



Innovation Capability in Manufacturing Firms: A Systematic Literature Review and Research Agenda

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Abstract. This study investigates the development of Innovation Capability, including defining innovation capability and determinant factors of its development in logistic firms. The systematic literature review on the topic has evolved exponentially during the last decades. However, the divergence of the research results makes it so that the innovation capability is still poorly understood. Relying on a systematic review of empirical studies published between 2010 and 2020, this article proposes and discusses a framework that brings together a set of variables related to the innovation capability process and the internal and contextual factors driving it. The ensuing results highlight several avenues that would help managers and policymakers foster innovation and researchers to better channel their efforts in studying the phenomenon.

Keywords: Innovation capability · Manufacturing · SLR

1 Introduction

The main aim of the systematic literature review is to understand how firms develop their innovation capability to achieve competitive advantage. The recent rapid changes in technology, consumers' taste, preferences, and general market condition means that post-industrial organizations' survival and success depend on the capability to be innovative. Furthermore, other researchers [1, 3, 4, 6, 7, 12, 15] have recognized innovation capability as a crucial source of competitive advantage in an increasingly dynamic business environment.

The logistics industry is central to economic, social, and environmental sustainability. It is closely linked to globalization, employment, economic development, international security, pollution, greenhouse gas emissions, congestion, and traffic accidents. Furthermore, it is essential to the operation of many other industries, impacting key performance indicators such as cost, service delivery, responsiveness, and reliability. Logistics has evolved from being a tactical requirement into a strategic activity that links customers and suppliers by managing the flows of goods, services, and information from the point of origin to the point of consumption. The most common activities associated with logistics are transport and warehousing. However, other activities such as forwarding, customs clearance, packaging, labeling, and various aspects of information management are also considered part of logistics.

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Although logistics is commonly associated with manufacturing industries, all industries need logistics services; some, like banking, health services, and retail, require sophisticated logistics systems. This fact puts logistics at the center of economic activity and makes innovation in logistics a pivotal element in improving efficiency and effectiveness across all industries.

There has been growing interest in studying innovation capability among logistics industries and across disciplines. However, scholars have little attempt to provide a comprehensive overview of the topic that can guide firms on what needs to develop to increase innovation output [7]. As a step towards advancing the notion of innovation capability research, we sought to identify those theoretical and empirical studies that investigated innovation capability at the firm/network (supply chain) level. We also made a methodological contribution by analyzing the methods used in studying innovation capability and bringing consistency to a poorly operationalized field. Studies in innovation capability are growing and are expected to continue as an area of methodological development, empirical inquiry, and theorizing. We specifically examined and synthesized the conceptual and theoretical perspectives in the literature, identified the main methodological approaches, identified the main innovation capability dimensions, and summarized essential measures of the dimensions. Our purpose is to inspire theoretical and empirical research by taking stock of and identifying innovation capability practices that firms undertake to stimulate innovation. The review helps to recast how firms engage in innovation activities by providing a comprehensive framework with well-operationalized dimensions needed to advance a more profound understanding of the innovation process and its implications for management.

The development of information technology over the last 15–20 years has provided information technology and process virtualization in the current transportation market—this matter caused a change in logistics as a provider of intermediary services. Contemporary logistics are supply chain architects who provide the most efficient among transport market participants [17]. Therefore, the current shipping company's technological process is one of the critical factors that determine the efficiency of the freight transport system. Evaluating the demand for the company's production (or services) is a necessary stage, which is usually applied before deciding to improve the quality of production (or client service), improve the efficiency of technological processes, improve the competitiveness of enterprises, or other improvements. Incorrect information about request parameters is often the cause of erroneous conclusions and erroneous recommendations. Therefore, demand estimation problems are very relevant in solving scientific and practical problems in transportation and delivery of goods because the results obtained provide the truth at the stage of assessing the state of the research object.

