

DYNAMIC CAPABILITIES IN TERRITORIAL MARKETING – THE POSSIBILITIES OF CONCEPT ADAPTATION

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Purpose: The purpose of this paper is to develop a conceptual understanding of territorial marketing using the dynamic approach and explore the Dynamic Marketing Capabilities that extend the place's competitive advantage.

Design/methodology/approach: This paper has taken a conceptual approach to provide an analytical conceptualisation of Dynamic Marketing Capabilities and to guide future studies in territorial marketing. This article introduces a novel dynamic approach towards Territorial units, adopting a view based on the relationship between the dynamic capabilities view and place marketing. The primary method of the research was a critical analysis of the literature

Findings: Although there is already extensive literature on Dynamic Capabilities in strategic organizational management, there is the lack of research on this concept in the Territorial Marketing knowledge field. Which indicates a knowledge gap and research gap. The Dynamic Marketing Capabilities for territory was proposed as the result of the conceptual analysis.

Originality/value: The paper identify a gap in the conceptual thinking about implementation Dynamic Capabilities concept in territorial marketing. The analysis of the literature allowed the author to notice that the subjects related to concept of DMC in territory units are still being elaborated, but can be adopted.

Keywords: Dynamic Marketing Capabilities, Territorial Marketing, Place Marketing.

Category of the paper: Conceptual paper.

1. Introduction

Territorial competitiveness has become a topic of great importance at the beginning of the third decade of the 21st century. The competition between the territories and the geographical areas is the main reason for the application of such tools, which, in dialogue and multidisciplinary approach, sees the essential need for a definition of new models of local, territorial systems and models of territorial planning and management, giving different values for all stakeholders.

The application of standard business techniques and methodologies to a territory and its manifestation is increasingly becoming an ongoing topic within cultural and academic debates (Bencardino, Napoletano, 2003; Jovanovska-Boshkovska, Poposki, 2018), but also within government activities on the territory given the increasing importance of the policies for territorial development concerning the processes of social and economic growth at all administrative levels: from municipal, regional to national level (Jovanovska-Boshkovska, Poposki, 2018). This application aims to identify tools and approaches that are considered valid as Dynamic Capabilities concept. Therefore, the focus is placed on the applicability and usefulness of the marketing concept in the formulation and implementation of the strategies for local and regional development and in the direction of building the dynamic approach that will enable the performance of the newly created needs of the territories and actors on the territories.

Territorial marketing is increasingly more crucial in modern economies and societies, considering globalization, the increased connections and interdependencies between regions, the growing tourism activities, and the developing economic needs (Zbucea, 2014). Territorial marketing, as a process supporting the management of a territorial unit, becomes a prerequisite for running an effective spatial planning policy (Jovanovska-Boshkovska, Poposki, 2018). Therefore, applying marketing tools and capabilities in coordination with the territorial development strategies is a fundamental postulate today to improve the process of development of the territories.

The aim of this paper is to develop a conceptual understanding of territorial marketing using the dynamic approach and explore the Dynamic Marketing Capabilities that extend the place's competitive advantage.

The in-depth study of the literature showed that despite the already quite extensive number of publications regarding Dynamic Capabilities in the scope of strategic management, yet the research into this concept within the science of marketing remains fragmentary and scattered (Barrales-Molina, Martínez-Lopez, Gázquez-Abad, 2014). Therefore the subject of Dynamic Marketing Capabilities is highly pertinent and vital bearing in mind the highly dynamic changes in the market environment, technological changes and competitive advantage of companies in the 21st century (Chen et al., 2022). Although there is already extensive literature on Dynamic Marketing Capabilities in strategic organizational management, there is the lack of research on this concept in the Territorial Marketing knowledge field. This article attempts to contribute to the theoretical development of place/territory marketing by discussing the link between the Dynamic Capabilities approach and place development. It is argued that a better understanding of the Dynamic Capability approach is a possible way forward for place/territory marketing theory. How Marketing Dynamic Capabilities are conceptualized significantly affects how modern marketing activity develops the territory.

