

# Resource Based View Rbv

**Anna Ujwary-Gil, Anna Florek-Paszkowska**

**Critically Review how the Resource-based View Has Developed Our Understanding of Strategy.** Katja Kirsch, 2007-09-27 Seminar paper from the year 2004 in the subject Business economics - Business Management, Corporate Governance, grade: 73%, University of the West of England, Bristol (Bristol Business School), course: Strategic Management, 17 entries in the bibliography, language: English, abstract: There is no common definition of strategy or the way how to implement it. However, it is common understanding that the purpose of each business is to maximise profit and that this is reached through a competitive advantage a firm might have over its rivals. Therefore, strategy should describe a mean to manage and direct a business in its environment towards a favourable market position which offers a competitive advantage (e.g. Rumelt, 1996; Porter, 1996). In this sense, a firm is said to have a sustained competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by any current or potential competitors and when these other firms are unable to duplicate the benefits of this strategy. (Barney, 1991: 102) However, there are different approaches regarding what strategies need to be based upon to achieve that competitive advantage, i.e. what are the sources for a favourable market position and a competitive advantage. This paper then goes on explaining the resource-based view before listing its criticisms and concluding with an outlook into the future of strategic planning.

**A Resource-based perspective on IT Business Alignment and firm performance** Heinz-Theo Wagner, 2012-02-20 Despite a general assumption that Information Technology is necessary for most business processes, the business value of IT is the subject of debate and controversy in theory and practice. Based on the Resource-based View of the Firm (RBV) and literature on IT business alignment this thesis theoretically evaluates and empirically validates the basic mechanisms that link IT to performance. Employing case studies and a survey in parallel, this work identifies a set of factors and their interrelationships affecting firm performance. The results extend our theoretical knowledge on how to use the IT resource and help managers to make better decisions on using IT, thereby enhancing an organization's performance.

**Competence Analysis** Brüggemann/ Nyström/ Kiefer/ Gence, 2007-07-26 Seminar paper from the year 2004 in the subject Business economics - Marketing, Corporate Communication, CRM, Market Research, Social Media, grade: 1,3 (A), V xj University (Centre of Competitiveness), course: International Marketing Strategy, language: English, abstract: Staying one step ahead of competition requires a sufficient short and long term strategy. To formulate these strategies it is of great

importance to analyse the inner competence of a firm. For the last decades several researchers have been developing different approaches to determine idiosyncratic factors generating sustainable competitive advantage (SCA) by a value creating strategy. In the analytical discussion we have developed our own model by considering the existing approaches and adding some new important factors as driver and forces of SCA. Thus, the model is applied to Peugeot to show its feasibility. The model shows the synergy through the collective learning between the internal factors: resources, capabilities, competences, core competence; and the external factors: customer relationship, competitors and stresses the importance of interaction between these factors to shape the SCA of a firm placed in a highly competitive market.

**Empirical Research within Resource-Based Theory** Katja Nothnagel, 2008-07-31 Katja Nothnagel evaluates the growing body of empirical research in resource-based theory. She starts out by deriving six central propositions and then examines how these propositions have been tested empirically. The results suggest that substantial progress has been made within the empirical part of RBT

*Strategic Management Theory and Application* Dr. Aasim Mir, 2025-02-21 Strategic management represents the confluence of art and science, serving as a vital tool for translating theoretical concepts into actionable practices that shape organizational success. This book offers a comprehensive guide to understanding and mastering the nuances of strategy in today's ever-evolving global business environment. As the pace of technological innovation, globalization, and socio-economic changes accelerates, the need for robust, adaptable, and forward-thinking strategies has never been more critical. By exploring foundational concepts, cutting-edge trends, and practical frameworks, this book seeks to empower readers to navigate complexities and leverage opportunities effectively. Strategic management is not merely about creating plans or setting objectives—it is a disciplined approach that combines analysis, foresight, execution, and continuous adaptation. This book is meticulously organized into eight parts, each addressing distinct facets of strategic management. It provides a seamless progression from foundational principles to advanced applications, enriched with theoretical insights, practical frameworks, and real-world case studies. This structure ensures that readers, whether they are students, professionals, or entrepreneurs, can derive meaningful insights and apply them effectively in diverse contexts. The journey begins with an exploration of the core principles of strategic management, laying a solid foundation for understanding its purpose, evolution, and significance. By differentiating between strategic thinking and strategic planning, the book underscores the importance of cultivating a mindset that is both analytical and visionary. Special attention is given to integrating corporate social responsibility (CSR) and ethical considerations into strategic practices, reflecting the growing demand for businesses to align their objectives with societal and environmental values. The subsequent focus on external and internal environment analyses introduces indispensable tools like PESTEL analysis, Porter's Five Forces, and the VRIO framework, equipping readers to identify opportunities, mitigate risks, and harness organizational strengths effectively. The holistic approach

