Omnichannel management capabilities in international marketing: the effects of word of mouth on customer engagement and customer equity

AKTER, Shahriar <http://orcid.org/0000-0002-2050-9985>, MOHIUDDIN BABU, Mujahid <http://orcid.org/0000-0001-6952-0723>, HOSSAIN, Tasnim M Taufique <http://orcid.org/0000-0002-7990-0698>, DEY, Bidit Lal <http://orcid.org/0000-0002-0019-2124>, LIU, Hongfei <http://orcid.org/0000-0001-8539-9054> and SINGH, Pallavi

International Marketing R

Omnichannel Management Capabilities in International Marketing: The Effects of Word of Mouth on Customer Engagement and Customer Equity

SCHOLARONE™
Manuscripts

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Omnichannel Management Capabilities in International Marketing: The Effects of Word of Mouth on Customer Engagement and Customer Equity

Abstract

Purpose: The main purpose of this study is to fill the research gap on how B2B global service firms integrate dynamic capabilities within their omnichannel management to influence positive word of mouth (WOM), customer engagement and customer equity.

Design: Drawing on the dynamic capability and WOM theories, a model has been developed that defines the subjects of the empirical test. The paper reports on data collected from 312 service-oriented global firms in Australia, through a cross-sectional survey. Data was analyzed using Structural Equation Modeling (SEM).

Findings: The findings suggest that content management (i.e., information consistency, source trustworthiness and endorsement) and concerns management (i.e., privacy, security and recovery) capabilities are the two significant antecedents of positive WOM within a B2B omnichannel setting in international marketing. The findings also confirm the key mediating role of customer engagement between positive WOM and customer equity.

Originality: The findings extend dynamic capability theory in the context of international marketing by linking WOM, customer engagement, and customer equity. The findings add further theoretical rigour by establishing the nomological chain between positive WOM and customer equity, in which, customer engagement plays a key mediating role.

Keywords International Dynamic Marketing Capabilities, Omnichannel Marketing, Positive WOM, Customer Engagement, Customer Equity.

Paper type: Research paper

1.0 Introduction

Over the last decade, the landscape of international marketing has been affected in an unprecedented way due to the changes in the global environment; these include the advent of cutting edge technology, the speed of globalization, the emergence of new markets, and COVID-19 pandemic (Dey *et al.*, 2020; Gnizy, 2019; Spyropoulou *et al.*, 2018; Acosta *et al.*, 2018). To survive and succeed, firms always need to respond to these changes, innovate and adapt while adopting dynamic capabilities. Furthermore, the firms, irrespective of size and industry, constantly need to re-evaluate and redevelop their international marketing capabilities, which are dynamic in nature (Morgan *et al.*, 2018). For example, the US-China trade war and pandemic induced global supply chain disruptions enforced companies across the world to resort to domestic supplies (Dey *et al.* 2022; Shih 2020). Concurrently, the rise of online retailers such as Amazon and Alibaba have led to the closure of many brick-and-morter retailers, triggering manufacturers to readjust their strategies while engaging with export markets (Seth, 2020).

Seamless business operations require firms to achieve multichannel integration or cross-channel retailing (Bendoly *et al.*, 2005; Cao and Li, 2015) and, recently, omnichannel retailing (Brynjolfsson *et al.*, 2013; Rigby, 2011; Verhoef *et al.*, 2015). Omni means "all", denoting all the available channels a firm utilizes (Rigby, 2011). Omnichannel marketing, the notion of integration between channels to provide a consistent service experience for customers, is central to the channel management for B2B companies in recent years (Brynjolfsson *et al.*, 2013; Hossain *et al.*, 2020; Lee *et al.*, 2019). In order to match up with customers' interactions with various channels/touchpoints, firms need to be agile in their retailing and distribution approach by adopting dynamic capabilities through an integration of both offline and digital channels (Bernon *et al.*, 2016). Dynamic capabilities are defined as an organisation's abilities

to integrate, create, reconfigure and leverage internal and external competencies to cope with the dynamic business environment (Ambrosini and Bowman, 2009). Despite, the importance of an integrated and dynamic approach to channel management, most companies manage their channels in silos by operating digital and physical channels separately, which may lead to customer dissatisfaction and frustration (Cui *et al.*, 2021; Eyuboglu *et al.*, 2017).

As a result, the potential of generating outcomes ,such as positive WOM, by leveraging the synergy between omnichannel retailing and dynamic capabilities has not been fully utilized (Akter *et al.*, 2021; Cui *et al.*, 2021; Sheth, 2021; Verhoef, 2021). Negative WOM may be caused by a failure to integrate all these channels to deliver a connected and seamless customer experience leading to adverse effects on customer engagement and customer equity. Whilst customer engagement (CE) refers to the ongoing interaction between the company and customers, customer equity refers to a long-term relationship between the two parties (Wang *et al.*, 2016). However, there is a paucity of research on how to manage WOM across channels in industrial markets despite its critical impact on CE and customer equity (Iankova *et al.*, 2019). Furthermore, the current literature provides tenuous understanding of this important phenomenon in the case of global service business operations. Drawing on this knowledge gap, this paper puts seeks to address the following research questions:

RQ: How do service-oriented global firms integrate dynamic capabilities in their omnichannel to influence positive word of mouth, customer engagement, and customer equity?

To address the research questions, this study applies dynamic capability theory (DCT) to conceptualize omnichannel management as a dynamic channel management capability. Theoretically, this research identifies the omnichannel management capability as the dynamic capabilities in the international B2B context, which influences CE and customer equity

3

(Verbeke, 2022; Zahra *et al.*, 2022). The validated research model also illuminates the role of CE as a mediating variable to link between positive WOM and customer equity within the international B2B context. Practically, the findings provide actionable insights into industrial marketers on how to engage business customers across channels to enhance equity in a foreign market.

The paper is structured as follows. In section 2, we discuss the literature review identifying omnichannel management as a dynamic capability and examine its antecedents and its effects. In section 3, we introduce our conceptual model with hypothetical relationships. In section 4, we present our methods and findings of both the measurement and structural models. Finally, we discuss the theoretical and practical implications of our research findings with limitations and future research directions.

2.0 Literature Review

2.1 Omnichannel management

Over the years, the disruptive change in customers' decision-making process and preference for distribution channels has been significantly influenced by the exponential rise of the Internet, smartphones, and other mobile devices (Shankar *et al.,* 2010). As a result, customers expect and receive an enhanced and seamless shopping experience in terms of channel scope (increasing number of channels and touchpoints) and focus (the overall customer brand experience) (Picot-Coupey *et al.,* 2016). This has propelled the research in the distribution channel to progress toward multichannel integration or cross-channel retailing (Bendoly *et al.,* 2005; Cao and Li, 2015) and, recently, omnichannel retailing (Brynjolfsson *et al.*, 2013; Rigby, 2011; Verhoef *et al.,* 2015).

Omnichannel or multichannel integration is not just confined to the simultaneous use of multiple channels. The integration of all available channels bears major significance as it diminishes the distinction between online and offline channels and whether it is in a B2C or B2B context (Lazaris and Vrechopoulos, 2014; Lawrence *et al.,* 2019; Brynjolfsson *et al.*, 2013). Rigby (2011, p. 67) pioneered the term Omnichannel Retailing to address the integrated shopping experience through the rapid proliferation of digital retailing while defining the concept as "*an integrated sales experience that melds the advantage of physical stores with the information-rich experience of online shopping*". In a similar vein, Verhoef *et al.* (2015, p. 176) defined omnichannel management as *"the synergetic management of the numerous available channels and customer touchpoints, in such a way that the customer experience across channels and the performance over channels are optimized*.". The extent of Omnichannel extends to a global market as well, as evident by the examples of Nike, Decathalon (Kluge *et al.*, 2021). To facilitate integration of multiple distribution channels in the global market few dynamic marketing capabilities play an important role,such as market adaptation, marketing orientation, networking, and adaptation (Ortiz *et al.*, 2021).

2.1.1. Omnichannel in B2B sector

The growth and experience of omnichannel in B2C have inspired the B2B sector (Forrester Research, 2014). In the context of B2C, the multichannel and omnichannel retailing environment has been a very common phenomenon both in academic and practitioner literature. However, there has been a limited understanding in B2B service operations in international markets due to the lack agility in managing content (e.g., information, trust) and concerns (e.g., customer privacy and security) (Hossain *et al.*, 2020; Gallino and Rooderkerk, 2020; Lawrence *et al.*, 2019). For example, B2B service providers often struggle in integrating the online and offline channels to provide customized services (e.g., dynamic pricing) to

targeted customers. This may be caused by the uncertain nature of both offline and online channels in services management (Grewal *et al.* 2015; Mantrala and Albers 2012). Although B2B organizations deploy various resources to manage this uncertainity and negative WOM, there is scant literature on the seamless integration of channels in the context of international marketing (Hossain *et al.*, 2020; Iankova *et al.*, 2019).

2.1.2. *Omnichannel management capability: A dynamic capability perspective in B2B sector*

In order to address the research question of this study, we have identified omnichannel management capability as a dynamic marketing capability (DMC) as it is a key factor for the integration of channels in an international context (Ortiz *et al.*, 2021; Helfat *et al.*, 2009; Teece *et al.,* 1997). For example, Ferraris *et al.* (2020) identify the role of microfoundations as the antecedents of dynamic capabilities and strategic agility in emerging markets. Similarly, Chaudhary *et al.* (2022) explicate the role of dynamic channel management and digitalization as the drivers of dynamic servitization in international markets. For fast, nimble and adaptive channel management, DMCs emphasize strategic changes in the firms' marketing assets to achieve sustained market advantage and expansion, and overall performance (Barrales - Molina *et al.*, 2014; Mitręga, 2019; Schilke *et al.*, 2018; Mitrega *et al.*, 2021; Hoque *et al.*, 2022). DMCs enable firms to develop a dynamic resource mix to respond to the challenges of heterogeneous international markets (Buccieri *et al.*, 2020; Mitrega *et al.*, 2021).

For successful operation in international markets, firms need to have an international DMC (IDMC) in every area of marketing operations, including service provision channels, to address the changing nature of the global environment through the reconfiguration of resources (Eisenhardt and Martin, 2000; Peteraf *et al.,* 2013; Schilke *et al.*, 2018). IDMCs refer to the

firms' abilities to understand international customers' expressed and latent needs so that the firms can create, deploy, and upgrade organizationally embedded and return-generating resources in pursuit of positive WOM (Luo, 2000; Mitrega, 2019). This is an important factor with regard to the integration of multiple channels to provide a seamless service experience to the customers and enhance customer equity in a global context. In the context of international marketing, omnichannel management, as a dynamic marketing capability has received very limited research attention (Hossain *et al.*, 2020). Specifically, there are very few studies that have capitalized on DCT to address content and concerns across channels (Wilson and Daniel 2007; Daniel and Wilson, 2003; Eriksson *et al.*, 2022; Solem *et al.*, 2022).

Content management capability refers to information consistency, source trustworthiness, and endorsement in international markets (Hossain *et al.*, 2020). From the service providers' point of view, while designing a marketing system in an international market that comprises multiple channels, it has to be ensured that the customers receive the same information and service experience across different channels (Wu and Chang, 2016). Similar to B2C sellers, B2B sellers also want to integrate channels that ensure consistency and trustworthiness to the customers. Providing a reliable, consistent, and accurate service experience through omnichannel distribution would increase customers' satisfaction and their trust in the sellers (Madaleno *et al.*, 2007).

As a result, satisfied customers would endorse and recommend services to other customers, which will enhance the trusted beliefs of the community members' decisions. Customer endorsement instills confidence and trust in other customers (Lexmark, 2016; Quach *et al.*, 2020). For example, Southwest Airlines, in the B2C context, has relied on trustworthy and consistent information about its promise as a no-frills, low-cost airline to build customer trust

over time (Pulido *et al.*, 2014). In the context of B2B, VIP.com, a leading e-commerce marketplace in China, delivers a satisfactory omnichannel experience both for its retailers and customers. Using a geo-location push notification tool, the organization provides reliable, timely, and consistent information to the customers when a retailer posts a marketing offer (https://blog.hubspot.com). From the customers' point of view, managing the customer-generated-content (developed and shared by a satisfied customer) is often seen as more reliable than firm-generated content for both B2C and B2B contexts (Dickinger, 2011; Colicev *et al.*, 2019; Chih *et al.*, 2020).

Concerns management capability refers to customer privacy, customer security, and service recovery in international markets (Hossain *et al.*, 2020). The success of managing the omnichannel also stems from a firm's capability to manage concerns and issues, such as providing a secured channel of the transaction, offering protection of private information and managing communication lines to allow customers to conveniently and efficiently raise their service recovery issues to the firm (Hossain *et al.*, 2020). In an omnichannel context, firms need to develop the capability so that customers feel safe and secure about the usage of their confidential and private information before, during, and after the communication and transaction. While designing an effective and efficient delivery channel, the protection of customers' personal information bears critical importance since customers' personalized data have become quite abundant in international markets (Cortez and Johnston, 2017; Trim and Lee, 2019; Wedel and Kannan, 2016). For example, customer privacy in international marketing refers to the level of protection of personal information incorporated within all distribution channels, whereas security refers to the safe use of different channels of the organization (Montoya-Weiss *et al.*, 2003). The failure to deliver promised service and a lack of subsequent recovery mechanism may result in customer defection, lost opportunities, and

negative word of mouth (Hollebeek, 2018). Omnichannel enables customers to conveniently reach out to the service provider whenever and wherever a failure happens (Rosenmayer, 2018).