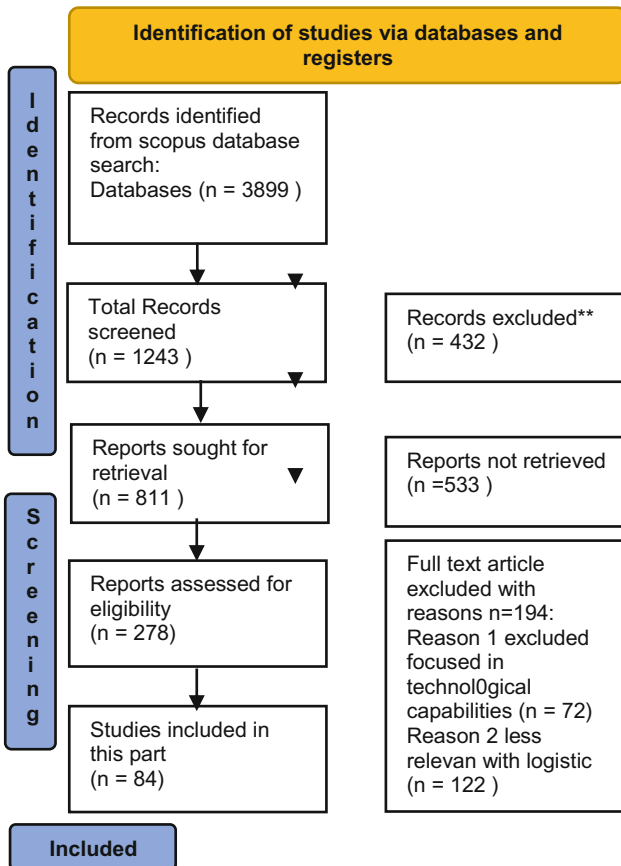
The purpose of this study is to review the published literature from 2010 until 2020 regarding innovation capability in the context of the logistic industry. Therefore, for this reason, the following research questions were asked:

1. What research has been done in the field of innovation capability in the context of the logistic industry on definitions, theories, themes, and operational definitions variables?
2. What is the future research agenda on innovation capability in the context of the logistic industry?

2 Research Methods

This section describes the terms and criteria adopted for systematic literature review in the freight forwarding and logistics industry using bibliometrics, an integral part of research evaluation methodology, especially in scientific and applied fields [4]. Therefore, following the terms of the bibliometric analysis, data is obtained by searching for publications with titles, abstracts, or words key containing the research theme. In this study, the themes studied are logistic innovation capability, with specific keywords used to obtain data in logistics and other disciplines. The first criteria data was obtained from the Scopus database using the app Publish or Perish (PoP). The second criteria in this study are using sources in articles, conference proceedings, books, and theses. Third, the data was obtained from articles published in reputable international journals indexed by Scopus. Database from Q1 to Q4 based on Scopus Rankings Index. Fourth, the data is processed and analyzed using PRISMA and RStudio Cloud.

2.1 Bibliometric Analysis Flowchart Using Source Scopus and PRISMA



Source: Developed By The Authors (2021)

3 Analysis

3.1 Document Category

Based on articles obtained through the Scopus database and processed using R Studio Cloud software, there is information regarding the data, namely the average publication annually of 4.46 from 2010 to 2020, the average citation of each document of 18.36, and the average citation per year for each document is 2.942. Type of document Most of them are articles with 84 documents. From these data, as many as 14% of researchers are single authors (Table 1).

Table 1. Main Information Biblioshiny for Bibliometrix

Description of Main Information about Data	Results
Timespan	2010:2020
Sources (Journals, Books, etc.)	63
Documents	84
Average years from publication	4,46
Average citations per documents	18,36
Average citations per year per doc	2,942
References	1
DOCUMENT TYPES	
Article	84
DOCUMENT CONTENTS	
Keywords Plus (ID)	250
Author's Keywords (DE)	341
AUTHORS	
Authors	203
Author Appearances	230
Authors of single-authored documents	12
Authors of multi-authored documents	191
AUTHORS COLLABORATION	
Single-authored documents	14
Documents per Author	0,414
Authors per Document	2,42
Co-Authors per Documents	2,74
Collaboration Index	2,73

3.2 Research Theme Mapping

In R-Studio Cloud through Biblioshiny, it is possible to map research themes into four categories: Quadrant 1. Motor Theme, Quadrant 2. Niche Theme, Quadrant 3. Emerging or Declining Clusters, Quadrant 4. Basic Theme. The topic in Quadrant 1 is a topic used for future research directions. As follows is the result of mapping the research themes.