emphasized throughout the book is exemplified in the chapters on strategy formulation and implementation. Business-level and corporate-level strategies are examined in depth, with frameworks like Porter's Generic Strategies, the BCG Matrix, and Blue Ocean Strategy providing practical tools for achieving competitive advantage. The inclusion of global strategies highlights the need for businesses to navigate the challenges and opportunities of a digitally interconnected world. Chapters on innovation and technology strategy delve into managing technological disruptions, fostering open innovation, and leveraging cutting-edge technologies such as AI, Big Data, and IoT. These insights prepare readers to position their organizations for long-term success in an era of rapid digital transformation. Leadership and execution, critical elements of strategic success, are addressed through discussions on organizational structure, change management, and strategic control. The book examines the pivotal role of leaders in driving strategic outcomes, emphasizing the need for adaptability and resilience in complex and dynamic environments. Models for managing organizational change and resistance provide actionable insights for practitioners tasked with guiding businesses through transitions. Strategic control mechanisms and performance evaluation frameworks, such as the Balanced Scorecard, offer readers the tools to measure success, refine strategies, and ensure alignment with organizational goals. One of the book's standout features is its focus on emerging trends and contemporary challenges in strategic management. Chapters on agile strategies, digital transformation, and corporate social responsibility underscore the necessity of balancing profitability with ethical considerations and sustainable practices. These themes resonate strongly in today's business world, where organizations must navigate shifting societal expectations and environmental imperatives. The book's emphasis on industry-specific strategies and entrepreneurial frameworks offers tailored guidance for professionals navigating unique challenges in sectors ranging from technology to healthcare. The concluding sections of the book look to the horizon, addressing the future of strategic management in the context of globalization, technological disruption, and purpose-driven strategies. By encouraging readers to think beyond traditional paradigms, these chapters inspire creativity, strategic foresight, and innovation. Topics such as sustainability, ethical leadership, and digital transformation reflect the emerging priorities of organizations seeking to thrive in an increasingly complex and interconnected world. The book positions strategic management as a tool not just for navigating uncertainty but for shaping the future of industries and societies. Designed for a diverse audience, this book gratifies to students, business leaders, entrepreneurs, and academics, providing modular content that adapts to varying levels of expertise and interests. By balancing foundational concepts with advanced strategies, it serves as both an academic reference and a practical handbook. Its creation is the culmination of collaboration among leading scholars, industry practitioners, and thought leaders, whose collective expertise ensures its relevance and applicability across different sectors and contexts. This book aspires to inspire the next generation of strategic thinkers and leaders. It encourages readers to embrace strategic management not just as a discipline but as a way of thinking that integrates creativity, adaptability, and

analytical rigor. By equipping readers with the knowledge and tools to navigate uncertainties, drive innovation, and foster sustainable growth, it offers a roadmap for achieving success in a rapidly changing and increasingly complex world. As businesses and societies face unprecedented challenges, this book stands as a beacon, guiding readers to transform obstacles into opportunities and to craft strategies that resonate with purpose, vision, and impact.

**The Elgar Companion to Marketing and the Sustainable Development Goals** Ranjit Voola, Jamie Carlson, Marian Makkar, Carmela Bosangit, Paromita Goswami, 2025-10-07 This inter-disciplinary Companion explores the pivotal role of marketing in advancing the Sustainable Development Goals (SDGs). It provides diverse perspectives on how marketing strategies can drive sustainable development including sustainable consumer behaviour and emphasises the importance of ethical considerations, stakeholder engagement and innovative approaches to positively impact society.

