by a strong focus on framing and building the brand, as a way to build hype and *represent the vision* facilitated by the prototype of the product.

As Transportech grew, results indicate how elevated emphasis was put on *Balancing and Interconnecting TMCs*, implying increased complexity regarding *anchoring the vision*, as the rapid speed of recruitment did not allow the founders to constantly *represent* the vision, stressing the need for internal alignment. Concurrently, the induced shift from generalists to senior specialists was implied to further increase complexity, ensuring that these employees bought into the non-traditional vision and culture. This aligns with Cake et al.'s (2020) implied importance of establishing a learning-oriented culture to attain a common purpose and internal alignment in transformative contexts. The results further demonstrate how additional growth and resources combined with continued emphasis on design and visionary branding allowed TransporTech to build up marketing and branding competence in-house. Consistent with prior literature that addresses BMC as a critical component of a marketing strategy in innovative and dynamic environments (Hoque et al., 2021; 2022), TransporTech invested heavily in building up internal competencies to *represent the vision* as one customer experience. Although prior research has accentuated the importance of NPDC in dynamic contexts (e.g. Barrales-Molina et al., 2014), results also highlight how a shift in vision-representation from prototype to a product was evident as product readiness, public recognition, and expansion initiated. This affects the strategic complexity of *visionary representational practices* through the indicated trade-offs of the

interplay between brand and product, stressing the need for cross-functionality, as aligned with prior research's emphasis on cross-functional MCs (Morgan, 2012; Barrales-Molina et al., 2014).

In the current phase, results demonstrate how *Formalizing TMCs* became increasingly important. Evidently, *anchoring the vision* becomes even more complex, as the culture needs to scale, both internally and geographically, urging it to continually *represent the vision*. Thus, aligned with Day's (2011) notion, interviewees expressed a widened gap in marketing, as many employees never have been able to experience the *representation of the vision* directly from the founders. In line with Cake et al.'s (2020) view that transformational and motivational leadership is essential to vision alignment in transformative contexts, results demonstrate that emphasis has shifted towards *anchoring* the vision in a systematic, yet adaptive way to allow the employees to not only hear but validate the vision. Moreover, as customer contracts were added, interviewees highlighted an increased trade-off between brand activities focused on *representing* the future vision versus focusing on customer-targeted material to represent the current value offering. Results thus illustrate an elevated need for cross-functionality to obtain an ambidextrous balance between these two forces. This aligns with Hoque et al.'s (2021; 2022) inclination of not only cross-functionality but BMC and Ambidextrous MO and its importance to balance and interconnect brand-related activities to other organizational objectives. Further depicted by the result's implication of how branding and product activities become more intertwined when a customer repertoire and product strategy concretizes and operationalizes, affecting the *representation of the vision* and stressing the urge for *Formalization*.

## 5.2 Capability of Multilateral Stakeholder Engagement

Results illustrate that *altering norms* was central to MSE as interviewees expressed the importance of engaging a broader mass of stakeholders to enable reframing of previous notions about industries. This aligns with literature depicting influencing norms and representations as critical capabilities for market transformation (Nenonen et al., 2019a) as well as literature addressing how market disruptors may use framing as a way to express a version of the reality that appeals to stakeholders' needs to foster engagement and support (Snihur et al., 2018). However, the results expand this viewpoint, illustrating how this also is critical to create a pull-effect from society at large. Results also demonstrate that this depended on the type of firm and transformative intent, where interviewees that implied to be less transformative than others rather depicted that the challenge was to unteach an old behavior and modify it in their own favor to *alter industry norms* through specific actors. This again aligns with literature illustrating how disruptive firms use framing to ensure that stakeholders center thoughts on relevant dimensions of the value-offering to make it less unfamiliar (Garud et al., 2014). As literature

within Market Transformation also addresses how lobbying and spurring of institutional change tend to be central market transformation activities (Fligstein & Sweet, 2002; Doganova & Karn e, 2015), results further imply how the use of marketing activities and tools such as artifacts and storytelling was used specifically with the intent to influence the public debate and lobby for change critical for the market to transform. Hence, results indicate how TMCs also entail developing and maintaining *norm-altering* activities and initiatives to facilitate external stakeholder management, ultimately extending and bridging the respective fields of Market Transformation and MC-literature.

Further, results reveal how transformative firms emphasize partnership and networking relationships as key constructs to borrow credibility from other actors as well as buzz or coolness, implied to aid in the development of trust and suitable framing of the firm, its brand, and or product(s). Hence, establishing *partnership capability* is deemed a central construct of MSE. The wide accentuation on CRM as a critical component of MCs needed in dynamic environments (Hoque et al., 2021; Fang & Zou, 2009) entails elaboration on how relationships ought to be established with suitable and profitable customers, where the capability of networking is deemed a critical factor and by some even a distinguished MC (Mitrega et al., 2012; Moorman & Day, 2016). However, no literature emphasizes such alliances and the capability to establish these in a transformative firm within marketing and that such establishment is deliberately derived from attaining credibility and trust through other actors than solely current customers to be framed in a favorable manner in transformative pursuits. It was additionally evident how a focus on jointly spurring the direction of the focal transformation with specific actors in a collaborative manner was emphasized. In such an endeavor, a balancing strategic act between a large impact on transformation inclination through partnerships versus the degree of openness in such alliances was made evident, as well as how such distinct and defiant partnerships would be met with positive or negative responses from society and relevant stakeholders. As the literature review reveals how there is a lack of investigation within the field of MCs in the attention towards the evaluation of strategic orientations and directions within partnerships (Cake et al., 2020), prior research in the field of Market Transformation acknowledges the trade-off between aligning and revealing disruptive initiatives through collaborative framing- and disruption efforts in such undertakings (Snihur et al., 2018). Thus, the results build on MC-literature and its intersection with Market Transformation by showcasing this evident trade-off in transformative firms through the implied emphasis on marketing-related partnerships as a measure to frame and direct the transformation.

### 5.2.1 The Evolution of Multilateral Stakeholder Engagement

In an early and *Vision-Guiding* phase, results highlight that before TransporTech had gained recognition, meetings with external stakeholders were often characterized by skepticism. Stakeholder management brought uncertainty due to the absence of institutional frames, as the firm brought both a new product and business model to market. This skepticism and uncertainty align with Snihur et al.'s (2018) elaboration on challenges faced by actors attempting to transform, and the acknowledged need for stakeholder support to efficiently *alter norms* and structures of the market. As a newly established firm, results demonstrate a clear TMC interplay in the *Vision-Guiding* phase, where not only *norm-altering* but also *partnership capability* was defined by more ad-hoc, trial-and-error activities as fewer stakeholders reduced the overall complexity of MSE, further facilitated through a strong visionary alignment (KW). Although unformalized, TransporTech still managed to open up for conversations with established actors in early days, implied promoted by the high focus on brand-represented, narrative, and *Vision-Guided* marketing practices. This aligns with Day's (2011) notion of Open Marketing to establish network structures and relationships which allows for opportunities related to new partnerships and market entrance. Thus, the results confirm the importance of Open Marketing while also adding the challenges a market transformer might face in early stages, ultimately showcasing the evident facilitating role of *Vision as Guiding TMCs* in such occasions.

