

PRISMA-guided Systematic Review: Dynamic Channel Capabilities for Digital and Sustainable Governance

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Abstract: This paper develops the Dynamic Channel Capability Framework (DCCF) to explain how marketing channels adapt to digital transformation, omni-channel coordination, and sustainability-oriented governance. Using this domain as a demonstration case, the study shows how PRISMA-guided thematic synthesis can serve as a framework-building method in business research, where the literature is conceptually fragmented, theoretically dispersed, and methodologically uneven. Rather than treating systematic review as descriptive aggregation, the paper demonstrates how a transparent analytical sequence can move from evidence identification to higher-order conceptual integration. Following the PRISMA 2020 guidelines, the review applied a structured protocol covering database selection, search design, inclusion and exclusion criteria, screening, quality assessment, and multi-stage coding of peer-reviewed journal articles published between 2015 and 2025. The analysis proceeded from first-order concept extraction to second-order thematic aggregation and then to meta-level integration, making explicit how analytical decisions supported conceptual development rather than descriptive summarisation. From 1,324 initial records, 30 studies were retained for theory-informed synthesis. The synthesis identifies three recursive mechanisms underpinning adaptive channel systems: sensing-intelligence, orchestration-adaptability, and governance-legitimacy. These mechanisms are integrated into DCCF, which reconceptualises marketing channels as adaptive organisational systems shaped by digital responsiveness, cross-boundary coordination, and institutional alignment. Substantively, the framework brings together insights from digital transformation, omni-channel integration, and sustainability governance within a single analytical structure. Methodologically, the study contributes to business research methods by demonstrating how systematic review design can support transparent framework construction through an explicit sequence that links selection logic, coding structure, thematic comparison, and conceptual abstraction. In doing so, it offers a replicable approach to integrative theory-building across fragmented research domains and clarifies how PRISMA-guided synthesis can be positioned not only as a reporting protocol but also as an analytical strategy for framework development. DCCF also provides an empirically tractable platform for future mixed-method, comparative, and quantitative studies of adaptive and legitimate channel governance.

Keywords: PRISMA 2020, Framework building, Dynamic channel capabilities, Digital transformation, Omni-channel coordination, Sustainability governance

1. Introduction

Business and management research increasingly engages with domains in which knowledge develops rapidly yet remains dispersed across parallel theoretical traditions, sector-specific vocabularies, and heterogeneous empirical contexts. Under such conditions, the challenge extends beyond substantive fragmentation to methodological fragmentation as well. Scholars may identify adjacent bodies of evidence, yet still lack a transparent analytical route to synthesise dispersed studies into a cumulative conceptual explanation. Research on digital transformation, omni-channel coordination, and sustainability governance in marketing channels

illustrates this problem particularly clearly, as these literatures frequently evolve in partial isolation despite addressing interrelated organisational processes.

Recent scholarship indicates that channel management has shifted beyond concerns with structural design and control toward adaptive organising in digitally mediated and institutionally constrained environments. Studies by Verhoef, Kannan and Inman (2015) and Rooderkerk, de Leeuw and Hübner (2023) suggest that this shift reflects broader changes in organisational logics characterised by increasing interdependence, transparency, and value co-creation across channel ecosystems. In this context, marketing channels provide an empirical and analytical setting for examining how organisations coordinate technological change while simultaneously responding to expanding institutional and governance-related demands.

Within this evolving landscape, channel systems cannot be understood simply as linear mechanisms for product distribution. Digital infrastructures, cross-boundary coordination routines, platform relationships, and rising sustainability expectations now shape their operation. Research across retailing, platform governance, supply-chain coordination, and ESG-oriented management collectively suggests that organisations must integrate technological responsiveness, operational alignment, and institutional legitimacy. Nevertheless, these insights remain distributed across separate scholarly conversations, making conventional narrative reviews less effective in tracing recurring analytical mechanisms across the field.

Despite the growing volume of research on omni-channel retailing, digital platforms, and sustainable logistics, conceptual development across these domains remains fragmented. Research on digital transformation has largely concentrated on technological adoption, operational efficiency, and customer experience, often giving less attention to the formation of collective capabilities and governance structures as organisational foundations (Elia, Margherita and Passiante, 2020). In parallel, sustainability-oriented studies have predominantly focused on compliance, accountability, and stakeholder pressure, while rarely integrating these institutional concerns with digitally enabled, omni-channel coordination mechanisms (Truant et al., 2024; Petropoulos et al., 2025). As a result, cumulative knowledge development has been constrained, and coherent explanations of how organisations adapt and institutionalise hybrid channel systems remain underdeveloped.

Such fragmentation is both theoretical and methodological. Digital transformation studies frequently privilege technological adoption and customer experience while giving less attention to governance and institutional alignment (Elia, Margherita and Passiante, 2020). Sustainability-oriented studies, by contrast, often emphasise compliance, accountability, and stakeholder pressure without integrating these concerns with digitally enabled channel coordination (Truant et al., 2024; Petropoulos et al., 2025). For a business research methods audience, the problem extends beyond disconnected findings. Equal importance lies in how systematic synthesis can be designed to connect heterogeneous concepts, compare analytical patterns across adjacent streams, and generate a framework that remains transparent, defensible, and reusable.

To address this problem, this study undertakes a PRISMA-guided systematic review of 30 peer-reviewed journal articles published between 2015 and 2025. Rather than treating the review as a descriptive stocktake, the paper uses theory-informed thematic synthesis to show how a fragmented literature can be translated into a framework-building process. Unlike narrative reviews, which are often suited to broad interpretive mapping, and unlike descriptive systematic reviews that remain focused on study aggregation, the present review is designed to make the analytical pathway from evidence selection to conceptual abstraction explicit. In this sense, PRISMA is used not only as a reporting device but also as a structuring logic for constructing a transparent framework in the fragmented business literature. Methodologically, the study differs from descriptive systematic reviews that remain at the level of study aggregation. Its contribution lies in demonstrating how PRISMA-guided thematic synthesis can be used not only to document selection decisions transparently but also to systematically move from fragmented evidence to an analytically explicit and reusable conceptual framework. In this sense, the review is designed as a framework-building method for fragmented business research rather than as a descriptive stocktake of prior studies.

Three substantive premises guide the review. First, marketing channels operate as organisational subsystems within digitally enabled and institutionally regulated environments. Second, adaptive performance depends on dynamic channel capabilities involving sensing, orchestration, and governance reconfiguration (Teece, 2018a; Held, Heubeck and Meckl, 2025). Third, contemporary channel governance requires a balance between efficiency and institutional legitimacy under rising societal expectations (Kari et al., 2025; Schrieck et al., 2025). From a methodological standpoint, the study demonstrates how progression from first-order concepts to higher-order mechanisms can support transparent framework development in business research, consistent

with recent work on structured review analysis and framework construction (Pearse, 2022; Nyoni, Marnewick and Marnewick, 2025; Osma, 2025).

The Dynamic Channel Capability Framework (DCCF) emerges from this process and is presented as both a substantive contribution to channel-governance research and a demonstration of PRISMA-guided framework building. Methodologically, the study contributes by showing how review design, coding logic, thematic comparison, and conceptual abstraction can be connected explicitly when researchers seek to move beyond literature aggregation towards theory-generative synthesis. The remainder of the article outlines the review design, presents the thematic findings, develops the DCCF, and discusses the methodological and substantive implications of the framework for future business research.

