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TRANSFERRING PORT MULTIMODAL COORDINATION CAPABILITIES ACROSS INSTITUTIONAL CONTEXTS: LOCALIZATION MECHANISMS IN THE CHINA-UZBEKISTAN LOGISTICS CORRIDOR

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Abstract. The paper investigates the migration of port multimodal coordination capacity to different institutional settings, specifically localization processes within the China–Uzbekistan logistics corridor. The study is longitudinal and is based on an embedded case study design, which incorporates semi-structured interviews with 47 stakeholders, longitudinal operational data, and analysis of 127 official documents. The results show that there has been a high level of improvement in the performance of the corridor logistics, such as a tremendous decrease in transit time and costs of logistics, as well as a fast increase in the throughput of multimodal transport. The research suggests a four-dimensional capability decomposition framework and a three-stage localization model, which adds to the port regionalization theory and policy mobility literature. The study offers practical knowledge to Chinese port operators, governments of double landlocked countries, and multilateral development organizations engaged in the Belt and Road Initiative.

Key words: Multimodal Transport Coordination; Governance Capability Transfer; Double Landlocked Country; Belt and Road Initiative; Port Regionalization.

Annotatsiya. Mazkur maqolada portlarning multimodal koordinatsiya salohiyatining turli institutsional muhitlarga ko‘chishi, xususan, Xitoy–O‘zbekiston logistika koridori doirasida lokalizatsiya jarayonlari tahlil qilinadi. Tadqiqot uzoq muddatli (longitudinal) yondashuvga asoslangan bo‘lib, ichki tuzilmaga ega keys-stadi dizaynidan foydalanilgan. Unda 47 nafar manfaatdor tomonlar bilan yarim tuzilgan intervyular, uzoq muddatli operatsion ma‘lumotlar hamda 127 ta rasmiy hujjat tahlili qo‘llanilgan. Natijalar logistika koridori samaradorligida sezilarli yaxshilanishlar yuz berganini ko‘rsatadi, jumladan, tranzit vaqti va logistika xarajatlarining keskin kamayishi, shuningdek multimodal transport hajmining tez o‘sishi kuzatilgan. Tadqiqot portlarni hududlashtirish nazariyasi va siyosiy mobilitet adabiyotlarini boyituvchi to‘rt o‘lchovli salohiyat dekompozitsiyasi modeli hamda uch bosqichli lokalizatsiya modelini taklif etadi. Tadqiqot natijalari “Bir kamar — bir yo‘l” tashabbusi doirasida faoliyat yuritayotgan Xitoy port operatorlari, ikki marta dengizga chiqish imkoniyati yo‘q davlatlar hukumatlari va ko‘p tomonlama rivojlanish tashkilotlari uchun amaliy ahamiyatga ega.

Kalit so‘zlar: multimodal transport koordinatsiyasi; boshqaruv salohiyatining transferi; ikki marta dengizga chiqish imkoniyati yo‘q davlat; “Bir kamar — bir yo‘l” tashabbusi; portlarni hududlashtirish.



Аннотация. В статье исследуется перенос потенциала координации мультимодальных портовых систем в различные институциональные условия, в частности процессы локализации в рамках китайско-узбекского логистического коридора. Исследование носит лонгитюдный характер и основано на встроенном дизайне кейс-стади, включающем полуструктурированные интервью с 47 заинтересованными сторонами, анализ долгосрочных операционных данных и изучение 127 официальных документов. Результаты показывают значительное улучшение эффективности логистического коридора, включая существенное сокращение времени транзита и логистических затрат, а также быстрый рост объёмов мультимодальных перевозок. В работе предложены четырёхмерная модель декомпозиции управленческих возможностей и трёхэтапная модель локализации, которые дополняют теорию регионализации портов и литературу по мобильности политики. Полученные результаты имеют практическое значение для китайских портовых операторов, правительств дважды не имеющих выхода к морю стран и многосторонних организаций развития, участвующих в инициативе «Один пояс — один путь».