Overall, the nuances within the omnichannel management capability with regard to the content and concerns management capabilities are evolving and they necessitate in-depth understanding. Specifically, conceptualizing and validating the roles of these capabilities in international marketing is both a theoretical and practical challenge in a high velocity and competitive market, which inhibits the functions of ordinary capabilities (Magistretti *et al.*, 2021). Therefore, distinguishing the dynamic nature of content and concerns management capabilities will deepen and broaden our understanding of the effectiveness of omnichannel management capabilities in international marketing (Hossain *et al.*, 2020).

2.2 Effects of Omnichannel Management Capability in B2B environment

2.2.1 Positive Word of Mouth

In this research, WOM refers to information communication about the characteristics of services between different parties that are independent of the service provider via any channel (Anderson, 1998; Silverman, 2001). WOM information could be either positive or negative, while the golden rule of WOM marketing is to maximize the positive WOM and minimize the negative WOM (Allsop *et al.*, 2007; Hennig-Thurau *et al.*, 2004). In a B2B service setting, positive WOM plays a vital role in facilitating the development and extension of the business and building the service brand reputation (Molinari *et al.*, 2008). To minimize the risks inherent in the intangible nature of service, customers tend to seek and evaluate information before making a purchase, particularly from non-company-controlled sources (e.g., WOM) (Roy *et al.*, 2019; Walsh *et al.*, 2009). WOM is therefore seen as an important information source,

while positive WOM reduces the uncertainties and risks involved in service provision (Manes and Tchetchik, 2018). In B2B marketing management, relationships and bonds between business partners help B2B firms to develop trustworthy networks (Lacey and Morgan, 2009) In the modern marketplace, WOM communication takes place via omnichannel (Lee *et al.*, 2019).

More precisely, WOM information is being communicated in the face-to-face setting and through various digital channels, such as professional social networking sites and review sites (Iankova *et al.*, 2019). For B2B service providers, it is important to improve the effectiveness of omnichannel management (Kingshott *et al.*, 2020). Aliedan (2021) highlights that WOM plays an irreplaceable role for B2B customers who participate in the international market and facilitates their internationalization because WOM helps B2B organizations to better understand market trends and industry competitiveness as well as rivals' methods and strategies, policies and regulatory frameworks, and business and social networks.

Therefore, the positive WOM in an omnichannel environment could be dependent on how well a service provider uses omnichannel to showcase their capabilities to inform their customers (i.e., content) and to solve the customers' concerns (i.e., concerns). Statistically the size of the B2B market is much larger than B2C market (www.statista.com). However, unlike the B2C market, the members of B2B are reluctant to share their trade issues beyond close community. In case of the internationalized B2B market, this community becomes relatively small. Therefore, sharing positive WOM about the service provider allows customers to recognize and reflect on their overall capabilities in satisfying customers' needs. Such recognition and reflection encourage customers to further engage with the same service provider and develop favorable perceptions about them (Aliedan, 2021; Youssef *et al.*, 2018). Therefore, WOM plays

an important role in sustaining the effective use of omnichannel in B2B service firms, particularly when serving internationalized business customers.

2.2.2 Customer Engagement

Since the paradigmatic shift in marketing philosophy in the early 1990s (Berry and Parasuraman, 1991), which led to the increased seriousness of the relationship orientation over the traditional transaction-based approach, a number of conceptual areas have proliferated to theorize how organizations can develop, nurture, and sustain their interaction and ensuing business relations (Hollebeek, 2011; Kumar *et al.*, 2010). Customer engagement is a multi-dimensional concept comprising of cognitive, emotional, behavioral, and social aspects (Islam and Rahman, 2016). With the advent of Web 2.0 technology and the consequent surge in social media, the importance and the relevance of customer engagement in marketing have increased (Carlson *et al.*, 2018).

In international marketing, customer engagement has gained traction in the last decade due to its strong link with cultural and organizational contexts (Srivastava and Sivaramakrishnan, 2022). Both B2C and B2B interactions in cross-cultural contexts may have variable implications, and accordingly, the impacts of organizational tactics such as customer loyalty programs on customer engagement (CE) outcomes are likely to be different (Nguyen *et al.*, 2014). Different international market environments exhibit unique characteristics in terms of culture, living standards, regulations, purchase behavior, etc., therefore shaping cross-market CE differentially (Burgess and Steenkamp, 2006). Furthermore, firms' dynamic marketing

abilities to cultivate CE may differ depending on the prevailing institutional or infrastructural conditions (Hollebeek *et al.*, 2021; Mitrega, 2019).

Emanating from consumer trust theory (Morgan and Hunt, 1994), the concept of CE is rooted in commitment and trust and the ensuing relationship-building ethos (Pansari and Kumar, 2017), which again may vary depending upon cultural contexts. The core essence of engagement is imbued by sustained interactions between firms and their customers that define, refine, and reinforce product and service ideas which eventually contribute to firms' positioning and profitability. Customer engagement is defined as a psychological state resulting from interactive and co-creative customer experiences with a firm or its brands (Alexander *et al.*, 2018; Jakkola and Alexander, 2014; Brodie *et al.*, 2011).

Although there is some ambiguity about whether customer engagement is a psychological state or behavioral outcome (Alvarez-Milan, *et al.*, 2018), a strong body of literature regards this concept as a behavioral manifestation, driven by collaborative interaction and resource sharing between firms and their customers (Babu *et al.*, 2020; Gopalkrishna *et al.*, 2019). Following Hollebeek *et al.* (2016), this paper conceptualizes customer engagement from an interactive perspective that enables the authors to assess and posit the concept within the realm of the service ecosystem and differentiate the concept from more subjective issues such as customer and brand experiences.

A growing body of literature (Pansari and Kumar, 2017; Hollebeek *et al.*, 2016) highlights the association between customer engagement and the co-creation of value. The exchange of operant and operand resources is a crucial component of co-creative interaction between a firm and its customers. As such, interactive experience and the co-creation of value provide the

conceptual foundation of customer engagement (Brodie and Hollebeek, 2011). Kumar *et al.* (2019) suggest that trust plays a salient role in the build-up to value-driven and co-creative customer experience that shapes the nature of customer engagement. While trust and commitment constitute the impetus for engagement, the nature and mode of engagement are often defined by interaction, which again can be of a multifarious nature. While B2C interaction is strategically designed and can be controlled by a firm, customer-to-customer (C2C) interaction is considered a challenging mode that offers limited scope for controlling and maneuvering by a firm. As such, the role of C2C engagement, such as WOM, warrants conceptual scaffolding and empirical investigation. It is argued that digital technology-mediated B2C interaction is a game-changer in B2B contexts (Hollebeek, 2019; Hardwick and Anderson, 2019). However, there is a paucity of scholarly works that articulate the nomological interrelationship between customer engagement and WOM and its antecedents such as trust, endorsement, privacy, and security, particularly in the context of cross-national and cross-cultural marketing.

2.2.3 Customer Equity

Customer equity is defined as the sum total of the discounted LTVs (life time value) of a firm's entire customer group (Kim and Ko, 2012; Kumar and George, 2007; Lemon *et al.*, 2001). Customer equity is important for firms to develop a more holistic understanding of and strategic perspective toward customer value, brand equity, and customer-relationship management (Lemon *et al.*, 2001). Customer equity is measured by discounting the costs associated with customer acquisition, retention, and cross-selling from the customer LTV (Leone *et al.*, 2006). Kumar and Shah (2009) argued that customer equity is an aggregated measure of profitability, as it discounts the implicit costs associated with the customer LTV. With the increasingly customer-centric marketing approach that was undertaken due to market orientation (Narvar

and Slater, 1990) and customer value (Bolton and Drew, 1991), customer equity started to gain importance in marketing scholarship (Rust *et al.*, 2006) because it is considered a key criterion for evaluating the core competence of companies.

Persson and Ryals (2010) determined that customer assets are the relationships that a firm has with its customers, where customer equity is the value of those customer assets. Customer equity is a useful tool for a firm to analyze how and to what extent they can make optimum use of the factors that they can control to enhance customer LTV. Kumar and George (2007) suggest a range of drivers for customer equity, including the acquisition, maintenance, and retention of customers. Customer equity drivers include value, brand, and relationship equity (Ou and Verhoef, 2017). Hence, a steady and improved relationship with customers can lead to customer equity (Zhang *et al.*, 2016).

3. Conceptual Model

This study proposes the research model in Figure 1 using DC, WOM, customer engagement and customer equity theories. It identifies content management capability and concerns management capability as the second-order dynamic capabilities, influencing the outcome constructs. Content management capability is reflected in information consistency, source trustworthiness and endorsement and concerns management capability is reflected in privacy, security and service recovery. The study proposes customer engagement as the key mediator between positive WOM and customer equity.
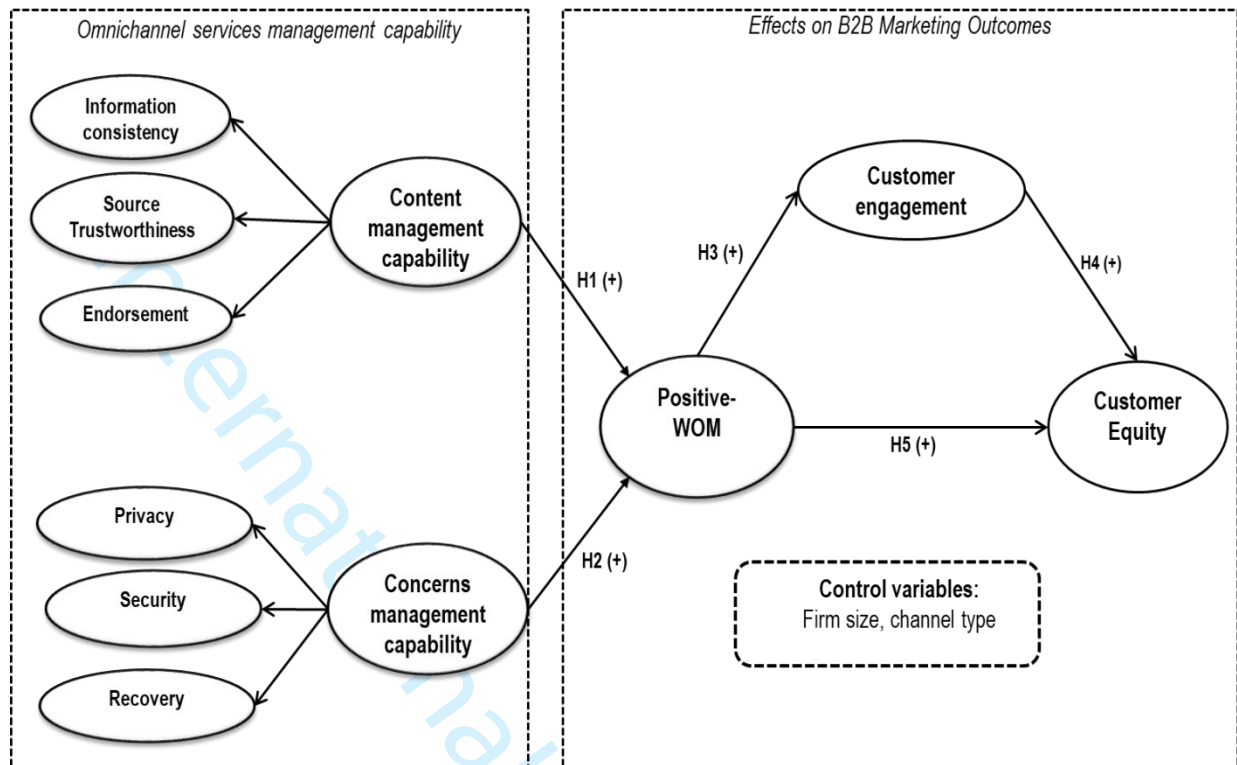
Figure 1: Research Model

3.1 Content management capability and positive WOM

St Amant (2008) pointed out that international businesses particularly value an organization's content management capability, which consists of information consistency, source trustworthiness and customer endorsement. Information consistency refers to the consistency of information provided by a service provider across various channels (Sousa and Voss, 2006). Content consistency allows customers to receive standardized information about the service provider and their services in either online or physical channels. Inconsistency in information across channels leads to customers' confusion and doubts about the service provider (Saghiri *et al.*, 2017). In contrast, providing consistent information through channels enables customers to have more faith in the content being communicated and to develop more substantial confidence in the firm (Quach *et al.*, 2020). Therefore, content consistency across channels helps smooth customers' information search process and build customer confidence, thereby

resulting in more supportive WOM for the focal firm (Butkouskaya *et al.*, 2021; Šerić *et al.*, 2020).

