A SYSTEMATIC LITERATURE REVIEW ON DYNAMIC CAPABILITIES IN MARKETING

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ABSTRACT

Objectives: Several studies on dynamic capability theory discuss concepts, definitions, and models and highlight emerging challenges for empirical development. However, there has been a lack of studies that review the literature describing dynamic capability and identifying various ways of marketing that contribute to business sustainability and competitive advantage.

Methods/Approach: This study employed a methodical examination of existing literature and conducted theme analysis on 58 publications indexed in Scopus from 2012 to 2023. Of the 58 articles, four were published more than the previous 11 years, and 10 were outside Q1 and Q2; thus, the remaining articles for review were 44. The next stage was to select articles relevant to the researchers’ objectives describing dynamic marketing capabilities to identify various marketing methods so that the articles that meet the requirements and are eligible to be reviewed were 30.

Results: Researchers have concluded that dynamic marketing capabilities contribute to business sustainability through knowledge integration and involve cross-functional processes to create and deliver superior customer value. In addition, it involves economic, social, and environmental performance and dynamic capabilities, and Triple Bottom Line initiatives impact the company's business sustainability performance.

Conclusions: Competitive advantage is the integration of market knowledge dimensions, while the depth and breadth of knowledge positively influence marketing dynamic capabilities. Competitive advantage is achieved by dynamic capabilities, continuous human resource learning management, and market performance, which demonstrate the company's ability to outperform key competitors.

Keywords: business sustainability, competitive advantage, dynamic marketing capabilities, systematic literature review

JEL classification: M00, M14, M31

Paper type: Research article


INTRODUCTION

Background of the Problem

Dynamic capability is one of the most promising theories for determining corporate strategy. The uncertainty and dynamism of the business environment require continuous organizational innovation and an explanation of the appropriate innovation process for organizations. Companies must continually update their competencies and strategies to survive in a dynamic business environment and achieve sustainable competitive advantage.

Implementing a dynamic capability strategy is the most appropriate approach for companies to achieve sustainable competitive advantage in dynamic competition and environmental changes (Muliyadi & Noviaristanti, 2021). Rukani and Ratnasari (2024) show the impact of dynamic innovation capability on digital transformation and employee collaborative innovation on bank employee performance. Consequently, studies on dynamic capability theory discuss concepts, definitions, and models and highlight emerging challenges for empirical development in different fields. These studies include Ali et al. (2020), who apply the dynamic capabilities viewpoint to the research of small and medium enterprises (SMEs) globalization, and Majhi et al. (2022), who created a model for determining how well IT-enabled dynamic capabilities (ITDCs) fit within the overall strategic plan.

Dynamic marketing capability (DMC) is derived from the dynamic capability concept, which is then applied to aspects of marketing management. Teece et al. (1997) introduced the idea of DMC with three main aspects: sensing, seizing, and transforming. Sensing means companies must be able to identify and analyze changes in the business environment to predict market trends and shifts. Seizing means the company must have the ability to implement appropriate and practical strategies to take advantage of these changes. Transforming means the company must be able to adapt its organizational structure and business processes to accommodate the changes that occur.

A subsequent study by Wang & Ahmed (2007) suggests three constituent components representing the shared characteristics of DMC in different organizations. First, absorptive marketing capability is the ability to learn market knowledge critical to strategizing effectively in a changing market from external information. Second, adaptive marketing capability responds to changes in new market conditions to capitalize on emerging market opportunities. Third, innovative marketing capability is the ability to generate renewal of products, services, and various marketing activities for business survival.