**Business Strategy** Constantine Vagias, 2024-06-01 This book is a comprehensive guide to business strategies that can help grow your business. Each area of each business strategy is analyzed step by step, in which area we can use each strategy as well as the advantages and disadvantages. In the dynamic and ever-evolving world of business, the quest for sustained competitive advantage has never been more critical. The landscape is continually reshaped by technological advancements, shifting consumer preferences, regulatory changes, and global economic fluctuations. Amid this complexity, the importance of well-crafted business strategies cannot be overstated. Strategies are the bedrock upon which successful enterprises are built, guiding them through challenges and steering them toward opportunities. This book, *Business Strategies: Benefits and Methods for Each Area*, is a comprehensive exploration of the multifaceted nature of business strategy. It delves into the fundamental principles and advanced techniques that can be applied across various strategic domains within an organization. By systematically analyzing each area, this book aims to provide a robust framework that leaders, managers, and entrepreneurs can utilize to drive their organizations forward. Aims to equip readers with the knowledge and tools needed to navigate the complexities of strategic management. Whether you are a seasoned executive, a manager, or an aspiring entrepreneur, this book provides a comprehensive guide to developing and implementing effective business strategies that drive success in today's competitive landscape.

**How to Write Your MBA Thesis** Stephanie Jones, Khaled Wahba, Beatrice Van der Heijden, 2008 Written for students of MBA programmes the world over, this guide to writing your thesis covers getting started and planning a schedule, research, the role of the supervisor, writing style, structure, referencing, layout, your defence, marks and publication.

**Resources, Firms, and Strategies** Nicolai J. Foss, 1997 Strategic management has been increasingly characterized by an emphasis on core competences. Firms are advised to divest unrelated businesses and return to core business. Moreover, competitive advantage is now increasingly seen as a matter of efficiently deploying scarce knowledge resources to product markets. Much of this change in emphasis has occurred because of the emergence of a unified and rigorous approach to

strategy, often called the resource-based approach. This Reader brings together extracts from the seminal articles that created this dominant perspective in strategic management. It includes the pioneering work of Selznick, Penrose, and Chandler and more recent writing by Wernerfelt, Barney, Teece, and Prahalad and Hamel.

**Encyclopedia of Sustainable Management** Samuel Idowu, René Schmidpeter, Nicholas Capaldi, Liangrong Zu, Mara Del Baldo, Rute Abreu, 2023-11-21 This encyclopedia is the most comprehensive and up-to-date source of reference for sustainability in business and management. It covers both traditional and emerging concepts and terms and is fully international in its scope. More than 700 contributions of internationally renowned experts provide a definitive access to the knowledge in the area of sustainable and responsible management. All actors in the field will find reliable and up to date definitions and explanations of the key terms and concepts of management in this reference work. The Encyclopedia of Sustainable Management represents all aspects of management and business conduct. It takes sustainability as a management concept that gives due credit to the complexity and diverging constraints in which businesses and corporations act today, and it emphasizes and focuses approaches that help ensure that today's management decisions and actions will be the basis for tomorrow's prosperity.

Resource Based View of Information Systems Avimanyu Datta, 2015 The resource-based view (RBV) argues that firms possess resources, a subset of which enables them to achieve competitive advantage, and a subset of those that lead to superior long-term performance. Resources that are valuable and rare can lead to the creation of competitive advantage. That advantage can be sustained over longer time periods to the extent that the firm is able to protect against resource imitation, transfer, or substitution. In general, empirical studies using the theory have strongly supported the resource-based view. Further the Resource based view makes a useful distinction between information technology and information systems. The former is asset based, while the later comprises a mixture of assets and capabilities formed around a productive use of IT.

**Current Trends on Innovability and Sustainable Innovation** Anna Ujwary-Gil, Anna Florek-Paszkowska, 2025-06-01 Introduction to the Innovability Index: More than the fusion of innovation and sustainability The integration of innovation and sustainability, conceptualized as innovability, represents a strategic construct for addressing global challenges such as climate change, resource constraints, and social inequality. The conceptual understanding of innovability has advanced, but its empirical measurement and operationalization remain underdeveloped. This conceptual paper introduces the Innovability Index, designed to evaluate the extent to which countries, regions, or organizations embed sustainability principles. The index encompasses four dimensions: technological innovation for sustainability, environmental sustainability, social inclusiveness, and sustainable business practices. Each dimension is assessed through a set of indicators normalized, weighted, and aggregated to generate a composite performance score. The Innovability Index provides a structured approach