Source trustworthiness refers to experts who have an authenticity that significantly influences receivers' attitudes (López and Sicilia, 2014). It reflects the perception of the message recipients as to whether the information source is credible and persuasive (Chaiken, 1980; Pornpitakpan, 2004). While a message is being communicated, the source trustworthiness enhances the diagnosticity of the message and eases the recipients' information processing. Specifically, a trustworthy source enables a message to stand out and adds value to its persuasiveness (Dwivedi *et al.*, 2020). Through the lens of dynamic capabilities, in omnichannel communication, providing relevant and useful content from credible sources could win customers' positive WOM (Felin and Powell, 2016; Hossein *et al.*, 2020).

Customer endorsement refers to the message provided by the customers as the enhancement of trusted beliefs for other customers' decisions (Chih *et al.*, 2020). In omnichannel communication, the content could be either firm-generated or customer-generated (Demmers *et al.*, 2020). Extant evidence suggests that customer-generated contents are often seen as more reliable than firm-generated ones (e.g., Dickinger, 2011; Colicev *et al.*, 2019). Contents shared by a satisfied customer as an endorser who has experience with the service provider are valuable to potential customers, and they subsequently generate trust in the event of a lack of first-hand information and/or experience (Chih *et al.*, 2020). Customer endorsement, reflecting the firms' capability of managing customer-generated content, contributes to the development of an omnichannel persuasive environment and adds informative value to the content, which in turn, motivates customers to share positive WOM for the firm (See-To and Ho, 2014).

In sum, providing consistent information, identifying trustworthy sources, and having customer endorsement in the omnichannel environment demonstrate the firm's capabilities in influencing positive WOM. Therefore, we position content management capability as a higher-order construct capturing information consistency, source trustworthiness, and customer endorsement as subdimensions. Considering the emphasis international businesses place on organizational content management capabilities and the significant role played by WOM in the international business community (Aliedan, 2021; St Amant, 2008), we postulate the following:

Hypothesis 1: Content management capability positively influences WOM.

3.2 Concerns Management Capability and Positive WOM

In addition to providing relevant and useful content, addressing customer concerns through omnichannel could facilitate customers' positive WOM (Hennig-Thurar *et al.*, 2004). Çebi and Bayraktar (2003) also highlighted that when selecting service suppliers, companies that run international businesses pay particular attention to the supplier's problem-solving capability. Here, concern management manifests through addressing the following sub-dimensions: privacy, security, and service recovery.

Privacy refers to the protection of customers' personal information on multiple channels (Hossain *et al.*, 2020). When communication, service delivery, and customer support are provided through multiple channels, the service providers collect an immense amount of personal and financial information about the customers (Montoya-Weiss *et al.*, 2003). In contrast, when they are sure their privacy is protected, customers are more likely to praise the firm through WOM (Schoenbachler and Gordon, 2002).

Security refers to the safe use of different channels of the firm (Parasuraman *et al.*, 2005). Security goes beyond a specific channel, and it is essential in multichannel usage (Montoya-Weiss *et al.*, 2003). The provision of a secure environment boosts customers' confidence and trust, thereby increasing the customers' positive WOM sharing (Liu *et al.*, 2021).

Service recovery refers to offering open lines of communication that allow customers to conveniently and efficiently raise their service-related issues with the firm (Hossein *et al.*, 2020). After a service failure, service providers tend to make efforts to restore the service standards and re-establish customer satisfaction (McColl-Kennedy and Sparks, 2003). Successful service recovery could overturn customers' negative perceptions of the service provider and potentially stimulate positive WOM (Hart *et al.*, 1990). Meanwhile, service recovery offers opportunities for a service provider to gather customer feedback, thereby further improving the service quality (Liu *et al.*, 2019). Accepting customer feedback with an open mind reflects a firm's integrity and professionalism, which is often appreciated and praised by customers (Nasr *et al.*, 2004). Additionally, providing convenient and efficient service recovery systems through multiple channels allows customers to easily reach out to the service provider whenever and wherever a failure happens. This also eases customers' concerns about whom to contact and where to find them when things go wrong and to facilitate customers' positive WOM about the service provider (Roy, 2018).

From a perspective of international dynamic capabilities, to stimulate customers' positive WOM through addressing customers' concerns via all channels, a service firm should develop its capabilities in protecting customer privacy, providing a secure environment, and ensuring access to customer support (Landroguez *et al.*, 2011; Mathur, 2019). Concern-solving capability is particularly valued by firms operating internationally and is specifically required

in efficient omnichannel service management; it motivates customers to develop a positive WOM about the focal international firm (Çebi and Bayraktar, 2003; Hossain *et al.*, 2020). As such, proposing a higher-order concerns management construct consisting of privacy, security, and service recovery, this research hypothesizes the following:

Hypothesis 2: Concerns management capability positively influences positive WOM.

3.3 Positive word of mouth, customer engagement, and customer equity

Consumer engagement refers to the intensity of customer participation with a firm's products or services and the firm's different activities, which is initiated by the firm or the customer (Vivek *et al.*, 2012). Hollebeek (2011) coined the term "customer brand engagement" and refers to the state of the consumer's mind, which is brand-related and context dependent and is characterized by emotional, cognitive, and behavioral activities in terms of interaction with brands. Vivek *et al.* (2012) conceptualize four major components of customer engagement. Among these four components, customer influencer value (CIV) is related to the influence of WOM. CIV is based on how a customer's behavior can influence other customers in terms of increasing acquisition, retention, and share of wallet through WOM of existing customers. Vivek *et al.* (2012) argued that each time a customer voluntarily engages in WOM about the firm and its products, they influence CIV and, in turn, positively affect customer engagement towards the firm. Several other articles have shown the role of customer engagement and its relation to triggering positive WOM persuasion behaviors (Chan *et al.*, 2014; Christofi *et al.*, 2018). Hence, the relation between omnichannel capabilities, positive WOM, and customer engagement in the B2B context is an important avenue to explore. Based on the above discussion, the following hypothesis is postulated:

H3: Positive WOM influences customer engagement in the B2B context.

Customer equity is related to value creation resulting from profit, costs, cash flow, and customer relationships (Wang *et al.*, 2016). To capture the idea of customer equity, the existing research proposes three drivers: value equity, brand equity, and relationship equity (Lemon *et al.*, 2001; Leone *et al.*, 2006; Rust *et al.*, 2001; Rust *et al.*, 2004). Value equity, similar to customer perception of value, is a customer's estimation of the service's usefulness centered on an evaluation of what is offered relative to what is given (Rust *et al.*, 2004; Zeithaml, 1988).

Brand equity refers to customers' personal and intangible evaluation of a brand and has been discussed in much of the service quality literature (Ailawadi and Farris, 2017; Picot-Coupey *et al.*, 2016; Verhoef *et al.*, 2015). Finally, relationship equity refers to customers' evaluation of their affiliation with the company (Hennig-Thurau and Klee, 1997). Relationship equity results in the propensity of a consumer to return to the brand regardless of rational and irrational brand evaluations (Vogel *et al.*, 2008).

Drivers of customer equity have been conceptualized as important properties within omnichannel management (Hossain *et al.*, 2017; Keller, 2010). Besides, several studies have shown the relation between positive WOM and customer equity (Kim and Ko, 2012; Villanueva *et al.*, 2008). Villanueva *et al.* (2008) argued that a company's long-term success depends mainly on customers' contribution to overall customer equity. Marketing-induced customers add more short-term value, but WOM customers add nearly twice as much long-term value to the firm and, in the process, WOM makes a significant contribution to customer equity. Using social media marketing tactics, Kim and Ko (2012) showed that there is a significantly positive effect of WOM marketing on value equity, relationship equity, and brand equity for luxury goods. Hence, the relation between omnichannel capabilities, positive WOM, and customer equity in the B2B context needs to be explored. Thus, we posit the following:

H4: Customer engagement influences customer equity and its drivers (value equity, relationship equity and brand equity) in the B2B context.

H5: Positive word of mouth influences customer equity and its drivers (value equity, relationship equity and brand equity) in the B2B context.

4.0 Methodology

4.1 Measures and Instruments

The study applied a cross-sectional online survey using a professional market research firm to collect data from 312 respondents from a panel of service-oriented global firms in Australia. The respondents were a global service business. Past studies on omnichannel marketing, WOM, customer engagement, and customer equity were used to fit the research context. Based on past scales, the study measures content management using information consistency (Lee and Kim, 2010; Oh and Teo, 2010; Wu and Chang, 2016; Hossain *et al.*, 2020), trustworthiness(Chih *et al.*, 2020; Kim *et al.*, 2010) and endorsement (Chih *et al.*, 2020; Lim *et al.*, 2006), concerns management using privacy (Akter *et al.*, 2013; Kim *et al.*, 2012; Parasuraman *et al.*, 2005), security (Bansal and Zahedi, 2014), and recovery (Smith *et al.*, 2009) as hierarchical constructs (Wetzels *et al.*, 2009). Adapting past scales, the study also measures positive WOM (Yi and Gong, 2013) as an antecedent of customer engagement (Guesalaga, 2016; Mu, 2015; Park *et al.*, 2010) and customer equity consisting of value equity (Sweeney and Soutar, 2001), brand equity (Vogel *et al.*, 2008), and relationship equity (Rust *et al.*, 2004), which are provided in Appendix-1. To measure the constructs, the study used a seven-point Likert scale ranging from strongly disagree (1) to strongly agree (7).

4.2 Pre-test, Pilot Test and Data Collection

The study collected survey data in 2020 from Australia under an omnichannel research project. The population represents service-oriented global firms, as customers, of Commonwealth Bank Australia (CBA), who used a mobile app, website and physical branch of the bank in the previous three months. At the pre-test phase, the survey was conducted over 50 random samples to ensure rigor in designing the scale, specifically in terms of scale points, layout, format and phrasing. Accoridngly, the main survey instruments were designed. The questionnaire was sent to a panel of 1,049 B2B customers of CBA in September 2020, and 312 of them completed the survey. The sample included a range of Australian small and medium enterprises that have a global customer-base. Respondents' demographic profile represents diverse groups, as illustrated in Table 1.

Table 1 Respondents' demographic profile

Gender		Age		Annual income/revenue (in AUD)	
Male	39.74%	Under 18 years old		Under $19,999	7.95%
Female	60.26%	18 - 24	15.23%	$20,000 – $39,999	13.25%
		25 - 34	27.48%	$40,000 – $59,999	12.91%
		35 - 44	23.51%	$60,000 – $79,999	12.58%
		45 - 54	13.91%	$80,000 – $99,999	14.23%
		55-64	12.58%	$100,000-$149,999	22.19%
		Over 64 years old	7.28%	$150,000+	16.89%
State				**Experience in export business in years**	
New South Wales		30%	1-3		12%
Victoria		27%	4-5		27%
Queensland		16%	6-10		45%
Western Australia		12%	More than 10		16%
South Australia		12%			
Tasmania		2%			
Northern Territory		1%			
Type of Business					
Consultancy		15%			
Content development		14%			
Logistics handling		11%			
Customer service management		20%			
IT services		21%			

Graphic designing (Web and Offline)	9%
Others	10%

4.3 Data Analysis and evaluation of Measurement model

The study used SPSS AMOS (version 25.0) to analyze the data. The study argues that content management capability, concerns management capability and customer equity are the higher-order constructs. Thus, latent construct scores were calculated for their respective first-order constructs, that is, information consistency, source trustworthiness, endorsement, privacy, security, recovery, value equity, brand equity and relationship equity. In addition, the study calculated the latent scores of positive WOM and customer engagement. At first, exploratory factor analysis (EFA) was conducted to test the constructs' reliability and validity. The maximum likelihood and Promax rotation method resulted in eleven first-order factors based on the eigen value ($\lambda > 1$), accounting for 67.45% of the cumulative variance.

Results from confirmatory factor analysis (CFA), performed on AMOS, confirmed the overall measurement model fit indices CMIN/DF= 1.88 (χ^2=732.88, df=390); $p=0.00$ CFI= 0.95; TLI= 0.94; GFI= 0.91; RMSEA= 0.048; SRMR= 0.062. Table 2 shows that individual item reliability was satisfactory, as their respective loadings were greater than 0.65 (p<0.001). The study calculated that all the CAs were greater than 0.70 and the CRs were larger than 0.80. As part of convergent validity, the study estimated the average variance extracted (AVE) values, which are higher than 0.50, confirming convergent validity (Fornell and Larcker, 1981). With regard to the control variables, firm size (Weights, 0.771, t-value = 1.689), and Channel Type (Weights, 0.356, t-value = 1.282), we calculated the variance inflation factors (VIF), which shows evidence of non-significant collinearity as VIF is less than 5.0 (firm size = 1.081 and Channel type = 1.090).

To establish discriminant validity, several approaches were adopted (Chin, 1998; Hair *et al.*, 2012). First, the analysis of patterns of item-to-item correlations, item-to-total correlation, and alpha-if-item-deleted indicate no visible issues to report (Anderson and Gerbing, 1988). Second, as can be seen in Table 4, applying the criterion suggested by Fornell and Larcker (1981), the study estimated between-construct correlations which demonstrated that each construct's AVE was greater than the square of its largest correlation with any construct (Hair *et al.*, 2014). Third, we checked the cross-loadings of first-order constructs, which indicated satisfactory results (Chin, 1998). Finally, we applied the HTMT criterion followed by Henseler *et al.* (2015), and all the values were less than 0.90.