As TransporTech grew, results portrayed an increased need of *TMC-Balance* as the number of critical stakeholders increased and an accentuated balance between customer-centric yet long-term visionary and *norm-altering* marketing initiatives and *partnership* choices emerged, stressing increased focus and cross-functional collaboration. Simultaneously, TransporTech gained more recognition and awareness which influenced their ability to *alter norms*. Further, as a capital-intensive company, interviewees highlighted how the perception of TransporTech increased as established investors recognized the company, leading to more bargaining power affecting MSE. Van Balen et al.'s (2019) emphasis on communicating disruptive vision as an effective strategy to influence investor perception, may offer guidance and proven accentuation towards strategic management and evaluation of *partnerships* and *norm-altering* activities to attain increased investor recognition. But as Hoque et al. (2021; 2022) stress the need for customer engagement (CRMC) within dynamic contexts, no literature found explicitly elaborates on the dilemma or balance between customer- and visionary market transforming focus in stakeholder engagement and related marketing initiatives as evident from the results.

In the current phase, results demonstrate how TransporTech, that now has gained even more recognition, has fostered an enhanced open and collaborative approach to *alter* and change the

mindset of the market by sharing insights and strategic initiatives with the intention to spur the industry's direction. Again aligned with Ansari et al.'s (2016) transformation-dilemma regarding the need for support from incumbents in the industry of intended disruption, it is evident that TransporTech continuously stresses its attempt to *alter norms* in the industry, while also communicating its openness for collaboration to spur its direction, something that further aligns with Snihur et al.'s (2018) notion on how the disruptor strategically reveals its motive to modify the view of the industry. Results also demonstrate how this approach, in combination with the increased gravity, has facilitated the conversations with critical stakeholders, such as legislators, partners, customers, and potential employees, indicating an increased need for cross-functional collaboration between functions such as Public Affairs, Human Resources, Commercial, and Marketing. Results then imply that the increased gravity ultimately calls for greater *Systematization and Formalization* in the selection process of *partnerships and norm-altering* practices, as indicated by how the *partnership capability* gained more strategic significance and focus within the organization. This again aligns with Day's (2011) notion of Open Marketing, while additionally emphasizing the need for cross-functionality, increased formalization, and open competition with stakeholders from the whole market spectrum.

### 5.3 The Capability of Knowledge Gathering & Dissemination

The results reveal how knowledge management in transformative firms had an *explorative & cross-industrial orientation*, enabled through cross-functional procedures and a vigilant, industry-agnostic, and proactive approach, aligned with scholars' accentuation on cross-functional and architectural constructs as central to DMCs and MO specifically (Vorhies & Morgan, 2005; Morgan, 2012). Whereas the literature on DMCs connects the importance of an explorative KGD through the elaboration on proactive MO (Ho et al., 2020), and a vigilant market learning and entrepreneurial orientation (Day, 2011; Cake et al., 2020) aligns much with an *explorative & cross-industrial orientation*, there is no explicit connection to vision-representation motives in such accentuation. Further, results emphasize talent acquisition and employer branding as ways to enable and enhance a *cross-industrial orientation*. As Cake et al. (2020) explain how the initiation of transformational programs and trainings may allow for open-minded learning orientation to avoid dogmatism of employees and enhance Radical Innovation MC, no found literature explicitly emphasizes the role of employer branding as a way to enhance the *cross-industrial orientation* and KGD in transformative firms.

In transformation, searching for insights and envisioning what is not yet demanded by customers is especially emphasized when the firm's business strategy is centered around very radical and new

propositions or business models. KGD is then explained to be directed by vision through a *JTBD-Orientation*, to allow for a somewhat formalized and controlled monitoring and envisioning of customer needs. It is additionally apparent how a general innovation-focused mindset, culture, and strategy within the organization together with an established cross-functional collaboration enhance such vision-aligned orientation in knowledge management. As scholars accentuate the importance of envisioning and predicting market alterations and their interrelationships as well as an overall emphasis on innovative experimentation and learning-oriented cultures to generate insights to establish direction for radical innovations and ambiguity (Moorman & Day, 2016; Kalaignanam et al., 2021; Cake et al., 2020), there is no MC-related research that emphasizes creation, dissemination or development of vision as a central construct to achieve such orientation. As vision focus and integration are argued critical factors in the launch and development of radical innovation (Liefer et al., 2000) and within disruptive firms (van Balen et al., 2019), to formalize and convey suitable communication of the future, there is no stream of literature found explicitly connecting the respective fields of Market Transformation and MCs regarding this finding. Hence, the results add to the existing body of literature by explicitly connecting these respective fields regarding the importance of vision integration and alignment to attain a proper KGD capability in transformative firms.

### 5.3.1 The Evolution of Knowledge Gathering & Dissemination

In early stages, a smaller, internally aligned, organization with operative founders was indicated to foster a strong culture where small teams allowed for *cross-industrial* and *explorative* market gathering combined with cross-functional dissemination of know-how within TransporTech. The *Vision-Guiding* phase was told to not only foster but guide an *explorative* & *cross-industrial* KGD-capability within the organization, spurred by a lack of legacy and an aligned disruptive and visionary intention, realized through a trial-and-error procedure. Despite the emphasis on adaptation, dynamism, and radical innovation development within MC-literature (Ho et al., 2020; Moorman & Day, 2016; Cake et al., 2020), this depicted interplay again confirms the theoretical marketing gap within MCs given the lack of the integration of visionary constructs and capabilities in transformative pursuits. As evident in how communicating vision throughout the marketing division encouraged and guided the KGD in the *Vision Guiding TMCs*-phase, the results again validate and extend van Balen et al.'s (2019) accentuation on vision's role in market framing, by demonstrating vision as an important marketing tool to enable desired market transformation from an internal knowledge-management perspective in initial stages of marketing practices, further connecting the fields of MCs and Market Transformation. Necessary outsourcing in early days due to limited manpower evidently put pressure on externally explaining and transferring the visionary *JTBD-orientation*. It was then implied how the setting of a strong anchoring and alignment of vision combined with an inherently agile organization

relieved from bureaucratic structures fostered a strong and unified orientation towards the *visionary JTBD-orientation* in KGD in early stages. Aligned with Kalaiganam et al.'s (2021) emphasis on marketing agility as a crucial capacity in swift environments, empirical results further connect the role of vision to marketing practices and indicate a positive outcome of joint existence and symbiosis of marketing agility and vision representation towards KGD-capability in transformative firms.