for benchmarking sustainable innovation capabilities. It is a practical tool for policymakers, firms, and researchers to align innovation ecosystems with sustainability imperatives and the Sustainable Development Goals (SDGs). This conceptual paper opens the thematic issue of innovability and sustainable innovation, as well as addresses a gap in the literature by introducing the initial attempt to measure innovability. Keywords: Innovability, Innovability Index, sustainable development, ESG, sustainability, sustainable innovation, technological innovation, environmental sustainability, social inclusiveness, sustainable business practices. Leadership competencies for innovability: Bridging theory and practice for sustainable development PURPOSE: This study explores the critical leadership competencies necessary for fostering innovability— the integration of innovation and sustainability—within organizations, particularly in education institutions (HEIs) and the business sector. The research seeks to address the gap in understanding how these competencies are developed in HEIs and whether they effectively prepare graduates with the skills needed for the current business context. Additionally, the study emphasizes the need to identify robust instruments for measuring these competencies to ensure their practical application in organizational settings. METHODOLOGY: A systematic literature review (SLR) was conducted using Scopus and Web of Science databases. The study employed a rigorous selection process to identify relevant empirical studies published between 2015 and 2024. A total of 53 articles were analyzed to address three key research questions related to the characteristics of innovability leadership, recommendations for developing innovability in organizations, and the methodologies or instruments used to identify these competencies. The analysis involved thematic synthesis and content analysis to extract insights and identify gaps in the existing literature. FINDINGS: The study identifies five key categories of leadership competencies essential for innovability, including strategic leadership, fostering a culture of collaboration, commitment to sustainability, continuous education, and sensitivity to global megatrends. Despite the recognition of these competencies, the study reveals a significant lack of empirical research on their practical implementation and measurement. The findings also highlight the need for robust tools to assess these competencies effectively. Additionally, the study provides several recommendations for developing innovability for their integration into the business sector, emphasizing the importance of leadership development programs, the integration of sustainability into corporate strategy, and the promotion of a collaborative organizational culture. IMPLICATIONS: Theoretically, the study contributes to the conceptual framework of innovability leadership by identifying critical competencies and suggesting a more integrated approach to leadership development in business education. Practically, the research underscores the importance of developing targeted training programs and assessment tools to cultivate these competencies in future leaders. This is particularly relevant for business schools, which play a crucial role in preparing students to address complex global challenges. ORIGINALITY AND VALUE: This study fills a gap in the literature by providing a detailed examination of the competencies required for innovability leadership and proposing directions for future research and practice. It offers a unique contribution by bridging the

theoretical and practical aspects of innovability in leadership, particularly within the context of higher education. Keywords: innovability, leadership competencies, sustainability, business education, systematic literature review, Sustainable Development Goals, SDGs, leadership development, educational innovation, higher education Integrating science, technology, and experimental knowledge for sustainable innovation: A Living Lab approach to urban biodiversity management PURPOSE: This study aims to enhance understanding of STI (Science, Technology, Innovation) and DUI (Doing, Using, Interacting) integration dynamics in sustainable innovation, specifically investigating its role in innovation outcomes, stakeholder engagement, and the institutionalization of sustainable practices in urban lawn management. METHODOLOGY: Using a single case study design, the study captures real-time, dynamic interactions between STI and DUI practices, observing ongoing processes. Data were collected through five focus group interviews with 32 stakeholders, individual interviews, project documentation, and a project diary. Stakeholders included public sector officials, NGOs, private garden owners, and business representatives, each offering insights into policy, environmental practices, and market-driven solutions. The Living Lab methodology, emphasizing co-creation and iterative feedback, guided both data collection and analysis, with NVivo software and manual coding used to identify key themes and challenges in integrating STI and DUI for sustainable innovation. FINDINGS: The investigation revealed that integrating STI and DUI modes fosters a dynamic synergy: STI provided scientific rigor, while DUI leveraged stakeholder input and local contexts to co-develop adaptive urban biodiversity solutions. This approach addressed location-specific challenges, balancing ecological goals with practical feasibility. For instance, stakeholder engagement refined scientific recommendations, ensuring broader applicability and adoption. Despite tensions between rigor and practicality, the participatory Living Lab methodology facilitated co-creation, aligning scientific insights with real-world needs to enhance sustainable lawn care practices. IMPLICATIONS: The study contributes to innovation theory by showing how integrating STI and DUI modes fosters socially responsive, adaptable solutions for urban biodiversity management. From a practical standpoint, it underscores the importance of stakeholder engagement in developing tools and strategies that balance scientific insights with practical, real-world application. The project offers a replicable model for integrating formal research with user-driven innovation in sustainability projects. ORIGINALITY AND VALUE: This paper provides a unique contribution by showcasing how the integration of formal scientific research (STI) with practical, user-cantered approaches (DUI) can foster innovability. The use of the Living Lab methodology to co-create urban biodiversity solutions bridges the gap between academic research and practical application, offering a novel framework for addressing complex environmental challenges through collaborative innovation. Keywords: sustainable innovation, Science, Technology, Innovation, STI, Doing, Using, Interacting, DUI, urban biodiversity, lawn management, Living Lab, stakeholder engagement, participatory innovation, co-creation, climate change adaptation The role of green blue ocean strategy in enhancing frugal innovation through IoT and AI: A resource-based view perspective PURPOSE: This study