Table 2: Measurement Model: Assessment of First-Order, Reflective Model

Reflective Constructs	Items	Loadings	CA	CR	AVE
Information consistency (INFO)	INFO1	0.775	0.883	0.892	0.732
	INFO2	0.766			
	INFO3	0.801			
	INFO4	0.795			
Source trustworthiness (TRUS)	TRUS1	0.792	0.895	0.893	0.761
	TRUS2	0.751			
	TRUS3	0.773			
	TRUS4	0.843			
Endorsement (ENDO)	ENDO1	0.779	0.891	0.893	0.793
	ENDO2	0.878			
	ENDO3	0.861			
Privacy (PRIV)	PRIV1	0.812	0.871	0.890	0.821
	PRIV2	0.821			
	PRIV3	0.751			
Security (SECU)	SECU1	0.791	0.931	0.914	0.817
	SECU2	0.772			
	SECU3	0.810			
	SECU4	0.824			
Recovery (RECO)	RECO1	0.791	0.905	0.913	0.794
	RECO2	0.822			
	RECO3	0.812			

	RECO4	0.775			
Positive WOM (PWOM)	PWOM1	0.731	0.929	0.891	0.894
	PWOM2	0.771			
	PWOM3	0.811			
	PWOM4	0.789			
Customer engagement (ENGA)	ENGA1	0.758	0.884	0.892	0.798
	ENGA2	0.828			
	ENGA3	0.851			
	ENGA4	0.812			
Value equity (VAEQ)	VAEQ1	0.732	0.871	0.871	0.742
	VAEQ2	0.752			
	VAEQ3	0.812			
	VAEQ4	0.776			
Brand equity (BREQ)	BREQ1	0.689	0.819	0.821	0.702
	BREQ2	0.812			
	BREQ3	0.755			
	BREQ4	0.836			
Relationship equity (REEQ)	REEQ1	0.713	0.843	0.801	0.721
	REEQ2	0.762			
	REEQ3	0.714			
	REEQ4	0.675			

The study addressed CMV, first, by establishing a psychological separation between omnichannel dimensions (content and concerns validity) and outcome constructs (i.e., positive WOM, engagement, and equity) in order to identify causality. For that, the common latent factor (CLF) method was employed in AMOS, as suggested by Niros *et al.* (2022), which compares an unconstrained common method factor (CMF) model to a zero-constrained one. The comparison with the chi-square (χ2) test of the standardized regression weights between the models was found to be significant and indicated significant shared variance among the factors. Second, from a questionnaire design perspective, measurement scales were operationalized to reduce spurious responses by checking attention checkers, limited answer options, confusing items etc. Third, from a statistical perspective, we applied the marker variable technique (Lindell and Whitney, 2001), which produced a non-significant correlation

(r=0.041, p>0.05) between the marker variable and the constructs. Since we collected data from a research panel, non-response bias was investigated using a paired t-test between the first and last 40% of responses, and no significant differences were seen (Stanko, *et al.*, 2012). In addition, results of multiple t-tests showed that the responses were invariant irrespective of the respondents' various demographic factors. The study established content management capability (information consistency, source trustworthiness, endorsement), concerns management capability (privacy, security, recovery), and customer equity (value equity, brand equity and relationship equity) as the second-order constructs, as presented in Table 3 with the overall model fit indices CMIN/DF= 1.94 ($\chi 2$=343.95, df=178); p=0.00 CFI= 0.96; TLI= 0.95; GFI= 0.92; RMSEA= 0.058; SRMR= 0.07 (Anderson and Gerbing, 1988).

Table 3 Second-order Measurement model

Second-order constructs	1st -2nd order reflective relationships	β	Standard deviation	t-value
Content management capability (CONT)	Information consistency (INFO)	0.882	0.019	51.76
	Source trustworthiness (TRUS)	0.782	0.023	37.27
	Endorsement (ENDO)	0.792	0.021	33.53
Concerns management capability (CONC)	Privacy (PRIV)	0.842	0.017	58.32
	Security (SECU)	0.810	0.012	79.45
	Recovery (RECO)	0.725	0.035	15.34
Customer equity (EQUI)	Value equity (VAEQ)	0.771	0.024	38.29
	Brand equity (BREQ)	0.810	0.015	68.81
	Relationship equity (REEQ)	0.822	0.015	65.03

Note: 2nd-order CONT (4+4+3=11 items), CONC (3+4+4=11 items) and EQUI (4+4+4=12 items).

4.6 Structural Model

After confirming the adequacy of the measurement model through reliability (i.e., loadings), convergent validity (i.e., CA, CR and AVE), and discriminant validity (i.e., cross-loadings, Fornell and Larcker criterion, and HTMT), the study estimated the statistical parameters of the structural model (please see Figure 2 and Table 5). At this stage, the study calculated the beta coefficients and their corresponding significance level, R^2, and predictive validity to test the hypotheses and the overall nomological chain. The model shows an acceptable fit of the proposed structural model with CMIN/DF= 1.94 (χ^2=467.32, df=241), p=0.00, CFI= 0.95; TLI= 0.95; GFI= 0.91; RMSEA= 0.057; SRMR= 0.07.

The results show that the impact of content management capability on positive WOM (CONT-PWOM) is significant as the standardized path coefficient is 0.49 (p<0.001, t=8.213). Similarly, the influence of concerns management capability on positive WOM (CONC-PWOM) is significant, with a path coefficient of 0.24 (p<0.001, t=4.012). Thus, the findings support H1 and H2. The study also estimates the impact of PWOM on customer engagement and customer equity, which are significant, as the path coefficients are 0.681 for PWOM-ENGA (p<0.001, t=21.90), 0.294 for ENGA-EQUI (p<0.001, t=4.935), and 0.49 for PWOM-EQUI (p<0.001, t=8.124) links respectively. Thus, the findings support H3, H4, and H5 (see Table 5).

Table 4: Correlations and AVEs*

|	INFO	TRUS	ENDO	PRIV	SECU	RECO	PWOM	ENGA	VAEQ	BREQ	REEQ
INFO	**0.814**										
TRUS	0.413	**0.871**									
ENDO	0.503	0.512	**0.841**								
PRIV	0.481	0.481	0.382	**0.873**							
SECU	0.521	0.426	0.441	0.481	**0.893**						
RECO	0.486	0.410	0.472	0.472	0.501	**0.922**					
PWOM	0.452	0.431	0.417	0.501	0.391	0.436	**0.913**				
ENGA	0.482	0.461	0.541	0.512	0.481	0.491	0.550	**0.904**			
VAEQ	0.443	0.516	0.423	0.453	0.515	0.521	0.431	0.460	**0.862**		
BREQ	0.571	0.412	0.531	0.501	0.441	0.460	0.541	0.471	0.475	**0.852**	
REEQ	0.452	0.447	0.461	0.431	0.482	0.534	0.439	0.546	0.439	0.465	**0.839**

*Square root of AVE on the diagonals.
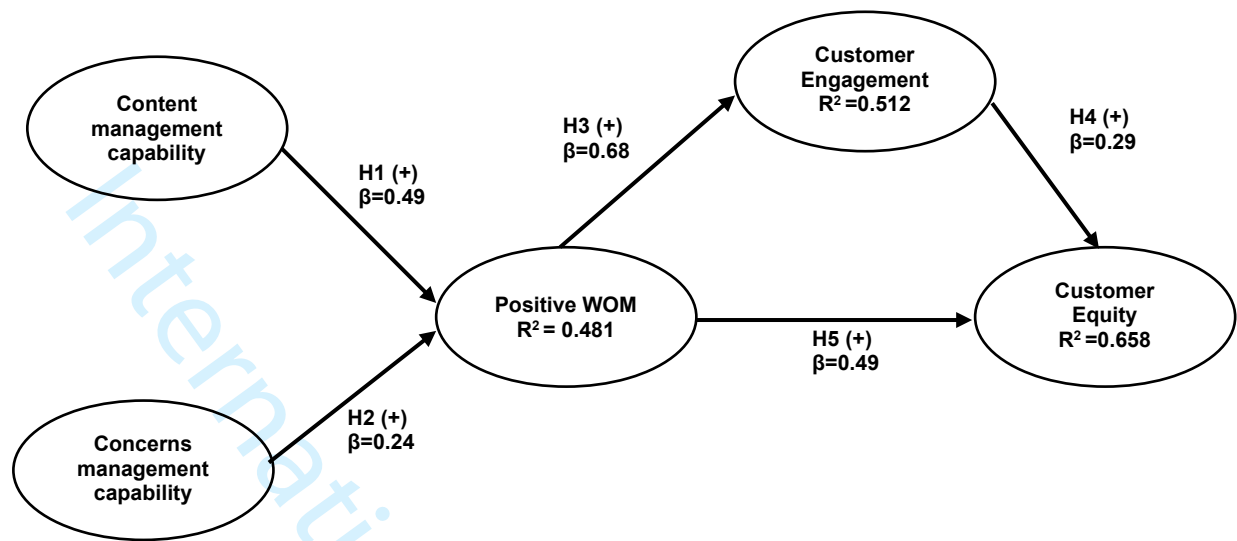
Figure 2: Structural model.

Table 5: Results of the Structural Model

Hypotheses		Main Model		Path coefficients	Standard error	*t*-statistic
H1	CONT	⟶	PWOM	0.493	0.062	8.213
H2	CONC	⟶	PWOM	0.242	0.059	4.012
H3	PWOM	⟶	ENGA	0.681	0.029	21.90
H4	ENGA	⟶	EQUI	0.294	0.061	4.935
H5	PWOM	⟶	EQUI	0.487	0.052	8.124
H6	PWOM ⟶ ENGA ⟶ EQUI			0.238	0.048	4.921

The study also estimates the indirect effect between PWOM-ENGA-EQUI following the

recommendations of several scholars (e.g., Preacher and Hayes, 2008; Hayes, Preacher,

Myers, Bucy and Holbert, 2011). The mediating effect of ENGA is supported as the product

of path coefficients between PWOM-ENGA and ENGA-EQUI is 0.238, which is significant

(p<0.001, t =4.921). Thus, the results support H6. The study also calculates the effects of two control variables - firm size and channel type - on the ultimate outcome construct (i.e., customer equity), which are not significant.

5 Discussion

This study confirms content management capability and concerns management capabilities as the dynamic, omnichannel management capabilities that enhance positive WOM, customer engagement, and customer equity in the global service delivery context. The findings based on 312 global service firms of Australia confirming information consistency (β=0.882, p<0.000), source trustworthiness (β=0.782, p<0.000), and endorsement (β=0.792, p<0.000) as the significant subdimensions of content management capability, whereas customer privacy (β=0.842, p<0.000), customer security (β=0.810, p<0.000), and service recovery (β=0.725, p<0.000) are confirmed as the critical subdimensions of concerns management capability. Although the findings provide support for all the subdimensions, the results identify that information consistency and privacy explain relatively more variances than the other subdimensions. Similarly, value equity (β=0.771, p<0.000), brand equity (β=0.810, p<0.000), and relationship equity (β=0.822, p<0.000) are significant subdimensions of customer equity, and among them, relationship equity explains most of the variance. The analysis of the structural model shows that content management capability (β=0.493) has relatively more influence on positive WOM than concerns management capability (β=0.242), and both antecedents jointly explain 48% of the variance. The findings also show that positive WOM (β=0.680) explains 51% of the customer engagement variance, and both positive WOM (β=0.490) and customer engagement (β=0.290) explain 66% of the variance of customer equity. In this nomological chain, customer engagement has emerged as a partial mediator

30

between positive WOM and customer equity, explaining 29% (a*b/a*b+c) of the variance of customer equity (Akter, D'Ambra, and Ray, 2011).

5.1 Theoretical Implications

The findings of our study have significant theoretical implications within the field of international marketing and B2B omnichannel management extending dynamic capabilities, and WOM theories.

First**,** the empirical findings of this study explored omnichannel management as an IDMC for service-oriented global firms and established its link with customer-based performance outcomes (WOM, customer engagement and customer equity). Although scholars acknowledge that omnichannel service management can positively influence customers across channels (e.g., Akter *et al.*, 2021; Cui *et al.*, 2021; Gölgeci *et al.*, 2019; Grossmann *et al.*, 2019; Sheth 2021; Verhoef *et al.*, 2015; Verhoef, 2021), there is limited knowledge about specific channel management capabilities and their overall effects on customer engagement and customer equity, particularly in the global service delivery context.

Second**,** this research has identified omnichannel management capability as a dynamic capability (Helfat *et al.*, 2009; Teece *et al.*, 1997; Scuotto *et al.*, 2022). Only a few studies have shown the relation between DCT and omnichannel transformation to capture the WOM dynamics (Wilson and Daniel, 2007; Daniel and Wilson, 2003; Hossain *et al.*, 2020). Furthermore, this is one of the pioneering studies which have recognized omnichannel management as an IDMC, particularly in the global service delivery context, while enhancing its application in international context (Verbeke, 2022; Zahra *et al.*, 2022). Thus, the findings of our study extend the existing knowledge of IDMC and DCT by adopting content

31

management capability and concerns management capability as a firm's dynamic capabilities to establish positive WOM.