2. Territorial Marketing - state of the art

The knowledge on the territorial marketing of regions and cities has become increasingly popular and considerably influences the economic success of and living standards in particular local government units. At a time of solid inter-territorial competition, the success in territorial strategic planning depends largely on their capacity to formulate and renew their competitive advantages in a shorter period. The economic growth and failure of certain regions appear to result from their ability to develop and rebuild their portfolios of internal and external relations (Jovanovska-Boshkovska, Poposki, 2018). Territorial marketing is increasingly more crucial in modern economies and societies, considering globalization, the increased connections and interdependencies between regions, the growing tourism activities, and the developing economic needs (Zbucea, 2014). Territorial marketing, as a process supporting the management of a territorial unit, becomes a prerequisite for running an effective spatial planning policy in the area of a commune. The use of marketing concepts may help the territory to attract tourists, entrepreneurs and investors, and inhabitants who may find that to live, study and work, in this locality might be advantageously and even prestigiously. It may be related to both the big and the small territories (Azena, Keiss, 2009).

The existing studies have analyzed this field from different perspectives and in the literature, there are many and different definitions of the territorial marketing. Some authors assume that the territorial marketing becomes developed on regional level, taking into consideration the specifics of the region. Others pay attention only to the image development of the territory, including the cities, places, destinations; they are convinced that it helps to attract entrepreneurs and inhabitants or tourists (Azena, Keiss, 2009). Shahabadi et al. (2019) identify place marketing as how the place communicates its offerings, a market-driven process, using marketing techniques, satisfying the needs of target markets (short- to mid-term process - campaigns), demand-driven, outward focused.

There are place marketing, destination marketing and city marketing as research concepts in the literature. Place marketing may also be referred to as overall range of actions undertaken and focused on attracting investors, tourists, residents to a particular region, as well as the construction of favourable external image aimed at the quality improvement of local community living standards (Clark et al., 2010). Another attitude to place marketing presents it as the set of techniques and activities applied by local and regional organizations and communities in the process of local development project planning and covering economic, urban, social cultural and tourism sectors, as well as the identity oriented one (Raszkowski, 2014). Place marketing is now recognized as a pedestal for the development, sustainability, and longevity of any tourism places (Kumar, Panda, 2019). Thus, the concept of place marketing not only evolved as the pivotal component of travel, tourism and hospitality research (Fyall et al., 2012), it is also related to the development of strategies and performance of activities in the extremely competitive and fierce business of alluring tourists to a particular place (Pike, Page 2014).

City marketing is a way to introduce a city or region and is not a new phenomenon in the world of marketing; this concept was implemented several decades ago by cities around the world applying marketing techniques to improve and adopt the philosophy of marketing to operationalize and achieve strategic goals (Kavaratzis, 2007). City marketing uses ideas, concepts and tools in marketing to promote a city or a region (Asnawi et al., 2018). City marketing improves the position of a city when compared to other cities. Currently, most cities in Europe have applied city marketing strategies. The strategy applied varies, ranging from city-to-city marketing to campaigns with attractive slogans, designs and logos in the media (Asnawi et al., 2018).

Destination marketing refers to a strategic approach to place development in the tourism framework. In this context, the economic and cultural interests of local communities, local businesses, and tourists are considered. The actors involved are also very diverse. Destination marketing could lead to the development of a strong destination brand (Kolb, 2006).

To ensure general development of the territory, tourism/destination marketing should be integrated into a more comprehensive strategy of place marketing (Baker, Cameron 2008). And this place marketing strategy should be correlated with the territorial marketing strategy of the wider region and various components of its management (Bagautdinova et al., 2012).

When considering marketing in territorial unit, a broader strategy to attain competitive advantage has to be considered (Baker, Cameron, 2008). The literature in the field of territorial marketing tends to describe it, especially in attracting investments and tourism development, from the perspective of the local public administration (Temperini et al., 2012). To have an effective territorial marketing strategy, not just the concepts of place branding and destination marketing must be considered, but also others, such as place experience or identity and value.

Territorial marketing activities are undertaken by different types of entities, including local government units and non-governmental, public, private, group and individual entities. Consistent activities and the mutual cooperation of all marketing initiators and animators in a given area facilitate more effective and efficient achievement of set goals (Renigier-Biłozor, Biłozor, 2015).

Govers and Go (2009) specify that various public or private actors create the ‘promise of value’ and the ‘worthwhile experiences’ at the location. Many of these organizations do not necessarily aim for the benefit of the region/destination but for their own benefit. Secondly, they would aim for benefits for the region as a whole and all stakeholders involved. Therefore, the organization – in most cases governmental – which designs and implements a destination marketing/branding strategy has to consider this aspect, as well as that the actual success of the strategy dramatically depends on all these other independent actors and stakeholders.