2. Methodology Approach

This study adopts the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) framework to conduct a transparent and replicable systematic review (Page et al., 2021). The protocol structures identification, screening, eligibility assessment, and inclusion, ensuring rigour in synthesising research on marketing-channel systems undergoing digital transformation and sustainability-oriented change. Rather than applying statistical aggregation typical of meta-analyses, the review employs a theory-informed conceptual synthesis to integrate heterogeneous theoretical insights. From a methodological perspective, the paper addresses a recurring problem in fragmented business literature: how to move from dispersed studies to an analytically explicit framework. The review design, therefore, foregrounds not only what was included but also how analytical choices were sequenced and documented to support the development of a replicable framework.

2.1 Review Scope and Research Questions

The review covers peer-reviewed studies on digital transformation, omni-channel coordination, and sustainability governance in marketing-channel systems published between 2015 and 2025, a period marking the consolidation of digital and sustainability-oriented research streams. Three research questions guide the synthesis:

RQ1: Which theoretical lenses and analytical constructs explain the organisational evolution of marketing-channel systems in the digital era?

RQ2: How do studies conceptualise interactions among digital, organisational, and institutional dimensions within hybrid channel governance?

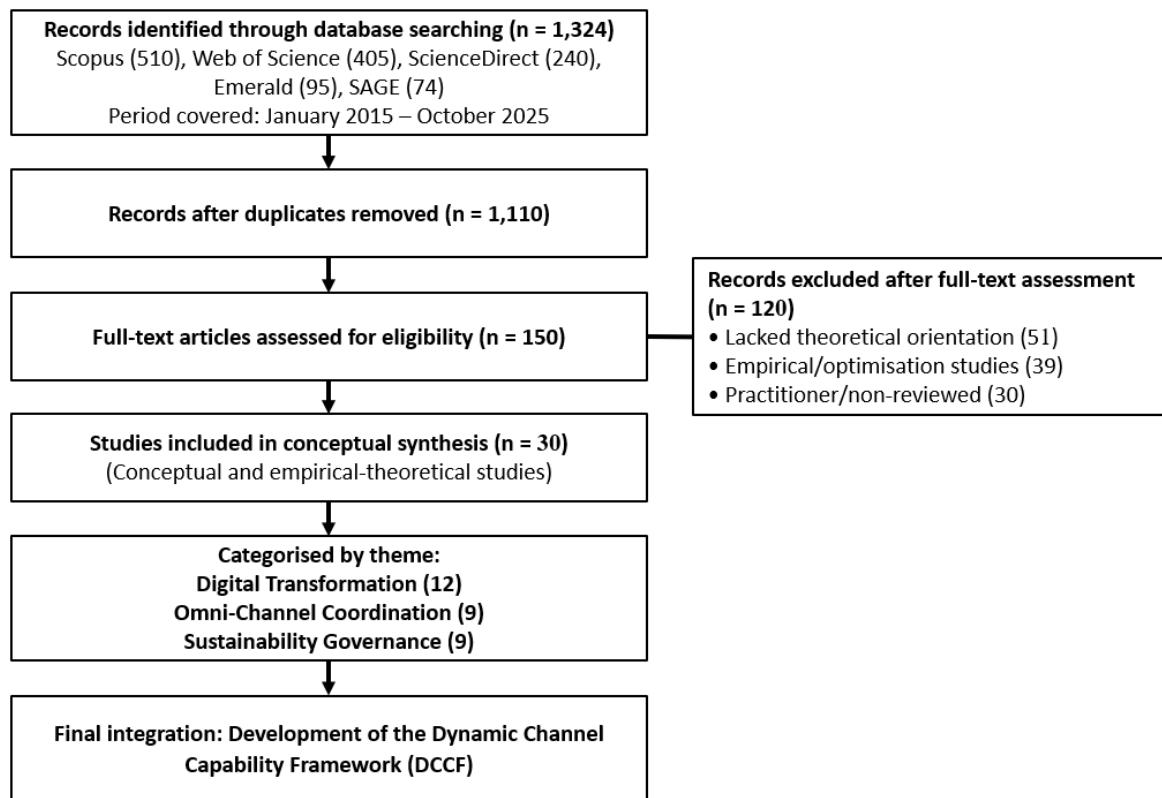
RQ3: What integrative analytical frameworks can be developed through systematic synthesis to explain adaptive and legitimate channel systems?

These questions structure comparative analysis and conceptual integration, positioning marketing channels as complex organisational systems rather than purely operational domains.

2.2 Search Strategy and Data Sources

A systematic search was conducted across five academic databases—Scopus, Web of Science, ScienceDirect, Emerald Insight, and SAGE Journals Online—covering publications from January 2015 to October 2025. Boolean operators and controlled vocabulary were applied to capture studies addressing marketing channels, omni-channel integration, digital transformation, governance, sustainability, and ESG.

The review included peer-reviewed English-language journal articles indexed in Scopus or Web of Science and available in full text. The search yielded 1,324 records, of which 214 were duplicates, leaving 1,110 studies for screening. Following title and abstract screening, 150 full-text articles were assessed for eligibility, resulting in a final sample of 30 studies. All stages followed the PRISMA 2020 guidelines and are summarised in the PRISMA flow diagram (Page et al., 2021) as illustrated in Figure 1.



Source: Adapted from Page et al. (2021) with authors' elaboration based on PRISMA 2020 Statement

Figure 1: PRISMA Flow Diagram for Literature Selection (2015–2025)

2.3 Inclusion and Exclusion Criteria

Inclusion and exclusion criteria ensured conceptual relevance and analytical coherence. Studies were included if they examined marketing-channel structures, coordination mechanisms, or governance systems under digital transformation or sustainability-oriented change and employed theoretical perspectives associated with Dynamic Capabilities Theory, Institutional Theory, Service-Dominant Logic, or related sustainability governance perspectives. Studies were excluded if they lacked explicit theoretical grounding, focused solely on operational optimisation, or comprised industry reports, non-refereed conference papers, or practitioner commentaries. Research centred exclusively on consumer behaviour or technology adoption was also excluded when organisational capability development or governance was not addressed. Following these criteria, 30 peer-reviewed studies were retained, including three foundational conceptual contributions by Teece (2018a, 2018b, 2023), treated as a single conceptual source to preserve analytical continuity.

2.4 Data Extraction and Thematic Synthesis

Data extraction and thematic synthesis followed a three-stage procedure designed to ensure transparency and replicability. Consistent with PRISMA 2020 and adapted for a theory-informed review, the analysis progressed from first-order concept identification to higher-order theoretical integration, constructing an integrative analytical structure that links the digital, organisational, and institutional dimensions of marketing-channel systems. Table 1 summarises the analytical dimensions guiding the coding process.

Table 1: Summary of Analytical Dimensions for Thematic Synthesis

Analytical Dimension	Description	Guiding Coding Questions	Illustrative Example from Reviewed Studies (2015–2025)
1. Bibliographic Information	Captures the bibliographic and methodological attributes of each study to support comparability across the dataset, including authorship, publication year, journal outlet, and overall research orientation.	What is the publication context and methodological approach of the study (conceptual, qualitative, quantitative, mixed-method, or review-based)?	Verhoef, Kannan and Inman (2015) – Journal of Retailing (Conceptual review framing omni-channel integration as a strategic organisational capability).