The mapping results show that there are quite a several themes that can be continuously developed for future research. This situation is caused by logistics innovation capability has become a fantastic in the field of innovation research in several last years as one of the paths towards the sustainability of an organization. Therefore, themes in the fourth square (basic themes) include innovation logistics, supply chain Innovation capability, and supply chain innovation. While in the first quadrant (Motorcycle Themes), It is possible for future research to be carried out; the themes include: other: bass diffusion model, economic and social effects, environmental management industry, information management, firm performance (Figs. 1 and 2).

The picture above is a conceptual structure map. There are two dominant colors, namely: blue and pink. The blue color describes the policies related to economics and management, while the pink color indicates the close relationship between the concepts and topics studied.

3.3 Splitting Initial Result

Data were obtained from 2010 to 2020 from 84 journal articles from the Scopus database. Data is taken only from various criteria in articles from well-known international journals chosen because they got a trusted indexer. The following process is to classify the data that has been obtained.

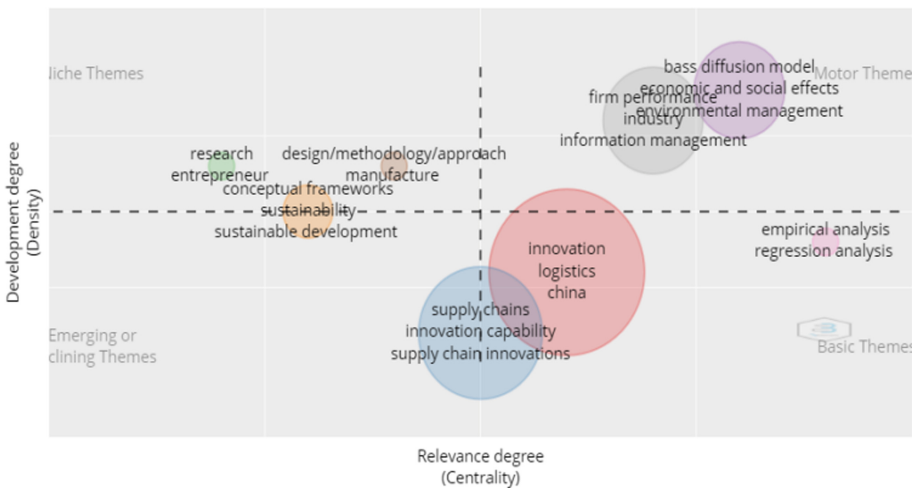


Fig. 1. Results of mapping research themes. Source: developed by the authors using R-Studio Software (2021)

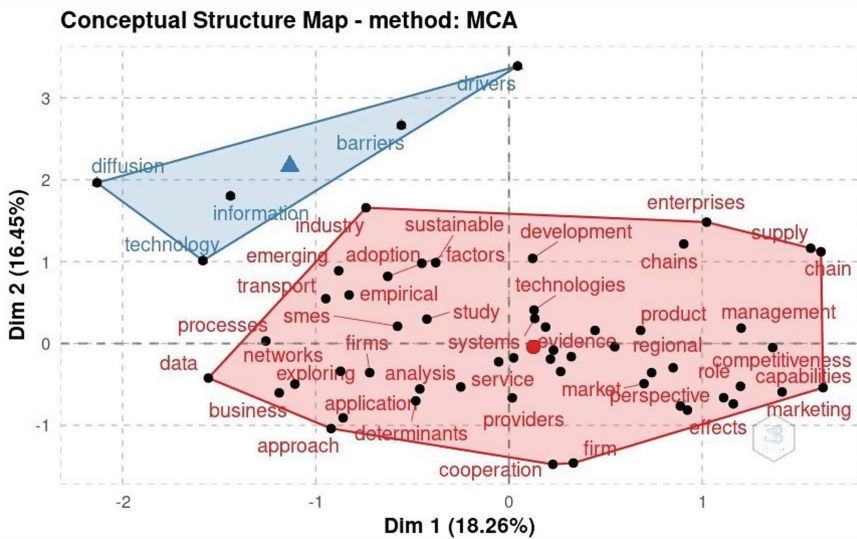


Fig. 2. Conceptual Structure Map. Source: developed by the authors using R-Studio Software (2021)

3.3.1 Understanding Analysis, Theories and Researcher

Theory analysis can be seen in Table 2.