In marketing, resources and capabilities are uniquely necessary in determining customer needs, distribution channels, and competing products. Knowledge of the market should be used as a driving force that allows companies to gain knowledge and adjust to the evolving market (Bruni & Verona, 2009). Over the past two decades, researchers have studied and understood the concept and role of marketing in creating and sustaining a firm's competitive advantage (Kozlenkova et al., 2015). For example, DMC mediated the relationship between dynamic talent management capabilities and performance in start-up enterprises (Kongrode, J. Aujirapongpan & Ru-Zhue, 2023). According to Dogbe et al. (2021), innovative marketing capability acts as a mediator in the connection between market orientation and the success of innovative products. In the case of Indonesia, SMEs need to exploit social media use, and market entry agility allows them to have the dynamic capability to increase business performance (Muna et al., 2022).

Suppose dynamic capability is the ability to develop new resources in a changing market. In that case, DMC is the ability to identify market knowledge, respond to that identification, and transform that market
knowledge into commercially valuable innovations to cope successfully with changes in the marketing environment (Hooley et al., 2012). Organizations should enhance their dedication to advancing crucial and ever-changing organizational proficiency in client interaction, new product development, marketing capability, and innovation capability. This is because these qualities have been recorded in existing literature as having the ability to enhance customer satisfaction (Tijani & Adenekan, 2021). Riswanto (2019) documents various DMC studies, but his research was limited to descriptive selected references. Therefore, conducting a systematic literature review is crucial to comprehensively understanding the evolution, current trends, and research gaps and informing effective marketing strategies and future studies.

**Research Question**

This study intends to provide a comprehensive picture of research on dynamic marketing capabilities in the last 11 years (2012 – 2023), thus identifying its significant influence on business sustainability and competitive advantage. We formulated the following research questions based on the problem statement.

- How do dynamic marketing capabilities affect business sustainability?
- How do dynamic marketing capabilities affect business competitive advantage?

**METHODOLOGY**

The research methodology employed to address the study inquiries was developed based on established and validated methods from previous studies. A systematic literature study addressed the research questions and validated the findings using Watase UAKE Software: Research Collaboration Tools v.1.3.2. A systematic literature review summarizes and categorizes knowledge (Fisch & Block, 2018) and research profiling (Jhawar et al., 2023). As Moher et al. (2009) advised, this study followed PRISMA recommendations for systematic reviews and meta-analyses (e.g., Aziz et al., 2020; Santoso, 2019). Their usage of PRISMA is backed by its widespread adoption and thorough systematic review procedure in numerous investigations. Panic et al. (2013) found that PRISMA-compliant articles had better reporting and methodology. As Siddaway et al. (2019) and ter Huurne et al. (2017) show, PRISMA is commonly used in business and marketing research. PRISMA guidelines (Page et al., 2021) are widely acknowledged and recognized, increasing the likelihood of a study being accepted for publication. Sauer and Seuring (2023) noted that the SPAR-4-SLR technique up to step 4 uses the PRISMA protocol, a robust and trustworthy systematic review methodology. Although not the latest method, it is helpful for thorough searches and picking eligible papers for review, accomplishing this work's goals. Details of the Watase Uake System's systematic literature review:

1. The process involves identifying the keywords and criteria.
2. Relevant articles are then screened.
3. Articles are searched for from selected works and potential exclusions.
(4) The method involves examining the titles of the chosen article.

(5) The path and items from each chosen article are filled in during extraction.

(6) The analysis includes studying the classification of DMC on business sustainability and competitive advantage.

To ensure the highest possible research quality, we restricted our literature search to journals with a solid academic standing. A comprehensive search was conducted in the prominent databases that offer extensive coverage of the pertinent sources. The Scopus database was used for the research as it is in the Watase Uake System. Figure 1 illustrates the advance of DMC studies indexed in Scopus from 2004 to mid-2023. A lack of study on DMC indexed in Scopus from 2004 to 2023 creates a research gap for conducting a literature review on DMC.

![Figure 1. Number of Publications of Articles on Dynamic Marketing Capability 2004-2023](Source: Watase UAKE Software)

The research data were collected from June to December 2023. The search term used was "dynamic marketing capability" in the article title on Scopus. It aligns with the suggestion by Lim et al. (2022) to employ a single keyword search for worldwide review domains. Before implementing any filters, a total of 58 subject papers were discovered. The Scopus article was narrowed down based on the following criteria:

- The time frame for the study will be from 2012 to 2023.