Ключевые слова: координация мультимодальных перевозок; трансфер управленческих возможностей; страна без выхода к морю (двойная изоляция); инициатива «Один пояс — один путь»; регионализация портов.

INTRODUCTION

Double landlocked countries face high logistics costs and long transit times because access to seaborne trade depends on transit through at least two foreign states. The China–Uzbekistan corridor provides a useful case for examining whether multimodal coordination capabilities can be transferred across different institutional settings. Existing port regionalization studies focus mainly on hinterland expansion rather than the transfer of coordination capabilities across institutional environments. This gap is especially relevant in BRI corridors involving double landlocked countries.

The study addresses two questions: which dimensions of port multimodal coordination capability are transferable, and how localization mechanisms enable their adaptation in a double landlocked context.

REVIEW OF LITERATURE ON THE SUBJECT

Regionalization refers to the functional integration of seaports with inland logistics networks and hinterlands (Notteboom & Rodrigue, 2005). Effective regionalization depends on multimodal coordination across maritime, rail, road, and inland terminal systems (Monios & Wilmsmeier, 2012). Dry ports extend seaport functions inland through direct rail or road links (Roso et al., 2009). Institutional arrangements and stakeholder relations become more complex when port regionalization crosses national borders (Wilmsmeier et al., 2011).

The transfer of policies and institutional structures among diverse situations has been widely researched in political science, public administration and geography literature. Dolowitz and Marsh (2000) describe a policy transfer as “the process whereby information about policies, administrative arrangements, institutions, etc., at one point and/or location are applied in the creation of policies, administrative arrangements, institutions, etc., at another point and/or location”. Policy mobility research shows that transferred practices are reshaped rather than copied unchanged across contexts (Peck, 2011). Kostova (1999) emphasizes that transfer success depends on institutional compatibility between source and recipient contexts.

Although BRI infrastructure has improved logistics performance in Central Asia, double landlocked countries still face serious multimodal and cross-border coordination challenges because transit depends on multiple jurisdictions and procedures (Chen et al., 2021; Faye et al., 2004). Research on the China–Uzbekistan corridor shows that improved physical connectivity does not automatically generate effective coordination across institutional settings (Lemoine, 2020).

Digital platforms can improve visibility and coordination in complex logistics systems, although adoption remains difficult where digital capacity is weak (Heeks, 2018; Balci et al., 2021). Accordingly, this study addresses three gaps: limited research on cross-institutional transfer of port coordination capabilities, insufficient attention to operational capability transfers in logistics, and a lack of empirical evidence on localization mechanisms in double landlocked settings.

The paper will suggest a four-dimensional model of port multimodal coordination capabilities decomposition which could be applied across institutional settings (Eisenhardt and Martin, 2000; Teece, 2007). Figure 1 presents four dimensions of multimodal coordination capability (Figure 1).