As the organization grew, it was evident how KGD gained complexity as founders became less operative, more employees were added, and market expansion was initiated, further indicating a need for *Balancing TMCs*. This made the vision as a guiding construct in KGD more difficult to successfully implement and maintain. To still ensure an *explorative & cross-industrial orientation* in later phases, initiatives towards more *Systemized and Formalized TMC*-procedures to establish such capabilities were evidently prioritized, as exemplified by an increased emphasis on establishing marketing knowledge and know-how in-house as the organization and business verticals grew. Concurrently, it was evident how trade-offs and sub-optimal viewpoints of the *JTBD-orientation* also started to emerge and intensify, and a need for increased cultural and structural alignment was emphasized through inclination towards increased cross-functionality and visionary repeated marketing initiatives. Further, the fact that KGD now was more shaped by individual employees and their previous experience than before, was implied to risk hindering the intended *explorative & cross-industrial orientation*, stressing the need for ambidextrous KGD sparked by the increased need for domain-competence as product readiness and expansion elevated in the *Formalizing* phase. The results again extend prior literature's emphasis on cross-functional and architectural structures and capabilities (Morgan, 2012) to enhance explorative and ambidextrous MO within the organization (Hoque et al., 2021; 2022), by connecting such constructs to cultural alignment and vision integration from a marketing perspective, showing how it gains increased importance and complexity over time. It further connects such emphasis to the capability of spurring strategic framing of transformation through marketing efforts, which previously solely has been examined in the isolated contexts of transformation (Autio & Thomas, 2016) and market entrance (Gurses & Ozcan, 2015).

#### 5.4 The TMCs' Interplay and Evolution

In transformative pursuits, TMCs are implied to evolve and interplay through the phases of *The Vision Guiding TMCs*, *Balancing TMCs*, and *Formalizing TMCs*. Results further outline how KW, especially in early stages, acts as an overarching capability, affecting the capability of KGD and MSE. Just as previous scholars point to reconcile a desired market vision (Flaig et al., 2021; van Balen et al., 2019) and utilize framing in such a procedure (Snihur et al., 2018) to drive market transformation, the *anchoring of the vision* and its *representation in branding, product, and culture* was evident to affect the

marketing outcome and capability construction of KGD and MSE as TransporTech developed. As market expansion, organizational growth, and product realization advanced, founders gradually became less operative in the business, and it was indicated how an enhanced and additional emphasis was put on balancing and formalization between internal communication, vision and culture through increased information flow and structure. Namely, it was deemed more complex to make *culture represent the vision*, ultimately putting pressure on more systematic efforts on establishing and maintaining a KGD- and MSE-capability. This as the fundament to base *explorative, cross-industrial, and JTBD-efforts* as well as *norm-altering* and *relational partnership engagements* on, became increasingly ambiguous as the vision and its strategic outgrowth became more distant and complex for every specific individual to wholly comprehend.

Furthermore, the balance between a *product as a representation* focus versus a *brand as a representation* caused a trade-off as the product readiness and market expansion developed. This additionally influenced the capabilities of KGD and MSE. *Explorative & cross-industrial orientation* was affected by the increased need of domain-competence within product development and visionary *JTBD-Orientation* was increasingly affected by the experience of additionally hired senior employees. Simultaneously, increased pressure was put towards commercial and product-focused marketing. This given that an established customer repertoire increased market traction and internationalization influenced the *norm altering and partnership capabilities* within MSE, as actual customer demand and additional stakeholders emerged. In this ambidextrous management, the paradox of structure versus agility within operational formation and strategy was implied as important considerations and evident to affect all capabilities as TransporTech developed. Cross-functional and systemized structures were implied important to enable such aligned and ambidextrous marketing directives to derive most vision for the buck in marketing initiatives, aligned with previous scholars' emphasis on cross-functionality and ambidexterity as a crucial fundament to adaptive and dynamic MCs (Day, 2011; Hoque et al., 2021; 2022). In this pursuit, referring back to the evident importance of TMCs, aligning and representing unity of the vision internally through a more systematic yet visionary dynamic approach was hence deemed critical as the organization developed. Contendly achieved through a product-launch-centered strategy as a way to formalize vision and build an operational structure in marketing, aligned with Cake et al.'s (2020) emphasis on establishing cultural unity to enhance MCs needed for radical innovation launches.

To summarize, it was evident from the results how the factors of *Systematization, Elevated Stakeholder Repertoire*, and *Product Readiness* gradually induced an evolution and affected the interplay of TMCs, where vision integration remained central to the capabilities, but increased balancing acts of TMCs in

the dissemination of mission from an initial encompassing and guiding step to a formalized one, was evident as TransporTech developed.

