

Impact of global capabilities on performance in international logistics companies

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Abstract

Purpose – In order to make a difference in a globally competitive environment, companies should analyze their competitors, which is one of the factors around them, well, do research, observe the environment and know how to adapt. For this purpose, the research examines the effects of competitive intensity and marketing and sales capabilities, together with the global capabilities of logistics companies operating internationally (third-party logistics companies (3PL)), which are examined.

Design/methodology/approach – To establish and test the model, a sample of 504 participants working at senior levels in internationally operating logistics companies (third-party logistics companies (3PL)) with their headquarters in İstanbul was taken and a scale consisting of a total of 32 statements was presented to them. Analyses were performed using Jamovi and SmartPLS 3.3.5. This program was used because, in addition to estimating path models with latent variables, it also calculated standard results evaluation criteria. First, the results of factor analysis are given. After these analyses were completed, the hypotheses were tested.

Findings – This research is supported by hypotheses as a result of the analysis that global capabilities are an important factor for logistics companies at the international level, and that the competitive intensity also affects the performance outputs and that marketing and sales capabilities also have an impact.

Research limitations/implications – Since data are collected from logistics companies operating globally, it is necessary to pay attention when the analysis results are compared with different sectors. Because the intensity of competition may vary depending on the sector and market in which companies operate. At the same time, the data were collected from authorized white-collar employees working at a senior level in logistics companies. Because, in terms of the level of being able to answer the questions about the variables examined in the research model, data were collected from high-level officials.

Practical implications – It is getting harder and harder to compete on a global scale by going beyond national borders. The results of the analysis show how important the global capabilities of logistics companies are, especially the increasing importance of logistics activities for countries. For this reason, logistics companies operating on an international scale need to attach importance to the competitive intensity and develop their marketing and sales capabilities.

Originality/value – The research is original in that it examines the global capabilities of logistics companies in their international activities and the effects of competition intensity. In addition, it is important for companies in this sector to examine the effects of marketing and sales capabilities so that logistics companies can reach more customers in their international activities and be more effective in the market compared to their competitors.

Keywords Competitive intensity, Logistics performance, Global capabilities, Marketing and sales capabilities, Financial and growth performance

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1. Introduction

Factors such as communication, global markets offering important opportunities, developments in information technology, rapid technological changes, increasing importance of information, international competition, loss of importance of products, services, people, ideas and borders in the economic field play an important role in the emergence of global companies. Global companies have to minimize the disadvantages and turn the advantages into opportunities in the competitive environment. The survival of the companies is related to the capability of the companies to adapt to rapidly changing environmental conditions, to respond adequately to customer demands, to follow the technology closely, to use the technology it follows in its activities, to improve itself in every subject, to predict changes and to be able to completely change itself when necessary.

Global companies, even local companies, should know how to improve themselves, follow their competitors closely, analyze them well and be able to compete with their competitors. Because local and global companies can come face to face in the markets, offer the same product/service and target the same customer. This can cause local and global companies to lose customers in the area in which they operate and to have problems in maintaining their existence. Therefore, global capabilities refer to a firm's ability to effectively manage and integrate resources across multiple geographies to sustain its competitive advantage. International companies and strategic management theories emphasize the importance of global capabilities in determining a firm's success in global markets (Teece *et al.*, 1997; Rugman and Verbeke, 2004). It has been stated that firms with global capabilities are better able to optimize their logistics performance, which leads to better financial and growth outcomes (Lai *et al.*, 2004).

The resource-based view (RBV) is one of the primary theoretical frameworks supporting the importance of global capabilities. According to the RBV, firms with unique, valuable and inimitable resources are more likely to achieve sustainable competitive advantage (Barney, 1991). Logistics capabilities, a subset of global capabilities, are particularly important because they enable firms to efficiently manage the flow of goods, reduce costs and increase customer satisfaction (Mentzer *et al.*, 2008).

Dynamic capabilities theory suggests that firms must continually adapt their resource base to meet the challenges posed by a volatile, uncertain and complex global marketplace (Teece, 2007). In the logistics industry, where supply chains are often disrupted by geopolitical factors, natural disasters and economic turmoil, firms with strong global capabilities are better positioned to respond to these disruptions and sustain their performance.

The intensity of competition is often driven by factors such as market saturation, price competition and the presence of multiple competitors offering similar services. In such environments, firms must continually innovate and improve their capabilities to remain competitive (Porter, 1980). Contingency theory suggests that the effectiveness of a firm's capabilities depends on the external environment, including the level of competition (Donaldson, 2001). In highly competitive markets, firms with superior global capabilities are more likely to outperform their competitors because they can use these capabilities to differentiate themselves and deliver superior value to customers (Vorhies and Morgan, 2005). Wang *et al.* (2015) stated in their research that the intensity of competition increases the positive effects of firm capabilities on performance in the manufacturing sector.

In the logistics sector, where customer relations and service quality are of utmost importance, marketing and sales capabilities are essential to achieve superior performance (Day, 1994). Market orientation provides a strong theoretical basis for the role of marketing and sales capabilities in affecting firm performance (Narver and Slater, 1990). According to market orientation, firms that are more attuned to market needs and customer preferences can better align their capabilities with market demands, which leads to increased performance. In the logistics context, this means that firms with strong marketing and sales capabilities are more likely to attract and retain customers, resulting in improved financial and growth performance.

Morgan *et al.* (2009) stated in their research that marketing capabilities significantly increase company performance in both stable and dynamic environments. In the logistics sector, where competition is fierce and customer needs are constantly changing, marketing and sales capabilities play an important role in driving performance results.

The main purpose of the research is to focus on the mediating roles of marketing and sales capabilities, especially with the intensity of competition. It is aimed to provide insights on how international logistics companies can optimize their capabilities to be successful in a competitive global market.

Significance of the research: By providing empirical evidence on the importance of global capabilities in the logistics sector, the critical role of these capabilities in driving both operational and financial performance is emphasized. The research focuses on logistics companies operating in the Marmara Region of Turkey, an important logistics center, contributing to the geographical diversity of the literature and providing important insights for companies operating in other emerging markets.

Logistics companies, which coordinate the movement of goods, especially on land, sea and air, have become the center of the global economy. According to the latest data, the Marmara Region of Turkey is emerging as an important logistics center due to its strategic geographical location, its role as an industrial powerhouse and its contribution to the country's economic growth.

Structural equation modeling (SEM) was used in the research. SEM is a comprehensive statistical approach that allows the simultaneous examination of relationships between multiple variables. It is especially useful in social science research, where models often involve latent variables and complex relationships. SEM was applied in the research using the Jamovi program and SmartPLS 3.3.5 for fit indices. The research included 504 senior employees from companies who participated in a face-to-face survey consisting of 32 statements each. The response rate for this survey was 100%, reflecting the high level of participation of the participants.

Drawing on theoretical frameworks such as the RBV, dynamic capabilities theory and market orientation, the research assumes that global capabilities positively affect both logistics and financial performance, mediated by competitive intensity and marketing and sales capabilities. The research aims to provide practical insights to logistics companies that want to increase their global competitiveness and achieve superior performance in a highly competitive market.

2. Literature review

2.1 Global capabilities (GC)

According to the resource-based theory, the competitive power of companies in the sector is determined by their resources and capabilities. While resources are the existing assets that companies control, capabilities are the capacity to effectively manage these resources (Amit and Schoemaker, 1993). Within the scope of the resource-based theory, organizations can achieve competitive advantage by adapting their capabilities to rapidly changing environmental conditions and reorganizing their resources accordingly (Reuter *et al.*, 2011).