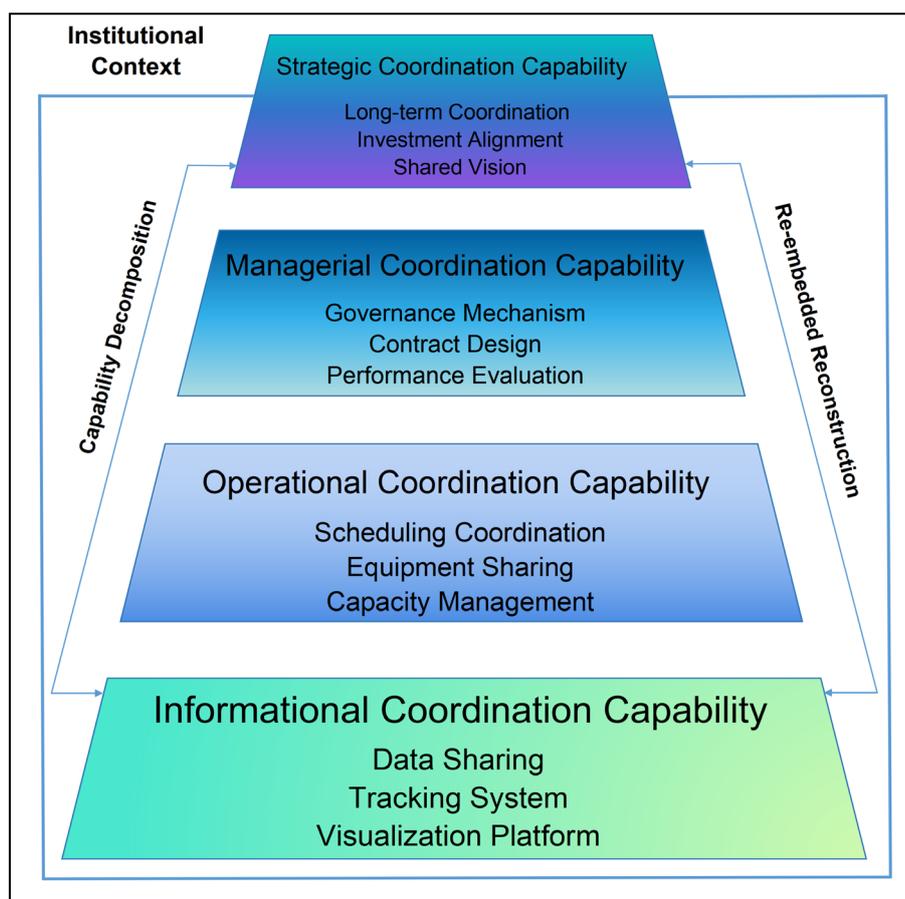


Figure 1. Four-Dimensional Capability Decomposition Model Framework

Whereas governance coordination establishes the institutional mechanisms that facilitate successful cooperation. The flow of goods and services is ensured by operational coordination and transparency and visibility of processes are assured through informational coordination in order to make effective decisions on the basis of all the dimensions. These four dimensions combined form a holistic list of capabilities that may be applied to an institutional setting with the aim of enhancing the quality of transnational logistics corridors.

The transfer of coordination capabilities between institutional contexts needs a structured approach to localization in order to adjust these capabilities to the unique characteristics and needs of the recipient context. The paper suggests a three-step model of localization which clarifies the manner in which the port multimodal coordination capabilities may be successfully transferred and localized into the contexts of double landlocked countries.

Stage 1 involves assessment and matching, including capability gap analysis and stakeholder mapping. Stage 2 focuses on modular adaptation and pilot implementation, allowing selected capability components to be tested and refined. Stage 3 emphasizes scaling, institutional embedding, and iterative improvement. The model treats transfer as an iterative process of adaptation rather than simple replication (Argote & Ingram, 2000; Szulanski, 1996). The model also points out the significance of engaging stakeholders during the entire process because it is necessary to have the support and involvement of local players in order to localize the transferred capabilities efficiently.

Institutional context shapes both the process and outcomes of capability transfer, and the China–Uzbekistan corridor involves substantial differences in regulation, business practice, and governance. Greater institutional distance increases transfer difficulty because practices effective in one setting may not function in another.

Successful transfer therefore depends on two mechanisms: institutional matching and modular adaptation, supported by continuous adjustment as institutional conditions evolve.

RESEARCH METHODOLOGY

The study adopts a longitudinal embedded case study design to examine capability transfer in the China–Uzbekistan logistics corridor. The corridor was selected because it combines cross-institutional capability



transfer, severe double-landlocked connectivity constraints, and accessible longitudinal evidence. Embedded units include transferred capabilities, localization mechanisms, institutional contexts, and transfer outcomes.

The observation period covers May 2024 to January 2026. This time frame would be enough to witness the short-term and mid-term consequences of the capability transfer process in addition to the change in the transfer process over time.