It also has to be considered that destination marketing involves managing a wide variety of interactions of a destination with its environment, investment, trade, social, and media issues.

Territorial marketing, as a strategy aiming to develop a specific region, has become a natural element to be incorporated into the economic development of regions (Rainisto, 2003). It integrates activities of developing an area's critical assets and promoting them outwards. The main results are attracting investments (not just in tourism or other commercial endeavors but also in cultural and social domains), developing an appealing image, and increasing internal cohesion and economic functionality (Zbuceha, 2014). To be effective, territorial marketing has to follow some basic principles, which are the cornerstones of strategic planning (Zbuceha, 2014):

- **Sustainable development:** This principle ensures not just the territory's economic development but provides long-term opportunities for progress. The resources of a territory have to be used to meet human needs primarily – both of present and future generations -and to guarantee the environment's protection.
- **Community-oriented:** To protect and promote local interests, a territorial marketing strategy has to be concerned with the values, needs, and wants of local communities. Ideally, it will stimulate the engagement of the local communities (in most cases, manifest through their representatives and active members organized as nonprofit associations).
- **Heritage promotion:** Heritage is an essential part of modern society. It is not relevant just for the cultural elite but also for local communities. Heritage could be the base for sustainable development; it supports social reflection and intercultural dialogue. In most cases, heritage promotion is coordinated by heritage management and/or those designing the territorial marketing strategy.
- **Economic stakeholders' involvement:** Effective local development means sound economic development. Thus economic organizations are vital stakeholders in this process. Without their involvement, long-term development and competitive offer are impossible to achieve.

The competition between the different territories or the geographical areas, in which the parts are divided, is the main reason for the application of such tools, which, in dialogue and multidisciplinary approach, sees the essential need for a definition of new models of local, territorial systems and models of territorial planning, through giving different values on the geographical areas.

In its aspect of competitive advantage construction, place marketing may be understood as an integrated set of instruments or activities resulting in higher competitiveness of the defined and utilized space with reference to other territorial units of this kind (Raszkowski, 2014). The following factors of competitiveness can be referred to as major ones in the context of place marketing (Raszkowski, 2014):

- socio-economic environment featuring high efficiency in solving developmental problems of a territorial unit,
- the functioning of enterprises or organizations characterized by the above-average absorption of innovative solutions, as well as creating innovative solutions in the course of their functioning,
- spatial availability of a territorial unit,
- the quality of life in a community with particular emphasis on the area of social infrastructure,
- intensified activities for the benefit of unfavorable demographic processes stabilization and improvement,
- high quality of public services,
- the condition of natural environment, the potential of natural resources,
- pro-innovative and modern methods for a territorial unit management by self-government authorities,
- major economic entities investing in the area of a territorial unit in the context of attracting more investors and constituting the form of investment recommendation.

In conclusion, it should be said that meaningful territorial marketing activities can increase the territory's competitive advantage and attract local and foreign subjects to the region by creating an expressive image and maximal use of the territory's natural, material and technical as well as financial, labor, and social resources (Grinberga-Zalite, Hernik, 2017). This is particularly justified due to the dynamics of changes in territorial units and their surroundings. Therefore, it seems to be particularly important today, from a competitive advantage perspective of activities undertaken in the area of place marketing, to adopt and implement the concept of Dynamic Capabilities.

3. Dynamic Capabilities concept – organizational and territorial perspective

During the first two decades of the 21st century, there have been numerous publications regarding the status of the resources-based theory (RBV), its development, revitalization, and critical trends, as well as scientific research on the implementation of this approach in other disciplines of science (Della Corte, D'Andrea, 2017). It is also scientifically essential to check how this concept can be used in the activities of territorial units.