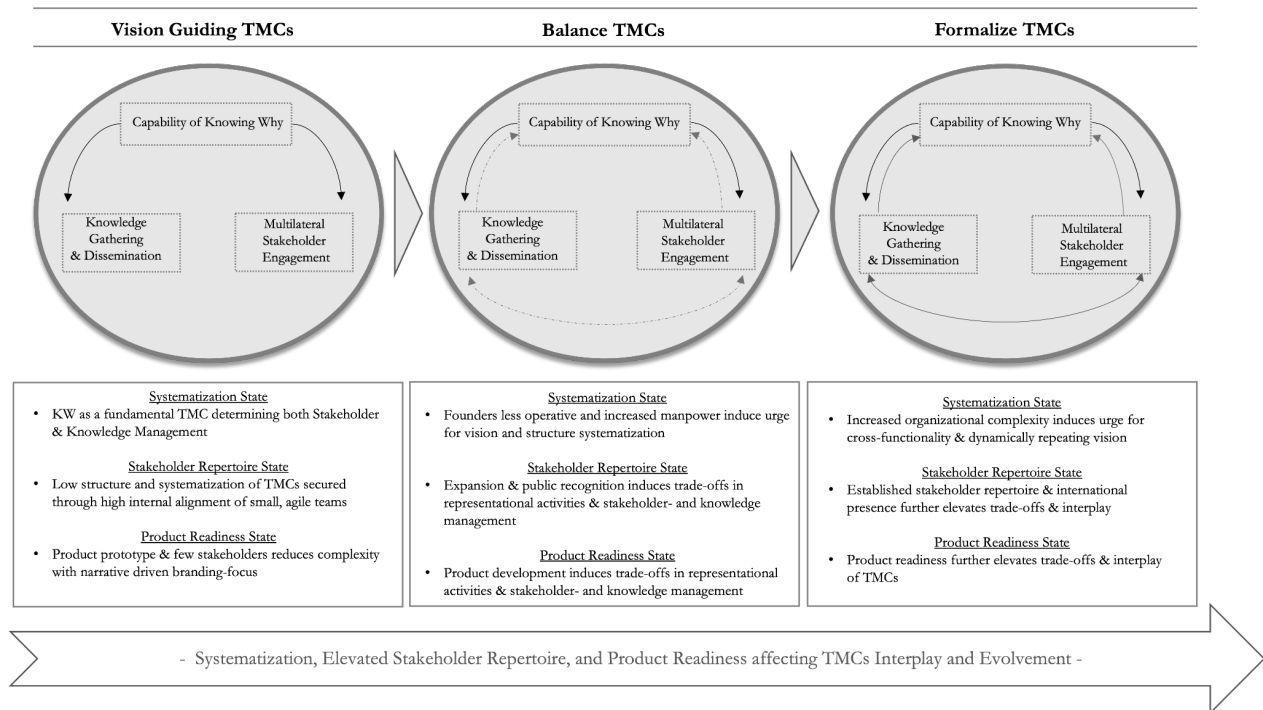


Figure 9: TMCs Interplay & Evolvement Over Time

## 6. Concluding Discussion

### 6.1 Elaboration on Findings

Derived from the respective fields of Market Transformation and MCs in dynamic contexts, three themes of high-order TMCs with respective sub-themes were identified through the interview analysis.

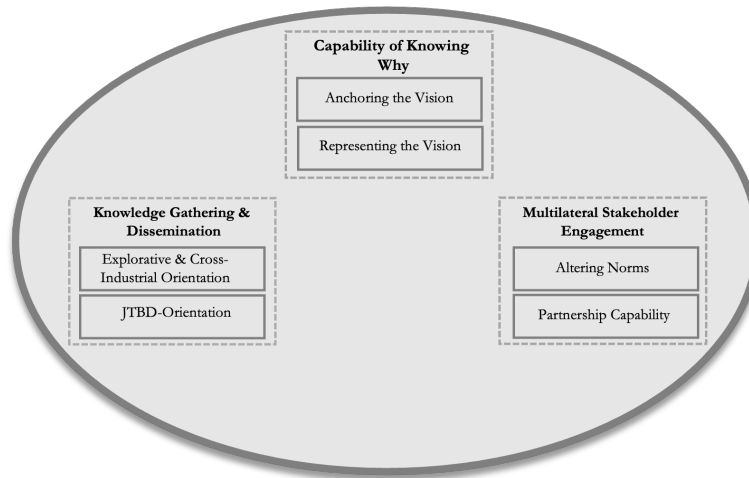


Figure 10: The TMCs with Respective Sub-Themes

First and foremost, the study empirically validates the component of *vision anchoring and representation (KW)* as a crucial and encompassing construct of TMCs to enable transformative mission anchoring and portrayal in highly ambiguous settings, to guide and direct marketing management. As research evidently emphasizes vision to be crucial in Market Transformation such as disruption (van Balen et al., 2019), the construct has been overlooked in previous research on MCs. Secondly, it was evident how such a construct (vision) acts as a foundation for the conception of other important capabilities in transformative marketing practices, seemingly *MSE* and *KGD*. Illustrated by the evident requisite to *alter norms* of stakeholders and strategize on such accentuation through *marketing partnerships*, but also by the highlighted need for vision-driven (*JTBD-Orientation*) and *explorative & cross-industrial* knowledge management. As previous research has highlighted the importance of relationships with external stakeholders (Day, 2011) and customers specifically (Hoque et al., 2022) as well as the role of MO in MCs (Ho et al., 2020), there is no previous research found explicitly investigating their role in the context of the focal transformative firm, nor in intersection with visionary and transformational components in such an environment. Altogether, this research scarcity could stem from the fact that less transformative firms, albeit experiencing growth and operating in a dynamic environment, are less focused and dependent on the long-term development of the industry and conversely more focused on actual customer targeting, acquisition and retention, as implied by

how the accentuation of marketing efforts seemed to vary in the firms from the interview study-sample dependent on their description of disruptive and transformative intent. Another plausible reason may be the literature's previous inclination to conduct research on MCs and situational factors adhering to incumbent firms specifically (Ansari & Krop, 2012) as well as firm performance-related aspects in general (Day, 2011; Morgan, 2012).

It was additionally found how the TMCs are affected by maturity and situational factors, where the results of the case study disclosed how the degree of *Systematization*, *Elevation of Stakeholder Repertoire*, and *Product Readiness* affected the capabilities and their interchange over time in a highly transformative firm. This evolvement could be implied derived from the fact that value-offerings in early stages of highly transformative firms are in the development stage, where formal structures prevail insignificant given the high internal alignment and cooperation among few individuals in such situations, and that the vision instead through representative means such as founders presence and prototypes showcases and guides managerial and organizational roadmaps and structure of marketing efforts albeit devoted organizational structure of such means. However, as the organization and its offering(s) develop, external stakeholders increase and consequently also the sphere of needed awareness in terms of insights, causing additional cross-functional and formalized efforts towards stakeholder- and market knowledge management, and alongside, increased complexity to safeguard and disseminate vision.

All in all, the results have demonstrated how derived TMCs evidently are used or desired in transformative pursuits, altered in symbiosis with the overall development of the firm, affected by consequent factors of increased *Systematization*, *Stakeholder Repertoire*, and *Product Readiness*, increasing managerial complexity of TMCs through heightened organizational turbulence, marketing-tradeoffs, and stakeholder management. In the inquiry for research to respond to the elevated alteration of common marketing practices caused by the increased change in markets (Kalaiganam et al., 2021; Schmidt & Scarella, 2020), the outline of established TMCs, their interplay and evolvement achieved through this study does not only add to research's accentuation to close the enlarged marketing capability gap (Day, 2011; Herhausen et al., 2020), but it also contributes by demonstrating how such increased complexity and gap is evident not only in the overall market environment, but also in the focal transformative firm as it evolves through transformative pursuits.

## 6.2 Adapted Theoretical Framework

By answering Research Question 1, three TMCs with emergent sub-themes have been discovered, all of which had components slightly relating to prior research in the field of Market Transformation and or MCs. In particular, it was evident that all depicted TMCs are affected by the vision of the focal transformative firm. Further, by answering Research Question 2, it can be confirmed that *Systematization*, *Elevated Stakeholder Repertoire*, and *Product Readiness* affect the interplay and evolution of the TMCs, which were contextually exemplified by the case study. By studying TMCs evolution and interplay at a single case company, the TMCs could be embodied and further strengthened, where the portrayed interplay showcases that the TMCs interplay with each other, in one way or another. However, situational and external factors seem to affect the richness of the interplay, while KW is continuously central. For a full display of the Adapted Theoretical Framework, see Figure 11.