Data were collected through semi-structured interviews, operational statistics, and document analysis. The semi-structured interviews were held with 47 stakeholders of the China-Uzbekistan logistics corridor, namely, representatives of Chinese port operators, Uzbekistan logistics companies, government bodies of both states, as well as international organizations participating in the development of the corridor. How it was done, what challenges were met, and the results produced by the process. The interviews were performed either in person or through video conference, based on the location and accessibility of the participants.

Operational data was gathered longitudinally to determine the performance of the logistics corridor before and after the transfer of coordination capabilities. This consists of cargo transit time, logistics cost, multimodal throughput as well as service reliability indicators. It was collected from a variety of sources, such as the Chinese and Uzbek logistics companies, the operators of the corridors, and the government authorities. The data collection is longitudinal, and this allows analyzing trends and changes in the performance over time, which can be used as proof of the influence of the transferred capabilities.

The analysis of the document consisted of the study of 127 official documents on the topic of the China-Uzbekistan logistics corridor (government agreements, corporate reports, project plans, operational manuals, and correspondence among the stakeholders). They offer useful information about the formalities of the capability transfer process, such as agreements and arrangements that regulate the transfer, planned localization methods, and anticipated results of the process. The analysis of documents was done to determine major themes, patterns and inconsistencies concerning the capability transfer process.

The interviews give information on the experiences and viewpoints of the stakeholders, the operational data gives the objective measurements of changes in performance, and the documents show the official agreements and plans for the transfer process. All these approaches allow conducting a strong analysis of the research questions.

Both qualitative and quantitative methods were used in analyzing the data gathered by the mixed methods approach to respond to the research questions. Several steps were taken during the analysis process, with each step depending on various techniques that were considered suitable to the nature of the data as well as the research questions to be answered.

Thematic analysis was used to analyze the qualitative data obtained through the interviews and documentation based on the method proposed by Braun and Clarke (2006). Seeking themes within the codes; revising and refining the themes; and defining and naming the themes. The process was supported by the use of NVivo software to code and retrieve data segments that pertained to particular themes. Thematic analysis revealed patterns and connections in the data that concern the transfer of coordination abilities, the localization processes used, and the results of the transfer process.

Statistical methods were used to evaluate the quantitative operational data with the aim of determining trends and changes in the performance of the corridors over time. Descriptive statistics were used to describe the performance indicators, whereas time-series analysis was used to determine trends and changes in the indicators during the research period. Comparative analysis was used to analyze the difference in performance prior to and after the introduction of transferred capabilities to determine the effect of these capabilities on corridor performance.

Qualitative and quantitative findings were integrated in a convergent parallel design whereby comparison and combination of the findings of both types of analysis were made to answer the research questions. Its integration included determining the points of convergence, divergence, and complementarity among the qualitative and quantitative findings as well as coming up with a holistic view of the capability transfer process that considers the two forms of evidence.

Enhancement of the validity and reliability of the findings was achieved through various ways. Triangulation was done through the adoption of various sources of data and methodology to study the same phenomenon. Preliminary findings were presented to a few participants in the form of member checking, which is an opportunity to verify the information and provide their feedback.

The empirical analysis incorporates various types of data sources in order to be robust. The quantitative indicators were developed using the operational production plans of Ningbo-Zhoushan Port Co., Ltd. (2025–2026) and the open-source provincial transport statistics. Those operational planning documents give overall predictions of the port transport activity and multimodal logistics development.

In order to achieve research transparency, all the operating data were summarized and normalized prior to conducting the analysis. There was no use of commercial sensitive data in the research. Semi-structured



interviews with port operators, logistics companies, and government personnel working on the China-Uzbekistan logistics corridor were used as additional qualitative evidence.