explores the role of Green Blue Ocean Strategy (GBOS) in promoting frugal innovation by leveraging IoT and AI from an RBV theoretical perspective, targeting creative entrepreneurs in Central Java, Indonesia. **METHODOLOGY:** A quantitative approach was used, with Structural Equation Modelling (SEM) analyzed via AMOS. Data from 262 creative entrepreneurs were collected through an online closed questionnaire using purposive sampling. **FINDINGS:** The study reveals that (1) IoT does not significantly impact frugal innovation, (2) AI positively influences frugal innovation, and (3) GBOS effectively mediates the relationship between IoT, AI, and frugal innovation, suggesting that integrating sustainable strategies with technology can lead to more cost-effective and inclusive innovations. **IMPLICATIONS** for theory and practice: The study extends the RBV framework by integrating the GBOS concept, demonstrating its effectiveness in optimizing digital technology for sustainability-driven innovation. It contributes to the literature on sustainability strategies and the Resource-Based View by introducing a novel theoretical model that links GBOS, IoT, and AI with frugal innovation. Practically, GBOS offers a pathway for creative entrepreneurs to overcome resource constraints and achieve competitive advantages through sustainable practices. **ORIGINALITY AND VALUE:** This study introduces Green Blue Ocean Strategy (GBOS) as a novel conceptual framework that extends the traditional Blue Ocean Strategy (BOS) by integrating sustainability principles. GBOS addresses both economic and environmental concerns, enabling businesses to achieve cost-effective innovation. Grounded in the Resource-Based View (RBV), this study systematically develops and empirically tests GBOS by linking it with IoT, AI, and frugal innovation. The framework offers a new lens for sustainable competitive advantage in resource-constrained environments. **Keywords:** internet of things, artificial intelligence, green blue ocean strategy, frugal innovation, resource-based view, sustainability, sustainable strategy, digital technology, sustainability-driven innovation, sustainable innovation

**The impact of eco-innovation on circular economy in EU countries: How patents affect circular material use rate?** **PURPOSE:** The main objective of this study is to examine how eco-innovation activities, measured by the number of patents related to recycling and secondary raw materials, affect the level of use of circular materials in economic processes in European Union countries. Simultaneously, to take into account the impact of the other drivers of the circular economy, the study includes control variables such as GDP per capita, share of income from environmental taxes, age structure of the population, and level of education of the population. **METHODOLOGY:** This study uses a generalized linear model for panel data. For all analyzed explanatory variables, greater inter-group variation than intra-group variation was observed, so a panel-averaged effects estimator was used. The study sample includes 28 European Union (EU) countries. The time scope of this study is 2010-2019. Eurostat database was the source of the unbalanced panel data. This study seeks answers to the following research question: What is the impact of patents related to waste management and recycling on the circularity rate of the EU economies? **FINDINGS:** The results indicate that leaders in the area of circularity are the Netherlands, France, and Belgium. Ireland, Romania, and Portugal occupy last place in terms of the circularity of the economy. There is considerable variation in