The longevity and continuity of companies depend on reorganizing/reshaping their strategies by adapting to the organizational environment and environment. Global companies should be able to offer better quality products/services at a lower cost compared to their competitors in the markets in which they operate and be able to deliver them quickly with the best service option (Nwabueze and Mileski, 2018). For this reason, companies should be able to analyze all these well in their strategies, make a difference and be able to stand out from their competitors (Gudahi, 2016). Since this situation is valid for other companies in the same sector, this race between competitors can also positively affect the intensity of competition.

Global capabilities are the ability of companies to provide effective connectivity and operational coordination worldwide and to bring together resources that provide competitive

advantage at these scales (Dyer and Singh, 1998). Eisenhardt and Martin (2000) state that global capabilities have two main characteristics. The first is that, since the competitive environment of each country is different, global capabilities can adapt to the strategic conditions and competitive environment of that country. The second is that companies' internal and external resources are reorganized, integrated and reshaped together with global capabilities in order to evaluate opportunities in global markets.

The pace of change caused by globalization has shown the fact that nothing stays static and that change is a necessity, not an option (Hameed *et al.*, 2021). In this direction, companies have had to change their thoughts, plans and the technology they use. This change can affect the company's marketing and sales capabilities, as well as the intensity of competition among competitors. Because in today's world, nothing goes on statically. Market growth, customer demand, changing technology speed and the type of competition continue to evolve and change. The main forces pushing companies to improve their capabilities are customer expectations, competition among competitors and the necessity of change brought about by technology (Astuti *et al.*, 2018).

Global competition affects even national and local companies, directing them to product/service diversity, pushing them to follow technology and making it necessary to compete with their competitors (Scholl and Bolívar, 2019). The reason for this is it is due to the fact that the phenomenon of globalization, which continues to change dynamically, destroys the concept of time and space in companies and countries, destroying the differences between local and global companies. It is also important for the local companies to know the global companies that will enter its borders and to know its characteristics. Because this global companies may pose a threat to its existence (Asadi, 2020). With the acceleration of globalization, some thoughts of enterprises such as entering transnational markets and gaining competitive advantage over their competitors occur (Peng, 2016).

The purpose of companies not being content with the area they are in within their own country borders and turning to transnational borders is to find attractive opportunities where market growth is higher and rival competition is less (Kim and Jeon, 2016). This idea is also attractive to companies operating on a national scale and pushes them to globalize and compete in a global competitive environment. In this context, the effects of global capabilities on financial and growth performance and logistics performance in companies operating international logistics activities are examined.

- H1. Global capabilities have a positive effect on financial and growth performance in companies engaged in international logistics activities.
- H2. Global capabilities have a positive effect on logistics performance in companies engaged in international logistics activities.

2.2 Marketing and sales capabilities (MSC)

It is possible to say that the knowledge and capabilities for market-oriented activities in companies are generally found and carried out under the roof of two units. These are the marketing and sales departments (Gnizy, 2019). While some of the studies on marketing capabilities examine the existence and development of these capabilities in companies only under the responsibility of the marketing unit, some examine them under the responsibilities of the marketing and sales units. It is possible to say that marketing and sales capabilities are highly influenced by management decisions and capabilities, and they also play an important role in the implementation of companies strategy (Cruz Rincon *et al.*, 2022). On the other hand, Afriyie *et al.* (2018) marketing capabilities define them as elements that help the companies not only understand the factors that determine the market but also operate with them more effectively. In the important studies conducted in the literature, some talents in the field of marketing and sales talents have been proven, these talents are: marketing planning, market analysis, focused marketing, ability to acquire information, managing the distribution

and development of communication in foreign markets, research and observation, pricing, distribution and personal marketing application (Cavusgil and Zou, 1994; Kuppusamy and Anantharaman, 2008). According to Arunachalam *et al.* (2018), a marketing capability is formed when the employees of the marketing unit (each from intangible sources) repeatedly perform their knowledge and capabilities while transforming inputs into outputs.

Marketing capabilities; joint knowledge, capabilities and resources: It is a holistic process that is applied to respond to market-oriented needs and competitive threats, to add value to products and services, to adapt the companies to market conditions and to take advantage of opportunities in the market (Jin and Cho, 2018). Since there are many competitors internationally, marketing ability must be better than competitors. Because companies that leave the national arena and start operating internationally will encounter more competitors. Therefore, companies that successfully develop their marketing skills will ensure that their performance outcomes are positively affected. The primary activities of sales personnel are to inform customers about products and services and to sell these products and services. In this understanding, performance effectiveness is based on the efforts of sales personnel rather than talents (Rodrigues and Martins, 2020).

Sales personnel focus on achieving short-term results by using aggressive sales techniques to encourage customers to buy products and services (Yi *et al.*, 2021). Today, it is obvious that in order for a sales team to compete successfully, features beyond being close to customers and having effective presentation capabilities are needed. Akram *et al.* (2017) evaluated the capabilities of sales personnel with propositions such as understanding and recognizing customers, addressing customers' unique concerns, acquiring new customers, expressing sales presentations clearly and clearly, and producing solutions to customers' questions and goals. This situation also shows that companies operating internationally need to have more sales teams and a good organizational structure. Therefore, when a company with a well-managed sales team successfully develops its sales skills, its performance outcomes will also be positively affected.

Acar and Zehir (2010) stated in their research that marketing and sales capabilities have a positive effect on both firms' financial performance and firms' growth performance. Mohsenzadeh and Ahmadian (2016) stated in their research that there is a significant relationship between export performance and marketing and sales capabilities in the literature. Ritter (2006) stated in research that marketing is perceived as a critical combination in the process of creating value for customers in firms. Zehir and Acar (2006) stated in their research that marketing capabilities have a positive effect on companies performance. Kottaridi and Lioukas (2017) stated in their research that marketing capabilities positively affect the export performance of SMEs. Within the scope of the research conducted in the literature, the effects of marketing and sales capabilities as mediation variable are examined.

- H3. There is a mediation variable effect of marketing and sales capabilities between global capabilities and logistics performance in companies engaged in international logistics activities.
- H5. There is a mediation variable effect of marketing and sales capabilities between global capabilities and financial and growth performance in companies engaged in international logistics activities.

2.3 Competitive intensity (CI)

Competition is the activity of firms to adapt to changes in the market. Smith (1987) defines competition as making the activities of others difficult in order to make a profit and states that competition can take place in an environment where market information is available to everyone and access to the market is free. In modern economic theory, competition is a form of market in which the price of the good is determined by supply and demand and is independent (Müller and Robijn, 2018). Some managers focus directly on their competitors in order to gain

market share and cause irreparable results by ignoring other factors in the competitive environment. [Porter \(1979\)](#) states that the five factors that determine competition are: Threat of Substitute Products or Services, Bargaining Power of Buyers, Threat of New Entrants, Bargaining Power of Suppliers, Rivalry Among Existing Competitors. In this case, it can be assumed that the global capabilities of the company can affect the intensity of competition. Because, assuming that there are five forces that determine competition in every market on a global scale, the global capabilities of the company become even more important.