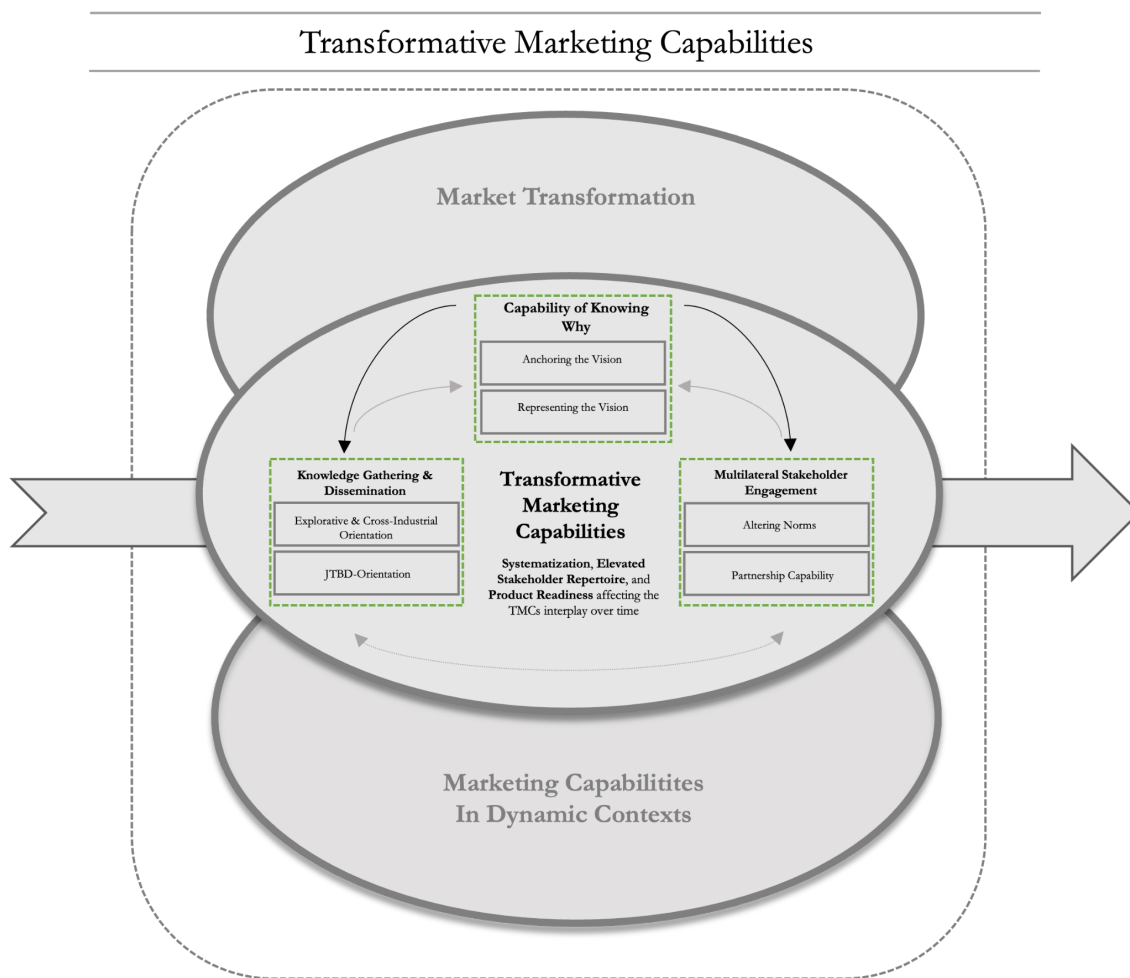


Figure 11: Adapted Theoretical Framework

## 7. Concluding Remarks

### 7.1 Addressing the Research Question

This study was conducted with the purpose to explore MCs in transformative firms by firstly examining *what* MCs are apparent in transformative firms, guided by the research question:

**RQ1:** *What are the marketing capabilities (MCs) in transformative firms?*

To be able to grasp the nuances of the TMCs in dept, such were investigated in detail at a transformative firm to be able to explore their *interplay* and *evolvement* over time, which were guided by the second research question:

**RQ2:** *How do these MCs interplay and evolve over time?*

By taking a twofold approach for the data collection and analysis, including an interview study with firms with the deliberate attempt to transform a market as well as a case study of a transformative firm, both research questions can be considered answered. By analyzing the empirical data in the lens of the theoretical framework derived from the fields of Market Transformation and MCs in dynamic contexts, the findings establish a theoretical frame within the intersection of these streams of research. Thus acting as a starting point in gaining a deeper understanding of TMCs.

### 7.2 Theoretical Contribution

By answering the established research questions, this study contributes to the current and respective literature fields of Market Transformation and MCs in dynamic contexts as well as the gap in the intersection through the identification, classification, and demonstrated interplay and evolution of TMCs, ultimately paving the way for future research within the area.

### 7.3 Practical Implications

This study contributes to managerial and strategic implications regarding identification, development and maintenance of the set of marketing competences and capabilities apparent in transformative attempts. Henceforth, the results of this study provides assistance to marketing managers in firms with transformative pursuits through recognition, assessment, and evaluation of capabilities evidently applied or desired to adopt through such intentions. Further, the outlined classification and interchange of such capabilities provide practical benefits in competitive and responsive marketing

initiatives of incumbent firms and stakeholders, as well as guidance to market analysts in identification and assessment of efforts of transformative firms and their marketing practices. Lastly, the results add to the overall understanding of marketing practice within transformative firms by outlining a trajectory of the development of TMCs and its sub-themes, all in all providing guidance and foundation for strategic marketing choices and enactment in such a setting.

## 7.4 Limitations

First, as of the explorative nature of this study, the depicted TMCs together with their evolution and interplay, have an explanatory character. Thus, the findings may not be generalizable in itself but may be a starting point for future research within the field. Second, as the purpose of this study was to investigate MCs in the particular context of transformative firms, the amount of previous research in the intersection was scant. Consequently, the authors mainly had to draw from research regarding Market Transformation and MCs separately, where the Dynamic-, Adaptive-, and Radical innovation MCs were deemed the most akin to transformative contexts. Hence, this study may be the terminus quo in bridging these two theoretical concepts. Third, due to the heterogeneity and scatteredness of prior research in Market Transformation, the selection criteria for suitable transformative companies were based on the authors' collective conceptualization of prior scholars in the field of Market Transformation, namely market widening and disruption. Thus, this may have affected the theoretical sample of transformative firms. Additionally, all firms involved in this study originate from Sweden. Hence, the geographical scope is limited. Last, the transitory frame of this study did not favor a longitudinal setup at the case company. Thus, many of the historical events experienced by the case company were not observed but retold by the interviewees and may thus unintentionally have been subjectively described in light of the current stance of the company, not displaying an unbiased picture of the historical context. However, this was countered by a wide interview sample with follow-up interviews, allowing for confirmation from additional informants resulting in proper triangulation (Yin, 2013).