ANALYSIS AND RESULTS

This summary highlights the most critical indicators capturing the expansion of multimodal transport capacity at Ningbo-Zhoushan Port from 2023 to 2026. Table 1 shows the operational production plans of Ningbo-Zhoushan Port Group Co., Ltd. and publicly available provincial transport statistics (Table 1).

Table 1. Key Multimodal Transport Indicators of Ningbo-Zhoushan Port¹

Indicator	2023	2024	2025	2026 (Plan)
Total Port Throughput (million tons)	1280	1376	1432	1450
Sea-Rail Intermodal Volume (10,000 TEUs)	172	185	203	220
Railway Freight Volume (10,000 tons)	4756	4938	5136	5400
Waterway Freight Volume (10,000 tons)	113500	116905	121133	125000
Sea-Rail Intermodal Routes (lines)	112	115	111	118
China-Europe Freight Trains (trips)	3058	2620	3002	3200

Note: Values for 2026 represent operational planning targets.

The total amount of cargo throughput grew by about 12% since 2023 (about 1.28 billion tons) up to 2025 (about 1.43 billion tons). In accordance with the operational production plan of the port, the total throughput is expected to be no less than 1.45 billion tons by 2026, implying that there will be an increase in the demand for port logistics.

The development is especially noticeable in sea-rail intermodal transport, which has become a key component of the port-hinterland logistics integration strategy. Sea-rail intermodal volume reached approximately 1.72 million TEUs in 2023 and exceeded 2.03 million TEUs in 2025, reflecting the rapid expansion of rail-based hinterland connectivity.

Port operation-related railway freight transport also had steady growth, as it rose by 47.56 million tons in 2023 to 51.36 million tons in 2025.

Moreover, the size of the sea-rail intermodal service network has also been steady at over 110 routes, which is evidence of a mature intermodal network structure. The number of China-Europe freight train services varied in that period because of external reasons, including international trade conditions among others, but on average, it was higher than 3,000 trains per year.

The transfer of coordination capabilities has also contributed to a major change in the performance of multimodal hubs of the China-Uzbekistan logistics corridor. Table 2 shows the main monitoring indicators of multimodal hubs in Zhejiang Province in 2025 that would reflect the performance of such important nodes in the logistics network (Table 2).

Table 2. Infrastructure and Digitalization Indicators of Multimodal Logistics Hubs (2025)²

Indicator	Coverage Rate
Logistics parks with railway access	27.2%
Smart gate systems at major hubs	91.5%
Logistics companies using the «Zhejiang E-Port» platform	82.6%
Industrial parks located within 5 km of ports or hubs	51.8%
Major hubs equipped with renewable energy facilities	54.3%

These indicators are aggregated statistics derived from provincial logistics infrastructure monitoring reports and digital port development reports in Zhejiang Province. The statistics indicate that there are very high adoption rates of smart infrastructure, whereby 91.5 percent of major multimodal hubs and ports have

1 Source: Ningbo-Zhoushan Port Co., Ltd. Port Transport Production Plans (2025–2026); Zhejiang Provincial Transport Statistics; Author's compilation.

2 Source: Zhejiang Provincial Port Development Reports; Ningbo-Zhoushan Port Digital Infrastructure Reports; Author's compilation.



smart gates. The high adoption rate indicates that the transfer of informational coordination capabilities has been successful, especially the application of advanced tracking and visualization systems (Kostova & Roth, 2002). There is also considerable use of digital platforms, with 82.6% of logistics companies operating on the digital platform known as “Zhejiang E-Port”, which shows effective integration of information sharing platforms in the logistics network (Aydogdu, 2015).

The green infrastructure coverage reveals a high but still considerable penetration with 54.3% of large hubs and ports having renewable energy facilities. It indicates that environmental sustainability factors were effectively integrated into the transferred coordination abilities, which is indicative of the development of such abilities in order to meet the current challenges.

The level of railway connectivity coverage (27.2%) suggests that much has been achieved, but there is still a lot of room to develop railway access to industrial and logistics parks. The result is consistent with the data obtained through the interviews, indicating that the railway infrastructure development encounters specific obstacles within the institutional environment of Uzbekistan and this process needs more time.