Analytical Dimension	Description	Guiding Coding Questions	Illustrative Example from Reviewed Studies (2015–2025)
2. Theoretical Foundation	Identifies the primary and supporting theoretical lenses underpinning each study, focusing on the conceptual foundations informing capability development and governance.	Which theoretical frameworks guide the study, and how are these theories applied, combined, or extended?	Teece (2018b) – Journal of Management & Organization (Dynamic capabilities as a management systems theory for organisational renewal).
3. Organisational Context	Specifies the organisational, inter-organisational, or ecosystem context examined in each study to situate conceptual constructs within their analytical setting.	What organisational or ecosystem context is analysed (e.g., digital platform, supply chain, or hybrid network)?	Schreieck et al. (2025) – California Management Review (Platform governance for established firms under hybrid control).
4. Key Constructs and Conceptual Relationships	Extracts core conceptual constructs and their theorised relationships across digital, organisational, and institutional dimensions.	How are sensing, orchestration, adaptability, legitimacy, and governance conceptualised and analytically linked?	Liu et al. (2024) – International Journal of Production Economics (Legitimacy and transparency as interrelated mechanisms in ESG-oriented governance).
5. Theoretical Contribution	Summarises the specific conceptual or theoretical advancement offered by each study to the understanding of marketing channel systems and governance.	In what ways does the study extend understanding of capability co-evolution, institutional alignment, or sustainability governance?	Petropoulos et al. (2025) – International Journal of Production Research (Hybrid governance principles for sustainable supply-chain coordination).

Source: Authors' coding scheme based on systematic review (2015–2025), adapted from PRISMA 2020 (Page et al., 2021).

In addition to theoretical content, the data extraction process recorded the methodological approach of each included article, distinguishing among conceptual, qualitative, quantitative, mixed-method, and review-based studies where appropriate. Recording these characteristics made the methodological composition of the reviewed literature more explicit and supported a clearer comparison of the analytical foundations represented in Appendix A1.

A standardised framework was applied across all studies using five dimensions: bibliographic information, theoretical foundation, organisational context, key constructs and relationships, and theoretical contribution. First-order concepts were coded at the study level, aggregated into second-order themes associated with Dynamic Capabilities, Organisational Learning, Service-Dominant Logic, and Institutional Theory, and then synthesised into three meta-themes. These meta-themes were subsequently integrated into the Dynamic Channel Capability Framework (DCCF), making explicit the recursive relationships among sensing, orchestration, and governance mechanisms.

2.5 Quality Assessment and Reliability

Analytical rigour was supported through a structured quality assessment adapted from the Joanna Briggs Institute (JBI) Critical Appraisal Checklist for qualitative synthesis. The assessment focused on conceptual robustness and analytical suitability rather than statistical methodological quality. Studies were evaluated on the basis of theoretical clarity, conceptual coherence, and analytical generalisability.

To establish reliability, two independent coders assessed a random 30% sample of studies. Inter-coder reliability, calculated using Cohen's κ , was 0.84, indicating substantial agreement. Discrepancies were resolved through discussion, enhancing the reliability and interpretive validity of the synthesis underpinning the DCCF.

2.6 Data Presentation

The findings are presented in two complementary formats to enhance analytical transparency and conceptual clarity. Appendix Table A1 provides a systematic and methods-focused analysis of the 30 reviewed studies, detailing their theoretical foundations, methodological approaches, and core conceptual contributions. By reporting the methodological approach alongside theoretical contribution, the appendix makes the methodological composition of the literature explicit and supports a more transparent interpretation of how the framework was developed from a heterogeneous evidence base. Figure 2 presents a thematic framework that visualises the integrative logic of the three meta-themes underpinning the Dynamic Channel Capability

Framework (DCCF), illustrating how digital transformation, omni-channel coordination, and sustainability governance are linked through sensing, orchestration, and governance mechanisms.

The final sample comprises 30 peer-reviewed studies distributed across three thematic clusters: Digital Transformation (12 studies), Omni-Channel Coordination (9 studies), and Sustainability Governance (9 studies). Together, the tabular and visual representations support methodological transparency by explicitly linking individual studies to higher-order analytical themes. Appendix A1 further reinforces this logic by mapping first-order studies onto the DCCF’s sensing, orchestration, and governance mechanisms, while also making visible the methodological patterns across conceptual, empirical, and review-based sources. This structure demonstrates systematic conceptual integration rather than descriptive aggregation.

3. Thematic Findings

The thematic findings derive from a PRISMA-guided synthesis of 30 peer-reviewed studies published between 2015 and 2025, reflecting the convergence of digital transformation and sustainability within marketing-channel research. Foundational perspectives from Dynamic Capabilities, Institutional Theory, and relational governance provide selective theoretical grounding, while recent studies explain how marketing channels evolve into digitally mediated and institutionally embedded organisational ecosystems. Three interdependent thematic clusters emerged from the analysis: Digital Transformation and Dynamic Capabilities, Omni-Channel Integration and Organisational Adaptability, and Sustainable Channel Governance and Institutional Alignment. Iterative aggregation of first- and second-order concepts generated these meta-themes and clarified mechanisms through which organisations sense change, coordinate across channels, and embed legitimacy within governance structures.

Across the reviewed studies, the themes integrate insights from Dynamic Capabilities Theory, Organisational Learning, Service-Dominant Logic, and Institutional Theory as co-evolving analytical logics. Cross-theme comparison, summarised in Table 2, reveals a consistent pattern linking sensing, orchestration, and institutional legitimacy, providing the conceptual foundation for the Dynamic Channel Capability Framework (DCCF) developed in Section 4.

Table 2: Thematic Clusters and Theoretical Integration of Reviewed Studies (n = 30)

Thematic Cluster	Dominant Theoretical Lens	Core Theoretical Mechanisms Identified in the Synthesis	Contribution to the DCCF (Conceptual Integration)
Digital Transformation and Dynamic Capabilities	Dynamic Capabilities Theory	Sensing, seizing, and reconfiguring as mechanisms enabling technological adaptation, data-driven coordination, and capability renewal.	Frames marketing channels as adaptive capability systems evolving through digital orchestration and continuous reconfiguration.
Omni-Channel Integration and Organisational Adaptability	Organisational Learning and Ambidexterity	Cross-functional integration, coordination quality, and marketing–operations alignment as drivers of adaptive orchestration.	Positions omni-channel integration as a boundary-spanning learning capability linking technological responsiveness with organisational adaptability.
Sustainable Channel Governance and Institutional Alignment	Institutional Theory and ESG Governance	Legitimacy, accountability, and hybrid governance mechanisms stabilising sustainability-oriented coordination.	Conceptualises sustainability governance as a dynamic capability that reinforces institutional alignment and long-term legitimacy.
Integrative and Cross-Boundary Learning	Service-Dominant Logic	Co-evolution of learning, capability development, and governance across inter-organisational networks.	Integrates dynamic capability and institutional perspectives through multi-actor learning processes within the DCCF.

Source: Authors’ synthesis based on 30 peer-reviewed studies (2015–2025).

3.1 Digital Transformation and Dynamic Capabilities

Digital transformation is emerging as a core mechanism reshaping marketing channels into data-driven, networked ecosystems. Across the reviewed literature, digital transformation is conceptualised as a dynamic capability that enables organisations to sense environmental change, seize opportunities, and reconfigure resources (Teece, 2018a; Elia, Margherita and Passiante, 2020). Recent scholarship also links dynamic capabilities with responsible innovation, suggesting that competitive advantage increasingly depends on aligning digital innovation with broader governance and accountability considerations (De la Torre and De la Vega, 2025).

Empirical studies further indicate that digital platforms restructure interaction patterns, reinforce organisational learning, and improve responsiveness (Müller, Loske and Klumpp, 2025).