Third**,** the findings show that trustworthy, consistent and customer-endorsed (generated) content showcase a firm's content management capability while service recovery accessibility, privacy, and security of the system enhance the concerns management capabilities of the firm. These dynamic channel management capabilities enable a B2B firm to sense, shape, seize and reconfigure service opportunities in global market and respond to them through various WOM initiatives (Teece, 2007). As such, the dynamic integration of these channels allows firms to provide a seamless service experience, creates positive WOM, and influences customer engagement and equity through the omnichannel environment within a global service delivery context. As indicated by Morgan *et al.* (2018), international marketing capabilities are generally dynamic in nature; therefore, the study applies DCT to conventional customer-based outcomes in the context of global service firms. This is one of the pioneer studies that have capitalized on strategic capability (e.g., distribution channels' integration and agility) to manage the dynamism of the global service market environment to generate customer-based performance outcomes.

Fourth**,** the findings advance dynamic capabilities theory in international marketing by linking it with omnichannel service management and WOM concepts within the B2B environment (Chich *et al.*, 2020; Cui *et al.*, 2021; Grossmann *et al.*, 2019; Hossain *et al.*, 2020). Specifically, our findings show the ripple effects of omnichannel service management capabilities on positive WOM through information consistency, source trustworthiness, endorsement, privacy, security and service recovery. These findings extend our existing WOM knowledge (e.g., Lee *et al.*, 2019; Iankova *et al.*, 2019; Kingshott *et al.*, 2020) in the context of global firms'

32

omnichannel service environment. Although CE has emerged as a critical marketing outcome in the digital economy (Carlson *et al.*, 2018; Hollebeek *et al.*, 2019; Kumar *et al.*, 2019; Meire *et al.*, 2019), its relationship with positive WOM in an omnichannel environment received inadequate empirical attention. Moreover, in the context of global service business, there is very limited research on the relationship between CE and WOM in an omnichannel environment. Thus, our findings extend the CE literature by highlighting the importance of consistent interactions, trustworthy offerings, retention advocacy, and an ongoing commitment to alleviating concerns with the assurance of privacy and security of information.

Finally**,** the findings illuminate theoretical rigor by framing customer equity as an essential outcome of positive WOM and CE in the service oriented international marketing context. The findings on customer equity show how to enhance the aggregated measure of profitability through value, brand, and relationship dimensions through a global firm's omnichannel environment. These findings extend the current understanding of customer equity by framing it as the outcome of positive WOM (Kim and Ko, 2012; Villanueva *et al.*, 2008) through the influence of increased acquisition, retention, and share of wallet in the omnichannel setting. The findings of this research validate CE as a mediator between positive WOM and customer equity, which adds valuable knowledge to the global B2B channel management literature. Specifically, the findings advance our theoretical knowledge on the role of engagement across in-store, mobile, and online channels through various emotional, cognitive, and behavioral interactions to enhance customer equity. These findings extend the theory of customer equity (Kumar and George, 2007; Lemon *et al.*, 2001; Ou and Verhoef, 2017; Zhang *et al.*, 2016) through influence of positive WOM and CE in global omnichannel environment.

5.2 Managerial Contribution

The findings of this study offer a systematic insight into the impact of omnichannel management capabilities adopted by B2B marketers in generating WOM to enhance CE and equity. An integrated channel system is one of the crucial aspects of omnichannel management. In addition to traditional B2C organizations, omnichannel management has become an essential avenue for B2B managers to exploit, even in the context of the international market (Alonso-Garcia, Pablo-Martí and Nunez-Barriopedro, 2021a; 2012b). Numerous academic and industry research from Forrester, Accenture, Forbes, and Dun and Bradstreet and so on are based on omnichannel management and the importance of omnichannel engagement within B2B management (i.e., Dun and Bradstreet, 2019; Forrester Research Inc., 2015; Lievense, 2019; Walker, 2014). This research addresses the pressing issue in current managerial practice through the following managerial implications:

First, this paper suggests that both content management and concerns management capabilities should be regarded as the IDMC for the service-oriented global firms. To succeed in this fast and competitive environment, managers need to alter channel configurations, which is a higher-level orchestration of ordinary capabilities to achieve integration within channels. B2B managers need to demonstrate the capabilities to manage trustworthy, consistent, and customer-endorsed (generated) content while also managing various concerns, such as service failure and the security of the system.

Second, as current business customers are using several channels to complete a purchase, managers need to build an integrated information technology (IT) system which can integrate various channels to manage international customers' transaction data. However, in the current day omnichannel situation, since customers have the opportunity to use several channels during

34

a purchase, data should be collected from multiple channels, which is beyond one CRM system. According to Zhang *et al.* (2010), traditional data collection and analysis is still centered around the individual channel. Hence, firms need to develop the ability to collect transaction data across channels and analyze customer related performance outcomes from an omnichannel perspective.

Third**,** managers need to ensure the privacy and security of its channels to enhance trust within their clients irrespective of their geographical location. Strategies like two-factor authentication, installing physical security systems for physical channels, password protection, and overall, a secure multichannel system will ensure the privacy, security and recovery aspects of omnichannel usage. This is very common for large organizations due to their availability of resources; however, for the SMEs, this may require additional resources and an implementation plan.

Finally**,** managers need to ensure that their channels are easy to use and provide a consistent and seamless service experience to all their clients located in international markets. Making customers aware of all the features and benefits of using different channels and periodically improving channel performance should also be practiced. This will enable the busines's client's endorsement of the firm and its multichannel capabilities. The endorsement will increase business volume and overall trust in other customers.

5.3 Limitations and Future Research Directions

This study focused on service-oriented global B2B firms of Australia in modeling the effects of content management capability and concerns management capability, as IDMCs, on positive WOM in the omnichannel environment. One of the critical avenues for research extension is

35

to explore how these omnichannel management capabilities and positive WOM influence firm performance and competitive advantages in other industries. For example, platforms such as Amazon, Alibaba, Facebook, and Tencent have a large number of business customers using multiple channels to sell to and serve end customers. Future studies can overcome the limitations of this study about its contextual and single industry (SME) limitations. The data were collected from the service-oriented SMEs of Australia where the respondents only gave their response about banking related services. Future studies can extend our research in this context to measure the effects of omnichannel management capabilities on positive WOM, engagement, and equity. Data were collected from Australia using a cross-sectional study; thus, future studies can collect data from other emerging/developed economies to provide comparison and generalized findings. Although the study has identified two IDMCs as significant antecedents of positive WOM, a rigorous qualitative study in other contexts can present new constructs in an omnichannel environment.

6 Conclusion

This study addresses the research question on integrating dynamic omni-channel management capabilities to influence positive word of mouth, customer engagement, and customer equity. The novelty of the findings are illuminated through content management capability (i.e., information consistency, source trustworthiness and endorsement) and concerns management capability (i.e., privacy, security and recovery) to influence positive WOM in international marketing. In addition, the findings confirm the nomological chain between positive WOM-customer engagement-customer equity in which engagement was identified as a significant partial mediator in this context. These findings extend dynamic capabilities and WOM theory in the omnichannel context and guide managers to ensure the seamless integration of content

and to address concerns for better customer engagement and equity in the dynamic

international marketing environment.

References

Accenture (2014). "State of B2B Procurement Study: Uncovering the Shifting Landscape in B2B Commerce", (accessed September 22, 2021), [available at https://www.accenture.com/t20150624t211502__w__/us-en/_acnmedia/accenture/conversion-assets/dotcom/documents/global/pdf/industries_15/accenture-b2b-procurement-study.pdf

Acosta, A. S., Crespo, Á. H., and Agudo, J. C. (2018), "Effect of market orientation, network capability and entrepreneurial orientation on international performance of small and medium enterprises (SMEs)", *International Business Review,* Vol. 27 No. 6, pp. 1128-1140.

Ailawadi, K. L., and Farris, P. W. (2017)., "Managing multi- and omni-channel distribution: Metrics and research directions.", *Journal of Retailing,* Vol. 93 No. 1, pp120-135. DOI: 10.1016/j.jretai.2016.12.003

Akter, S., D'Ambra, J., Ray, P., and Hani, U. (2013), "Modelling the impact of mHealth service quality on satisfaction, continuance and quality of life", *Behaviour & Information Technology,* Vol. 32 No. 12, pp 1225-1241.

Akter, S., Hossain, TMT and Strong, C. (2021), "What omnichannel really means?", *Journal of Strategic Marketing*, Vol. 29 No. 7, pp 567-573, DOI: 10.1080/0965254X.2021.1937284

Alexander, B., and Cano, M. B. (2020), "Store of the future: towards a (re) invention and (re) imagination of physical store space in an omnichannel context", *Journal of Retailing and Consumer Services*, Vol 55, 101913.

Alexander, M.J., Jaakkola, E. and Hollebeek, L. (2018), "Zooming out: actor engagement beyond the dyadic", *Journal of Service Marketing,* Vol. 29 No. 3, pp 333-351.

Aliedan, M. (2021), "Bridging the learning divide: the role of institutional WOM in stimulating emerging countries' SMEs internationalization". *Review of International Business and Strategy*. Vol. 32 No. 2, pp. 228-245.

Allsop, D.T., Bassett, B.R. and Hoskins, J.A. (2007). Word-of-mouth research: principles and applications. *Journal of Advertising Research,* Vol. 47 No. 4, pp 398-411.

Alonso-Garcia, J., Pablo-Martí, F. and Nunez-Barriopedro, E., (2021a), "Omnichannel Management in B2B. Complexity-based model. Empirical evidence from a panel of experts based on Fuzzy Cognitive Maps". *Industrial Marketing Management,* Vol. 95, pp.99-113.

Alonso-Garcia, J., Pablo-Martí, F. and Nunez-Barriopedro, E., (2021b), "Omnichannel Management in a B2B context: Concept, research agenda and bibliometric

review". International Journal of Industrial Engineering and Management, Vol. 12 No. 1, p.37.

Alvarez-Milan, A., Felix, R., Rauschnabel, P.A. and Hinsch, (2018). Strategic customer engagement marketing: A decision making framework. *Journal of Business Research.* Vol. 92, pp 61-70.

Ambrosini, V. and Bowman, C. (2009), "What are dynamic capabilities and are they a useful construct in strategic management?". *International journal of management reviews*, Vol. 11, No.1, pp.29-49.

Anderson, E. W. (1998). Customer satisfaction and word of mouth. *Journal of service research*, Vol. 1 No. 1, pp 5-17.

Babu, M. M., Dey, B. L., Rahman, M., Roy, S. K., Alwi, S. F. S., and Kamal, M. M. (2020). Value co-creation through social innovation: A study of sustainable strategic alliance in telecommunication and financial services sectors in Bangladesh. *Industrial Marketing Management,* Vol 89, pp13-27.

Bansal, G., and Zahedi, F. M. (2014). Trust-discount tradeoff in three contexts: frugality moderating privacy and security concerns. *Journal of Computer Information Systems,* Vol. 55 No. 1, pp 13-29.

Barrales-Molina, V., Martínez-López, F.J. and Gázquez-Abad, J.C., 2014. Dynamic marketing capabilities: Toward an integrative framework. International Journal of Management Reviews, Vol. 16 No. 4, pp 397-416.

Bendoly, E., Blocher, J. D., Bretthauer, K. M., Krishnan, S., and Venkataramanan, M. A. (2005). Online/in-store integration and customer retention. *Journal of Service Research*, Vol. 7 No. 4, pp 313-327.

Benitez, J., Henseler, J., Castillo, A., and Schuberth, F. (2020). How to perform and report an impactful analysis using partial least squares: Guidelines for confirmatory and explanatory IS research. *Information & Management,* Vol. 57 No. 2, pp 103168. doi: https://doi.org/10.1016/j.im.2019.05.003

Bernon, M., Cullen, J. and Gorst, J. (2016), "Online retail returns management: Integration within an omni-channel distribution context", *International Journal of Physical Distribution & Logistics Management,* Vol. 46 No. 6/7, pp. 584-605.

Berry, L. and Parasuraman, A. (1991), *Marketing Services*, The Free Press, New York, NY.

Bolton, R. and Drew, J. (1991), "A Longitudinal Analysis of the Impact of Service Changes on Customer Attitude", *Journal of Marketing*, Vol 55, pp. 1–9.

Brodie, R., and Hollebeek, L. (2011), "Advancing and consolidating knowledge about customer engagement", *Journal of Service Research,* Vol. 14 No. 3, pp. 283–284

Brodie, R.J., Hollebeek, L., Juric, B. and Ilic, A. (2011), "Customer Engagement: Conceptual Domain, Fundamental Propositions, and Implications for Research", *Journal of Service Research.* Vol. 14 No. 3, pp. 1-20.

Brynjolfsson, E., Hu, Y. J., and Rahman, M. S. (2013), "Competing in the age of omnichannel retailing", *MIT Sloan Management Review,* Vol. 54 No. 4, pp. 23.

Buccieri, D., Javalgi, R. G., and Cavusgil, E. (2020), "International new venture performance: Role of international entrepreneurial culture, ambidextrous

innovation, and dynamic marketing capabilities", *International Business Review,* Vol. 29 No. 2, pp. 101639.