Existing competition is caused by high competitive pressure, prices, margins and profitability pressures that companies are exposed to according to the market they are in ([Anning-Dorson and Nyamekye, 2020](#)). Companies aim to maintain or improve their current status by applying tactics such as price competition, product/service promotion and advertising competition in the intensity of competition ([Estrada-Cruz et al., 2020](#)). However, managers have to develop strategies in order to control the effect of the five competitive forces that determine the competition according to [Porter \(1979\)](#). In addition to the external market environment, the enterprise can use its internal resources to regulate its competitive power according to its own special situation. However, in the early 1980s, the development in many industries was constant and predictable compared to today's dynamics. [Downes and Mui \(1998\)](#) state that the assumptions of [Porter \(1980\)](#) are not viable in competition conditions. [Downes and Mui \(1998\)](#), taking into account competition conditions, express three new forces: "Digitalization", "Globalization" and "Removal of Government Controls". In [Downes and Mui \(1998\)](#)'s model, potential new entries in the market are realized through the technological process. Organizations have to organize their existing structures, processes, companies models and strategies by taking these new dynamics into account. Considering these explanations made in the literature, we can assume that companies operating internationally can positively affect their performance outcomes by taking advantage of the competitive intensity, that is, by carefully monitoring the actions of their competitors and with correct analysis and correct decisions.

In [Porter \(1980\)](#)'s model, companies take a competitive position against other companies in the market in a classical way. However, today, the intense competition brought by globalization makes it important for companies to evaluate their own capabilities more prominently ([Lyu et al., 2020](#)). In their research, [Alinejad and Anvari \(2019\)](#) state that competitive intensity positively affects organizational performance. The research by [Sanders Jones and Linderman \(2014\)](#) also confirms the important role played by various levels of competitive intensity in organizational performance. [Marín-Idárraga and Cuartas-Marin \(2019\)](#) state in their research that competitive intensity has a positive effect on innovation. [Sulistyowati et al. \(2023\)](#) state in their research that there is a positive effect between competitive intensity and innovation and also that there is a positive correlation between competitive intensity and the organizational performance of SMEs. [Talari and Khoshroo \(2023\)](#) state in their research that industry competitive intensity has a significant effect on brand performance, market orientation and organizational learning. [Lyu et al. \(2024\)](#) state in their research that competitive intensity is positively related to the speed of new product development. [Nybom et al. \(2021\)](#) state in their research that the increase in perceived competitive intensity is associated with the increase in the level of lean production orientation and the increase in the level of market orientation. Within the scope of the research conducted in the literature, the effects of competitive intensity as mediation variable are examined.

H4. There is a mediation variable effect of competitive intensity between global capabilities and logistics performance in companies engaged in international logistics activities.

H6. There is a mediation variable effect of competitive intensity between global capabilities and financial and growth performance in companies engaged in international logistics activities.

2.4 Financial and growth performance (FGP)

Performance evaluations are necessary for the decision-making processes of the managers in the enterprises and for the realization of the resultant success. Evaluations made at certain periods play an important role in determining where the companies is, where it has come from, its deficiencies and capabilities, and thus in defining itself. Financial performance is a subjective measure of how well a firm can use assets in its main companies style and generate revenue (Cho and Lee, 2020). Financial performance is also used as an overall measure of a firm's overall financial health over a given period. Analysts and investors use financial performance to compare similar firms in the same industry or to compare industries collectively (Xu and Wang, 2018).

It is especially important for companies operating on a global scale to evaluate their performance in a competitive environment and make decisions by evaluating the competitive intensity according to performance results. Companies use the concept of financial performance in order to measure how and how efficiently all their physical and financial resources are used, how safe their investments are, their financial situation and the risks that the companies are exposed to (Kwon, 2019). In order to be financially strong in markets where competition is intense, importance should be given to increasing financial performance. It is known as an evaluation criterion that reveals the financial status of companies and is frequently used when demonstrating success. It is frequently used when evaluating the performance of the companies in previous periods and planning other actions related to investment and finance to be made in the future (Forte *et al.*, 2019).

The concept of growth is of great importance for companies to maintain their presence in the market in today's market conditions where competition conditions are getting more difficult day by day. In order to stay in the market and grow, companies should rely on management processes, workforce quality, technology and R&D studies, efficiency, quality, innovation, resource management, etc. It gives importance to many different factors and works on it. In particular, the competitive intensity can affect the growth of companies, while marketing and sales capabilities are also an important factor in the growth of companies. Because the more effective the marketing and sales skills are, the more customers can be reached in the market, and this means more sales and more income. It is important for companies to understand and analyze performance, competitiveness in the market and the situation the company has come from past to present (Cull *et al.*, 2015). It will not be possible to improve and manage a phenomenon that cannot be measured.

Growth in companies, according to the characteristics of the companies: It expresses a quantitative increase in sales revenues, product variety, resource size, asset size and capacity utilization (Efobi and Orkoh, 2018). In this context, increases and developments in the sales returns of the enterprise, in the products and markets, the increase in the size of the resources, all kinds of developments expressed in numerical increases in the assets and capacities are the signs of growth (Mahzura, 2018). In this context, the effects of independent and mediation variables on financial and growth performance are examined in the research model.

2.5 Logistics performance (LP)

The extent to which companies fulfill their objectives is of great importance in terms of showing how well companies behave in accordance with the standards and performance criteria they have previously determined (Novais *et al.*, 2020). Logistics is defined as the management and control of the flow and storage of materials from the point of purchase to the conversion process and the final consumer (Kalubanga and Namagembe, 2022). Logistics performance takes place in the literature as a subset of the concepts of firm or organizational performance.

Economic developments with globalization and increasing competitive pressure have encouraged companies to work toward providing cost and service advantages in order to improve their logistics performance (Irfani *et al.*, 2019). In this case, we assume that both

global capabilities and competitive intensity, as well as marketing and sales capabilities, may have an impact on logistics performance. Logistics performance measures play a role in facilitating production and investment decisions of enterprises, reducing transportation and storage costs, increasing the market share of enterprises, and offering products to the market at low prices and in a short time (Munim and Schramm, 2018).

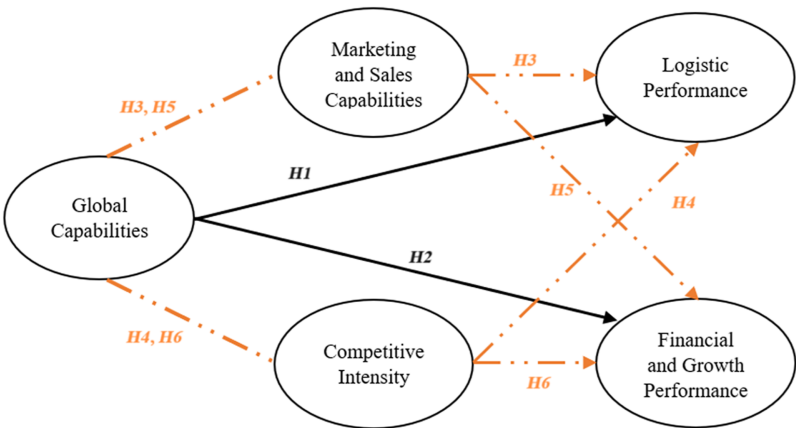
It has become a necessity to measure and monitor logistics performances for companies that want to reduce their costs in logistics. It is of great importance for companies to use the most appropriate performance criteria in calculating their logistics performance in order to achieve their predetermined targets. Choosing the right criteria, obtaining realistic and correct results; It contributes greatly to the development of evaluation and planning capabilities. While the mentioned performance criteria are based on calculating the level of meeting customer needs, some criteria are for calculating input and output efficiency (Kirono *et al.*, 2019). In this context, the effects of independent and mediation variables on logistics performance are examined in the research model.