At the ecosystem level, digital transformation supports cross-boundary orchestration through knowledge sharing, platform governance, and stakeholder alignment (Teece, 2023; Hoblos, Sandeep and Pan, 2024). Hybrid governance arrangements balance openness and control, enabling value co-creation while maintaining architectural stability (Schrieck et al., 2025). Digital infrastructures and boundary resources also function as governance mechanisms that structure inter-firm collaboration (De Reuver, Sørensen and Basole, 2018; Hein et al., 2020). Collectively, these studies position digital transformation as a distributed capability characterised by an ongoing tension between flexibility and control, thereby forming the technological foundation of the DCCF (Weiser and Laamanen, 2022).

3.2 Omni-channel Integration and Organisational Adaptability

The synthesis positions omni-channel integration as a central organisational capability enabling adaptability within digitally mediated channel systems. Beyond channel alignment, omni-channel integration coordinates activities, information flows, and decision-making across online and offline interfaces, reducing fragmentation and enhancing coordination quality (Verhoef, Kannan and Inman, 2015; Hübner, Wollenburg and Holzapfel, 2016).

Empirical evidence highlights cross-functional alignment among marketing, operations, and logistics, supported by fulfilment integration, inventory visibility, and cross-channel data sharing (Hübner, Wollenburg and Holzapfel, 2016; Rooderkerk, de Leeuw, and Hübner, 2023). Evidence from omnichannel retailing further suggests that the quality of channel integration also supports customer loyalty through stronger engagement and receptiveness to relationship mechanisms (Gao and Huang, 2021). Beyond the firm, omni-channel integration operates as a boundary-spanning orchestration capability, enabling data-driven coordination and shared decision-making among channel partners (Bechtel, Kaufmann and Kock, 2023; Yang and Hu, 2024). Related evidence from industrial markets also suggests that adaptive orchestration can strengthen innovation-oriented coordination in channel settings characterised by rapid market change (Sukhawattanakun and Supapon, 2024). Recent work also shows that channel integration shapes the quality of the omnichannel customer experience, reinforcing the importance of experience-oriented coordination alongside operational alignment (Balbín Buckley and Marquina Feldman, 2024). Thematically, the literature situates omni-channel integration within organisational ambidexterity, linking digital sensing with stabilising governance mechanisms within the DCCF.

3.3 Sustainable Channel Governance and Institutional Alignment

Sustainable channel governance emerges as the mechanism through which digital and omni-channel capabilities become embedded within institutional and ESG-oriented legitimacy structures. Sustainability governance extends beyond compliance to serve as an integrative capability that aligns operational coordination with societal expectations of accountability and transparency (Vargo and Lusch, 2016; Truant et al., 2024). Managerial sensemaking in logistics and last-mile contexts likewise shows that sustainability is enacted through shared interpretations of responsibility, coordination, and accountability across channel actors (Heikkinen, 2024).

Empirical studies highlight hybrid governance arrangements combining formal controls with relational coordination. Transparency, data-sharing, and accountability mechanisms support legitimacy while enabling coordinated action across organisational boundaries (Liu et al., 2024; Zhang, Pinkse and McMeekin, 2024). Digital platforms and traceability systems further operationalise sustainability governance by enabling ESG monitoring and verification (Costabile, 2024; Kari et al., 2025). Theoretically, sustainability governance stabilises adaptive change by embedding sensing and orchestration within legitimate institutional arrangements, constituting the institutional pillar of the DCCF (Petropoulos et al., 2025).

3.4 Integrative and Cross-boundary Learning

Integrative and cross-boundary learning serves as the connective mechanism linking digital transformation, omni-channel integration, and sustainability governance. Learning is conceptualised as a distributed process that emerges through interactions among multiple actors within channel ecosystems (Vargo and Lusch, 2016).

Empirical research shows that shared routines, collaborative experimentation, and reciprocal knowledge exchange support adaptive coordination under conditions of technological and institutional complexity (Roundy and Fayard, 2019; Sandberg, Kindström and Haag, 2021). Digital platforms intensify these processes by increasing visibility, feedback loops, and joint sensemaking across organisational boundaries (Schrieck et al., 2025). From a theoretical standpoint, integrative learning reflects the convergence of Service-Dominant Logic

and dynamic capabilities, enabling recursive capability renewal and continuous alignment among sensing, orchestration, and governance within the DCCF (Teece, 2018a).

Taken together, the thematic findings indicate convergence around a recurring analytical pattern. Digitally mediated sensing capabilities shape coordination choices, coordinated action depends on organisational and inter-organisational orchestration, and sustainable adaptation requires governance arrangements that institutionalise legitimacy. This pattern bridges thematic synthesis to framework development and motivates the integrative logic developed in Section 4.

4. Theoretical Integration

The integration of digital transformation, omni-channel integration, and sustainable channel governance culminates in the Dynamic Channel Capability Framework (DCCF). Derived from systematic synthesis, the framework reconceptualises marketing channels as a dynamic institutional architecture in which technological, organisational, and societal logics co-evolve. Rather than treating channels as static coordination structures, the DCCF explains how organisations sense environmental change, orchestrate cross-boundary collaboration, and institutionalise governance mechanisms to achieve resilience and legitimacy within hybrid ecosystems.

Moving beyond efficiency-oriented channel management, DCCF adopts an adaptation-oriented perspective grounded in learning, coordination, and institutional alignment. The framework comprises three recursive capability clusters: Sensing and Digital Intelligence, Integration and Orchestration, and Governance and Reconfiguration. These clusters, in combination, balance agility with accountability, clarifying how technological transformation, adaptive coordination, and institutional governance jointly shape sustainable performance in contemporary marketing-channel ecosystems.

4.1 Integrating Dynamic Capabilities and Institutional Theory

The Dynamic Channel Capability Framework (DCCF) integrates Dynamic Capabilities Theory and Institutional Theory to explain how marketing-channel systems adapt while sustaining legitimacy. Dynamic capabilities emphasise organisations' abilities to sense, seize, and reconfigure resources amid environmental turbulence (Teece, 2007, 2018a; Helfat and Winter, 2011), while strategic leadership functions as a meta-capability that aligns adaptive action with organisational priorities (Bornay-Barrachina, López-Cabrales and Salas-Vallina, 2025). The synthesis nevertheless suggests that adaptability alone does not guarantee legitimacy in institutionally embedded markets.

Institutional theory highlights that organisational behaviour is shaped by regulative, normative, and cognitive structures defining acceptable practice (DiMaggio and Powell, 1983; Scott, 2014). Within hybrid marketing-channel ecosystems, organisations face dual pressures. Technological change demands continuous adaptation, while institutional expectations require conformity to socially and regulatorily accepted forms of conduct. Uncertainty intensifies this tension further (Williamson, 1979). Capability renewal increasingly unfolds through inter-organisational collaboration, reinforcing the role of shared cognition and cross-boundary coordination (Roundy and Fayard, 2019; Sandberg, Kindström and Haag, 2021).

Within the DCCF, adaptation is conceptualised as an institutionally bounded capability process in which sensing and seizing are conditioned by ESG requirements, regulatory standards, and stakeholder expectations, while reconfiguration feeds back into institutional environments through evolving governance practices (Hoblos, Sandeep and Pan, 2024). Legitimacy is thus reframed as an active capability that co-evolves with adaptability, reflecting a dynamic balance between flexibility and control in turbulent ecosystems (Weiser and Laamanen, 2022; Truant et al., 2024; Petropoulos et al., 2025).