The fact that port proximity coverage is 51.8% means that most industrial and logistics parks are situated within 5 km of ports or hubs, which can be considered as excellent spatial integration of these facilities. It is important to note that this spatial integration is necessary to reduce transport costs and enhance the effectiveness of logistics operations.

The transfer of coordination abilities has involved the introduction of a full-fledged governance and capability performance assessment system for the Ningbo-Zhoushan Port in 2025. Table 3 shows the structure of the given assessment system, which consists of four evaluation dimensions with their main indicators, quantity of indicators, and weights (Table 3).

Table 3. Governance and Capability Performance Assessment Framework³

Evaluation Dimension	Core Indicators	Number of Indicators	Weight
Service Capability	Total throughput; Sea–rail intermodal volume; Container throughput; Truck gate efficiency; Route coverage; Dry port connectivity	6	40%
Service Quality	Mode transfer efficiency; On-time departure rate; Cargo damage rate; Customer satisfaction	4	30%
Operational Safety	Safety accident incidence; Hazard rectification completion rate; Emergency response time	3	15%
Social Contribution	Carbon reduction per TEU; Job creation; Local tax contribution	3	15%

The evaluation system consists of 16 indicators in four dimensions, where service capability is given the largest weight (40%) because it is the most important aspect of port operation. The next important dimension is service quality (30%), then operational safety and social contribution (both 15%). Such a weighting scheme is in line with the priorities stated by the stakeholders during the interviews, who stressed the significance of operational efficiency as well as wider social effects.

The service quality dimension shows that there were considerable gains in reliability and cargo integrity, which can be seen through the internal performance monitoring process of the port and the stakeholder interviews. These numbers are a huge improvement compared to the pre-transfer results, which have been verified by the operational figures as well as the stakeholder interviews.

The operational safety indicators indicate ideal performance in the context of safety accident occurrence (0) and remediation percentage of hidden dangers (100%) and have an average emergency response time of 26 minutes. Such numbers indicate that safety considerations have been successfully incorporated into the transferred coordination capacities, especially by better governance measures and exchange of information systems.

The indicators of social contribution demonstrate significant positive impacts, such as an estimated reduction of approximately 8–9 kg in carbon emissions per TEU. Generation of 12,800 direct jobs, and payments of local taxes totaling 18.6 billion RMB. Such numbers emphasize the overall economic and environmental advantages of the transferred coordination functions rather than just short-term operational gains.

According to the results of interviews, it can be stated that this assessment system has played a very important role in the process of transferring capabilities. The performance assessment system gives definite

3 Source: Ningbo-Zhoushan Port Operational Performance Assessment System.



indicators to assess the effectiveness of the transferred capabilities and to determine where further improvement is needed. It has proven important in promoting accountability and constant improvement of operations in the corridors.

The study contributes theoretically to the body of knowledge on port regionalization, institutional transfer, and multimodal logistics in difficult settings in various ways. The main theoretical contribution is the creation of a four-dimensional model that would enable decomposing port multimodal coordination capabilities that could be replicated to institutional contexts. It expands the current port regionalization theory by specifying the particular elements of coordination capabilities that are more applicable to the transfer of different institutional environments, especially the double landlocked countries.

The four-dimensional framework fills a critical gap in the port regionalization literature that has mainly concerned itself with extending port capabilities into contiguous national hinterlands. Through its identification of strategic, governance, operational and informational elements of coordination capability, the framework offers a finer-grained view of the multifaceted set of capabilities necessary to successfully conduct logistics operations across institutional borders.

The second important theoretical contribution is the creation of a three-stage model of the localization process of transferred capabilities. This model builds on the policy mobility literature because it offers a systematic theory of how coordination capabilities may be successfully transferred and modified within the context of double landlocked countries. The model highlights the interactive and dynamic character of capability transfer, which contradicts simplistic perceptions of transfer as a single-shot practice of transferring one context into another.