## 7.5 Future Research

The findings and limitations of this study open up various venues for future research. First, since this study may act as the terminus quo for bridging the gap between MCs and Market Transformation, it may be an opportunity to investigate the depicted TMCs in an international context, as national norms may affect the TMCs and their respective sub-themes. Second, it may be interesting to explore if and how these TMCs differ depending on the degree of transformative nature of the firm. As the results of this study hint that the TMCs might slightly differ depending on the type and intended

Market Transformation, an interesting area of research may be looking at different specific types of transformative firms to be able to contrast the TMCs' evolution and interplay in different contexts. Last, another extension of this research may be to study the correlation between these TMCs and firm performance, to evaluate the outcome and further validate the TMCs' significance.

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# Appendices

## Appendix 1: Constructs of MCs in Dynamic Contexts

<b>Constructs of Marketing Capabilities in dynamic contexts</b>	
<b>Authors</b>	<b>Marketing Capabilities</b>
Menguc & Barker (2005)	Customer Relationship Management, Market Orientation
Bruni & Verona (2009)	Market Orientation
Fang & Zou (2009)	Customer Relationship Management, New Product Development, Supply Chain Management
Maklan & Knox (2009)	Customer Relationship Management, Brand Management, Proactive Market Orientation
Landroquez, Castro & Cepeda-Carrión (2011)	Customer Relationship Management, Market Orientation
Day (2011)	Adaptive Marketing Capabilities; Vigilant Market Learning, Adaptive Market Experimentation, Open Marketing
Mitrega et al., (2012)	Networking Capability
Morgan (2012)	Market Learning & Resource Configuration, Architectural, Specialized, Customer Relationship Management, Brand Management, New Product Development
Santos-Vijande et al., (2013)	Market Orientation, Brand Management, New Product Development
Barrales-Molina et al., (2014)	New Product Development, Proactive Market Orientation
Moorman & Day (2016)	Market Orientation, Networking & Customer Relationship, Brand Management, Architectural, Specialized
Herhausen et al., (2020)	Digital Marketing Capability
Cake et al., (2020)	Radical Innovation Capability
Hoque et al., (2021)	Ambidextrous Market Orientation, Brand Management, Customer Relationship Management, New Product Development

## Appendix 2: Analysis of Empirical Results from Part 1

Themes	Sub Themes	Dimensions	Int. 1	Int. 2	Int. 3	Int. 4	Int. 5	Int. 6	Int. 7	Int. 8	Int. 9	Int. 10	Int. 11	Int. 12	Int. 13	Int. 14	Int. 15	Int. 16	
The Capability of Knowing Why	Anchoring the Vision		X		X	X	X			X	X			X		X	X	X	
	Representing the Vision	<i>Through Brand</i>	X	X		X	X	X	X	X	X		X	X		X	X	X	
		<i>Through Product</i>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
		<i>Through Culture</i>	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X
The Capability of Multilateral Stakeholder Engagement	Altering Norms		X	X	X		X	X	X	X			X	X		X	X	X	
	Partnership Capability					X			X	X		X	X	X		X	X	X	
The Capability of Knowledge Gathering and Dissemination	Explorative & Cross-Industrial Orientation	<i>Explorative</i>				X			X	X	X	X	X			X	X	X	
		<i>Cross-Industrial</i>	X				X					X	X		X		X	X	X
	JTBD-orientation		X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X

# Appendix 3: Additional Selection of Data from Step 1

Themes	Sub Themes	S E L E C T I O N   O F   Q U O T E S				
Capability of Knowing Why	Anchoring the Vision	<p>“We need to have a clear understanding of why we do as we do. Everyone at this firm could make 3X more money at another firm [...] but we have a clear “why”. - Int_3</p>	<p>“It is essential to have a vision that you can build the company from. To really have this visionary mindset that you can connect to all the time, you want it to become just as simple as breathing.” - Int_8</p>	<p>“We have focused a lot on the product and not really the brand [...] I think that comes from our (the founders) background.” - Int_9</p>	<p>“We say - is this something that an incumbent could use or do? If the answer is yes then we don’t do it. Maybe it’s not the right way to build a brand but it’s at least easy to relate to.” - Int_11</p>	<p>“We want to disrupt the industry. We need to work hard to not fall into the patterns of the industry and become the next Scania or Volvo.” - Int_14</p> <p>“When people say, “but our competitors do this so we should also do it”, I say, why should we do as they do? They are competitors. We need to do the exact opposite, all the time, it is extremely tough.” -Int.16</p>
	Representing the Vision	<p>(Brand) “Since the knowledge about the value was low, we had to work with educating the customer. So it was a lot of educating content, PR, and brand activities.” - Int_11</p> <p>(Culture) “If you don’t work with it (culture) effectively, in five years you will wonder why you do what you do. Therefore, you need to transfer in effectively, for instance by using artifacts.” - Int_11</p> <p>(Culture) “It’s a necessity to attract the best talent. So it’s important to have a modern employer brand, a modern leadership, and a lot of freedom with responsibility [...] so, you need an extremely attractive brand where people want to work and stay.” - Int_6</p>	<p>(Brand) “Our challenge has always been that we have so many target audiences to reach to get things done [...] we needed to simplify our story to make the brand reach a wide array of people.” -Int_12</p> <p>(Culture) “The culture in the company is what is real and it must align with the values and the vision of our company [...] the culture needs to match the brand you want to build and you have to live up to what you say you want to build. You need to walk the talk.” - Int_8</p>	<p>(Brand)“Since our purpose is to do something different, we think about that when building our brand as well.” - Int_11</p> <p>(Culture) “To not lose touch of why we exist, the culture is important [...] when the founders are not as operational anymore, you must still feel where we’re going.” - Int_15</p> <p>(Culture) “The real magic happens when you have mutual goals that do not sub-optimize each other, together with a really open culture.” - Int_4</p>	<p>(Product) “We already have customers who want to buy our products but we don’t yet have any production. So for us it’s about selling a product that currently doesn’t exist.” - Int_5</p> <p>(Culture) “In many startups, people will say that they don’t like or want structure. But I think structure is super important actually. It’s more like, here’s your box, go crazy within that box.” - Int_10</p> <p>(Product) “As a value-driven business, this has a close correlation to the product itself [...] when the whole business is value-driven, the product and the marketing needs to be fully integrated.” - Int_6</p>	<p>(Product) “Marketing needs to work tight with product development, they feed each other with ideas about what you see and believe about the future.” - Int_4</p> <p>(Product) “Not focusing on product development might work for a while but it will always come back to haunt you if you don’t.” - Int_4</p> <p>(Product) “Now when we don’t have a production facility or a product to show, we see it as important to showcase visual material and motion” - Int_5</p>
Multilateral Stakeholder Engagement	Altering Norms	<p>“Our true disruption is as simple as putting the customer first [...] the customer doesn’t really care if we are disruptive, they care about us solving their problem.” - Int_2</p> <p>“Before when we were the new kids on the block we could be quite cocky. But now we have a more established position in some markets and we have to take a bigger responsibility.” -Int.16</p>	<p>“We just need to make people understand that we are not a broker but a platform. When people understand that we almost have a 100% conversion rate. It’s about teaching people and getting a foot in the door.” - Int_3</p>	<p>“Even though we are a B2B company we need to think a lot as we’re working B2C to drive the demand [...] we need to trigger the demand from the end customer, if they want to buy for instance a car made sustainable steel, that is a way of convincing our customers to buy the sustainable steel from us.” - Int_5</p>	<p>“We need to handle the misconception that people generally have and then when the timing is right, we need to talk about the benefits of our value offering.” - Int_8</p>	<p>“We created an outward pressure with our story that was easy to grasp and communicate broadly. It created a momentum which in turn generated customers that were interested in hearing what we could offer.” - Int_12</p>
	Partnership Capability	<p>“Partnerships are super important both in terms of WOM, but also to find partners and champions that can spread your word. If you don’t pursue such activities, people will not realize the greatness of your offering. Partnership is super important.” - Int_4</p>	<p>“When you’re new It is about the capability to piggyback on established brands and people to help build awareness. You should not only educate about your company if you have a product that no one has used before. Then you need to work a lot with borrowing credibility.” - Int_4</p>	<p>“Our position is quite clear. We know that the best for us is to clarify our value towards consumers but also try to build good relations with these companies that at first may seem a bit critical. Relationship-building with such companies is super-important.” - Int_7</p>	<p>“For us, partnership is a crucial marketing strategy. It’s basically scratch my back and I’ll scratch yours.” - Int_11</p>	<p>“Our partnership ambitions are sky high [...] We are moving towards partnerships that are more pop culture I would say, that’s where we see an interest.” -Int.16</p>