3.3.2 Measurement of Innovation Capability Indicators

Due to its intangible nature, the construction of Innovation capability has been measured through indirect action, which can be objective or subjective. Table 2 will present several studies with their respective contributions and limitations. The main challenge in the application of questionnaires are (1) they usually consider the perspective of one respondent, (2) they tend to focus on one type of innovation, and (3) multiple items are generated based on the context where this research was conducted, and (4) some assessments only reflect the presence of an aspect without evaluating its efficiency. As a result, even when there are many attempts to measure innovation capability, there are inconsistencies regarding the multidimensional nature of its construct and operationalization, which affects the explanatory power of constructs and makes it difficult to make comparisons between studies (Table 3).

The presented literature shows that innovation can be driven by technology or customers. For a company, relying mostly on activities aimed at directly for closer and more profound insights about customers. They are looking for clues to opportunities for logistics innovation. Some of the direct approaches used by participants to interact with customers and what is discussed here include managing groups of customers, engaging in single customer in-depth interviews, holding extended customer retreats, holding joint strategic planning meetings, and contracting a third party to perform customer research.

Table 2. Theory Analysis

No	Definition	Theory	Author
1	Development of information technologies over the past 15–20 years has provided a high level of informatization and virtualization of technological processes at contemporary transport markets. This led to the changes in a role of freight forwarders as of companies providing intermediary services. Contemporary forwarders are the architects of supply chains that provide the most efficient way of interaction between the transport market participants.	Dynamic Capability	Naumov and Kholeva [16]
2	For measuring the expectations of customers, authors suggest the following: customer surveys, line management visits to customer sites, and internal measures of repeat business. The most important methods for measuring the improvements in logistics are: flowcharts, statistical process control, histograms, and Pareto charts	Dynamic Capability	Kilibarda, Nikolicic et al. [12]
3	Innovation is a primary concern of industry, and companies are constantly looking for ways to innovate in order to gain competitive advantage. The government can also engage with industry and play a role by providing the right environment for companies to innovate.	Dynamic Capability	Mena, Christopher et al. [14]
4	Innovation is critical to the success of many firms, including providers of logistics services. Anecdotally, conversations with leaders at a leading Danish logistics service provider emphasized the need to continuously drive innovation with customers and remain focused on increasing the value created for customers in order to compete effectively	Organizational Learning	Flint, Gammelgaard et al. [7]
5	A company's competence to acquire as well as to assimilate novel knowledge and to transfer this knowledge in new products or services	Dynamic Capability	Weber and Heidenreich [26]

(continued)

Table 2. (continued)

No	Definition	Theory	Author
6	It consists mainly of the firm’s intangibles, which are the non-physical characteristics of a firm that will produce value in the future	Organizational capabilities	Saunila, Haldma et al. [20]
7	The application of knowledge and skills embedded within the routines and processes of the firm to perform innovation activities pertaining to technical innovations and non-technical	Organizational capabilities	Siahtiri, O’Cass et al. [22]
8	The capacity of an organization to produce innovations continuously. It is considered to entail important organizational outcomes	Organizational learning	Quintana-Seguí, Habets et al. [18]
9	An organization’s overall innovative capability of introducing new products to the market, or opening up new markets, through combining strategic orientation with innovative behaviour and process	Innovation Management	Wang and Ahmed [25]
10	The skills and knowledge needed to effectively absorb, master and improve existing technologies, and to create new ones	Dynamic Capability	Romijn and Albaladejo [19]
11	The ability to continuously transform knowledge and ideas into new products, processes, and systems for the benefit of the firm and its stakeholders	Organizational learning	LAWSON and SAMSON [13]
12	Openness to new ideas as an aspect of a firm’s culture	Dynamic Capability	Garcia and Calantone [8]
13	Innovations are important towards firm performance and survival	Resources Based Theory and Planned Behaviour Theory	Thanh, Vinh et al. [23]
14	The concept of innovation is gaining ground and plays a significant role in an increasingly competitive and dynamic banking sector.	Dynamic Capability	YuSheng and Ibrahim [29]
15	Services do innovate, technologically and organisationally, though there are substantial and intelligible differences in innovation propensity and style across different classes of service firm and sector	Organizational learning	Miles [15]