3. Methodology

Structural equation modeling is one of the modeling techniques used in social sciences. The purpose of these models is to reveal the relationships between data size reduction and latent variables. With this modeling, it is possible to analyze the relationships between the variables collectively. In SEM models, firstly, the suitability of the factor structures of the model is checked. After the tests and analysis and the suitability of the expressions are decided, path analysis can be started. Solutions can be produced for these models with different programs. Programs such as R, AMOS, LISREL, MPLUS are frequently used in this regard. One of these programs is the SmartPLS program. This program is useful and user-friendly in terms of interface, and the results are easy to interpret. Analysis were performed using licensed SmartPLS 3.3.5. The fit indices were presented using the Jamovi program. First, the results of factor analysis are given. After these analysis were completed, the hypotheses were tested. The variables in the research model are indicated in Figure 1.

3.1 Sampling method

In this research, companies engaged in international logistics activities were selected as the population. The main reason for determining this population is that they are both global



Source(s): Prepared by authors

Figure 1. Research model

companies and important companies in the field of logistics. The companies consist of companies that coordinate the movement of materials to and from Turkey by using land, sea and air routes. Most of these companies are located in the Marmara region, the most industrialized region of Turkey. There are approximately 10,000 logistics companies operating in the Marmara region as of 2024. A review of the tuik.gov.tr website (TUIK, 2022a), which contains the most recent data, reveals that the Marmara region is the most industrialized region in Turkey in terms of key indicators such as the industrial production index, contribution to gross domestic product (GDP), activities in organized industrial zones, and export figures. By the conclusion of 2021, Istanbul had become the most populous urban center in Marmara Region, with a continuously growing population of 15.6 million individuals, representing approximately one-fifth of the country's total Turkey population (Eren *et al.*, 2023). According to data released by the Turkish Statistical Institute (TUIK) in 2022 (TUIK, 2022b), Istanbul also exhibited the highest population density among all Turkish cities.

The Marmara region, which is both historically important and critical in international logistics networks carried out within the framework of the logistics sector, consists of TR42 (Bolu, Düzce, Kocaeli, Sakarya, Yalova), TR10 (Istanbul) and TR21 (Edirne, Kırklareli, Tekirdağ) regions. Among these provinces, Istanbul, which is located in the TR10 region, is the most populous and industrially developed province of the region. For this reason, the research was conducted on logistics companies operating in this province. Since it is thought that collecting data from a single company or companies working in the same fields may give misleading results, respondents were determined by random sampling from the universe.

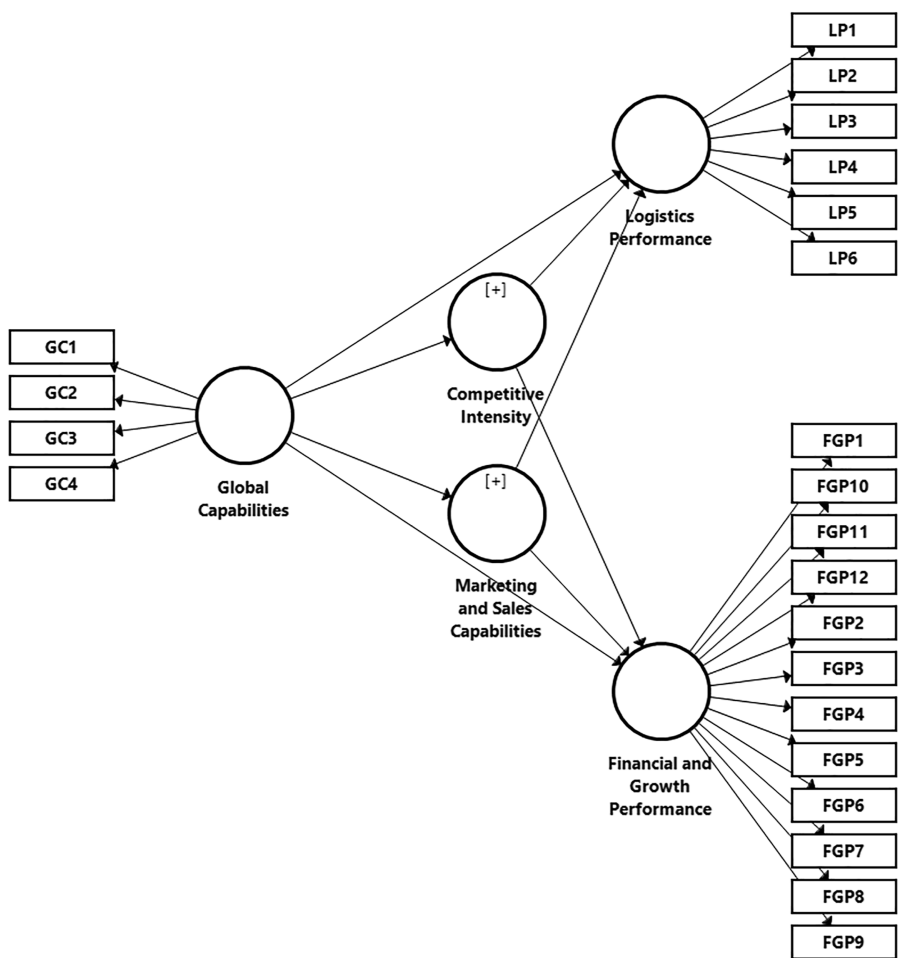
In order to construct and test the model, a random sample of 504 senior-level employees of internationally operating logistics companies (third-party logistics companies (3PL)) headquartered in Istanbul was formed. A scale consisting of 32 statements was presented to them. The response rate of the questionnaire was 100% since the survey was conducted face-to-face and the respondents were asked before going to the interview if they wanted to participate in the survey. 504 units were deemed sufficient for 32 items. In order to identify a latent variable within a model, it is necessary to have a minimum sample size of 10 times the maximum number of arrowheads (Barclay *et al.*, 1995). The questionnaire collection process was terminated.

Likert-type scales provide a means of quantifying qualitative statements and are among the most fundamental and widely employed psychometric instruments in the domains of education and social sciences (Joshi *et al.*, 2015). In the research, a five-point Likert scale was used and the participants expressed the scales *Global capabilities* (1-Very Bad - 5-Very Good), *Marketing and sales capabilities* (1-Very Bad - 5-Very Good), *Financial and growth performance* (1-Very Bad - 5-Very Good), *Logistics performance* (1-Strongly Disagree – 5-Strongly Agree), *Competitive intensity* (1-Strongly Disagree – 5-Strongly Agree).

Scale and Scale Expressions: The statements in the scale were obtained through literature review. The new scale was firstly translated into native language and the scale was finalized by taking expert opinions.

Competitive intensity (CI) scale Morgan *et al.* (2004) (Cronbach's alpha = 0.81). *Logistics performance (LP) scale* Chow *et al.* (1994). *Global capabilities (GC) scale* Celuch *et al.* (2002) (Cronbach's alpha = 0.92). *Marketing and sales capabilities (MSC) scale* Celuch *et al.* (2002) (Cronbach's alpha = 0.68). *Financial and growth performance (FGP) scale* was adopted by Lynch *et al.* (2000), Antoncic and Hisrich (2001) and Zahra *et al.* (2002).

The external model of the research is illustrated in Figure 2. In order to calculate the size of the mediation effect, link arrows were drawn between the variables for all direct and indirect effects. In the model, global capabilities variable is defined as exogenous variable and other variables are defined as endogenous variables. The model allows for the examination of the direct effect of the global capabilities as exogenous variable on logistics performance and financial and growth performance, as well as the mediation effect of competitive intensity and marketing and sales capabilities on the relationship between global capabilities and logistics performance and financial and growth performance.