Researchers limit the search time in systematic reviews for several reasons. First, restricting the search time means concentrating on the most current evidence. The evaluation should represent up-to-date information and incorporate recent research discoveries. Second, limiting the search timeframe is to revise a prior assessment. By narrowing our attention to a certain period, we can pinpoint recent research papers published after the previous evaluation and include them in the revised analysis. Third, narrowing the search period can
reduce the likelihood of incorporating outdated or irrelevant studies into the review. By emphasizing recent years, researchers can prioritize studies that are more likely to be pertinent to the study issue and avoid older studies that may no longer accurately reflect current practices or understanding. 

- The academic journal papers included in the study will be selected from Scopus and will cover Q1-Q2 of the journal ranking system. Scopus Q1 and Q2 were chosen based on the arguments that the published articles have undergone a rigorous selection process and have high-quality research methodology, data accuracy, and quality research standards.

After applying the provided criteria (only Q1 and Q2), the list was reduced to 44 articles. An extensive review of the titles and abstracts of these papers allowed for supporting a complete content analysis. After careful examination, 11 publications were excluded. In the next stage of screening results, five relevant Scopus Q1 and Q2 articles were collected from outside the Watase UAKE method, so the total number of articles is 38, as shown in the PRISMA Diagram in Figure 2.

**Figure 2. Prism Report Results**

*Source: Watase UAKE Software*

Furthermore, research queries were formulated based on the research questions. The research query was refined through iterative procedures to ensure no relevant papers were overlooked or excluded. In the next stage, the researchers selected articles pertinent to the researchers’ objectives so that the articles that met the
requirements and were eligible to be reviewed were 30. As a result, the improved database consisted of 30 articles. This screening method guarantees a concentrated and pertinent collection of articles for subsequent examination. An analysis was conducted on the collected data to ascertain several key findings: the article source and the theoretical foundation.

Subsequently, the research conducted a qualitative analysis employing theme analysis. It was done after finding pertinent papers by adherence to the PRISMA protocol process. The Assessing Component is an integral part of the Thematic Analysis step of the SPAR-4-SLR Method (Paul et al., 2021). The collected data was categorized using the Concept Matrix technique, a form of theme analysis (Webster & Watson, 2002). This approach enables us to structure data, enhancing the analytical process's manageability and efficiency.

**RESULTS**

This section focuses on the progression of the 30 identified research articles on DMC article sources and content analysis.

**Article Source**

A search of articles from the Scopus database showed that the highest number of articles from a single publisher came from Science Direct, which included 11 articles. The second highest was from Emerald, with six articles, followed by MDPI, with three. Wiley and Springer each contributed 1 article, and the other eight were from different publishers (refer to Figure 3). This section focuses on the progression of the 30 identified research articles on DMC article sources and content analysis.

![Figure 3. Article Source](source: Watase UAKE Software)

**The Content Analysis**

*DMC and business sustainability*
According to Zhang & Xu (2019), dynamic marketing capabilities contribute to business sustainability through knowledge integration and involve cross-functional processes to create and deliver superior customer value. Meanwhile, autonomy in decision-making, knowledge exchange, and innovation contributes to business sustainability (Lin et al., 2015). Barrales-Molina et al. (2014) show that dynamic marketing capabilities contribute to sustainable competitive advantage in business, and marketing mechanisms such as new product development (NPD), customer relationship management (CRM), and channel management improve business sustainability. The later study shows that business sustainability involves economic, social, and environmental performance (Chatterjee et al., 2023). Dynamic capabilities and Triple bottom line (TBL) initiatives impact a company's sustainability performance.