(continued)

Table 2. (continued)

No	Definition	Theory	Author
16	The innovation process and the generation of sustainable competitive advantage are permanently on the agenda in technology management	Dynamic Capability	Schreiber1, Tometich et al. [21]
17	The innovation service can be improved and developed with the help of new technology by integrating it based on the demands of the market	Service Dominan Logic	Heng, Ferdinand et al. [10]

Table 3. Indicator Measurement

No	Relevant Literature	Indicator
1	He, Chen et al. [9]	Innovation Capacity Endowment (ICE) 1. Applied for by the enterprise 2. R&D technicians
2	Vokoun and Píčov [24]	Marketing Innovation (MI) 1. Analyse demand 2. Entry new market 3. Quality culture
3	Adam and Alarifi [1]	Innovation Practice (PI) 1. External Knowledge 2. Structure 3. Leadership 4. Regeneration 5. Employee Activities
4	Dalgiç and Fazlıođlu [6]	Innovation (I) 1. R&D 2. Product/Services Innovation 3. Process Innovation
5	Afriyie, Du et al. [2]	Marketing Innovation (MI) 1. Innovating marketing programs to stay ahead of the market 2. Finding new ways to build and improve relationships with customers 3. Always revising the sales techniques, finding new methods to try 4. Carrying out innovative marketing programs 5. Looking for ways to develop new business models 6. Constantly renewing the product design according to customer's needs and competitive products 7. Looking for ways to improve promotion methods and tools.

(continued)

Table 3. (continued)

No	Relevant Literature	Indicator
6	Yeniaras, Di Benedetto et al. [28]	Exploratory Innovation (EI) <ol style="list-style-type: none"> 1. Our organization accepts demands that go beyond existing products and services 2. We invent new products and services 3. We experiment with new products and services in our local market 4. We commercialize products and services that are completely new to our organization 5. We frequently use new opportunities in new markets 6. Our organization regularly uses new distribution channels 7. We regularly search for and approach new clients in new markets
7	Xie, Guan et al. [27]	Service Innovation (SI) <ol style="list-style-type: none"> 1. At work, our team tries to propose creative ideas and convince others. 2. At work, our team seeks new service techniques, methods, or techniques. 3. At work, our team provides a suitable plan for developing new ideas. 4. At work, our team tries to secure the funding and resource needed to implement innovations. 5. Overall, I consider our team member is creative. 6. Our team changes how our service is offered for each customer
8	da Costa, Camargo et al. [5]	Marketing innovative capability (MIC) <ol style="list-style-type: none"> 1. Better at developing new ideas to help customers 2. More able to fast track new offerings to customers 3. Better able to manage processes to keep costs down 4. More able to package a total solution to solve customer problems
9	Puspita, Christiananta et al. [17]	Innovation Capability (IC) <ol style="list-style-type: none"> 1. Product Innovation 2. Processes Innovation 3. Marketing Innovation 4. Managerial Innovation

The change and competition in the industry especially in logistic industry are break down the analysis into categories [14].

Environmental

1. Global warning: increasing of transport to CO₂ emissions
2. Contribution to air, water and noise pollution
3. Impacts of transport include congestion and traffic accidents
4. Reverse logistics: Increasing importance of recycling/reuse of material has led to increase in the importance of warehouses and reverse logistics operations
5. Directives such as End-of-Life Vehicle Life (ELV) legislation and the Waste electrical and Electronic Equipment (WEEE) on the industry
6. Oil and gas are not sustainable. There is a need for alternative solutions

Political

1. Transport and communications infrastructure sets limits for logistic activities. Governments play an important role as investors and promoters of investment.
2. Transport planning at a national and regional level. To reduce congestion and provide efficient transport corridors using policies such as road pricing.
3. Land use issues (e.g. Planning Policy Statement 1 [PPS1] ‘Delivering Sustainable Development’)
4. Risk and security at ports, roads, trains and airports is increasingly important
5. Taxation: Fuel and road pricing

Legal

1. Working time directive
2. Road transport directive
3. Deregulation and liberalisation of EU transport
4. Environmental regulations (see below)
5. Lorry Road User Charging (LRUC) [scrapped] and other proposals for taxation