Source(s): Prepared by authors

Figure 2. Outer research model

Common method bias (CMB) problem may arise in the analysis due to reasons such as asking all the questions to the same participants during the answers, having a large number of questions and reporting the questions by the participants themselves. This issue needs to be checked. For this, the result of Harman’s single factor test can be looked at (Dash and Paul, 2021). As indicated by the test results, the one-factor structure is anticipated to account for less than 50% of the total variance (Podsakoff et al., 2003). The test was conducted using the SPSS 24 program, and the results indicated that a single factor structure had a value of 43.56%. While preparing the scale, the number of questions was kept at a reasonable level so that the CMB problem would not arise, the respondents were not given more or less time than necessary, and anonymity was ensured in the survey. At the same time, a variable that is completely unrelated to the variables in the model was added to the model and the correlation coefficients were checked and the coefficient was obtained very low (p value for correlation test >0.05). The strategy of controlling the CMB problem by adding an irrelevant variable to the model is a method known as marker variable. This method is used to control the CMB

problem. The correlation coefficient of other variables in the model with this unrelated variable should be insignificant (Williams *et al.*, 2010). Thus, it has been shown that the CMB is destroyed.

4. Analysis

The conceptual model given in Figure 2 has been tested in the Smart PLS 3.3.5 licensed program. The first process is factor analysis and finding the reliability/validity values of the scale. If the data set does not have appropriate factor loadings and appropriate validity/reliability values, hypothesis tests cannot be performed. When it is determined that it has appropriate measurements, path analysis can be started for hypotheses.

Reliability levels of all variables were calculated at both the construct and item levels. In Table 1, outer loading, outer weight, Outer Loadings, *t*-Statistic and Variance inflation factor (VIF) values and adjusted *R*-square values are presented.

When the outer loading values are examined in Table 2, competitive intensity (0.767–0.813), financial and growth performance (0.610–0.853), global capabilities (0.661–0.885), logistics performance (0.724–0.860), and marketing and sales capabilities (0.709–0.782), it is seen that there is an outer load distribution in the form of. Some of these values are below 0.70, but they were not removed because they did not cause a problem in the reliability and validity values of the scale. If the factor loadings are below 0.70, other reliability measures should be considered to determine whether the variables are reliable (Hair *et al.*, 2006; Vinzi *et al.*, 2010). It can be concluded that the reliability and validity values presented in Table 4 are free from any issues. While examining the validity values and deciding whether to remove the factor or not, the cross loading values of the expressions were checked. An expression must have a difference of at least 0.10 units between the two highest load values it has on the variables. It has been checked and such a situation has not been seen in the expressions of the variables. There should be no negative values between the outer weight values of the factors. A negative factor weight indicates that there is a multicollinearity problem between the indicators (Hair *et al.*, 2017; Sönmez Çakır, 2019). There is no negative value between the weights. The *R*-square value shows how much the hidden variables explain the change in each other, and its value is required to be greater than 0.26 (Miles, 2014). This value is above 0.26 for all variables in the model. *T*-statistics values give the result of whether the expressions are meaningful or how variables are. Accepting an alternative hypothesis written as “factor loadings do not equal zero” indicates that factor loadings are significantly different from zero. *T*-values less than 1.96 at the 5% significance level or *p*-values less than 0.05 indicate acceptance of this hypothesis. Expressions are meaningful for factors. Whether the variables have a multicollinearity problem or not can be interpreted by looking at the VIF (Variance Inflation Factor) values. The fact that these values are below 5 indicates that there is no multicollinearity problem (Hair *et al.*, 2012). In the SEM model, outer VIF values are

Table 1. Demographic information of survey participants

Questions	Option	Freq.	Percent	Questions	Option	Freq.	Percent
Gender	Female	221	43.8	Education	Bachelor	396	78.5
	Male	283	56.2		Master	88	17.4
Age	25–30	71	14	Working time	Phd	20	3.9
	31–35	126	25		Less than 1	10	1.9
	36–40	114	24.5		1–3	98	19.4
	41–45	86	22.6		4–7	286	56.7
	46–50	62	12.3		8–10	79	15.6
	More than 51	45	8.9		More than 10	31	6.1

Source(s): Prepared by authors

Table 2. Outer loadings/weights, *R* square, *t* statistics and inner VIF value

Variables	Items	Outer loadings	Outer weights	Adj. <i>R</i> square	<i>T</i> stat.	Inner VIF
Competitive intensity	<i>CI1</i> . There is fierce competition in our export markets	0.805	0.240	0.312	26.300*	2.430
	<i>CI2</i> . There are many promotion wars in our export markets	0.810	0.241		26.107*	2.530
	<i>CI3</i> . If a competitor introduces something new to the market, others can easily adapt to it	0.813	0.242		24.435*	2.119
	<i>CI4</i> . Price competition leaves its mark on our export markets	0.794	0.236		25.221*	2.253
	<i>CI5</i> . We are faced with a new wave of competition almost every day	0.767	0.228		21.993*	2.247
Financial and growth performance	<i>FGP1</i> . Your average net income relative to your equity	0.697	0.104	0.451	14.456*	2.814
	<i>FGP2</i> . Your average net profit before tax relative to all available resources	0.758	0.113		17.682*	3.222
	<i>FGP3</i> . Net income from your core activities	0.688	0.102		16.306*	2.963
	<i>FGP4</i> . The financial success of new products we introduce to the market.	0.719	0.107		18.042*	2.248
	<i>FGP5</i> . Your overall level of financial success	0.723	0.108		16.533*	2.384
	<i>FGP6</i> . Average annual increase in our sales	0.610	0.091		13.603*	2.311
	<i>FGP7</i> . Increase in the number of new products we introduce to the market.	0.777	0.116		18.514*	2.121
	<i>FGP8</i> . Rate of increase in market share compared to our leading competitors	0.796	0.119		18.738*	2.397
	<i>FGP9</i> . The rate of increase in the number of employees in terms of employment	0.689	0.102		14.049*	1.982
	<i>FGP10</i> . Increase in the number of new customers	0.744	0.111		17.440*	2.375
	<i>FGP11</i> . Your position in the competitive environment in the market in general	0.752	0.112		16.833*	2.058
	<i>FGP12</i> . Your overall level of profitability	0.853	0.127		22.116*	2.287
Global capabilities	<i>GC1</i> . The success of our business's global marketing strategies	0.868	0.310		33.368*	2.273
	<i>GC2</i> . The ability of our business to produce in different countries	0.661	0.236		18.315*	1.956
	<i>GC3</i> . The level of service services of our business at the global level	0.821	0.293		31.628*	2.526
	<i>GC4</i> . Our ability to develop strategy in the international arena	0.885	0.316		38.735*	2.636

(continued)

Table 2. Continued

Variables	Items	Outer loadings	Outer weights	Adj. R square	T stat.	Inner VIF
Logistics performance	LP1. We give importance to stocking decisions and act rationally	0.860	0.216	0.403	31.956*	2.632
	LP2. We quickly make change decisions in stock management	0.796	0.200		27.917*	2.559
	LP3. We work to reduce logistics costs	0.781	0.196		27.891*	2.878
	LP4. We act rationally and economically in transportation decisions	0.791	0.198		27.478*	3.104
	LP5. Your position in the competitive environment of the market in general	0.823	0.206		27.402*	2.471
	LP6. We attach importance to reducing loss rates and timely delivery	0.724	0.182		19.247*	2.184
Marketing and sales capabilities	MSC1. Our ability to implement promotional strategies by our own business rather than by vendors and/or agents	0.738	0.247	0.349	25.851*	1.655
	MSC2. Our ability to perform systematic analysis during market selection	0.782	0.261		28.479*	2.035
	MSC3. Marketing and sales capabilities of our marketing and sales personnel	0.735	0.245		26.203*	2.119
	MSC4. Our ability to respond quickly to changes in market conditions	0.709	0.237		24.958*	1.898
	MSC5. The effect of our after-sales services and our warranty system on our sales	0.764	0.255		30.415*	1.872

Note(s): **p* value less than 0.05**Source(s):** Prepared by authors

interpreted instead of inner VIF values. However, inner VIF values are also given or how that there is no problem with both VIF values. Outer VIF values are presented in [Table 3](#). As the SmartPLS program does not provide a multitude of options for fit indices, the Jamovi program was employed to obtain these values, which are presented in [Table 3](#).