Burgess, S. M., and Steenkamp, J. B. E. (2006), "Marketing renaissance: How research in emerging markets advances marketing science and practice", *International Journal of Research in Marketing*, Vol. 23 No. 4, pp. 337-356.

Butkouskaya, V., Llonch-Andreu, J. and Alarcón-del-Amo, M.D.C. (2021), "Inter-country customer-perspective analysis of strategic antecedents and consequences for post-purchase behaviour in Integrated Marketing Communications (IMC)", *Journal of International Consumer Marketing*, Vol 33 No 1, pp.68-83.

Cao, L., and Li, L. (2015), "The impact of cross-channel integration on retailers' sales growth", *Journal of Retailing,* Vol. 91 No. 2, pp. 198-216.

Carlson, J., Rahman, M., Voola, R. and De Vris, N. (2018), "Customer engagement behaviours in social media: capturing innovation opportunities", *Journal of Services Marketing,* Vol. 32 No. 1, pp. 83-94.

Çebi, F., and Bayraktar, D. (2003), "An integrated approach for supplier selection". *Logistics information management*. Vol 16 No 6, pp 395-400

Chaiken, S. (1980), "Heuristic versus systematic information processing and the use of source versus message cues in persuasion", *Journal of personality and social psychology*, Vol. 39 No. 5, pp. 752.

Chan, T. K. H., Zheng, X., Cheung, C. M. K., Lee, M. K. O., and Lee, Z. W. Y. (2014), "Antecedents and consequences of customer engagement in online brand communities", *Journal of Marketing Analytics,* Vol. 2 No. 2, pp. 81-97.

Chih, W.-H., Hsu, L.-C., and Ortiz, J. (2020), "The antecedents and consequences of the perceived positive eWOM review credibility. *Industrial Management & Data Systems.* Vol. 120 No. 6.

Chin, W. W. (2010). *How to write up and report PLS analyses Handbook of partial least squares* (pp. 655-690): Springer.

Christofi, M., Vrontis, D., Leonidou, E., and Thrassou, A. (2018), "Customer engagement through choice in cause-related marketing", *International Marketing Review.* Vol. 37 No. 4, pp. 621-650

Cohen, J. (1988). *Statistical power analysis for the behavioral sciences*: Routledge Academic.

Colicev, A., Kumar, A., and O'Connor, P. (2019), "Modeling the relationship between firm and user generated content and the stages of the marketing funnel", *International Journal of Research in Marketing*, Vol. 36 No. 1, pp. 100-116.

Cui, T.H., Ghose, A., Halaburda, H., Iyengar, R., Pauwels, K., Sriram, S., Tucker, C. and Venkataraman, S., (2021), "Informational challenges in omnichannel marketing: remedies and future research", *Journal of Marketing*, Vol 85. No 1. pp.103-120.

Daniel, E. M., and Wilson, H. N. (2003), "The role of dynamic capabilities in e-business transformation", *European Journal of Information Systems,* Vol 12. No 4. pp.282-296.

Davcik, N.S., Cardinali, S., Sharma, P. and Cedrola, E., (2021), "Exploring the role of international R&D activities in the impact of technological and marketing capabilities on SMEs' performance", *Journal of Business Research*, Vol. 128, pp.650-660.

Demmers, J., Weltevreden, J. W., and van Dolen, W. M. (2020), "Consumer Engagement with Brand Posts on Social Media in Consecutive Stages of the Customer Journey", *International Journal of Electronic Commerce*, Vol 24. No 1. pp.53-77.

Dey, BL., Al-Karaghouli, W. and Muhammad, SS. (2020), "Adoption, Adaptation, Use and Impact of Information Systems during Pandemic Time and Beyond: Research and Managerial Implications", *Information Systems Management*, Vol. 37, No, 4. pp. 298 - 302.

L. Dey, B., Alwi, S.F.S., Babu, M.M., Roy, S.K. and Muhammad, S.S. (2022), "Brexit or Brand it? The effects of attitude towards Brexit and reshored brands on consumer purchase intention", *British Journal of Management*, (in press). doi: https://doi.org/10.1111/1467-8551.12663.

Dickinger, A. (2011), "The trustworthiness of online channels for experience-and goal-directed search tasks", *Journal of Travel Research*, Vol 50. No 4. pp.378-391.

Dun and Bradstreet. (2019). *Preparing for an Omnichannel Marketing Strategy*. https://www.dnb.co.uk/perspectives/marketing-sales/guide-to-b2b-omnichannel-marketing.html

Dwivedi, Y. K., Ismagilova, E., Hughes, D. L., Carlson, J., Filieri, R., Jacobson, J., ... and Kumar, V. (2020), "Setting the future of digital and social media marketing research: Perspectives and research propositions", *International Journal of Information Management*, 102168.

Eriksson, E., Norrman, A. and Kembro, J., (2022), "Understanding the transformation toward omnichannel logistics in grocery retail: a dynamic capabilities perspective", International Journal of Retail & Distribution Management, Vol. 50 No. 8/9, pp. 1095-1128.

Eyuboglu, N., Kabadayi, S. and Buja, A. (2017), "Multiple channel complexity: Conceptualization and measurement", *Industrial Marketing Management,* Vol 65. pp194-205

Felin, T., and Powell, T. C. (2016), "Designing organizations for dynamic capabilities", *California Management Review*, Vol 58. No 4. pp 78-96.

Fornell, C., and Larcker, D. F. (1981), "Evaluating structural equation models with unobservable variables and measurement error", *Journal of Marketing Research*, pp. 39-50.

Forrester report (2019). US B2B eCommerce Will Hit $1.8 Trillion By 2023 https://www.forrester.com/report/US+B2B+eCommerce+Will+Hit+12+Trillion+By+2021/-/E-RES136173#

Forrester Research Inc. (2015). Mastering Omni-Channel B2B Customer Engagement. https://www.accenture.com/_acnmedia/Accenture/Conversion-Assets/DotCom/Documents/Global/PDF/Digital_3/Accenture-Mastering-Omni-Channel-B2B-Customer-Engagement-Report.pdf

Forrester Research, Inc. (2014). *Building the B2B Omni-Channel Commerce Platform of the*

Future. B2B Buyer Expectations Are Driving Sellers to Deliver Fully Functional OmniChannel Experiences (A Forrester consulting thought leadership paper commissioned by Accenture and Hybris, an SAP Company, November 2014, https://www.accenture.com/

Gallino, S., and Rooderkerk, R. (2020), "New Product Development in an Omnichannel World", *California Management Review*, Vol 63. No 1. pp 81-98.

Gölgeci, I., Assadinia, S., Kuivalainen, O., & Larimo, J. (2019). Emerging-market firms' dynamic capabilities and international performance: The moderating role of institutional development and distance. *International Business Review*, 28(6), 101593.

Gnizy, I., (2019), "The role of inter-firm dispersion of international marketing capabilities in marketing strategy and business outcomes", *Journal of Business Research,* Vol 105. pp.214-226.

Google (2021). *Retail and omnichannel marketing trends.* Available at: https://www.thinkwithgoogle.com/intl/en-aunz/collections/retail/

Gopalkrishna, S., Malthouse, E.C. and Lawrence, J.M. (2019), "Managing customer engagement at trade shows", *Industrial Marketing Management,* Vol 81. pp 99-114.

Grewal, R., Lilien, G. L., Bharadwaj, S., Jindal, P., Kayande, U., Lusch, R. F., ... and Spekman, R. (2015), "Business-to-business buying: Challenges and opportunities", *Customer needs and Solutions,* Vol 2. No 3. pp 193-208.

Grossmann, M., Brock, C., Hubert, M., & Reimer, T. (2019), "The Relevance of Positive Word-of-Mouth Effects on the Customer Lifetime Value-A Replication and Extension in the Context of Start-ups", *SMR-Journal of Service Management Research*, Vol 3. No 3. pp 148-160.

Hardwick, J. and Anderson, A. R. (2019), "Supplier-customer engagement for collaborative innovation using video conferencing: A study of SMEs", *Industrial Marketing Management,* Vol 80. pp 43-57.

Harrison, L., Spillecke, D., Stanley, J. and Tsai, J. (2021), *Omnichannel in B2B sales: The new normal in a year that has been everything but.* McKinnsey and company Report. https://www.mckinsey.com/business-functions/growth-marketing-and-sales/our-insights/omnichannel-in-b2b-sales-the-new-normal-in-a-year-that-has-been-anything-but

Hart, C. W., Heskett, J. L., and Sasser Jr, W. E. (1990), "The profitable art of service recovery. *Harvard Business Review*, Vol 68. No 4. pp 148-156.

Hayes, A. F., Preacher, K. J., Myers, T. A., Bucy, E. P., and Holbert, R. L. (2011), "Mediation and the estimation *of indirect effects in political communication research*", Sourcebook for political communication research: Methods, measures, and analytical techniques, Vol. 23, pp 434-465.

Helfat, C. E., Finkelstein, S., Mitchell, W., Peteraf, M., Singh, H., Teece, D., and Winter, S. G. (2009), *Dynamic capabilities: Understanding strategic change in organizations*. John Wiley & Sons.

Hennig-Thurau, T., Gwinner, K. P., Walsh, G., and Gremler, D. D. (2004), "Electronic word-of-mouth via consumer-opinion platforms: what motivates consumers to articulate themselves on the internet?", *Journal of interactive marketing*, Vol 18. No 1. pp 38-52.

Hennig-Thurau, T., and Klee, A. (1997), "The impact of customer satisfaction and relationship quality on customer retention: A critical reassessment and model development", *Psychology & marketing,* Vol 14. No 8. pp 737-764.

Hofacker, C., Golgeci, I., Pillai, K. G., and Gligor, D. M. (2020), "Digital marketing and business-to-business relationships: a close look at the interface and a roadmap for the future", *European Journal of Marketing*, Vol 54. No 6. pp 1161-1179.

Hollebeek, L. D. (2011), "Demystifying customer brand engagement: Exploring the loyalty nexus", *Journal of Marketing Management,* Vol 27. No7-8. pp 785-807.

Hollebeek, L. D. (2019), "Developing business customer engagement through social media engagement-platforms: an integrative SD logic/RBV-informed model", *Industrial Marketing Management*, Vol 81. pp 89-98.

Hollebeek, L., and Solem, B. (2017). *The consumer engagement/return on social media engagement interface: Development of a conceptual model.* In B. Rishi, and S. Bandyopadhay (Eds.). Contemporary issues in social media marketing. London: Routledge.

Hollebeek, L. D., Conduit, J., Soutar, G., Sweeney, J., Karpen, I. O., Jarvis, W., and Chen, T. (2016), "Epilogue to the special issue and reflections on the future of engagement research", *Journal of Marketing Management,* Vol 32. No -56. pp 586–594.

Hollebeek, L., Srivastava, R.K. and Chen, T. (2019), "S-D logic–informed customer engagement: integrative framework, revised fundamental propositions, and application to CRM", J*ournal of Academy of Marketing Science,* Vol 47. No 1. pp 161-185.

Hollebeek, L.D., Hammedi, W., Roy, S.K. and Hewett, K., (2021), Call for Papers| Journal of International Marketing: Customer Engagement in International Markets.

Hoque, M.T., Ahammad, M.F., Tzokas, N., Tarba, S. and Nath, P. (2022), "Eyes open and hands on: market knowledge and marketing capabilities in export markets", *International Marketing Review,* Vol. 39 No. 3, pp. 431-462

Hossain, T. M. T., Akter, S., Kattiyapornpong, U., and Dwivedi, Y. (2020), "Reconceptualizing Integration Quality Dynamics for Omnichannel Marketing", *Industrial Marketing Management*, Vol 87. Pp 225-241. doi: https://doi.org/10.1016/j.indmarman.2019.12.006

Hossain, T. M. T., Akter, S., Kattiyapornpong, U., and Wamba, S. F. (2017, 8-10 November). *The Impact of Integration Quality on Customer Equity in Data Driven Omnichannel Services Marketing*. Paper presented at the Conference on ENTERprise Information Systems, Barcelona, Spain.

https://www.statista.com/study/44442/in-depth-report-b2b-e-commerce/

Iankova, S., Davies, I., Archer-Brown, C., Marder, B., and Yau, A. (2019), "A comparison of social media marketing between B2B, B2C and mixed business models", *Industrial Marketing Management*, Vol 81. pp 169-179.

Jakkola, E. and Alexander, M. (2014), "The role of customer engagement behaviour in valueco-creation", *Journal of Service Research,* Vol 17. No 3. pp 247-261.

Jiang, Y. and Wu, M., (2022), "Power structure and pricing in an omnichannel with buy-online-and-pick-up-in-store". *Electronic Commerce Research,* pp.1-25.

Johnston, T.C. and Hewa, M.A. (1997), "Fixing service failures", *Industrial Marketing Management*, Vol 26. No 5. pp 467-473.

Keller, K. L. (2010), "Brand Equity Management in a Multichannel, Multimedia Retail Environment", *Journal of Interactive Marketing,* Vol 24. No 2. pp 58-70. doi: 10.1016/j.intmar.2010.03.001

Kim, A. J., and Ko, E. (2012), " Do social media marketing activities enhance customer equity? An empirical study of luxury fashion brand", *Journal of Business research,* Vol 65. No 10. pp 1480-1486.