Hoque et al. (2022) studied the impact of DMC on export companies in Bangladesh and discussed the importance of brand management capabilities and how companies can achieve better performance through DMC. Hoque et al. (2022) propose DMC as a second-order latent construct with four marketing capabilities: proactive market orientation, brand management, new product development, and customer relationship management. According to Hoque et al. (2022), companies should focus on marketing capabilities and export performance to achieve business sustainability.

Small businesses focus on business sustainability through entrepreneurial-oriented managerial skills, networking capabilities, and resources contributing to sustainable business practices (Kim & Lim, 2022). According to Jifeng Mu (2017), dynamic capabilities can improve marketing and operations competencies for business sustainability. Likewise, according to Kongrode et al. (2023), business sustainability involves long-term financial, social, and environmental strategies. An article by Hariandja (2021) shows that dynamic marketing capabilities contribute to business sustainability in the hospitality industry by developing innovative services, effective marketing strategies, dynamic strategic positioning, and market targeting. Reimann et al. (2022) argue that responding quickly to market needs and understanding the resources owned for competitive advantage are the keys to business sustainability. Research results from Dias & Renato (2017) show that knowledge creation and transfer are critical for business sustainability and competitive advantage.

**DMC and competitive advantage**

According to Zhang & Xu (2019), competitive advantage is the integration of knowledge and market knowledge dimensions, while the depth and breadth of knowledge positively affect marketing dynamic capabilities. According to Lin et al. (2015), competitive advantage comes from organizational capabilities deeply embedded in routines, and the competence of marketing components is essential for competitive advantage in organizations. Barrales Molina et al. (2014) explained that dynamic capabilities contribute to a company’s competitive advantage through reconfiguring resources and marketing capabilities that determine competitive advantage through customer needs and products.

Dynamic marketing capabilities contribute to gaining a competitive advantage in innovation, market orientation, and entrepreneurial orientation. (Tsai, 2015). According to Chatterjee et al. (2023), there are...
different competitive advantages to the dynamic ability of B2B companies to adapt to environmental changes. Hunt & Madhavaram (2020) explain that competitive advantage results from the perception of superior value and lower production costs, and companies strive for competitive advantage through innovation and resource acquisition. Meanwhile, competitive advantage, according to Najafi Tavani et al. (2016), market orientation and marketing capabilities contribute to competitive advantage. Absorption capacity (AC) moderates the relationship between market orientation (MO), marketing capabilities (MC), and performance. While MO, MC, and AC collectively contribute to the company's competitive advantage, MO positively affects the performance of new products, increasing the company's competitive advantage. Rendra Wirawan et al. (2021) explained that dynamic capabilities help companies gain competitive advantage through innovation and adaptation. Marketing competencies improve performance, providing a competitive advantage for companies, and digital literacy-based competencies positively impact MSMEs' marketing innovation performance.

Export firms have a competitive advantage when strategies are well articulated and benefit from differentiation strategies and cost leadership strategies (Hoque et al., 2020). In the article by Hoque et al. (2022), dynamic marketing capabilities enhance a firm's competitive advantage in export markets, while brand management capabilities help develop a solid corporate brand for competitiveness. Acquiring market knowledge and integrating marketing resources and capabilities support a firm's competitive advantage in an uncertain environment.

Competitive advantage is achieved by dynamic capabilities and sustainable human resource management, and market performance shows the company's ability to outperform significant competitors (Nayal et al., 2023). Research shows that companies use internal resources such as management commitment to gain a competitive advantage (Kim & Lim, 2022). Entrepreneurial orientation leads to competitive advantage in emerging market small businesses. Research from Ferreira & Coelho (2017) shows that dynamic capabilities influence managerial and marketing capabilities, impacting competitiveness and performance. Marketing capabilities are critical to gaining and maintaining competitive advantage. Dynamic capabilities also help companies adapt to the environment and maintain a competitive advantage. Research explores how dynamic capabilities impact competitiveness and performance in SMEs.