The three-stage localization model adds to institutional theory by specifying particular mechanisms, institutional match and modular adaptation, that allow achieving successful transfer across contexts with considerable institutional distance. The given contribution meets one of the major challenges of institutional theory, which has historically focused on the persistence of institutional differences and challenges of transferring them across such differences. Through the identification of mechanisms which facilitate successful transfer, the study offers a more dynamic view of institutional change and adaptation.

The third theoretical contribution is the reformulation of multimodal coordination as a transportable governance capacity. This transfer is no simple matter; rather, it signals that these capabilities might indeed be transferable given appropriate localization mechanisms. This finding points to broader implications for organizational capabilities and their portability across diverse contexts.

This provides a concrete example of how multimodal logistics facilities can be established and transferred to address the unique connectivity challenges these states face. Although earlier studies have pointed out the problems of double landlocked countries, this paper offers some understanding of possible ways to solve the issue by transferring and localizing coordination capabilities.

In summary, mixed methods can be used to study complex processes of capability transfer in institutional contexts. This methodological strategy allows developing a holistic insight into the transfer process, its mechanisms and implications, which will serve as an example of future research in this field.

This paper will have a number of significant practical implications for the stakeholders of both the development and management of transnational logistics corridors, especially those involving double landlocked countries. The implication is applicable to Chinese port operators, the governments of double landlocked states, and to multilateral development institutions that engage in projects such as the Belt and Road Initiative.

The research will give lessons to Chinese port operators and logistics companies on the best strategies to apply when transferring coordination capabilities to other institutional settings. The four-dimensional framework has identified the particular capabilities that should be considered to be the most significant ones in terms of transfer, and the three-stage localization model has offered a systematic way of adaptation of such capabilities to the new contexts. Such insights may assist Chinese companies in the better development of their operations in the environment of the Belt and Road Initiative and other international logistics projects.

The research also underlines the significance of both modular adaptation and pilot implementation in the capability transfer process. To make complex coordination capabilities simpler and easier to adapt selectively to suit certain situations, Chinese companies may want to think about dividing them up into smaller units and then try out these modifications on pilot projects and, once successful, implement them. It is a strategy that can minimize the risks involved in capability transfer and maximize the chances of success.

To the governments of double landlocked countries, the research gives ideas on how they could be involved and get advantages in international logistics corridor development projects. The results indicate that effective transfer and localization of coordination capacities may result in considerable changes in the performance of logistics, such as shortening of transit times, cost reduction, and growth in throughput. Such improvements may make double landlocked countries more competitive in the world market and contribute to economic development.



The research also underscores the significance of creating suitable institutional conditions that can ensure the functioning of transnational logistics corridors. The double landlocked countries should aim at establishing governance structures that can allow efficient synergy between different stakeholders, like the regulatory framework that can help in facilitating the flow of goods through the border, and evaluate their performance structures that will help them to observe the performance of the corridor and give feedback in order to improve it continuously.

The study will be useful to multilateral development organizations to know how to plan and execute better logistics infrastructure development programs. These results indicate that the successful implementation of these projects is determined by the growth of physical infrastructure as well as the transfer and localization of coordination skills. A less sectoral view of logistics development with both infrastructure and capability elements should be taken by the multilateral agencies.

The paper also points out the significance of stakeholders' involvement in the capacity transfer process. The role of multilateral agencies is to help to involve local stakeholders actively in the design and implementation of the logistics development projects, as well as to make sure that the projects respond to local demands and are tailored to local conditions. The given method will enhance the sustainability and efficacy of such projects.

The final point is that the research has a connection to the wider Belt and Road Initiative, as it provides some suggestions on how to make the projects for the development of logistics corridors more effective and sustainable. The Belt and Road Initiative will be able to develop stronger and more efficient logistics networks capable of providing long-lasting gains to all the countries involved in the process by concentrating on transferring and localizing coordination capabilities.