Table 3. Outer VIF values and fit indices (by Jamovi)

	FGP and LP	Fit indices	Value	Fit indices	Value
Competitive intensity	1.468	CFI	0.994	NFI	0.991
Global capabilities	1.719	TLI	0.993	RFI	0.990
Marketing and sales capabilities	1.650	NNFI	0.993	IFI	0.994
		RNI	0.994	PNFI	0.907

Note(s): Comparative Fit Index (CFI); Tucker–Lewis Index (TLI); Bentler–Bonett Non-normed Fit Index (NNFI); Relative Noncentrality Index (RNI); Bentler–Bonett Normed Fit Index (NFI); Bollen’s Relative Fit Index (RFI); Bollen’s Incremental Fit Index (IFI); Parsimony Normed Fit Index (PNFI)

Source(s): Prepared by authors

Table 4. Construct reliability and validity values

	N. of items	Cronbach's alpha	rho_A	Composite reliability	Average variance extracted (AVE)
Competitive intensity	5	0.898	0.898	0.898	0.637
Financial and growth performance	12	0.935	0.936	0.934	0.542
Global capabilities	4	0.885	0.895	0.886	0.662
Logistics performance	6	0.912	0.914	0.912	0.635
Marketing and sales capabilities	5	0.862	0.863	0.862	0.556

Source(s): Prepared by authors

When the values in [Table 3](#) are examined, it will be seen that the outer VIF values are also below 3. There is no multicollinearity problem between the variables. Values above 0.95 for CFI, TLI, NNFI, RNI, NFI, RFI, IFI and PNFI indexes indicate excellent fit ([Schumacker and Lomax, 2004](#); [Hu and Bentler, 1999](#); [Bentler, 1990](#)). After this stage, the reliability and validity values of the scale were interpreted. The construct reliability and validity values of the scale are given in [Table 4](#).

Cronbach's alpha, which is a reliable coefficient, gives information about the internal consistency of the model. A coefficient above 0.50 is considered sufficient. All Cronbach alpha values were found to be above 0.85. One of the indicators of the internal consistency of the model is provided. The rho_A coefficients, which give whether the indicators in the factors are reliable or not, are also an important indicator than the Cronbach alpha coefficient in these models. For all factors, it is considered sufficient to be above 0.85. All rho_A values have a value above 0.85. With the interpretation of this coefficient, it can be said that the next indicators are reliable. The reference value for composite reliability values was determined as 0.70. Since the factor loads of the expressions are used in the calculation of these values, when an inappropriate value is obtained, it may be necessary to find the problematic expression and remove it from the analysis. Of course, it may be necessary to decide not only with factor loads, but especially with cross loading values. All of these values were found to be above 0.70. Average variance extracted (AVE) values give the concurrency validity result. AVE values must be greater than 0.50 for convergent validity to be mentioned. Another issue to consider is whether discriminant validity is ensured. The values obtained for this are given in [Table 5](#).

[Fornell and Larcker \(1981\)](#) criteria compliance and heterotrait-monotrait (HTMT) values should be checked while checking for discriminant validity. According to the [Fornell and Larcker \(1981\)](#) criterion, the values shown in italic in the table are the criteria values obtained as a result of comparing a variable with itself. The row and column where this value is found

Table 5. Discriminant validity values

	Fornell–Larcker criterion					Heterotrait–Monotrait ratio			
	CI	FGP	GC	LP	MSC	CI	FGP	GC	LP
Competitive intensity	<i>0.798</i>								
Financial and growth performance	0.355	<i>0.736</i>				0.353			
Global capabilities	0.518	0.371	<i>0.814</i>			0.515	0.368		
Logistics performance	0.400	0.579	0.441	<i>0.797</i>		0.400	0.578	0.439	
Marketing and sales capabilities	0.487	0.479	0.591	0.595	<i>0.746</i>	0.488	0.476	0.588	0.594

Source(s): Prepared by authors

must be the largest value. Italicized values in the relevant section of the same table show the correlation coefficients between the two variables. The [Fornell and Larcker \(1981\)](#) criterion is provided according to the data obtained from the scale. Another value to check for discriminant validity is HTMT ratios. It is sufficient for these ratios to be below 0.85 ([Clark and Watson, 1995](#)). In some studies, below 0.90 is accepted. It can be seen that all of the values in the relevant column are less than 0.85. The scale provides discriminant validity for both values. Path coefficient values, which show the extent to which the structures in the model affect each other, take values between -1 and $+1$. They can be interpreted as regression coefficients. In [Table 5](#), the current path coefficients (original sample) determined for the hypotheses, the bootstrapping results determined with 5,000 sample size (sample mean), the standard deviation values of the data, the t -statistics obtained by dividing the original sample values by the standard deviation are given.

According to the results obtained, all of the path coefficient values were significant at the 0.05 significance level. This means that all hypotheses [H1-H2](#) are accepted in [Table 6](#). After analyzing the direct effects, the interpretation of the specific indirect effect values was started to analyze the mediation effects and the results are presented in [Table 7](#).

Specific indirect effect values given in [Table 7](#) show that the indirect effect is also significant. The presence of both direct and indirect effects between the variables is sufficient for the mediation effect. In order to reveal whether this mediation effect is full or partial, it will be examined whether direct and indirect effects are important. If both indirect and direct effects are significant on the same path, partial effect is mentioned ([Cheung and Lau, 2008](#)), if one is significant and the other is not, full effect is mentioned. As can be seen from the results of the analysis, since both indirect and direct effects are significant, the latent variables MSC and CI have mediation effects in all relations.

For this, VAF (Variance Accounted for) values have been calculated. The VAF value is used to calculate the ratio of the indirect effect to the total effect ([Nitzl and Hirsch, 2016](#)). In order to calculate the VAF values, it is necessary to have knowledge of the magnitude of both the direct and indirect impacts, as well as the total impact. The direct effects calculated between the variables, with the exception of those tested in hypotheses [H1](#) and [H2](#), are presented in [Table 8](#).