Meanwhile, according to Mu et al. (2018), market sensing helps companies monitor changes in environmental stimuli for competitive advantage. Transformational leadership enhances the effect of outside marketing capabilities on performance, and inside-out marketing capabilities are critical to a competitive advantage in the market. Mu Jifeng (2017) explained that capabilities such as dynamic, marketing, and operations drive competitive advantage. Marketing capabilities link the firm's offerings with customer needs for profit. Dynamic capabilities also affect firm performance through various mechanisms.

Competitive advantage is achieved through dynamic talent and marketing capabilities. Dynamic marketing capabilities positively affect competitive performance in start-up companies (Kongrode et al., 2023). The company's competitive advantage in the international market is derived from the company's dynamic ability to adapt to changes in the changing market environment. Dynamic capabilities lead to strategic changes for
competitive advantage in marketing (Pfajfar et al., 2023). Research results from Hariandja (2021) show that dynamic marketing capabilities towards learning ability, openness to new information, and ability to respond to market changes can increase competitive advantage in the international hospitality industry.

Meanwhile, Wang et al. (2013) suggest that competitive advantage is analyzed through dynamic capabilities in the company. Dynamic marketing capabilities affect product development, service design, and customer relationships. IT infrastructure and support play an essential role in creating a competitive advantage.

Dynamic capabilities contribute to competitive advantage through resources and knowledge. According to Lee & Chandra (2020), key marketing capabilities for competitive advantage are that it requires valuable, rare, inimitable, and irreplaceable resources. Furthermore, knowledge management and learning enhance operational capabilities for competitive advantage (Bitencourt et al., 2020). Competitive advantage is gained from the contribution of big data through increased market knowledge, but a big data failure can limit market intelligence (Brewis et al., 2023). According to Reimann et al. (2022), a sustainable competitive advantage is gained from developing SMEs' capabilities in B2B trade and resources to respond quickly to the environment and market needs. The influence of the environment and the involvement of firm-level resources contribute to sustainable competitive advantage, as do Dias & Renato (2017).

**DMC literature synthesis**

The researchers summarized the results by focusing on environmental pressures, marketing innovation strategies, and dynamic marketing capabilities. The results also emphasize the importance of innovative corporate culture, market knowledge management, customer value co-creation, collaborative networks, the role of market orientation and entrepreneurial orientation, and corporate branding. Dynamic marketing capabilities facilitate the success of a firm's innovation, especially in standardized offerings targeting different segments (Lin et al., 2015; Tsai, 2015; Roach et al., 2018; Yu et al., 2017; Mitręga, 2020).

Different conclusions were reached by researchers (Kim & Lim, 2022; Kongrode et al., 2023; Hariandja, 2021; E. T. G. Wang et al., 2013; Bitencourt et al., 2020) emphasize dynamic managerial capabilities and resource versatility. Theoretical implications include procedural approaches to developing export marketing strategies, market orientation, IT infrastructure, customer relationship management (CRM) support, and dynamic marketing capabilities. Economic and cultural contexts moderate the relationship between dynamic capabilities and performance. There is limited research on integrating dynamic marketing and talent management capabilities. While some researchers' conclusions about market orientation and dynamic marketing capabilities interact to influence the sustainable and competitive performance of the company, the performance of social and economic links, and international performance (Chatterjee et al., 2023; Hunt S & Madhavaram, 2020; Najafi-Tavani et al., 2016; Hoque et al., 2020; Hoque et al., 2022; Cacciolatti & Lee, 2016; Nayal et al., 2023; Lee & Chandra, 2020; Reimann et al., 2022).
DISCUSSION

Research Implications

Theoretical implications

Theoretical implications include procedural approaches to developing export marketing strategies, market orientation, information technology infrastructure, customer relationship management support, and dynamic marketing capabilities. The relationship between knowledge integration and dynamic marketing capabilities is integral to formulating strategic innovation. Marketing capabilities and innovative corporate culture drive radical innovation directly and through marketing. Competitive understanding and dynamic capabilities strategic approach, digital literacy, and dynamic environment strategy relate to management capabilities within the company.