Based on the resource-based view of the firm (RBV), which is interested in understanding how competitive advantages are achieved by focusing on the internal resource base of an organization (Eisenhardt, Martin, 2000; Freiling, 2001), the dynamic capability view (DCV) extends this perspective by focusing on situations of rapid and unpredictable change in dynamic

markets (Teece, Pisano, Shuen 1997). The approach based on resources (RBV) does not however explain in full the creation of competitive advantage in the more complex and evolving conditions in the environment because of its merely static character (Priem, Butler, 2001; Danneels, 2008; Bingham et al., 2015). In effect of developing a 'classical' RBV school of thought, a stream of discourse emerged centered on Dynamic Capabilities (DC) (Helfat, Peteraf, 2003). A dynamic approach to an organization suggests that the analysis and assessment of company activities should focus on the process of changes linked to the active use of the company's resources and not on the use of resources that are just owned by it and are not actively and adequately used. In the literature survey, the author discovered that a practical consequence of that approach is the change in the range of the analyses and research, leading to a relatively clear division between dynamic and static approaches. Thereby, Dynamic Capabilities are generally understood as competencies that integrate, build and reconfigure internal and external knowledge to compete in dynamic environments and build a competitive advantage (Teece, Pisano, Shuen, 1997). The capability to adjust these competencies and resources is assumed to be with the firms' managers (Eisenhardt, Martin 2000, Puderbach et al., 2017).

The concept of Dynamic Capabilities, according to its authors D. Teece, G. Pisano, and A. Shuen, assume that the competitive advantage of an organization results from its Dynamic Capabilities, which are interpreted as the ability to adapt, integrate and reconfigure the internal and the external resources and competences in reaction to the fast-changing environment. Additionally, these capabilities are difficult to reproduce and are homogenous and durable (Teece, Pisano, Shuen, 1997). According to the authors of the DC approach, competitive advantage is not generated by the resources which the company owns or controls (statically), but mainly by the capabilities of obtaining and integrating them (dynamically) (Morgan et al., 2009), which may become a source for creating value and competitive advantage (Eisenhardt, Martin, 2000; Nguyen, Pham, Freeman, 2022; Teece et al., 1997).

The publications still shows several inconsistencies in the identification of company's Dynamic Capabilities. The clearest version of DC conceptualization describes them as the tools which companies may use to manage their existing resources and to regroup them in order to create their new configurations (Teece, 2007).

Literature analysis shows that within the management research area, Dynamic Capabilities are primarily analyzed with regard to for-profit organizations and, in particular, single organizations as a unit of analysis (Puderbach et al., 2017). Instead, there is an increasing interest in public organizations as well (Pablo, Reay, Dewald, 2007; Piening, 2013). This research has the potential to refine the focus on focal firms, as in the public sector, usually more than one actor is involved when it comes to facing challenges or tasks, for example, in the case of managing a city, it is not only the mayor leading a city by hierarchical order (Puderbach et al., 2017). Instead, it is also the citizens living in the city, policy-makers, for-profit, non-profit and public organizations involved in enacting a city's management (Fligstein,

McAdam, 2012; Müller-Seitz et al., 2016). Moreover, as Pablo, Reay, and Dewald (2007) state, we do not know much about the specifics of Dynamic Capabilities in the public management sector especially in territory unit. Puderbach (2017) took up this topic by researching the city and using a case study analysis, but scientific research in this area is still incomplete. Therefore, the difficulty in adapting the DC concept in territorial units is the need to coordinate the Dynamic Capabilities of all participants/stakeholders in building the place's competitive advantage.

4. Dynamic Marketing Capabilities of the Territory - considerations and discussion

The literature analysis showed that the existing body of work confirms the clear connection between RBV and marketing theories. This relation is identified with the existence of an effective and constant company's competitive advantage obtained owing to the use of the organization's resources and marketing skills (Slotegraaf et al., 2003; Song et al., 2007; Vorhies, Morgan, 2005). The in-depth study of the literature showed that despite the already quite extensive number of publications regarding Dynamic Capabilities in the scope of strategic management, yet the research into this concept within the science of marketing remains fragmentary and scattered (Barrales-Molina, Martínez-Lopez, Gázquez-Abad, 2014) Therefore the subject of Dynamic Marketing Capabilities is highly pertinent and vital bearing in mind the highly dynamic changes in the market environment, technological changes and competitive advantage of companies in the 21st century.

The importance of marketing capabilities in the DC structure results from their role in generating knowledge about customer needs, competitive products, and distribution channels (Barrales-Molina et al., 2014; Zohourian, Rahimnia, Nabizadeh, 2022), as well as their importance in achieving better results by the organization (Cacciolatti, Lee, 2016; Kachouie, Mavondo, Sands, 2018).