<p><b>Knowledge Gathering &amp; Dissemination</b></p>	<p>Explorative &amp; Cross-Industrial Orientation</p>	<p>“You might want to consider how to use and gather data in the future, not when you have 5K of users but 1M. You kind of ride on a wave in the beginning of scaling, and I therefore believe a lot on being paranoid and staying ahead of the curve. You have to imagine the future situation where you have more transactions and customers where things don’t progress by itself. What will it look like then?” - Int_4</p>	<p>“We work like many firms, and look at both market data and segmentation data. That is, data from the market combined with our own data basically.” - Int_7</p> <p>“We have never seen it as important to hire people from the transportation industry. Instead, here there are people from everywhere with the common denominator that they all have experience from and a will of transformation, Airbnb, H&amp;M, Klarna, Northvolt, you name it.” -Int_1</p>	<p>“To seek up trends has always been important.” - Int_9</p> <p>“Similar companies in the market are very traditional, focusing on the medical aspect etc. [...] We have chosen to work much closer to the social and the cosmetics industry.” -Int_9</p>	<p>“You have to constantly evolve and change and be aware of what is going on in the industry environment [...]When I’m working with my team and in our 1-2-1’s I always push them to not only look internally but also externally.” - Int_10</p>	<p>“I’ve talked a lot with marketing about spheres of influence, what are the places that your customer learns about new things? [...] So, you always need to know what happens in the industry, what are these factors, and how you adjust and adapt. Nothing makes me more nervous than when people say -well we did it like this before. Like, I don’t care, it doesn’t matter.” -Int_10</p>
	<p>JTBD orientation</p>	<p>“You can’t have key account managers running around explaining how good we are without listening in on what the industry needs and detect insight from that [...] But then again, to succeed in this it all boils down to a vision that you build the business around all the time.” - Int_8</p>	<p>“When people come to me and pitch, I usually say: what problem do you solve? If you’re not solving a real problem we can finish the meeting straight away. Then you don’t have a reason to be.” - Int_13</p>	<p>“You need to make sure that you are not only satisfying the users of today but the next generation of users.” - Int_4</p>		

# Appendix 4: Additional Selection of Data from Step 2

		Phase 1	Phase 2	Phase 3
Themes	Sub Themes	S E L C T I O N   O F   Q U O T E S		
Capability of Knowing Why	Anchoring the Vision	<p>“The vision has previously been in the minds of some key persons at the company, primarily in the minds of the founders.” - C-Int_13</p> <p>“I had the privilege of working very closely with the founder for more than a year and hearing the vision from her every day.” -C-Int_3</p> <p>“When I started at TransporTech, that was the tiniest issue (the unconcrete way to reach the vision), because I counted on us working ourselves forward and then it will concretize over time.” - C-Int_10</p> <p>“These are some of the best persons I have ever worked with, and that I have wanted to work with for a long time, and now I have the possibility to do so. At the same time, I knew that the company had a good purpose. We really felt that this will improve society, which was important for me who has worked for a lot of start-ups previously.” - C-Int.10</p>	<p>“Last spring, the co-founder and CMO had a small team and was operational. She was the representation of the brand and knew exactly what we should do [...] Now, we need to understand how the founders work and how we can drive something forward based on what they want. That affects the process.” - C-Int_8</p>	<p>“When we grow and need to be able to do things quicker, with better quality, and go broader. Then we need more people. When more people join we add complexity. When we add complexity the respective founders can not be as hands-on anymore.” - C-Int_8</p> <p>“Permeating the vision is something we have to become better at, right now it is not so clear and the vision is not integrated throughout the whole organization. For some, design is most important and for some it is technology and for others sustainability. Both externally and internally, it is not fully clear what the focus is on I would say.” - C-Int_7</p>
	Representing the Vision	<p>(Brand) “The brand was sleek and you have a nice design system. That takes you a long way.” -C-Int_2</p> <p>(Culture) “When there is a lot of uncertainty, I would say that this is our salvation. Everyone has at least the common denominator that we know what we strive to do and we are dedicated to reach it.” - C-Int_11</p>	<p>(Brand) “Me and the founders had dinner and decided that we cannot have it as fragmented, we need one organization and one customer experience.” - C-Int_2</p> <p>(Product) “It was a shift to more of a product company, and with that the design team grew [...] we had a debt to pay on the product side, both on the software and the hardware site so we needed to accelerate.” -C-Int_2</p> <p>(Culture) “In the beginning, we had a lot of generalists. Now we have recruited people to key positions who have experience from that specific area [...] now we have more specialists with experience and more experienced leaders.” - C-Int_8</p> <p>(Culture) “In my first hire I had a choice, do I go for senior managers or do I go for more junior makers? I went to the makers. At the detriment to myself of knowing that it would have an effect in a few months where I'd be in a place where I don't have very senior strategic marketing managers.” -C-Int_12</p>	<p>(Product) “When you have a product ready to market you will have to deliver trust as well [...] So now we are transitioning from a narrative-driven marketing team where there has been a lot of emphasis on vision, VC-rounds and future, to also being able to deliver real products.” -C-Int_2</p> <p>(Brand) “As the commercial organization is now shifting its setup to become more divided into centralized and regional focus. We need to be able to localize content as we're going into new markets and in the short/medium term look into external vendors to support us on the account based side. And the content side. But obviously you dont wanna have a fragmented brand.” - C-Int_12</p> <p>(Product) “The company has gone from just a prototype with the first pod towards actual industrialization of current offerings if you will [...] Luckily, marketing is now very influenced and directed by product, with product-launches that is our strategy.” -C-Int_2</p> <p>(Product) “Design now has much more collaborative stakeholders than just marketing. Today, the product has gone from previously being maybe 20% of my daily roadmap to now being around 80%, and pure marketing only 20%.” - C-Int_2</p> <p>(Product) “ As you may have noticed, our only marketing strategy the last year has been product launches. There is not really any other strategy. You can be critical towards it but the reason behind it is to enable exactly this (alignment and cooperation within the organization), where I think it has been useful.” - C-Int_2</p> <p>(Culture) “We try to standardize, create a culture-book, a brandbook et cetera, but we are moving so quickly so when we are done with those it will come a new person from top management that will believe that we have to change them. So in a way we do not really have the time to standardize anything before it becomes outdated.” -C-Int_3</p>