Theoretical implications include moderating marketing strategies on firm performance, improving understanding of competitive dynamics and firm performance, and filling gaps in the dynamic marketing capabilities literature.

Practical implications

Managers can use an integrative framework to develop dynamic marketing capabilities that can guide the company to achieve a sustainable competitive advantage. Managers should develop employees' skills to innovate and exchange knowledge and ask employees to provide feedback and suggestions for improving company performance.

Market-oriented corporate culture strengthens performance, especially in service firms. In the future, market-oriented behavior and culture will affect innovation, and firms can improve their performance by integrating innovation competencies with market sensing. Export firms can improve performance by developing marketing capabilities and making policies that support exporters by investing in infrastructure and training. Future research could explore the resources needed to build marketability. Small and medium enterprise managers can use dynamic capabilities to improve marketing and operations competencies to enhance export marketing strategies. Tourism and hospitality must adapt to local culture to attract the market. Developing dynamic marketing capabilities is essential to effectively respond to changing consumer preferences and competitive pressures, ensuring sustainable growth and customer satisfaction.

Research limitations

The limitation of this systematic literature review research is that it has not considered the influence aspect of consumer behavior, which could miss the mark in identifying significant trends or changes in consumer behavior that affect dynamic marketing capabilities. Integrating a deeper understanding of consumer behavior into research on dynamic marketing capabilities can help improve the overall experience of the interaction between internal and external factors that affect a company's marketing success. Suggestions for future
research include increasing the number of articles reviewed and expanding longitudinal data collection to include consumer behavior and marketing strategies over time. It can help evaluate the long-term impact of integrating consumer behavior on dynamic marketing performance.

CONCLUSION

Relatively limited research on dynamic marketing capability (DMC) indexed by Scopus Q1 and Q2 from 2004 to 2023 intrigues researchers to conduct a literature review on DMC. To conclude, DMC contributes to business sustainability by referring to a company's ability to respond quickly and effectively to changing market conditions and customer needs through integrating and coordinating marketing resources and processes. DMC can have a significant impact on a company's marketing performance and its long-term success. DMC can improve a company's marketing capabilities, leading to improved marketing performance and increased contribution to business sustainability, achieved through developing flexible, adaptable, and responsive marketing strategies.

DMC can help companies anticipate and respond to emerging trends and opportunities in the market, thereby providing a competitive advantage. By continuously observing and analyzing market trends, customer needs, and competitor behavior, a company can adapt its marketing strategies and tactics to meet its customers’ needs better and stay ahead of the competition. DMC has a significant influence on creating a competitive advantage for a company. Adapting quickly to changing markets, technology, and consumer needs is critical to creating a sustainable competitive advantage. In an era of business that continues to change rapidly, companies that can develop strong DMC will have an advantage in exploiting new opportunities and facing emerging challenges. Several researchers have concluded that understanding and effectively utilizing DMC can give a company a stronger market position and a sustainable competitive advantage.

Companies must continue innovating and developing adaptive marketing strategies in a dynamic business environment. Through a commitment to continuously improving DMC, companies can face competitive threats, optimize growth opportunities, and strengthen their position in the market. Thus, DMC is a supporting and main pillar in achieving sustainable competitive advantage in a dynamic business environment.

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Conceptualization, A.S. and L.R.S.; methodology, L.R.S.; software, A.S.; validation, M.R.F., R.A. and R.; formal analysis, A.S.; investigation, A.S.; resources, L.R.S.; data curation, A.S.; writing—original draft preparation, A.S.; writing—review and editing, L.R.S.; visualization, R.; supervision, M.R.F.; project administration, R.A. All authors have read and agreed to the published version of the manuscript.

Data Availability Statement:

The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy issues.
Conflict of interests
The authors declare no conflict of interest.

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