4.2 Service-dominant Logic as an Integrative Mechanism

Within the Dynamic Channel Capability Framework (DCCF), Service-Dominant Logic (SDL) serves as an integrative mechanism that links dynamic capabilities and institutional alignment. Whereas Dynamic Capabilities Theory explains organisational adaptation and Institutional Theory accounts for legitimacy and conformity, SDL provides the relational logic through which these processes are enacted across marketing-channel ecosystems (Vargo and Lusch, 2016). By conceptualising value as co-created through resource integration and service exchange, SDL reframes channel coordination as a collective, ecosystem-level capability rather than a firm-centric activity.

In marketing channels, SDL highlights that adaptation and legitimacy emerge from continuous interaction among suppliers, intermediaries, platform operators, and customers. Actors contribute specialised competencies that are integrated through shared processes of sensing, orchestration, and governance. Within the DCCF, this

perspective clarifies how sensing relies on shared intelligence, seizing depends on joint resource orchestration, and legitimacy is sustained through collectively enacted ethical and governance norms.

Embedding SDL within the DCCF allows the framework to capture the relational and learning-oriented foundations of contemporary channel ecosystems. SDL thereby operationalises the connective logic through which dynamic capabilities and institutional constraints co-evolve, positioning marketing channels as arenas of ongoing capability development and value renewal rather than static coordination structures (Frey, Trenz and Veit, 2019).

4.3 Mechanisms of the Dynamic Channel Capability Framework

The Dynamic Channel Capability Framework (DCCF) specifies three recursive mechanisms through which marketing-channel ecosystems adapt to digital and institutional change while sustaining legitimacy. These mechanisms operationalise the integration of digital transformation, omni-channel integration, and sustainable governance as an interdependent capability cycle rather than as isolated processes.

Sensing–Intelligence Mechanism: This mechanism concerns capabilities for monitoring and interpreting technological, market, and institutional environments. Across the reviewed studies, sensing relies on digital analytics, artificial intelligence, and environmental scanning systems that integrate signals from customers, regulators, and ecosystem partners. By transforming heterogeneous data into actionable intelligence, sensing supports organisational learning and cognitive readiness for adaptation under conditions of uncertainty (Zollo and Winter, 2002; Teece, 2007; Helfat and Winter, 2011).

Orchestration–Adaptability Mechanism: The second mechanism translates sensing intelligence into coordinated organisational and inter-organisational action. Omni-channel architectures integrate logistics, marketing, and data systems, enabling cross-functional and cross-boundary coordination. Through shared objectives and modular structures, organisations balance flexibility and control while enacting ambidexterity between exploitation and exploration (O’Reilly and Tushman, 2013). Empirical evidence indicates that alignment among sensing, seizing, and reconfiguring improves adaptive performance and scalability across channel networks (Hübner, Wollenburg and Holzapfel, 2016; Bechtel, Kaufmann and Kock, 2023; Hoblos, Sandeep and Pan, 2024).

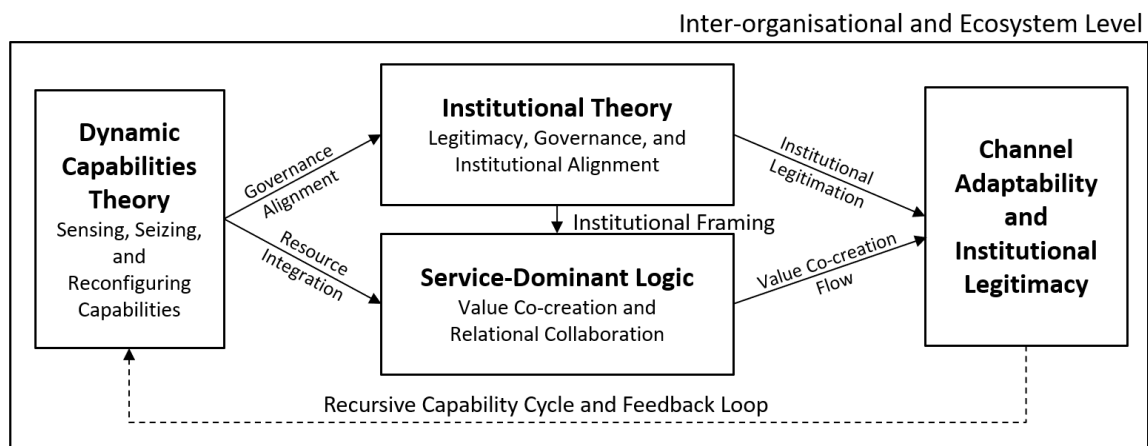
Governance–Legitimacy Mechanism: The third mechanism stabilises adaptive behaviour by embedding sustainability principles and institutional norms into governance structures. Legitimacy is institutionalised through ESG metrics, traceability systems, and collaborative governance arrangements involving multiple stakeholders. In digitally mediated ecosystems, governance increasingly emerges through negotiated coordination and shared accountability rather than hierarchical control (Williamson, 1979; Kari et al., 2025). Hybrid governance arrangements enable the co-production of legitimacy and adaptability through relational and trust-based mechanisms (Heide, 1994; Costabile, 2024; Zhang, Pinkse and McMeekin, 2024).

Together, these mechanisms form a recursive capability cycle within the DCCF. Sensing generates intelligence, orchestration enables coordinated adaptation, and governance institutionalises adaptive outcomes through legitimacy and trust. This cyclical interaction provides the analytical foundation for the theoretical contributions and methodological implications developed in the following sections.

4.4 Integrative Visualisation and Conceptual Positioning

Figure 2 presents the Dynamic Channel Capability Framework (DCCF) as an integrated and recursive system of organisational capabilities operating across digital, operational, and institutional dimensions. The visualisation consolidates the theoretical synthesis developed in Section 4 by depicting how adaptive and institutional processes are structurally connected within digitally mediated and sustainability-oriented marketing-channel ecosystems (Scott, 2014; Vargo and Lusch, 2016; Teece, 2018a).

The framework illustrates the recursive interaction among Dynamic Capabilities Theory, Service-Dominant Logic, and Institutional Theory. Dynamic capabilities explain how sensing, seizing, and reconfiguring enable adaptation to environmental turbulence (Teece, 2007, 2018a; Helfat and Winter, 2011). Service-Dominant Logic provides the relational mechanism through which value creation and coordination emerge via resource integration, learning, and interaction among ecosystem actors (Vargo and Lusch, 2016; Frey, Trenz and Veit, 2019). Institutional theory embeds these adaptive processes within governance arrangements that generate legitimacy through accountability, transparency, and alignment with societal norms and sustainability expectations (Scott, 2014; Truant et al., 2024).



Source: Author’s own synthesis based on systematic review

Figure 2: Dynamic Channel Capability Framework (DCCF)

Figure 2 also highlights a recursive capability cycle and feedback loop through which dynamic capabilities, institutional theory, and service-dominant logic interact to shape channel adaptability and institutional legitimacy. More specifically, the framework depicts a recursive sequence in which sensing supports orchestration, orchestration supports governance, and governance reinforces renewed sensing through feedback and legitimacy effects. In this cycle, digital transformation strengthens sensing and intelligence generation, omni-channel integration translates these capabilities into coordinated organisational and inter-organisational action, and governance mechanisms stabilise adaptation through institutional legitimation (Verhoef, Kannan and Inman, 2015; Kari et al., 2025). Learning, resource integration, and governance alignment reinforce this recursive process, while governance sustains trust, responsibility, and system-level coherence across channel networks, consistent with relational and hybrid governance perspectives (Heide, 1994; Weiser and Laamanen, 2022).