the number of patent applications related to waste management and recycling in the EU countries. Luxembourg, Finland, Belgium, and the Netherlands have the highest propensity for patents. In contrast, Bulgaria, Greece, and Croatia show the lowest patent activity. Finally, the higher the propensity to patent in waste management and recycling technologies, the higher the rate of circular use of materials. IMPLICATIONS: The results provide a compelling rationale for prioritizing and incentivizing investments in promising technologies to achieve both environmental sustainability and economic prosperity in the long term. ORIGINALITY AND VALUE: Our study sheds new light on the link between eco-innovation and circular economy in EU countries. We address the issue of possible nonlinearities between circularity and its drivers. Given the fractional nature of the response variable (i.e., circular material use rate), we apply the generalized estimating equations (GEE) approach to model both the mean structure and association structure of fractional responses. Keywords: circular economy, CE, circularity, eco-innovation, patent, circular material use, CE driver, EU countries, generalized estimating equations, recycling technologies, waste management Unitary Patent System and innovation dynamics in the European Union: The role of economic resources and R&D investments PURPOSE: The EU supports competitiveness and sustainability via innovations by the patent protection of inventions. On 1st June 2023, the EU launched the Unitary Patent System (UPS) with the Unitary Patent as a universal innovation protection tool. The data regarding its first 20 months of operations offers indices about innovation and patenting trends. METHODOLOGY: The contextual exploration of the UPS was projected into four aims addressing the absolute and relative numbers of Unitary Patents (A1) and the relationship between Unitary Patents and GDP per capita (A2) and GERD (A3) and comparatively juxtaposing them (A4). This deeper contextual understanding of Unitary Patenting dynamic entails EU member states and their top four competitors (China, Japan, South Korea, USA). The data regarding the GDP, GDP per capita, GERD, number of Unitary Patents in total and per millions of inhabitants was collected and visualized via tables and charts, and submitted to a critical comparison. FINDINGS: The first 20 months of the UPS operations suggests that the Unitary Patent is a viable, but not the most popular, patenting option, and that there is a positive impact on the GDP per capita and GERD for the majority of the EU member states and that there are differences between EU member states in their efficiency to generate Unitary Patents. IMPLICATIONS: The performed study confirms the parallel co-existence of various patenting strategies and the importance of investments in patented inventions. However, the size of GDP per capita followed by GERD is a mere pre-requirement that leads to diversified efficiency (even among similar jurisdictions with at least an average GDP per capita and GERD. Arguably, the UPS magnifies the differences, and the six original European integration jurisdictions are not the best UPS players. There are indices about positive trends for Northern EU member states and negative trends for Southern EU member states. ORIGINALITY AND VALUE: This is a pioneering contribution regarding a newly launched system showing that, despite the same regime, EU member states differ dramatically in their approach to patenting and that the level of GDP per capita and GERD are just the starting points.

**Keywords:** Unitary Patent System, EU member states, GDP, gross domestic expenditure on research and development (GERD), GERD per GDP (GERD Index), innovation, sustainability, economic resources, patent protection

**The Digital-Sustainability Ecosystem:** A conceptual framework for digital transformation and sustainable innovation

**PURPOSE:** This study introduces the Digital-Sustainability Ecosystem, a conceptual framework to integrate digital transformation and sustainable innovation. It examines how emerging digital technologies, including artificial intelligence, blockchain, and the Internet of Things, drive sustainability transitions by serving as strategic enablers. Addressing a critical gap in the literature, this research focuses on the dynamic mechanisms and synergies that connect digital transformation with sustainable innovation within a complex ecosystem.

**METHODOLOGY:** The study employs a systematic literature review (SLR) of 50 studies and a comparative analysis of 13 existing frameworks to identify and analyze key mechanisms that link digital transformation and sustainable innovation, culminating in the development of the Digital-Sustainability Ecosystem framework.

**FINDINGS:** The study identifies five interconnected mechanisms: efficiency gains, dematerialization, circular economy enablement, innovation acceleration, and digital collaboration. These mechanisms illustrate the relationships between technological advancements and sustainability objectives while addressing synergies and tensions, such as the trade-offs between energy demands and environmental benefits. The Digital-Sustainability Ecosystem emphasizes multi-stakeholder collaboration, iterative feedback loops, and adaptable processes to address gaps in existing models, positioning digital transformation as a transformative force for systemic sustainability improvements.

**IMPLICATIONS:** The Digital-Sustainability Ecosystem advances theoretical discourse by positioning sustainability as a systemic outcome of digital transformation, extending beyond traditional efficiency-focused models. It emphasizes organizational resilience and stakeholder collaboration as pivotal for achieving sustainability objectives. Practitioners can leverage AI, IoT, and blockchain to enhance resource optimization and foster sustainability-driven innovation ecosystems. Policymakers and organizations are encouraged to combine digital strategies with sustainability imperatives, emphasizing adaptive leadership, regulatory alignment, and multi-stakeholder engagement.