Table 6. Path coefficient value, confidence interval and test results ([H1-H2](#))

Hip	Paths	Original sample	Sample mean	Standard deviation	T statistics	Decision
H1	GC $\rightarrow$ LP	0.297	0.299	0.049	6.061*	Accept
H2	GC $\rightarrow$ FGP	0.388	0.390	0.059	6.576*	Accept

Note(s): * p value less than 0.05

Source(s): Prepared by authors

Table 7. Specific indirect effect for paths

Hip	Paths	Original sample	Sample mean	Std. dev.	T stat.	Decision
H3	GC $\rightarrow$ MSC $\rightarrow$ LP	0.285	0.286	0.040	7.125*	Accept
H4	GC $\rightarrow$ CI $\rightarrow$ LP	0.111	0.112	0.012	9.250*	Accept
H5	GC $\rightarrow$ MSC $\rightarrow$ FGP	0.214	0.214	0.010	21.4*	Accept
H6	GC $\rightarrow$ CI $\rightarrow$ FGP	0.121	0.121	0.019	6.368*	Accept

Note(s): * p value less than 0.05

Source(s): Prepared by authors

Table 8. Direct effect results for paths

Paths	Original sample	Sample mean	Standard deviation	T statistics	Decision
CI → FGP	0.233	0.233	0.087	2.678*	Significant
CI → LP	0.215	0.215	0.043	5.001*	Significant
GC → CI	0.518	0.518	0.037	14.095*	Significant
GC → MSC	0.591	0.591	0.031	19.347*	Significant
MSC → FGP	0.362	0.361	0.051	7.081*	Significant
MSC → LP	0.482	0.482	0.049	9.836*	Significant

Note(s): *p value < 0.05
Source(s): Prepared by authors

Since all *P* value values obtained for the given paths are less than 0.05, it can be said that the drawn direct effect paths are significant. Mediation effect sizes calculations are given in Table 9.

VAF value for H9; It is calculated as $VAF = 0.121/0.509 = 0.24$. If VAF values are below 20%, zero mediator effect is mentioned, while 20–80% VAF value means partial, and more than 80% means full mediator effect (Hair *et al.*, 2017).

5. Discussion

In the market where companies compete for customers, customer satisfaction is one of the basic elements of companies strategy. Logistics management process, like other processes, starts with the receipt of the order and ends with customer satisfaction. High customer satisfaction in the logistics process depends on fully meeting customer needs such as low cost, just-in-time and damage-free delivery, accessibility to large markets, good service quality and effective stock management (Liu *et al.*, 2018). In this case, global capabilities become even more important for companies engaged in logistics activities on a global scale.

With global capabilities, companies need to pay attention to the intensity of competition and their marketing and sales capabilities. Growth increases competition because it means new opportunities for each competitor in an expanding market (Porter, 2008). Global capabilities have long been recognized as a critical driver in globalized industries, particularly logistics, where the scope of operations requires a high level of coordination (Zollo and Winter, 2002; Rugman and Verbeke, 2008). Even if there are no new entrants to the market, high growth rate does not guarantee profitability in cases where customers are strong or substitute products are preferable. The basic condition for the companies to gain superiority in the competitive environment is the determination of an effective companies strategy and the presence of an effective dissemination process of the determined strategy. Global companies need to make decisions in accordance with their strategies by determining the requirements in the markets where there is intense competition. As a result of the research, it is supported by hypotheses that there are positive effects in companies that can use global talents effectively.

Table 9. Mediation effect size value

H	Path	Total indirect effect	Total effect	VAF	Mediation
H3	GC → MSC → LP	0.285	0.500	0.57	Partial
H4	GC → CI → LP	0.111	0.408	0.27	Partial
H5	GC → MSC → FGP	0.214	0.602	0.36	Partial
H6	GC → CI → FGP	0.121	0.509	0.24	Partial

Source(s): Prepared by authors

At the same time, the theoretical framework underlying the relationship between global capabilities and performance is supported by the RBV and dynamic capabilities theory. According to RBV, firms with unique and valuable resources are in a better position to achieve sustainable competitive advantage (Barney, 1991). Furthermore, dynamic capabilities theory emphasizes the importance of a firm's ability to reconfigure its resources and competencies in response to changes in the external environment (Teece *et al.*, 1997). The positive relationship between global capabilities and performance outcomes is consistent with the dynamic capabilities framework and suggests that international logistics companies operating in Turkey can adapt and thrive in a changing global environment by using their global capabilities.

Marketing capabilities, which are an important factor in the competitive advantage of companies, are strategic companies resources, which are a set of specialized resources and capabilities (Feng *et al.*, 2018). At the same time, marketing capabilities are the identification of processes that create value for target consumers and the allocation of resources for value creating elements in line with the objectives of the companies (Elsharnouby and Elbanna, 2021). Companies can perform their strategic actions through their marketing capabilities. It is seen that these capabilities have a positive effect on and increase companies performance in the long run. The reason for the low performance of the companies is shown as sudden changes in the market or unexpected events. This situation usually occurs as a reaction of marketing managers to conditions and activities that are beyond their control. Quantitative success of sales management generally includes indicators such as sales volume, number of customer accounts opened, profitability, number of orders, sales costs, number of complaining customers, and qualitatively the attitudes of sales personnel, product knowledge, sales capabilities, style and appearance, planning, capabilities and teamwork suitability indicators (Guenzi *et al.*, 2016).

Marketing and sales capabilities are also crucial for firms to effectively position their products or services, target the right customers and convert market opportunities into tangible sales and revenue. In the context of logistics companies, effective marketing and sales capabilities enable firms to differentiate themselves in a crowded market, attract new customers and establish long-term relationships. Vorhies and Morgan (2005) emphasize in their research that firms with superior marketing capabilities achieve better market performance even in highly competitive industries. In the logistics sector, Panayides (2007) states that firms with strong marketing and sales capabilities are better at communicating their value propositions, negotiating appropriate contracts and establishing long-term partnerships with customers.

The intensity of competition and the critical roles of marketing and sales capabilities in mediation effects are quite important. The intensity of competition refers to the level of competition a firm faces in its market. In highly competitive environments, companies must be more innovative, efficient and customer-focused in order to survive and grow. The research found that competitive intensity is an important mediation between global capabilities and performance outcomes and emphasizes that the more intense the competition, the more important it is for firms to use their global capabilities effectively. For example, Porter (1985) states that competitive intensity forces firms to develop and allocate resources more effectively to maintain their market position. Zahra and George (2002) state that firms in competitive industries tend to invest more in innovation and capabilities to stay ahead of their competitors. The analysis results of the research in the logistics sector also confirm this dynamic by showing that competitive intensity increases the positive effects of global capabilities on both logistics and financial performance.

Logistics performance, measured by factors such as delivery speed, reliability and cost efficiency, is strongly affected by global capabilities. This is consistent with the findings of Fugate *et al.* (2010) who stated that global capabilities enable firms to optimize their supply chains, reduce costs and improve service quality. Mentzer and Konrad (1991) also emphasize the importance of logistics performance as a critical driver of overall companies success, especially in industries where on-time delivery and cost management are key competitive

differentiators. The results of the research contribute to the literature by showing that competitive intensity and marketing and sales capabilities further enhance logistics performance by enabling firms to better adapt to market conditions and customer demands.

In addition, financial performance measures are the most frequently used performance criteria structure because they have a precise and objective structure. Financial performance directly determines the long-term goals of the enterprise and considers the performance of the enterprise in a holistic framework. A holistic performance analysis, such as the profitability of some or all parts of the companies, can reveal the strategic success of the companies. As a result of the analysis, if global companies turn the intensity of competition into an opportunity and use their marketing and sales capabilities, they can affect their performance positively.

6. Conclusion

It is necessary to evaluate the importance of the market in which global companies operate, the quality of the quality of service provided, their opportunity priorities and their competitor capabilities and to review them at regular intervals ([Adomako et al., 2021](#)). It is necessary to provide services by considering customer expectations and values in the markets where companies enter. Purpose of this: To be able to provide good service by taking into account the values and demands of the customer, but to do this at the lowest cost. In addition, it is important to anticipate the expectations of the customers and to enter the market first. Unlike the production and sales phases, the performance of logistics companies has a positive effect on the marketing and sales phase by taking into account the customer's wishes and needs.