Overall, the integrative visualisation serves as a conceptual anchor, linking the theoretical integration in Section 4 with the subsequent discussion. By illustrating how technological agility, organisational coordination, institutional alignment, and value co-creation are recursively configured within marketing channels, Figure 2 clarifies the analytical logic of the Dynamic Channel Capability Framework and provides the basis for Section 5, which examines the implications of governing such hybrid channel systems under digital turbulence and sustainability imperatives (Teece, 2023).

5. Discussion and Methodological Implications

This section interprets the implications of the PRISMA-guided systematic synthesis for understanding marketing-channel governance under digital turbulence, hybrid integration, and sustainability imperatives. Rather than restating the Dynamic Channel Capability Framework (DCCF), the discussion examines how adaptive and institutional mechanisms co-evolve within hybrid channel ecosystems and illustrates how systematic synthesis supports theoretically grounded interpretation, with secondary implications for coordinating sensing, orchestration, and governance.

5.1 Theoretical Contributions

The theoretical contributions of this study emerge from the integrative logic of the PRISMA-guided thematic synthesis rather than from isolated empirical findings. Four contributions are especially salient.

5.1.1 Extending marketing-channel governance beyond efficiency-oriented models

The review shows that marketing-channel governance extends beyond efficiency-oriented perspectives grounded in Transaction Cost Economics and Agency Theory, both of which emphasise contractual control and optimisation (Jensen and Meckling, 1976; Williamson, 1979), while prior work in marketing channels has also demonstrated the performance relevance of balancing contractual and relational governance (Kumar, Heide and Wathne, 2011). Across the reviewed studies, adaptability is conceptualised as a relational and distributed capability enacted across manufacturers, platforms, intermediaries, and customers through shared routines and coordination mechanisms (Teece, 2018a, 2018b; Elia, Margherita and Passiante, 2020). Such a pattern aligns

with calls for meso-level explanations of adaptive capacity grounded in coordinated action rather than firm-centric optimisation (Roundy and Fayard, 2019; Sandberg, Kindström and Haag, 2021).

5.1.2 Reconceptualising institutional legitimacy as a dynamic capability

The synthesis indicates that institutional legitimacy operates as a dynamic and renewable capability embedded within channel governance rather than as a static external constraint. Legitimacy evolves through recursive cycles of sustainability governance, transparency, and ethical coordination, particularly within network-based ecosystems characterised by distributed decision rights (Truant et al., 2024; Kari et al., 2025; Petropoulos et al., 2025). From this perspective, institutional alignment functions as an enabling analytical condition for adaptive capacity under regulatory and societal pressures.

5.1.3 Applying service-dominant logic to capability co-evolution

Drawing on Service-Dominant Logic, the synthesis demonstrates that learning and value creation unfold as ecosystem-level processes through which sensing, orchestration, and governance co-evolve across organisational boundaries (Vargo and Lusch, 2016; Frey, Trenz and Veit, 2019). These processes explain how adaptive renewal and institutional coherence are jointly sustained through relational and learning-oriented mechanisms within hybrid channel systems.

5.1.4 Marketing channels as adaptive institutional systems

Collectively, these insights position marketing channels as adaptive institutional systems in which technological change, coordination, and governance are analytically inseparable. The synthesis explains channel evolution under conditions of digitalisation and heightened societal expectations through recursive interactions between adaptability and institutional legitimation (Weiser and Laamanen, 2022; Teece, 2023).

5.2 Managerial Implications

The managerial implications presented in this section are derived from the analytical configurations identified through the PRISMA-guided thematic synthesis and operationalised within the Dynamic Channel Capability Framework (DCCF). Managerial relevance is treated as a secondary outcome of systematic synthesis and can be summarised as follows in Table 3.

5.2.1 Interpreting channels as adaptive capability systems

The reviewed studies indicate that marketing channels are best understood analytically as adaptive capability systems shaped by ongoing sensing and reconfiguration processes (Teece, 2018a). Such an interpretation shifts attention from static structural optimisation toward capability-oriented perspectives on channel design and governance.

5.2.2 Emphasising orchestration across functions and boundaries

Effective channel governance is analytically associated with orchestration mechanisms that span marketing, operations, logistics, digital functions, and organisational boundaries. Omni-channel architectures that enable shared visibility and aligned decision rights function as coordination mechanisms that balance flexibility and control within hybrid ecosystems (Verhoef, Kannan and Inman, 2015; Hübner, Wollenburg and Holzapfel, 2016).

5.2.3 Embedding sustainability and legitimacy within governance processes

The reviewed studies also show that sustainability governance and institutional legitimacy are analytically intertwined rather than peripheral compliance concerns. Participatory and distributed governance arrangements align adaptive change with regulatory and societal expectations while supporting long-term channel stability (Truant et al., 2024; Kari et al., 2025).

5.2.4 Recognising leadership as a meta-level capability

Leadership emerges from the synthesis as a meta-level mechanism shaping the alignment of sensing, orchestration, and governance processes. Strategic leadership functions analytically as a coordinating capability linking adaptive initiatives with institutional imperatives across complex channel ecosystems (Borray-Barrachina, López-Cabrales and Salas-Vallina, 2025).

5.2.5 Viewing learning as a recursive coordination mechanism

Learning operates as a recursive mechanism linking sensing, orchestration, and governance within the DCCF. Shared learning processes supported by analytics, experimentation, and feedback loops underpin continuous capability development and ecosystem-level adaptation (Vargo and Lusch, 2016; Frey, Trenz and Veit, 2019).

Table 3: Summary of Managerial and Policy Implications of the DCCF

Dimension	Core Principle	Managerial Application	Institutional / Governance Conditions	Expected Organisational Outcome
1. Sensing–Intelligence Capabilities	Integrated scanning of market, technological, and institutional signals.	Develop analytics dashboards that combine customer, supply chain, and ESG data.	Shared data infrastructures and institutional information repositories.	Enhanced foresight and timely adaptive response.
2. Integration and Orchestration	Cross-functional and omni-channel coordination.	Align KPIs, data flows, and decision routines across organisational boundaries.	Interoperability standards and coordination protocols.	Cohesive channel performance and coordinated adaptation.
3. Adaptive Governance	Balancing formal control with collaborative coordination.	Implement hybrid governance combining compliance and co-innovation routines.	Flexible governance frameworks enabling accountability and experimentation.	Organisational agility with institutional trust.
4. Sustainability and Legitimacy	Embedding ESG principles within operational capabilities.	Integrate sustainability metrics into partner selection and performance management.	Shared sustainability benchmarks and reporting norms.	Strengthened legitimacy and long-term stakeholder engagement.
5. Learning and Capability Renewal	Institutionalised learning across digital and operational domains.	Establish learning platforms, feedback loops, and cross-firm knowledge sharing.	Supportive arrangements for joint learning and capability development.	Continuous innovation and resilient capabilities.

Source: Authors’ synthesis based on reviewed studies (2015–2025).

5.3 Policy and Institutional Implications

The policy and institutional implications derive from the analytical patterns identified through PRISMA-guided synthesis and reflected in the Dynamic Channel Capability Framework (DCCF). Rather than prescribing regulatory interventions, the framework clarifies how governance mechanisms can enable adaptive and legitimate coordination within digitally mediated, sustainability-oriented ecosystems.

5.3.1 Meta-governance as an analytical infrastructure

The review foregrounds meta-governance infrastructures, including interoperability standards, data ethics principles, and information-sharing arrangements, as analytical conditions for coordinated adaptation across ecosystems. Within DCCF, these infrastructures function as stabilising mechanisms that align distributed actors while supporting flexibility under digital transformation.