**ORIGINALITY AND VALUE:** This study presents a conceptual framework that bridges theoretical and practical gaps in the literature by integrating foundational theories that associate digital transformation with sustainability imperatives while fostering innovation and competitive advantage. The framework sets the stage for future research, emphasizing potential applications in industry-specific contexts, cross-sectoral collaborations, and the evolving role of emerging technologies in sustainability transitions. By incorporating dynamic feedback loops and systemic adaptability, this framework establishes a foundation for advancing both academic inquiry and practical implementation. It offers guidance for exploring unanswered questions about scalability, policy integration, and multi-stakeholder engagement in the digital age.

**Keywords:** digital transformation, sustainable innovation, digital-sustainability ecosystem, sustainability transitions, artificial intelligence, blockchain, Internet of Things, circular economy, efficiency gains,

dematerialization, acceleration, digital collaboration, stakeholders

**International Encyclopedia of Hospitality Management** Abraham Pizam, 2010 This encyclopedia covers all of the relevant issues in the field of hospitality management from both a sectoral level as well as a functional one. It's unique user-friendly structure enables readers to find exactly the information they require at a glance.

**International Encyclopedia of Business Management**, 2025-09-01 The Encyclopedia of Business Management, Four Volume Set is a comprehensive resource that covers over 200 topics across various areas of business management. Each entry is written in an accessible manner, making complex concepts easy to understand. The encyclopedia addresses interdisciplinary subjects such as cultural entrepreneurship, tourism innovation, and marketing promotions. By emphasizing definitions and practical applications, the entries help readers grasp the relevance of each topic. Expert editors lead each section, ensuring that the contributions are authoritative and well-rounded. The encyclopedia is divided into seven broad themes, including business entrepreneurship, human resource management, innovation management, international business, organizational behavior, project management, supply chain management, and sport and tourism management. Each section's articles begin with a technical analysis of key definitional issues, followed by an exploration of the topic's broader context. This structured approach provides a holistic examination of the subjects, allowing readers to gain a comprehensive understanding of vital business management concepts.

- Provides a comprehensive overview of the main business management topics
- Focuses specifically on business management from a range of perspectives
- Includes new and emerging business management topics
- Presents an interdisciplinary focus in terms of business management practices
- Features templates across all chapters for ease of navigation and use

Competence Analysis: An approach to a firm's competence domain Brüggemann/ Nyström/ Kiefer/ Gence, 2004-09-24 Seminar paper from the year 2004 in the subject Business economics - Offline Marketing and Online Marketing, grade: 1,3 (A), Växjö University (Centre of Competitiveness), course: International Marketing Strategy, language: English, abstract: Staying one step ahead of competition requires a sufficient short and long term strategy. To formulate these strategies it is of great importance to analyse the inner competence of a firm. For the last decades several researchers have been developing different approaches to determine idiosyncratic factors generating sustainable competitive advantage (SCA) by a value creating strategy. In the analytical discussion we have developed our own model by considering the existing approaches and adding some new important factors as driver and forces of SCA. Thus, the model is applied to Peugeot to show its feasibility. The model shows the synergy through the collective learning between the internal factors: resources, capabilities, competences, core competence; and the external factors: customer relationship, competitors and stresses the importance of interaction between these factors to shape the SCA of a firm placed in a highly competitive market.

**plant missions in global manufacturing networks: a resource-based perspective with evidence from the global**

**color picture tube industry** anil khurana\ brian talbot,1999

**Resource-based Theory** Praveen Parboteeah,2023 This entry discusses the Resource-Based View (RBV) of the firm, one of the most widely used strategic management approaches to understanding company performance. The discussion emphasizes how the theory is applied to explain why some firms succeed while others fail because of their resources. Specifically, the critical characteristics of resources are presented with a focus on the VRIN approach (Valuable [is the resource important to the company to achieve success?], Rare [is the resource difficult to access?], Inimitable [is the resource hard to imitate?], and Non-substitutable [is it difficult to find substitutes for the resource?]). Additionally, critical shortcomings of RBV theory, such as its static nature, are discussed. We conclude with practical applications of RBV. Specifically, RBV is used to explain some of the challenges facing GoPro, the leading maker of video devices.