The effect of global talents on the intensity of competition and marketing and sales talents shows the importance of the talents developed by logistics companies on a global scale. At the same time, it can be assumed that the effects of the capabilities gained at the global level in order to develop the customer focus of the sales personnel and adaptive competencies that will ensure harmony between the market and the company in sales management practices. As in every sector, the logistics sector is based on a "win-win" approach that will protect the interests of both customers and the company.

Relationships developed with customers are the focal point of commerce. Because these relationships are company specific, they should not be easily imitated by competitors. This means that in an environment of intense competition, it will be much more likely to gain competitive advantage by successfully using the global capabilities of companies. Based on this explanation, as a result of the research conducted by [Kim and Jeon \(2016\)](#), it was stated that global talents in small- and medium-sized enterprises have some positive effects on both competitive advantages and business management performances. In their research, [Alinejad and Anvari \(2019\)](#) explained that competitive intensity has a positive effect on organizational performance. [Hou et al. \(2019\)](#) stated in their research that the moderate effect of competitive intensity was positive on firm performance. In their research, [Cruceru and Moise \(2017\)](#) state that marketing and selling capabilities are important for both competitive advantage and companies performance.

When evaluated in general, in order for companies to reach their long-term goals, activities aimed at understanding and satisfying the wishes and needs of customers are at the forefront. Sales personnel should have the capability to analyze customer requests and needs by having a common focus with the marketing department and have the capabilities to convince customers that the companies can meet these wants and needs. It can be explained by supporting the hypotheses that the logistics companies that make up our sample group attach importance to this situation and have a positive effect on performance outputs. Also, there are at least three main reasons why a company would want to measure logistics performance. These can be listed as reducing operating costs, increasing revenue and increasing the market value of the company ([Aharonovitz et al., 2018](#)). For this reason, it is important how the global capabilities of companies, the intensity of competition, and their marketing and sales capabilities affect their performance outputs.

Logistics companies that want to go out of national borders and operate in the international arena need to enter the competitive race by improving their marketing and sales capabilities, taking into account the intensity of competition. Otherwise, according to the results of the analysis, it does not seem possible for them to be successful against their competitors without considering the competitive conditions and without developing their marketing and sales capabilities.

6.1 Theoretical implications

RBV: The results of the research support the RBV of the firm, which posits that competitive advantage stems from a firm's ability to develop and leverage unique resources and capabilities (Barney, 1991). The findings are consistent with the RBV and suggest that logistics companies with superior global capabilities are better positioned to sustain their competitive advantage in the face of competitive pressures.

Dynamic capabilities theory: The research also supports the dynamic capabilities theory, which emphasizes the importance of a firm's ability to adapt, integrate and restructure its internal and external capabilities to adapt to rapidly changing environments (Teece et al., 1997). The research shows that global capabilities and marketing and sales capabilities are dynamic in nature, allowing firms to adapt to changes in global logistics markets and remain competitive.

Contingency theory: The contingency theory, which posits that a firm's performance depends on the fit between its strategies and environmental conditions (Effendi and Kusmantini, 2015), is also supported by the results of the research. The higher the intensity of competition, the greater the need for firms to leverage their global capabilities to achieve superior performance.

International business and marketing theories: From an international business perspective, research highlights the role of marketing and sales capabilities in translating global capabilities into financial success. The findings are consistent with international marketing theories that emphasize the importance of market orientation, customer relationship management and global brand strategies in driving firm performance (Cavusgil, 2003).

6.2 Practical implications

Investing in global capabilities: For logistics companies operating in international markets, especially in the Marmara region of Turkey, the research offers several practical implications. First, developing global capabilities should be a key strategy for companies aiming to excel in logistics performance and financial growth. By investing in global capabilities (such as improved supply chain coordination, technology adoption and international partnerships), companies can strengthen their position in a highly competitive global market. Managers should prioritize resource allocation to building capabilities that align with international standards, as these efforts directly translate into better logistics results and financial performance.

Managing competitive intensity: Given the competitive environment in the Marmara region, logistics companies should also focus on managing competitive intensity as a critical factor. This involves not only responding to competitive pressures, but also actively investing in innovation, digital transformation and strategic agility to outpace competitors. Firms operating in this region face high levels of competition, and those that effectively manage and leverage this intensity are better positioned to achieve both short-term gains and long-term sustainability.

Developing marketing and sales capabilities: Marketing and sales capabilities are critical for companies seeking competitive differentiation. Logistics companies can leverage solid marketing strategies to effectively position their services in various international markets and strong sales functions to secure contracts and develop long-term customer relationships. By improving these capabilities, logistics companies can more effectively leverage their global strengths to capture market share, increase customer satisfaction and sustain growth.

Logistics efficiency as a financial driver: Improving logistics performance should be a key priority for companies seeking financial growth. Operational excellence in logistics not only reduces costs but also improves service delivery, resulting in increased customer satisfaction and long-term financial success.

6.3 Managerial implications

Managers of logistics companies that operate internationally or want to enter new markets internationally must first pay attention to the global capabilities that the company must have. They should attach importance to preparing/designing their organizational structures in a way that will improve their global capabilities. On the other hand, it should be a priority for them to analyze the competitive intensity in new markets and act according to the weak positions of their competitors in the market. What is important in the competitive intensity is to have global capabilities that competitors do not have. According to the analysis results, it can be suggested that in order to be more effective than competitors in new markets, they should develop and use their marketing and sales capabilities differently and more effectively than their competitors.

6.4 Research limitations

First, the research is limited to logistics companies operating in the Marmara region of Turkey. While this region represents a significant portion of Turkey's logistics sector, the findings may not be directly applicable to logistics companies in other regions or countries. Future research should consider expanding the sample to include firms in different geographic regions to increase the generalizability of the results.

Second, the research focuses on senior employees in logistics companies, which may limit the perspectives captured in the data. While senior executives are likely to have a broad understanding of their companies' strategic capabilities and performance, future research may benefit from including data from employees at different organizational levels to gain a more holistic view of how these capabilities impact performance across the organization.

Furthermore, the research relies on cross-sectional data, which limits the ability to draw causal inferences about the relationships among the variables. Longitudinal research is needed to investigate how these relationships evolve over time and whether improvements in global capabilities and marketing and sales capabilities lead to sustained performance gains. Future research could also investigate possible moderating variables such as firm size, industry segment, or technological adoption to better understand the conditions under which these capabilities are most effective.

6.5 Recommendations for future research

First, future research should consider examining the role of emerging technologies in improving global capabilities and logistics performance. The logistics industry is undergoing rapid transformation due to advances in digital technologies such as artificial intelligence, blockchain and the Internet of Things (IoT). Research examining how these technologies interact with global capabilities and marketing and sales capabilities can provide valuable insights into the future of logistics performance.

Second, future research should investigate the role of sustainability in logistics performance. As environmental concerns become increasingly important, logistics companies are under pressure to reduce their carbon footprint and adopt more sustainable practices. Examining the relationship between global capabilities, competitive intensity, and sustainable logistics performance can provide insights into how firms can balance profitability and environmental responsibility.

Future research could examine the role of cultural differences in shaping the effectiveness of global capabilities. Since logistics firms operate in multiple countries, cultural factors can influence how global capabilities are developed and utilized. Comparative studies across

different cultural contexts can provide insights into how firms can best manage cultural diversity to improve logistics performance.

Finally, future research should examine the impact of regulatory changes on logistics performance. The logistics industry is heavily regulated, and changes in trade policies, customs regulations, and transportation laws can significantly impact a firm's operations. Understanding how firms adapt their global capabilities and marketing strategies to regulatory changes can provide practical insights for managers navigating complex regulatory environments.

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