5.3.2 Institutional legitimacy as a co-constructed process

Legitimacy is analytically conceptualised as an emergent process shaped through interaction among organisational and institutional actors rather than as a fixed regulatory outcome. Mechanisms such as traceability systems, experimental governance arrangements, and cross-sector collaboration illustrate how legitimacy is co-produced through coordinated practices embedded within channel operations.

5.3.3 Adaptive governance mechanisms

From an analytical perspective, the framework highlights governance mechanisms that combine flexibility with accountability. Participatory rule-setting, shared responsibility structures, and adaptive oversight arrangements enable governance configurations to evolve alongside technological change while maintaining institutional coherence across ecosystems.

5.3.4 *Institutional enabling conditions*

Rather than privileging enforcement-oriented perspectives, the DCCF positions institutional arrangements as enabling conditions that support learning, coordination, and transparency. This interpretation shifts analytical attention from regulatory outcomes toward governance processes that facilitate adaptive capacity within complex channel systems.

5.4 **Integrative Methodological Reflection**

The integrative methodological implications of this study explain how the Dynamic Channel Capability Framework (DCCF) emerges from PRISMA-guided thematic synthesis rather than reiterating substantive findings.

5.4.1 *Reframing marketing channels as governance systems*

The analysis yields a governance-oriented conceptualisation of marketing channels in which adaptability and legitimacy co-evolve through recursive capability development within digitally mediated and institutionally embedded environments. This reframing represents a methodological shift from viewing channels as distribution structures toward analysing them as governance systems shaped by sensing, orchestration, and institutional processes.

5.4.2 *Integrating dynamic capabilities and institutional perspectives through synthesis*

The framework is constructed by integrating dynamic capability theory and institutional analysis within a single interpretive structure. The synthesis shows how sensing, orchestration, and governance mechanisms recur across studies and jointly shape organisational responses to digital turbulence and sustainability pressures, demonstrating their interdependence rather than operating in parallel.

5.4.3 *PRISMA-guided thematic synthesis as a framework-building method*

PRISMA-guided thematic synthesis enables systematic progression from first-order concepts to higher-order analytical mechanisms. Rather than relying on descriptive aggregation, the method supports a transparent, replicable framework by identifying recurring configurations across fragmented literatures. Accordingly, DCCF emerges inductively through structured synthesis rather than being imposed a priori.

5.5 **Empirical Implications and Operationalisation**

To support future hypothesis development, three indicative propositions follow from the synthesis. Stronger sensing–intelligence capabilities are likely to enhance orchestration–adaptability in hybrid channel systems. Greater orchestration–adaptability is likely to strengthen the legitimacy of governance by stabilising coordinated action among channel partners. Stronger governance–legitimacy is likely to reinforce sensing–intelligence by improving transparency, trust, and information quality across the ecosystem.

Mixed-method designs may be especially appropriate for empirical testing because they allow researchers to examine both patterned relationships and the contextual processes through which capabilities are enacted. Recent methodological work likewise underscores the value of stronger guidance for the analysis stage of systematic reviews (Nyoni, Marnewick and Marnewick, 2025) and for integrating qualitative and quantitative evidence in sustainability-related research (Pranesti and Romadon, 2025).

The DCCF is intended not only as a conceptual synthesis outcome but also as an empirically tractable framework. A logical next step is to translate its three recursive mechanisms into observable dimensions, such as digital sensing routines, cross-functional orchestration practices, and governance structures that support transparency and accountability. These dimensions could then be examined using survey instruments, comparative case studies, or mixed-method designs in digitally intensive channel settings, including regional trade and platform ecosystems (Osma, 2025). At a more operational level, sensing–intelligence, orchestration–adaptability, and governance–legitimacy may be translated into observable dimensions for survey development, comparative case design, and mixed-method validation in digitally intensive channel settings.

6. **Conclusion and Future Research Directions**

This study contributes to business research methods by demonstrating how PRISMA-guided thematic synthesis can be used to develop an integrative analytical framework from fragmented literature on digital transformation, omni-channel coordination, and sustainability governance. Using marketing channels as a case

study, the paper shows how transparent review procedures, explicit coding logic, and higher-order conceptual abstraction can be integrated within a structured framework-building process.

6.1 Key Contributions of the Study

Drawing on 30 peer-reviewed studies published between 2015 and 2025, the study develops the Dynamic Channel Capability Framework (DCCF) as a theory-informed outcome of systematic synthesis. Conceptually, the framework positions marketing channels as adaptive institutional systems structured around mechanisms of sensing, orchestration, and governance. Methodologically, the study demonstrates how systematic review techniques can support the development of integrative theory in fragmented research domains.

6.2 Contributions to Research Methods

From a research-methods perspective, the study demonstrates how PRISMA-guided thematic synthesis can move beyond descriptive aggregation to generate analytically robust, transferable frameworks. By linking first-order concepts to higher-order mechanisms across digital, organisational, and institutional dimensions, the approach contributes to the development of cumulative knowledge in complex and multi-level research settings. Greater methodological value also emerges through making the sequence from evidence selection to conceptual abstraction explicit, thereby strengthening transparency, traceability, and reuse in future review-based research.

6.3 Limitations of the Study

Several limitations should be acknowledged. The DCCF remains a conceptual framework derived from secondary data and has not yet been empirically validated. The scope of the review is also constrained by language and publication selection criteria, which may limit the generalisability of the findings. A further limitation concerns the interpretive nature of thematic synthesis, which, despite the use of structured coding and inter-coder checks, remains dependent on analytical judgement.

6.4 Directions for Future Research

Future research may extend the present work in three directions. First, researchers can operationalise the DCCF using quantitative modelling, through survey-based measures, configurational approaches, or longitudinal designs. Second, comparative mixed-method studies could examine how sensing, orchestration, and governance interact across sectoral or regional settings. Third, future systematic reviews that incorporate non-English or region-specific studies could further expand the methodological scope and applicability of the framework across diverse institutional contexts.

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Appendix A1: Condensed Systematic Analysis Table (2015–2025)