The high rate of growth of sea-rail intermodal transport in Ningbo-Zhoushan Port indicates that concerted infrastructure planning and institutional cooperation between different modes of transport matter. The combination of maritime and railway logistics systems has a lower cost of transport and higher efficiency in cargo transportation, especially in the case of inland areas and landlocked countries.

In the case of the China-Uzbekistan logistics corridor, this coordination capability is especially important, since double landlocked countries are very dependent on well-functioning multimodal transport networks. The experience of Ningbo-Zhoushan Port can thus offer valuable lessons on the transferability and applicability of port logistics capacities across various institutional environments.

CONCLUSIONS AND SUGGESTIONS

The present study has analyzed the cross-institutional transfer of port multimodal coordination capabilities with special emphasis on localization mechanisms in the China-Uzbekistan logistics corridor. The main result of the study is the creation of a four-dimensional framework for decomposing port multimodal coordination capabilities: strategic coordination, governance coordination, operational coordination, and information coordination. The four dimensions are different but related aspects of coordination capabilities which can be successfully transferred across institutional contexts with suitable localization mechanisms applied. Empirical data confirm that the migration of these capabilities resulted in a considerable change in the corridor performance.

The third significant result is the emergence of a three-stage model of the localization process; assessment and matching, modular adaptation and pilot implementation, and expansion and embedded iteration. The model offers a systematic method of adapting transferred capabilities to the unique demands of double-landlocked countries situations, highlighting the adaptive and iterative character of successful capability transfer. The study has found two main mechanisms that facilitate successful localization: institutional matching, which matches transferred capabilities with the institutional needs of the recipient setting, and modular adaptation, which decomposes complex capabilities into more minor parts that may be selectively modified.

The paper is based on one case, namely, the China-Uzbekistan logistics corridor, which may constrain the applicability of the findings to other situations. Although the case was chosen with great consideration to offer deep insights into the concept of capability transfer across institutional settings, particular features of this case might affect the transfer process and its results in a manner that cannot be transferred to other cases.

Although the given time frame will allow determining the short- and mid-term consequences of the capability transfer, it will not reflect the long-term sustainability and development of the transferred capabilities. The assessment of the durability of the transferred capabilities and their adaptation to changing conditions over time could be valuable in future studies where there are longer time horizons.

Also, other variables that could have impacted the corridor performance. Although the mixed methods perspective can give various views of the phenomenon, because of the complicated and dynamic character of the logistics corridor, it is hard to conclude with certainty that all the changes that were observed can be associated with the transferred capabilities. The further studies might use more experimental or quasi-experimental methods to more effectively separate the influence of individual capabilities.



In spite of these constraints, the study offers a lot to theory and practice. It adds to the body of port regionalization theory by defining the particular elements of coordination capabilities that are transferable across institutional frameworks, and it adds to institutional theory by defining mechanisms that allow effective transfer between contexts with large institutional distance. In real life, it gives some hints to Chinese port operators, governments of double landlocked countries, and multilateral development organizations engaged in the construction and management of transnational logistics corridors.

Three-stage localization model of this research. Secondly, longitudinal studies with longer time frames have the potential to evaluate the sustainability and development of transferred capabilities over time. Thirdly, studies that concentrate on particular elements of the capability transfer process, including the contribution of technology or effects of cultural differences, would offer a finer understanding of these essential facets of the transfer process.

To summarize, this paper has shown that port multimodal coordination capabilities can be successfully transferred between institutional settings given the proper use of localization mechanisms. Four dimensions of the framework and three stages of the localization model presented in this study offer useful instruments in comprehending and regulating this multifaceted process. With the ongoing development of global trade and the growing significance of the transnational logistics corridors, the capacity to move and localise coordination capabilities under various conditions is bound to become even more essential to the success of international logistics operations.

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