Kim, J. U., Kim, W. J., and Park, S. C. (2010), "Consumer perceptions on web advertisements and motivation factors to purchase in the online shopping", *Computers in human behavior,* Vol 26. No 5. pp 1208-1222.

Kingshott, R. P., Sharma, P., and Nair, S. R. (2020), "Social and technical chains-of-effects in business-to-business (B2B) service relationships", *European Journal of Marketing*, Vol 54. No 6. pp 1225-1246.

Kluge, P., Schmid, M., Silliman, E. and Villepelet, C. (2021), "Omnichannel: It's time for the online tail to wag the retail dog", McKinsey Report,

Kumar, V. and George, M. (2007), "Measuring and maximizing customer equity: A critical analysis," *Journal of Academy of Marketing Science,* Vol 35*,* pp 157-171.

Kumar, V. and Shah, D. (2009), "Expanding the Role of Marketing: From Customer Equity to Market Capitalization," *Journal of Marketing,* Vol 73, pp. 119-136.

Kumar, V., Aksoy, L., Donkers, V., Venkatesan, R., Wiesel, T. and Tillmanns, S. (2010), "Undervalued or Overvalued Customers: Capturing Total Customer Engagement Value," *Journal of Service Research,* Vol 13. No 3. pp 297-310.

Kumar, V., Rajan, B., Gupta, S. and Pozza, I.D. (2019), "Customer engagement in service," *Journal of Academy of Marketing Science,* Vol 47, pp. 138-160.

Lacey, R., and Morgan, R. M. (2009), "Customer advocacy and the impact of B2B loyalty programs," *Journal of Business and Industrial Marketing,* Vol 24. No 1. pp 3-13.

Landroguez, S. M., Castro, C. B., and Cepeda-Carrión, G. (2011), "Creating dynamic capabilities to increase customer value," *Management Decision,* Vol 49. No 7. pp 1141-1159

Lawrence, J. M., Crecelius, A. T., Scheer, L. K., and Patil, A. (2019), "Multichannel strategies for managing the profitability of business-to-business customers", *Journal of Marketing Research,* Vol 56. No 3. pp 479-497.

Lee, H-H and Kim, J., (2010), "Investigating dimensionality of multichannel retailer's cross-channel integration practices and effectiveness: shopping orientation and loyalty intention", *Journal of Marketing Channels,* Vol. 17, No. 4, pp. 281-312.

Lee, Z.W., Chan, T.K., Chong, A.Y.L. and Thadani, D.R., (2019), "Customer engagement through omnichannel retailing: The effects of channel integration quality", *Industrial Marketing Management*, Vol 77, pp.90-101.

Lemon, K. N., Rust, R. T., and Zeithaml, V. A. (2001), "What drives customer equity", *Marketing Management,* Vol 10. No 1. pp 20.

Leone, R. P., Rao, V. R., Keller, K. L., Luo, A. M., McAlister, L., and Srivastava, R. (2006), "Linking brand equity to customer equity", *Journal of service research,* Vol 9. No 2. pp 125-138.

Lexmark (2016). *Customer engagement for trailblazers*. Retrieved from http://www.kofax.com/~/media/Files/Kofax/Go/customer-engagement-for-trailblazers-en.pdf.

Lievense, H. (2019), *Not sure about omnichannel e-commerce for B2B? 3 compelling arguments.* https://www.sana-commerce.com/blog/not-sure-omnichannel-b2b-3-compelling-arguments/

Lim, K. H., Sia, C. L., Lee, M. K. O., and Benbasat, I. (2006), "Do I trust you online, and if so, will I buy? An empirical study of two trust-building strategies", *Journal of management information systems,* Vol 23. No 2. pp 233-266.

Lindell, M. K., and Whitney, D. J. (2001), "Accounting for common method variance in cross-sectional research designs", *Journal of applied psychology,* Vol 86. No 1. pp 114.

Liu, H., Jayawardhena, C., Dibb, S., and Ranaweera, C. (2019), "Examining the trade-off between compensation and promptness in eWOM-triggered service recovery: A restorative justice perspective", *Tourism Management*, Vol 75, pp. 381-392.

Liu, H., Jayawardhena, C., Osburg, V.S., Yoganathan, V. and Cartwright, S., (2021), "Social sharing of consumption emotion in electronic word of mouth (eWOM): A cross-media perspective", *Journal of Business Research,* Vol. 132, pp.208-220.

López, M., and Sicilia, M. (2014), "Determinants of E-WOM influence: the role of consumers' internet experience", *Journal of theoretical and applied electronic commerce research,* Vol 9. No 1. pp, 28-43.

Luo, Y. (2000), "Dynamic capabilities in international expansion", *Journal of world business*, Vol 35. No 4. Pp 355-378.

Madaleno, R., Wilson, H. and Palmer, R. (2007), "Determinants of customer satisfaction in a multi-channel B2B environment", *Total Quality Management and Business Excellence,* Vol 18. No 8. pp 915-925.

Manes, E., and Tchetchik, A. (2018), "The role of electronic word of mouth in reducing information asymmetry: An empirical investigation of online hotel booking", *Journal of Business Research*, Vol 85, pp. 185-196.

Mantrala, M. K., and Albers, S. (2012), *The impact of the internet on B2B sales force size and structure.* In Handbook of business-to-business marketing. Edward Elgar Publishing.

Mathur, M. (2019). "Where is the security blanket? Developing social media marketing capability as a shield from perceived cybersecurity risk", *Journal of Promotion Management*, Vol. 25 No. 2, pp. 200-224.

McColl-Kennedy, J. R., and Sparks, B. A. (2003), "Application of fairness theory to service failures and service recovery", *Journal of Service Research*, Vol 5. No 3. pp 251-266.

Meire, M., Hewett, K., Ballings, M., Kumar, V. and Van del Poel, D. (2019), "The Role of Marketer-Generated Content in Customer Engagement Marketing", *Journal of Marketing,* Vol 83. No 6. pp 21-42.

Mitręga, M., (2019), "Dynamic marketing capability–refining the concept and applying it to company innovations', *Journal of Business and Industrial Marketing*, Vol 35 No 2, pp.193-203.

Mitrega, M., Siemieniako, D., Makkonen, H., Kubacki, K. and Bresciani, S., (2021), "Versatile capabilities for growth in the context of transforming countries: Evidence from Polish manufacturing companies", *Journal of Business Research*, Vol 134, pp.156-170.

Molinari, L. K., Abratt, R., and Dion, P. (2008), "Satisfaction, quality and value and effects on repurchase and positive word-of-mouth behavioral intentions in a B2B services context", *Journal of Services Marketing*, Vol 22. No 5. pp 363-373.

Montoya-Weiss, M. M., Voss, G. B., and Grewal, D. (2003), "Determinants of online channel use and overall satisfaction with a relational, multichannel service provider", *Journal of the Academy of Marketing Science*, Vol 31. No 4. pp 448-458.

Morgan, R. M., and Hunt, S. (1994), "The commitment-trust theory of relationship marketing", *Journal of Marketing,* Vol 58. No 3. pp, 20–38.

Morgan, N.A., Feng, H. and Whitler, K.A., (2018), "Marketing capabilities in international marketing", *Journal of International Marketing*, Vol. 26 No. 1, pp.61-95.

Mu, J. (2015), "Marketing capability, organizational adaptation and new product development performance", *Industrial Marketing Management,* Vol 49, pp 151-166.

Nam, H. and Kannan, P.K., (2020), "Digital environment in global markets: Cross-cultural implications for evolving customer journeys", *Journal of International Marketing*, Vol. 28 No. 1 pp.28-47.

Narver, J. C. and Slater, S.F. (1990). "The Effect of a Market Orientation on Business Profitability*", Journal of Marketing,* Vol 20, pp20–35.

Nasr, L., Burton, J., Gruber, T., and Kitshoff, J. (2014), "Exploring the impact of customer feedback on the well-being of service entities: A TSR perspective", *Journal of Service Management*, Vol 25. No 4. pp 531-555.

Nguyen, B., Chang, K. and Simkin, L., (2014), "Customer engagement planning emerging from the "individualist-collectivist"-framework: An empirical examination in China and UK", *Marketing Intelligence and Planning*, Vol. 32 No. 1, pp. 41-65.

Omnisend (2020). *The 2020 omnichannel statistics report.* Available at: https://www.omnisend.com/blog/omnichannel-statistics/

García Ortiz, P.A., Calderón García, H., Fayos Gardó, T. and Roa Vivas, N. (2021), "Dynamic marketing capabilities as drivers of international channel integration: is this true for Latin American SMEs?", *Qualitative Market Research,* Vol. 24 No. 5, pp. 653-682.

Ou, O. Y. and Verhoef, P.C. (2017), "The impact of positive and negative emotions on loyalty intentions and their interactions with customer equity drivers", *Journal of Business Research.* Vol 80, pp. 106-115.

Pansari, A. and Kumar, V. (2017), "Customer engagement: the construct, antecedents, and consequences", *Journal of Academy of Marketing Science,* Vol 45, pp. 294-311.

Parasuraman, A., Zeithaml, V. A., and Malhotra, A. (2005), "E-S-QUAL: A Multiple-Item Scale for Assessing Electronic Service Quality", *Journal of Service Research,* Vol 7. No 3. pp 213-233. doi: 10.1177/1094670504271156

Persson, A., and Ryals, L. (2010). "Customer assets and customer equity: Management and measurement issues". *Marketing Theory,* Vol. 10 No. 4, pp 417-436.

Peteraf, M., Di Stefano, G. and Verona, G., (2013), "The elephant in the room of dynamic capabilities: Bringing two diverging conversations together". *Strategic Management Journal,* Vol 34. No 12. pp 1389-1410.

Pfajfar, G., Shoham, A., Brenčič, M. M., Koufopoulos, D., Katsikeas, C. S., and Mitręga, M. (2019), "Power source drivers and performance outcomes of functional and dysfunctional conflict in exporter–importer relationships". *Industrial Marketing Management*, Vol. 78, pp 213-226.

Picot-Coupey, K., Huré, E., and Piveteau, L. (2016), "Channel design to enrich customers' shopping experiences: Synchronizing clicks with bricks in an omni-channel perspective – the Direct Optic case", *International Journal of Retail & Distribution Management,* Vol 44. No 3. pp 336-368. doi: 10.1108/IJRDM-04-2015-0056

Pornpitakpan, C. (2004), "The persuasiveness of source credibility: A critical review of five decades' evidence:, *Journal of Applied Social Psychology*, Vol 34. No 2. pp 243-281.

Preacher, K. J., and Hayes, A. F. (2008), "Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models", *Behavior research methods,* Vol 40. No 3. pp 879-891.

Quach, S., Barari, M., Moudrý, D. V., and Quach, K. (2020), "Service integration in omnichannel retailing and its impact on customer experience", *Journal of Retailing and Consumer Services*, 102267.

Rigby, D. (2011), "The future of shopping", *Harvard Business Review,* Vol 89. No 12. pp 65-76.

Rippé, C. B., Weisfeld-Spolter, S., Yurova, Y., and Sussan, F. (2015). "Is there a global multichannel consumer?. International Marketing Review", Vol. 32 No 3/4 pp. 329 - 349

Roy, S. K., Shekhar, V., Lassar, W. M., and Chen, T. (2018), "Customer engagement behaviors: The role of service convenience, fairness and quality", *Journal of Retailing and Consumer Services*, Vol 44, pp. 293-304.

Roy, S., Sreejesh, S., and Bhatia, S. (2019), "Service quality versus service experience: An empirical examination of the consequential effects in B2B services", *Industrial Marketing Management*, Vol 82, pp. 52-69.

Rust, R. T., Lemon, K. N., and Zeithaml, V. A. (2001). *Driving customer equity: Linking customer lifetime value to strategic marketing decisions:* Marketing Science Institute, Working Report 01-108

Rust, R. T., Lemon, K. N., and Zeithaml, V. A. (2004), "Return on marketing: Using customer equity to focus marketing strategy", *Journal of marketing,* Vol 68. No 1. pp 109-127.

Rust, R.T., Lemon, K.N. and Zeithaml, V.A., (2006), *Measuring customer equity and calculating marketing ROI. Handbook of Marketing Research*, Thousand Oaks, CA: Sage, pp.588-601.

Scuotto, V., Nespoli, C., Palladino, R. and Safraou, I. (2022), "Building dynamic capabilities for international marketing knowledge management", International Marketing Review, Vol. 39 No. 3, pp. 586-601. https://doi.org/10.1108/IMR-03-2021-0108

Saghiri, S., Wilding, R., Mena, C., and Bourlakis, M. (2017), "Toward a three-dimensional framework for omni-channel", *Journal of Business Research*, Vol. 77 pp 53-67.

Sashi, C.M. (2012), "Customer engagement, buyer-seller relationship and social media", *Management Decision*, Vol 50. No 2. pp 253-272.

Schilke, O., Hu, S. and Helfat, C.E., (2018), "Quo vadis, dynamic capabilities? A content-analytic review of the current state of knowledge and recommendations for future research". *Academy of management annals*, Vol 12 No. 1, pp.390-439.