Theme	Authors and Year	Journal / Source	Core Concept or Focus	Methodology	Theoretical Contribution to DCCF
Digital Transformation	De Reuver, Sørensen and Basole (2018)	Journal of Information Technology	Platform architecture and boundary resources	Conceptual / research agenda	Platform governance as a sensing and orchestration mechanism enabling inter-firm coordination within digital ecosystems.
Digital Transformation	Teece (2018a)	Long Range Planning	Business models and dynamic capabilities	Conceptual theory paper	Conceptualises strategic renewal as a recursive sensing, seizing, and reconfiguring capability system.
Digital Transformation	Teece (2018b)	Journal of Management & Organization	Dynamic capabilities as a management systems theory	Conceptual theory paper	Connects dynamic capabilities to routines and managerial systems underpinning orchestration and transformation.
Digital Transformation	Roundy and Fayard (2019)	Journal of Entrepreneurship	Dynamic capabilities in entrepreneurial ecosystems	Conceptual theory-development article	Positions the entrepreneurial ecosystem as enabling conditions for sensing, seizing, and reconfiguring opportunities.
Digital Transformation	Elia, Margherita and Passiante (2020)	Technological Forecasting & Social Change	Digital entrepreneurship ecosystem	Conceptual synthesis / framework-building article	Explains collective intelligence and digital interaction as mechanisms for distributed sensing and learning.
Digital Transformation	Hein et al. (2020)	Electronic Markets	Digital platform ecosystems	Conceptual synthesis/fundamentals article	Coordination and governance as orchestration mechanisms stabilising multi-actor digital platforms.
Digital Transformation	Sandberg, Kindström and Haag (2021)	Journal of Inter-Organizational Relationships	Interorganisational dynamic capabilities	Systematic literature review / conceptual framework article	Positions interorganisational dynamic capabilities as mechanisms for resource orchestration and network governance.
Digital Transformation	Weiser and Laamanen (2022)	Organization Theory	Dynamic equilibrium in organisational paradox	Conceptual theory paper	Explains adaptive balance as unstable and requiring continuous rebalancing.
Digital Transformation	Teece (2023)	Academy of Management Perspectives	Big tech and strategic management	Conceptual perspective	Extends dynamic capabilities and ecosystem-level governance logic to platform-based markets.
Digital Transformation	Hoblos, Sandeep and Pan (2024)	Journal of Information Technology	Frame stakeholder transformation alignment in digital change	Interpretive case study / qualitative case study	Shows that digital transformation depends on stakeholder alignment through reframing processes.
Digital Transformation	Bornay-Barrachina López-Cabrales and Salas-Vallina (2025)	BRQ Business Research Quarterly	Learning, strategic leadership, and dynamic capabilities	Quantitative empirical study/survey with hierarchical regression	Shows that organisational learning and strategic leadership shape sensing, seizing, and reconfiguring capabilities.
Digital Transformation	Held, Heubeck and Meckl (2025)	Review of Managerial Science	Dynamic capabilities, digital leadership, and digital culture in SMEs	Quantitative empirical study / survey-based study	Positions dynamic capabilities as foundations of digital leadership and digital culture.

Theme	Authors and Year	Journal / Source	Core Concept or Focus	Methodology	Theoretical Contribution to DCCF
Digital Transformation	Müller, Loske and Klumpp (2025)	International Journal of Physical Distribution & Logistics Management	Team dynamics on intra-organisational digital platforms	Quantitative empirical study / observational archival study	Demonstrates that digital platforms mediate coordination and responsiveness through team-level mechanisms.
Digital Transformation	Schrieck et al. (2025)	California Management Review	Platform governance in established companies	Exploratory multiple-case study	Proposes a multi-layer governance model across internal units, partners, and third parties.
Omni-Channel Coordination	Verhoef, Kannan and Inman (2015)	Journal of Retailing	Multi-channel to omni-channel retailing	Conceptual article/ research agenda article	Provides a conceptual basis for channel coordination through seamless cross-channel customer movement.
Omni-Channel Coordination	Hübner, Wollenburg, and Holzapfel (2016)	International Journal of Physical Distribution & Logistics Management	Retail logistics in the transition from multi-channel to omni-channel fulfillment	Quantitative empirical study / exploratory survey	Explains operational orchestration mechanisms that enable separate multi-channel fulfillment to be integrated into omni-channel fulfillment.
Omni-Channel Coordination	Frey, Trenz, and Veit (2019)	Journal of Business Economics	Technology and service innovation in sharing platforms	Interpretive multiple-case study	Explains how IT supports service ecosystems, service platforms, and value co-creation.
Omni-Channel Coordination	Gao and Huang (2021)	Journal of Retailing and Consumer Services	Omni-channel integration, quality, and loyalty	Quantitative empirical study/survey with PLS-SEM	Shows that seamless omni-channel integration strengthens engagement and loyalty.
Omni-Channel Coordination	Bechtel, Kaufmann, and Kock (2023)	International Journal of Project Management	Dynamic capabilities, portfolio agility, and project portfolio success	Quantitative empirical study / multi-informant cross-industry survey	Cross-functional learning mechanisms enhance adaptive orchestration and responsiveness.
Omni-Channel Coordination	Rooderkerk, de Leeuw and Hübner (2023)	Journal of Operations Management	Marketing-operations interface in omnichannel retail	Editorial/conceptual overview article	Clarifies omnichannel coordination as the balancing of customer journey seamlessness and product flow.
Omni-Channel Coordination	Balbín Buckley and Marquina Feldman (2024)	Cogent Business & Management	Channel integration and omni-channel customer experience	Quantitative empirical study/survey with PLS-SEM	Demonstrates how different dimensions of channel integration affect affective, cognitive, physical, relational, and sensorial omnichannel customer experience, supporting experience-oriented coordination within adaptive channel systems.
Omni-Channel Coordination	Sukhawath anakun and Supapon (2024)	International Journal of Product Lifecycle Management	Agile marketing and innovation capability	Quantitative empirical study/survey with survey-based SEM study	Adaptive orchestration in industrial markets.

Theme	Authors and Year	Journal / Source	Core Concept or Focus	Methodology	Theoretical Contribution to DCCF
Omni-Channel Coordination	Yang and Hu (2024)	International Journal of Retail & Distribution Management	Digital technology-empowered omnichannel integration	Bibliometric literature review	Maps the knowledge structure of digitally enabled omnichannel integration.
Sustainability Governance	Vargo and Lusch (2016)	Journal of the Academy of Marketing Science	Institutions, institutional arrangements, and service ecosystems	Conceptual/theoretical paper	Provides an institutional and service-ecosystem basis for value co-creation and coordination in channel systems.
Sustainability Governance	Costabile (2024)	Data and Information Management	Digital ecosystem governance	Multidisciplinary systematic literature review	Synthesises platform ecosystem governance into structure, mechanisms, scope, contingencies, and outcomes.
Sustainability Governance	Heikkinen (2024)	International Journal of Physical Distribution & Logistics Management	Cognitive frames and sustainability in last-mile delivery	Multiple embedded case study / qualitative multiple-case study	Shows how sustainability is framed in last-mile delivery and why more integrative governance is needed.
Sustainability Governance	Liu et al. (2024)	International Journal of Production Economics	Supplier legitimacy, supplier ESG transparency, and competition intensity	Quantitative empirical study / archival dyadic study	Shows that supplier legitimacy enhances supplier ESG transparency under institutional conditions.
Sustainability Governance	Truant et al. (2024)	Journal of Cleaner Production	ESG issues in supply chains	Systematic literature review	Synthesises ESG in supply chains, highlighting transparency, policy, and performance linkages.
Sustainability Governance	Zhang, Pinkse and McMeekin (2024)	Strategic Organization	Hybrid governance of digital platforms	Qualitative comparative analysis / fsQCA and csQCA	Explains how market and community mechanisms combine in hybrid governance configurations.
Sustainability Governance	De la Torre and De la Vega (2025)	Journal of Responsible Innovation	Dynamic capabilities, digital innovation, responsible innovation, and competitiveness	Quantitative empirical study / survey-based SEM study	Validates responsible innovation as a mediator between digital innovation and competitiveness.
Sustainability Governance	Kari et al. (2025)	Electronic Markets	Governing network-driven platform ecosystems	Qualitative-explorative case study	Conceptualises shared platform ownership and explains inner and outer governance arrangements.
Sustainability Governance	Petropoulos et al. (2025, advance online publication)	International Journal of Production Research	Operations and supply chain principles and practice	Conceptual overview article / encyclopaedic review article	Provides broad contextual support for coordination, process design, and capability alignment in governance systems.

Source: Authors' synthesis based on 30 peer-reviewed studies (2015–2025)

Note: Teece (2018a), Teece (2018b), and Teece (2023) were treated as one conceptual source for analytical continuity. Petropoulos et al. (2025) was included because the article was first published online in October 2025, within the review period.