Contemporary Strategic Management, Google eBook Robert M. Grant,Bella Butler,Humphrey Hung,Stuart Orr,2012-02-02 Contemporary Strategic Management, 1st edition, is an Australasian adaptation of Robert Grant's successful text. With an emphasis on competitive advantage, this text provides students with an up-to-date and comprehensive coverage of core topics and concepts including the impact of the global financial crisis. With examples from Australia, New Zealand and the Asia-Pacific region, the text has been written in a lively and engaging manner to promote student learning and understanding. Consideration is given to all types of organisations, including public sector organisations, and steers away from an excessive focus on large organisations. The text also incorporates up-to-date detailed cases on Australasian organisations, such as Cascade Brewery Company, Malaysian Airlines and Bunnings Warehouse.

Resource-Based View of Knowledge Management for Competitive Advantage in an organization Muhammad Adeel,2017-02-28 Examination Thesis from the year 2016 in the subject Business economics - Information Management, grade: A, International Islamic University Malaysia (GSM), course: Master of Management, language: English, abstract: We are living in the Knowledge era, a new age which is presumably to have a different perspective or point of view and which will involve a new route for doing businesses. Smart and speedy is vital to the success of organizations in increasingly changing set of the knowledge age. The expansion and practice of KM (knowledge management) is dramatically and continuously growing in firms. For reason of development in knowledge management, the speed for acquiring a competitive advantage by means of knowledge grows at faster rate as compared to the past. KM has also been demonstrated for its prospective contribution in creating SCA (sustained competitive advantages) for firms. The accusation that knowledge management might be able to generate SCA (sustained competitive advantage) for organizations is provoking; working in this field is relatively underdeveloped, both theoretically and empirically. The recent studies on competitive advantage and knowledge management have stressed description, rather than empirical research knowledge management could achieve to such an advantage. A possible or potential infrastructure for expanding the conceptual analysis of knowledge management's

impacts on firm's CA (competitive advantage) is the RBV (resource-based view) of the organization which relates the CA of firms with capabilities and resources that are difficult to imitate and firm-specific. The RBV is recently the commanding theoretical view in strategic management published literature, and it concerns with expensive attributes of an organization which are viewed as the basic pillars of SA (competitive advantage). In RBV (resource-based view), knowledge is viewed as a strategic benefit or asset with the outcome potential to be a source of SCA (sustainable competitive advantage) for a company. The RBV of the organization extends and builds upon the resource-based theory of the organization. It originally developed by Penrose (1959) and enlarged by others (Alavi and Leidner 2001). It encircles the aspects and features to knowledge combination or integration and the four initial method by which knowledge is arranged.

The Strategy Process in Dynamic Markets Katja Kanngiesser, 2007-12-08 Diploma Thesis from the year 2006 in the subject Business economics - Business Management, Corporate Governance, grade: 1,7, European Business School, language: English, abstract: This paper is picking up a combination of three perspectives on strategy that are trying to perform a shift of paradigm towards a new way of strategic thinking serving as the basis for a strategy process in dynamic markets. The combination of these three perspectives has been termed the complexity theory of strategy by Davis and Eisenhardt. This theory combines Austrian economic thinking, the dynamic capabilities view, and complexity theory. Austrian economics perceive markets as a rapid flow of heterogeneous and surprising opportunities that need to be captured by strategic managers. The dynamic capabilities perspective perceives organizational resources as simple capabilities that enable quick, flexible, and creative improvisation to respond effectively to this rapid flow of opportunities. Complexity theory perceives organizations and the economy as simple systems, which produce complex and adaptive responses to environmental change. The complexity theory of strategy, in general, focuses on "[...] simple rules in guiding improvisational actions in the effective execution of a series of often fleeting opportunities." The three particular theories contribute to strategic management thinking to overcome the shortcomings of traditional strategic management thinking in dynamic markets. The purpose of this paper is to create a strategy process from the perspective of the complexity theory of strategy which meets the requirements of dynamic markets. How do the three underlying theoretical approaches from this theory contribute to form a strategy process for dynamic markets? In order to answer this question, elements from the three theories will be analyzed and assembled in a new framework for creating strategy which is more adequate in dynamic markets than classical process models. The major result of this paper is that there cannot be a process model of sequenced steps for creating strategy because it would be too rigid to consider critical features for creating strategy in dynamic markets. Rather, the result is a loose framework for creating strategy in dynamic markets that is formed out of elements from the complexity theory of strategy. The framework does not rely on a single strategic process sequence nor is it completely reactive. Rather than ignoring change it helps creating a relentless pace of change and, thus, may be able to meet the

requirements of dynamic markets.

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