Authorship of the phrase "Dynamic Marketing Capabilities" is credited to the team Bruni and Verona (2009). According to these authors, Dynamic Marketing Capabilities are: human capital, social capital and manager knowledge - involved in creating, using and integrating market knowledge and marketing resources in order to adjust to market and technological changes (Bruni, Verona, 2009). Term Dynamic Marketing Capabilities have changed and evolved towards understanding it as a subset of the Dynamic Capabilities of the organization (Bruni, Verona, 2009), with a unique role in the use of market knowledge and creating value for the customer (Fang, Zou, 2009).

Areas and topics of conceptual research on Dynamic Marketing Capabilities concerned the conceptualization of DMC, the contribution of DMC to marketing practice or proposing new approaches (e.g. outside-in) to clarify the relationship between DC and marketing. The undertaken empirical research concerned issues such as: the development of DMC in international joint ventures, the use of DC to improve investment decisions in CRM, the importance of dynamic marketing capabilities in achieving sales effects, the role of dynamic marketing capabilities in the relationship between customer knowledge management and the effects of product innovations or explaining the mechanism of linking DMC to organizational performance (Barrales-Molina et al., 2014). Hassani and Mosconi (2021) argues that firms with little dynamic capabilities to enhance organizational performance face many survival challenges.

Although there is already extensive literature on Dynamic Marketing Capabilities in strategic organizational management, there is the lack of research on this concept in the Territorial Marketing knowledge field. Which indicates a knowledge gap and research gap. Researchers are still looking for ways to combine marketing and Dynamic Capabilities in new sectors (eg. public sector) and organizations however, the scope of this research in the area of marketing of territorial units is still small.

Regions are no longer autarchic, no matter how many resources they may have. They depend increasingly more on national and international developments, on their inner dynamics, on their stakeholders' involvement, as well as on their external relationships (Zbucnea, 2014). Therefore, the competitiveness of a territory depends less and less on its natural resources and increasingly on the creative and innovative ability of local economic actors (social entrepreneurs) to make the most of its existing potential (Santos, Bernardino, 2016).

Therefore, it seems necessary to adapt the dynamic approach for territory development. Few studies can be found in this regard. Dameri and Ricciardi (2015) identify three Dynamic Capabilities of a smart city as examples: (a) sustainability, or the ability to avoid over-exploitation of resources, (b) robustness, or the ability to return to equilibrium after a crisis, and (c) agility, or the ability to evolve and adapt.

The Chong (2018) views citizen engagement as part of the sensing component and voice of the citizen analytics as part of the seizing component of a smart city model. Like any other organization, a city can also sense, seize, and transform. A smart city has Dynamic Capabilities because it leverages its resources to sense opportunities and threats in its internal and external environment, seize opportunities to pursue its goals, align the goals with its existing natural, social, economic, legal, regulatory, and administrative environment and transform itself to move closer to those goals. According to this author the existence of Dynamic Capabilities makes the smart city a knowledge organization because it uses its resources and processes to create new knowledge, disseminate it through the smart city organization, and embody it in products, services, and systems in the form of tacit or explicit knowledge (Chong, 2018)

Therefore, what is the dynamic Marketing capability of the territory, and how can it generate opportunities for building the competitive advantage? Analyzing the conceptual scope of individual DMC definitions, it can be seen that while their common feature may be the emphasis on market knowledge as the central element of DMC, the generic structure of this construct is radically different. This may be due to the function assigned to Dynamic Marketing Capabilities by individual authors but also to researchers' more general understanding of dynamic organizational capabilities. In table 1. the definition, functions and structure of Dynamic Marketing Capabilities for the for territory was proposed as the adaptation of DC concept.

Table 1.

Definition, function, and structure of the DMC in the organization and territory

Item	Dynamic Marketing Capabilities	
	Organization	Territory (<i>own adoption and proposition</i>)
Defintion	Integrated organizational processes that establish, combine and configure market resources to identify, create and deliver customer value. These processes include market perception (including recognition of the environment and absorption of knowledge), flexible decision-making and coordination functions, and response to customer needs (including marketing communication) (Li, 2015).	Integrated organizational and governance processes that establish, combine, and configure a territory's tangible and intangible assets to identify, create, and deliver value to all stakeholders and actors. These processes include market perception (including recognition of the environment and absorption of knowledge), flexible public and commercial decision-making functions and their coordination, and response to the needs of stakeholders (including marketing communication).
Function	The highest value for the customer in response to market changes (Fang, Zou, 2009).	The highest value for the stakeholder's in response to market and territory changes.
Elements/Structure	<ul style="list-style-type: none"> - Demand management - Market knowledge creation - Brand building - Customer Relationship Management (CRM) (Maklan, Knox, 2009). 	<ul style="list-style-type: none"> - Demand management for territorial products (tourism, investment, etc.) - Creating market and environment knowledge - Building a territorial brand - Stakeholder relationship management

Source: own proposition based on: Zhang, Conchar, Li, 2017, 901-912; Barrales-Molina, Martínez-López, Gázquez-Abad, 2014, pp. 399.