<b>Multilateral Stakeholder Engagement</b>	Altering Norms	<p>“If you work with disruptive products, there are a lot of stakeholders to keep in mind at the same time [...] if looking at my time here, it is a lot about understanding that is all about navigating the external environment together with the internal. Sometimes they align, and sometimes they don't.” -C-Int_9</p>		
	Partnership Capability	<p>“Previously, the partnerships were quite ad-hoc but since we didn't know exactly what we wanted to do or where we wanted to go we could try things out.” - C-Int_3</p>		<p>“I know that we are working on setting up guidelines connected to partnerships around who we desire and do not desire to work with. As nowadays stakeholders start to use our brand to their advantage [...] you never know where you will end up if you do not regulate it.” -C-Int_10</p>
<b>Knowledge Gathering &amp; Dissemination</b>	Explorative & Cross-Industrial Orientation	<p>“What the founders said and says is the primary source of what the whole company should think and what we are striving for as a company.” - C-Int_3</p> <p>“We have done a lot of benchmarking, for instance with Apple and other Silicon Valley companies [...] we have looked at other innovative companies.” -C-Int_3</p> <p>“For marketing, no frame of reference has existed. The founders have therefore looked at others to see what they have been doing previously. They asked their advisors, the investors, the boards etc. After they have asked them, they sat down to establish their own opinion.” - C-Int_2</p>	<p>“First, my role was to solve the personnel growth of the company, but then it also shifted a bit towards professionalizing it.” -C-Int_11</p>	<p>“The most important thing now is that we continue to have people that have deep enough knowledge about our history, all the things that we tried that didn't work.” - C-Int_10</p>
	JTBD-Orientation		<p>“Marketing's job is to stay one step ahead of both the founders and the commercial side [...] we need to surprise them, or give them something that they don't really want but something that they really need. But it is hard.” -C-Int_8</p>	<p>“The customers are quite bad orders, we need to predict what they will need.” - C-Int_13</p> <p>“As definers of the category, we need to design the future, and help onboard the customers on that change journey.” - C-Int_8</p>

## Appendix 5: Interview Guide Step 1

### **Background**

- Name and Role
- Time of Employment
- Company Description

### **Elaboration on Firm Evolvement and Transformation**

- Could you please briefly describe your time as employed (your journey if addressed to a founder) at (*company name*) and the firm's current situation?
- How do you believe that you are transforming or changing your industry?
- What challenges has breaking new grounds and doing something different as a firm led to?

### **Elaboration on Capabilities within Marketing**

- What would you say are the most important capabilities within marketing to face ambiguity and the challenges within your industry and firm?
  - How have these evolved over time? Has there been any clear breaking point when change happened or was needed to?
  - What would you say are the biggest strengths with your marketing department or operations today in terms of competencies or capabilities?
- Could you describe how you attain and develop the capability to identify and interpret possibilities and challenges? Both related to the firm in general as to marketing specifically.
  - How do you ensure that such knowledge is spread and anchored throughout the organization?
  - How do you work to coordinate functions within the firm in general?
- What is your view on the future of (*company name*)? What do you think are the most important capabilities to focus on and develop going further?
- From your previous experience, what are your learnings from the development of functions and what do you wish would have been established or developed earlier in terms of marketing capabilities in changing environments?

### **Concluding Questions**

- Is there anything you consider to be a clear factor of success in a transformative environment like the one (*company name*) is operative within?
- Is there anything else that given our discussion that you believe we have not touched upon or that you would like to add?

## Appendix 6: Operationalised Interview Guide Step 2

### **Background**

- Name and Role
- Time of Employment

### **Prologue**

- Could you please describe your time at TransporTech;
  - How has the organization changed since you started?
  - Have there been any clear breaking points in the trajectory of TransporTech during your time here? (structure, mindset, challenges etc)

### **Capability of Knowing Why**

#### *General Question:*

- How do you believe that TransporTech's vision is permeating the organization?

#### *Vision as a representation:*

- In what ways is it represented (e.g. through brand, culture or product)?

#### *Anchoring the Vision:*

- What capabilities are important to assure that this is anchored correctly?

#### *Interplay & Evolution:*

- What do you believe will be the most crucial capabilities to ensure this is represented in the future?
- Any changes regarding these since you started?

### **The Capability of Multilateral Stakeholder Engagement**

#### *General Question:*

- How do you work with stakeholder management from a marketing perspective?

#### *Altering Norms:*

- How do you work to represent and shape a picture of how the future of the industry can look like for internal and external stakeholders?

#### *Partnership Capability:*

- How do you work to engage and partner with stakeholders to pursue TransporTech's desired direction of the industry?

*Interplay & Evolvement:*

- How do you believe these abilities or capabilities will change in the future?
- Any changes regarding these since you started?

**Knowledge gathering and dissemination**

*General Question:*

- How do you ensure and work with knowledge gathering and dissemination within the organization from a marketing perspective?

*Explorative & Ambidextrous Orientation:*

- How do you work to identify future opportunities and risks?
- How do you make sure everyone is explorative within the same frame regarding knowledge gathering and dissemination while at the same time not becoming too limited?

*JTBD-Orientation & Cross-industrial Orientation:*

To ensure this representation that we have discussed where TransporTech needs to show how the future will look like;

- Where do you take your inspiration from?
- How do you integrate this information in the organization and team?

*Interplay & Evolvement:*

- How do you believe these abilities or capabilities will change in the future?
- Any changes regarding these since you started?

**Interplay & Evolvement (uncoupled to capability proxy)**

- How is the interplay with other functions taking form?
  - Which interplay is the most important to have in place?
  - How has the interplay changed over time?

**Concluding Question**

Bearing all that we discussed in mind, what do you think about the future of TransporTech? What will be important marketing capabilities to possess or develop to ensure success?