Technological

1. Some of the main technologies affecting the industry include:
 - a. Visibility tools (shipment tracking/tracing/event managements) including telematics, GPS and RFID technologies
 - b. Web-enabled communications
 - c. Warehousing/distribution centre management
 - d. Transport management for both planning and execution
 - e. Transport technologies (e.g. more efficient vehicles)

Furthermore, previous research has acknowledged that Innovation Capability cannot be evaluated only by the absence or presence of certain aspects; instead, it should be

explained based on the level of mastery of the innovation process. However, adopting a maturity perspective in innovation capability is still limited. Many models in the gray literature are not discussed in academic journals, while most research focuses on developing models rather than validation and model application. Because the maturity model can help companies strengthen their innovation capability, further research is needed to transfer the theoretical model to practice. The innovation strategy is fundamental to developing the company's innovation capability because it provides them with guidance on the decisions, functions, and jobs needed to adapt to the environment and improve. There are various strategies that the company can adopt. For example, being proactive allows companies to have a more flexible structure that simultaneously enables innovation [21]. Since companies may adopt different strategies, it is necessary to examine further whether specific strategies are better for innovation development capabilities.

3.4 Empirical Implication

Environmental dynamism and hostility in a developing economy require a structure capable of accommodating the resulting strategy, and organizations are forced to be innovative in their business development. Today, business leaders have seen innovation as a way to gain a competitive advantage, and much global experience has shown that many companies consistently outperform their competitors through innovation. At the same time, they respond to changing customer expectations and needs. Therefore, it is widely believed that innovatively oriented companies can improve their performance leading to superior business performance and financial sustainability. Here, innovation is not narrowly defined as its unidirectional aspect of technology but broadly as a new way of doing business that includes technology, service, marketing, strategic, and value-creating behavior. As a relatively new approach to innovation, currently, both academics and practitioners are discussing strategic and creative aspects of innovation value, namely innovation, organizational innovation, and value innovation [1]. Furthermore, this strategic approach to innovation requires collaborative work with other actors in the supply chain. This is because any organization may not have specific resources and capabilities to satisfy existing customers and attract new customers [11, 25].

Within the market scope, three forms of resource capabilities determine business performance: adaptive capabilities, absorption capabilities, and innovative capabilities [14]. Innovative capability is the company's ability to develop new goods or services, new organizations, and new markets through innovative orientation alignment. Innovation capability is a pattern of skills used by companies to formulate and implement innovative strategies in the form of creating something new either through modification or reconfiguration of resources. Companies that can design and implement the best innovation strategies are companies that can provide the best solutions to overcoming the speed of market change.

4 Conclusion

This study contributes in terms of both theory and practice as well as future research can be implemented, for example, study about bass diffusion model, economic and

social effects, environmental management industry, information management, and firm performance.

In this manuscript, several ideas have been presented to be innovative in context logistics. The innovations themselves range from basic to complex, such as developing devices, new software, designing new packaging, creating new shipping processes, building new facilities and innovations, and developing new services. These innovations are innovations that generate income or increase profit. However, we also note innovations in the innovation process itself.

In this systematic literature, the arrangement of logistics activities is part of putting basis as discussed by product development experts. However, for other researchers, the foundation is more directed towards activities along the benchmarking line of the process of other product development or obtaining a commitment from upper management for the program's certain development. An interesting finding for us is the joint efforts carried out by managers to prepare themselves to be innovative.

The logistics innovation might consider improving the innovation process themselves to a high level of awareness within their organization and with customers because of extensive internal clarification, negotiation, and reflection that appears to be involved. If logistics innovation largely co-produced with customers, emerges from inter-organizational learning, hence the social resources (e.g., time and effort) required by managers in both organizations and the importance of continuous higher-order learning may have to be recognized earlier. Managers might consider combining boundary wrenches from customer and logistics service provider companies to discuss how learning will be managed and monitored in the relationship. Finally, this research is not without limitations. First, the review focused on 84 articles published in leading journals on management and innovation; however, this is not mean that the paper is fully representative of a peer-reviewed journal. Second, databases and The selected period may not include some articles related to innovation capability .

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