Schoenbachler, D.D. and Gordon, G.L. (2002), "Multi-channel shopping: understanding what drives channel choice", *Journal of Consumer Marketing*, Vol. 19 No. 1, pp. 42-53.

See-To, E. W. K., and Ho, K. K. W. (2014), "Value co-creation and purchase intention in social network sites: The role of electronic Word-of-Mouth and trust: A theoretical analysis" *Computers in Human Behavior*, Vol. 31, 182–189.

Šerić, M., Ozretić-Došen, Đ. and Škare, V., (2020), "How can perceived consistency in marketing communications influence customer–brand relationship outcomes",. *European Management Journal*, Vol. 38 No 2, pp.335-343.

Shankar, V., Venkatesh, A., Hofacker, C., and Naik, P. (2010), "Mobile marketing in the retailing environment: current insights and future research avenues", *Journal of interactive marketing,* Vol. 38 No.2. pp. 111-120.

Sheth, J.N. (2021), "Future of brick and mortar retailing: how will it survive and thrive?," *Journal of Strategic Marketing*, Vol. 29 No.7. pp 598-607.

Sheth, J.N. (2020), "Borderless media: Rethinking international marketing", *Journal of International Marketing*, Vol. 28, No.1, pp.3-12.

Shih, W.C. (2020), "Global supply chains in a post-pandemic world", *Harvard Business Review*, Vol. 98, No. 5, pp.82-89.

Shmueli, G., Sarstedt, M., Hair, J. F., Cheah, J.-H., Ting, H., Vaithilingam, S., and Ringle, C. M. (2019), "Predictive model assessment in PLS-SEM: guidelines for using PLSpredict", *European Journal of Marketing.* Vol. 53 No.11.

Silverman, G. (2011), *Secrets of word-of-mouth marketing: how to trigger exponential sales through runaway word of mouth*. Amacom books.

Smith, J. S., Karwan, K. R., and Markland, R. E. (2009), "An empirical examination of the structural dimensions of the service recovery system", *Decision Sciences,* Vol. 40 No.1. pp 165-186.

Solem, B.A.A., Fredriksen, J.I. and Sørebø, Ø., (2022), "Dynamic capabilities in the realisation of omnichannel retailing". *International Journal of Retail & Distribution Management*, (ahead-of-print).

Sousa, R., and Voss, C. A. (2006), "Service quality in multichannel services employing virtual channels", *Journal of Service Research*, Vol. 8 No.4. pp 356-371.

Spyropoulou, S., Katsikeas, C. S., Skarmeas, D., and Morgan, N. A. (2018), "Strategic goal accomplishment in export ventures: The role of capabilities, knowledge, and environment", *Journal of the Academy of Marketing Science,* Vol. 46 No. 1, pp109–129

Srivastava, M. and Sivaramakrishnan, S. (2022) "A bibliometric analysis of the structure and trends of customer engagement in the context of international marketing", *International Marketing Review*, Vol. 39, No. 4, pp. 836-851.

St Amant, K. (2008), "Content management in an international outsourcing framework: A perspective for technical communicators". *Content management: Bridging the gap between theory and practice*, pp. 161-179.

Stanko, M. A., Molina-Castillo, F. J., and Munuera-Aleman, J. L. (2012), "Speed to market for innovative products: blessing or curse?", *Journal of Product Innovation Management,* Vol. 29 No.5. pp 751-765.

Sweeney, J. C., and Soutar, G. N. (2001), "Consumer perceived value: The development of a multiple item scale", *Journal of retailing,* Vol. 77 No. 2 pp 203-220.

Teece, D. J. (2007), "Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance", *Strategic management journal,* Vol. 28 No.13 pp 1319-1350.

Teece, D. J. (2014), "The foundations of enterprise performance: Dynamic and ordinary capabilities in an (economic) theory of firms", *The Academy of Management Perspectives,* Vol. 28 No.4. pp 328-352.

Teece, D., Peteraf, M., and Leih, S. (2016), "Dynamic Capabilities and Organizational Agility: Risk, Uncertainty, and Strategy in the Innovation Economy", *California Management Review,* Vol. 58 No.4. pp 13-35. doi: 10.1525/cmr.2016.58.4.13

Teece, D.J., Pisano, G. and Shuen, A., (1997), "Dynamic capabilities and strategic management", *Strategic Management Journal,* Vol. 18, No, 7, pp.509-533.

Trim, P. R., and Lee, Y. I. (2019), "The role of B2B marketers in increasing cyber security awareness and influencing behavioral change", *Industrial Marketing Management,* Vol. 83, pp 224-238

Verbeke, A. (2022). Three simple guidelines to make the dynamic capabilities paradigm actionable in international business research. *Journal of International Business Studies, 53*(4), 573-582.

Verhoef, P. C. (2021), "Omni-channel retailing: some reflections", *Journal of Strategic Marketing*, Vol. 29 No. 7. pp 608-616, DOI: 10.1080/0965254X.2021.1892163

Verhoef, P. C., Kannan, P., and Inman, J. J. (2015), "From multi-channel retailing to omni-channel retailing: Introduction to the special issue on multi-channel retailing", *Journal of Retailing,* Vol. 91No. 2. pp 174-181.

Villanueva, J., Yoo, S., and Hanssens, D. M. (2008), "The impact of marketing-induced versus word-of-mouth customer acquisition on customer equity growth", *Journal of Marketing Research,* Vol. 45 No. 1. pp 48-59.

Vivek, S. D., Beatty, S. E., and Morgan, R. M. (2012), "Customer engagement: Exploring customer relationships beyond purchase", *Journal Of Marketing Theory And Practice,* Vol. 20 No. 2. pp 122-146.

Vogel, V., Evanschitzky, H., and Ramaseshan, B. (2008), "Customer equity drivers and future sales", *Journal of marketing,* Vol. 72 No. 6. pp 98-108.

Walker, B. (2014). *For B2B, Omnichannel is not just a buzzword, it means business*. Forbes Magazine, https://www.forbes.com/sites/brianwalker/2014/12/11/for-b2b-omnichannel-is-not-just-a-buzzword-it-means-business/

Walsh, G., Mitchell, V. W., Jackson, P. R., and Beatty, S. E. (2009), "Examining the antecedents and consequences of corporate reputation: A customer perspective", *British Journal of Management*, Vol. 20 No. 2. pp 187-203.

Wang, H., Kim, K. H., Ko, E., and Liu, H. (2016), "Relationship between service quality and customer equity in traditional markets", *Journal of Business Research,* Vol. 69 No. 9. pp 3827-3834.

Wedel, M., and Kannan, P. K. (2016), "Marketing analytics for data-rich environments", *Journal of Marketing,* Vol. 80 No. 6. pp 97-121.

Wilson, H., and Daniel, E. (2007), "The multi-channel challenge: A dynamic capability approach", *Industrial Marketing Management,* Vol. 36 No. 1. pp 10-20. https://doi.org/10.1016/j.indmarman.2006.06.015.

Wu, J.F., and Chang, Y. P. (2016), "Multichannel integration quality, online perceived value and online purchase intention: A perspective of land-based retailers", *Internet Research,* Vol. 26 No. 5. pp 1228-1248. doi: 10.1108/IntR-04-2014-0111.

Yi, Y., and Gong, T. (2013), "Customer value co-creation behavior: Scale development and validation", *Journal of Business research,* Vol. 66 No. 9. pp 1279-1284.

Youssef, Y. M. A., Johnston, W. J., AbdelHamid, T. A., Dakrory, M. I., and Seddick, M. G. S. (2018), "A customer engagement framework for a B2B context", *Journal of Business & Industrial Marketing* Vol. 33 No. 1. pp 145-152.

Zahra, S. A., Petricevic, O., & Luo, Y. (2022). Toward an action-based view of dynamic capabilities for internationalbusiness. Journal of International Business Studies, 1-18.

Zeithaml, V. A. (1988), "Consumer perceptions of price, quality, and value: a means-end model and synthesis of evidence", *The Journal of marketing*, 2-22.

Zhang, J., Farris, P. W., Irvin, J. W., Kushwaha, T., Steenburgh, T. J., and Weitz, B. A. (2010), "Crafting integrated multichannel retailing strategies", *Journal of Interactive Marketing*, Vol. 24 No. 2, pp. 168–180.

Zhang, R., Li, G., Wang, Z. and Wang H. (2016), "Relationship value based on customer equity influences on online group buying customer loyalty", *Journal of Business Research,* Vol 69, pp. 3820-3826.

Appendix 1: Survey Measures

2nd-order constructs	Type	1st-order constructs	Type	Item labels	Items	Sources
Content management capability	Molecular	Information consistency	Reflective	INFO1	CBA provides consistent information of their service features across multiple channels (website, mobile app and physical branch)	(Hossain *et al.* 2020; Lee and Kim 2010; Oh and Teo 2010; Wu and Chang 2016)
				INFO2	CBA provides consistent information of their service fees across multiple channels (website, mobile app and physical branch)	
				INFO3	CBA provides consistent information of their promotional offers across multiple channels (website, mobile app and physical branch)	
				INFO4	Overall, information across CBA's multiple channels is consistent	
		Source trustworthiness	Reflective	TRUS1	CBA delivers prompt service through its multiple channels (website, mobile app and physical branch)	(Chih *et al.* 2020; Kim *et al.* 2010)
				TRUS2	CBA delivers accurate service through its multiple channels (website, mobile app and physical branch)	
				TRUS3	CBA's multiple channels (website, mobile app and physical branch) are reliable	
				TRUS4	I trust CBA when availing services through its multiple channels (website, mobile app and physical branch)	
		Endorsement	Reflective	ENDO1	In our organization, big data analysts and line people in service systems meet frequently to discuss important issues both formally and informally.	(Chih *et al.* 2020; Lim *et al.* 2006)
				ENDO2	In our organization, big data analysts and line people from various service systems frequently attend cross-functional meetings.	
				ENDO3	In our organization, big data analysts and line people in service systems coordinate their efforts harmoniously.	
				ENDO4	In our organization, information is widely shared between big data analysts and line people so that those who make decisions or perform jobs have access to all available know-how in service systems.	
Concerns management capability	Molecular	Customer privacy	Reflective	PRIV1	My personal information across multiple channels of CBA (website, mobile app and physical branch) is protected	(Akter *et al.* 2013; Kim *et al.* 2012; Parasuraman
				PRIV2	My personal information across multiple channels of CBA (website, mobile app and physical branch) is not shared with others	

51

				PRIV3	My financial information across multiple channels of CBA (website, mobile app and physical branch) is not shared with others	*et al.* 2005)
		Customer security	Reflective	SECU1	I feel totally safe while providing personal/financial information about myself over CBA's multiple channels (website, mobile app and physical branch):	(Bansal and Zahedi 2014)
				SECU2	The level of my concern that someone would misuse my personal/financial information which I transmit on CBA's multiple channels (website, mobile app and physical branch) is:	
				SECU3	The level of my concern that CBA's multiple channels (website, mobile app and physical branch) is not a safe place to transmit personal/financial information is:	
				SECU4	CBA's multiple channels (website, mobile app and physical branch) have adequate security features	
				SECU5	Overall, I feel secure about using CBA's multiple channels (website, mobile app and physical branch)	
		Service Recovery	Reflective	RECO1	If there is any service problem, I can use multiple channels of CBA to report service failure (e g , website, telephone, mobile app, in person)	(Smith *et al.* 2009)
				RECO2	CBA provides the means whereby I can voice my complaints	
				RECO3	I am aware about the channels through which I can report service issues to CBA	
				RECO4	It is easy for me to notify CBA about problems I encounter through any channels	
Positive WOM	NA	NA	Reflective	PWOM1	If asked, I would say positive things about CBA's services to other people	(Yi and Gong 2013)
				PWOM2	If asked, I would recommend CBA's services to other people	
				PWOM3	If asked, I would encourage other people to use CBA's services	
Customer engagement	NA	NA	Reflective	ENGA1	CBA has the ability to provide reliable and timely responses to customers.	(Guesalaga 2016; Mu 2015; Park *et al.* 2010)
				ENGA2	CBA is able to emphasize on a customer from the customer's point of view.	
				ENGA3	CBA has the ability to connect and care to customers' circumstances sincerely.	
				ENGA4	We are able to immerse in customer reality.	
Customer Equity	Mol ecul	Brand Equity	Reflective	BREQ1	CBA has a strong brand image	(Vogel *et al.* 2008)
				BREQ2	CBA has an attractive brand image	

52

				BREQ3	CBA has a unique brand image	
				BREQ4	CBA has a likable brand image	
		Relationship Equity	Reflective	REEQ1	The preferential treatment I get from CBA is important to me	(Rust *et al.* 2004)
				REEQ2	CBA knows a lot of information about me	
				REEQ3	CBA identifies me as a valuable customer	
				REEQ4	I would like to continue my relationship with CBA	
		Value Equity	Reflective	ENDO1	Using multiple channels of CBA saves my time	(Sweeney and Soutar 2001)
				ENDO2	Using multiple channels of CBA provides me value for money	
				ENDO3	Using multiple channels of CBA provides me convenience	
	ar			ENDO4	Using multiple channels of CBA provides me pleasure	

53