The functions attributed to Dynamic Marketing Capabilities are focused on transforming existing marketing resources in such a way that the resulting new combinations of these resources better correspond to the market environment conditions (Morgan, 2012). However, these Dynamic Marketing Capabilities structure consists of one or more elements. According to literature sources, DMC is, for example, only the development of new products, market learning, reconfiguration of resources, and strengthening of capabilities. Maklan and Knox (2009) presented the broadest and most comprehensive structure and identified four main Dynamic Marketing Capabilities: (1) Demand management - generating revenue for goods and services. (2) Market knowledge creation - generate and disseminate company-wide knowledge about consumers, markets, competitors, environmental trends, distributors, partners, and communities. (3) Brand building - creating and maintaining brands of products, services, and organizations. (4) Customer Relationship Management (CRM) - developing the way

a company builds relationships with customers. For the territory DMC can be adopted as: (i) demand management for territorial products (tourism, investment, etc.), (ii) creating market and environment knowledge, (iii) building a territorial brand, (iiii) stakeholder relationship management.

The lack of a commonly accepted definition of Dynamic Marketing Capabilities (DMC) and the different structures of this construct lead to the conclusion that there is no order and detailed description in terms of identifying the epistemological foundations of the concept of Dynamic Marketing Capabilities.

It can be concluded that a territorial unit has dynamic abilities because it uses its resources to detect opportunities and threats in its internal and external environment, use opportunities to achieve its goals, adjust goals to the existing natural, social, economic, legal, regulatory and administrative environment and transform to get closer to these goals. The use of the marketing perspective and the creation of Dynamic Marketing Capabilities allows each territorial unit to use its resources and processes to create a competitive advantage.

5. Conclusions

Due to globalization, territory and regions are facing fierce competition where the developing places are now competing with well-established old places. A rational visitor or investor seeks a place whose various facets of comforts, economic and political stability can meet their personal and distinct requirements (Hanna, Rowley, 2008). Place marketing plays an important role in the process of territorial development and building the competitive advantage. We live in a period of growing awareness of territorial marketing strategies not only to promote the territory as a tourist destination but also to attract investments and promotion of companies located in the territory and their products.

The successful implementation of DC concept and the emergence of Marketing Dynamic Capabilities in territorial units management, are the key drivers of increasing the competitive advantage.

The existing definitions enable us to see that Dynamic Capabilities determine the speed and the degree to which individual resources of companies can be established and regrouped about the conditions and opportunities in their environment. Hence, they generate long-term above-average (positive) results. Yet the critics of this concept point out that examining Dynamic Capabilities is difficult, and the connections between the Dynamic Capabilities and the company result in the long run is still an area of a knowledge gap. As shown in the literature, the empirical experience of scientists in this aspect still remains in its early stages, which means there are many open paths for research and possibilities of filling that exploratory gap. Thus the paradigm of research in Dynamic Capabilities is still relatively new.

To sum up, it can be said that the concept of dynamic capabilities (DC) already inspires many scientists in marketing and other areas such as city management or spatial planning. However, in terms of the undertaken research areas, there is still a lack of a comprehensive ordering of the content and concepts of the concept of dynamic capabilities concerning the paradigms of modern marketing. However, this requires further research, both of a conceptual and empirical nature, which will allow for the contribution and new quality not only to the development of knowledge about marketing at the academic level but also to create the advantages of the applicability of this knowledge also in the field of territorial units where the DC concept can be adopted. In the end, the recommendations can be presented for territory policymakers in the field of recognizing and supporting, also administratively, the use of marketing capabilities in building competitive advantage of territories in dynamic times. Indicating the next steps in scientific research, the need to set and empirically verify hypotheses regarding the differences between the dynamic characteristics of marketing capabilities of territorial areas and profit-oriented organizations should be mentioned.

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