

# The Contribution Of Dynamic Capabilities To Organizational Adaptation To Environmental Sustainability: International Client Perspective

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## Abstract:

To analyze the contribution of dynamic capabilities for organizational adaptation to environmental sustainability to meet criteria required by the international customer. A descriptive and qualitative case study about the contribution of dynamic capabilities for organizational adaptation to environmental sustainability was carried out in a furniture company, headquartered in the state of Rio Grande do Sul, Brazil. The main results showed the dynamic capabilities accelerate the process of organizational adaptation, through the creation of routines for the identification, use and reconfiguration of opportunities associated with the sustainability strategy and business model facilitating the adoption of environmental criteria in operational and organizational practices. The study highlights the contribution to the area of management and sustainability, exploring themes related to environmental requirements, quality management and environmental management. Mobilizing dynamic capabilities to identify, leverage and reconfigure from stakeholder pressure pushes the company beyond organizational boundaries, stimulating the development and contribution to the area of management and sustainability, exploring themes related to environmental requirements, quality management and environmental management and show the fundamental role of expertise in complying with regulations and knowledge for preparing and implementing action plans.

**Key Words:** Sustainability; Furniture sector; Adaptive ability; Dynamic capabilities.

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## I. Introduction

The selection of suppliers to act according to the principles of the green supply chain has been studied by researchers and interested professionals due to the growing awareness of the need for environmental protection and its long-term effects and how these effects can influence companies, in commercial and marketing aspects. For Akman (2015) and Boer et al. (2001) the selection of suppliers that adhere to environmental practices generates positive impacts on the competitiveness of organizations and spread to the supply chain network.

Decisions to develop green supply chain represent a relevant challenge for organizations (Sarkis, 2003; Han et al., 2022). The way companies conduct their business to the increased competition that nowadays is global, impel organizations to consider the need to develop partnerships in line with the organization's objectives in the supply chain. Hall (2006) said that external pressures on organizations are agents of change that drive and encourage environmental innovation for organizations to adapt them to the conditions imposed by the market. Therefore, Gurel et al. (2015) point out that these losses and negative impacts of industrial processes can affect the entire supply chain, demanding responsible management of all actors along the chain.

The theoretical approach of dynamic capabilities is indicated in research on organizational strategies, associated with environments of change and innovation. It is characterized by the continuous change of resources and capabilities, so that business strategies are met, following the dynamics of the environment (Froehlich & Bitencourt, 2019; Lima et al., 2020).

Research on dynamic capabilities gained prominence because of the important role of these capabilities to ensure that companies adapt organizationally to different types of environments (Teece 2019). In general, these adaptations are not a linear process, they demand a new way of thinking and new mental frameworks, which contribute to organizations, modifying the organizational environment (Zahra 2019). In this sense, according to Bayu et al. (2022) and Chowdhury and Quaddus (2021) due to the existing research gap in the literature, it is

necessary for new studies to address the importance of sustainability management guided by the perspective of dynamic capabilities.

In view of this, the research assumes that dynamic capabilities facilitate the organizational adaptation process in the context of adopting environmental sustainability criteria in organizational and managerial processes in a furniture company to meet the requirements of an important international client, called Ikea. In that regard, adaptive organizational capacity reconciles external pressures and customer needs, transforming challenges into competitive advantages, whether in internal processes, in the supply chain or through new environmental practices. Fahimnia et al. (2015) emphasizes that when sustainability management is developed as a differentiation of strictly strategic requirements, going beyond economic results, the company tends to be perceived as differentiated in the market and capable of meeting customer requirements.

This research was performed at a large furniture industry located in southern Brazil, that in this research will be called as Hardwood (fictitious name). In 2021, Brazil reached the position of the 28th largest furniture exporter in the world, with exports of USD 1.03 billion in 2021. Rio Grande do Sul, one of Brazilian states, was the second largest furniture producer (Movergs, 2022). The study also included the multinational Ikea, as Hardwood is its supplier. Ikea is considered the eighth largest retailer in the world (Concentino, 2021). Ikea's business model is to subcontract suppliers on a global scale who need to meet its sustainability requirements, based on social responsibility, ethics, and environmental conditions, and are audited based on the IWAY regulations, which reflect the company's expectations regarding to your business partners. In the research, environmental requirements will be emphasized to demonstrate how the company Hardwood, which is one of the three largest Brazilian companies that supply furniture to the multinational Ikea, has adapted to meet all these requirements.

Faced with the context of internationalization, for companies that wish to be part of this environment, it is necessary to generate knowledge either through their capabilities, knowledge, networking, acting as drivers for their insertion and presence in global value chains. These stimuli, when internalized, make it easier for companies to adopt strategies to achieve success in the internationalization process (Swoboda and Olejnik 2016; Frassetto et al. 2018).

The article contributes to the academy and management evidencing how a Brazilian industry adapted its processes, based on dynamic capabilities, to the environmental requirements required by the multinational company Ikea, which is a world-class organization. It's worth to note that these requirements are convergent with global sustainability objectives of the United Nations.

Therefore, the objective of this study is to analyze sustainability management guided by the point of view of dynamic capabilities based on organizational adaptation to meet the criteria required by an international client. The article presents the introductory considerations to this research, the sequence identifies a review of the literature on sustainability and environmental requirements. Soon after, it describes the topic of dynamic capabilities. Next, the research methodology is mentioned, followed by data analysis and results. The proposed discussion and final considerations are presented below.

## **II. Literature Review**

### **Sustainability and Environmental Requirement**

Sustainability management has been studied since the 1980s, which indicates that for over forty years this subject is considered relevant by researchers and organizations (Sarkis, 2003). Fahimnia et al. (2015) points out that sustainability management had its emphasis expanded in the 1990s, being incorporated into organizations as a possibility to obtain competitive advantage. The same authors point out that mentioning sustainability management has been appearing more frequently in articles, showing that environmental sustainability is gaining relevance. Sustainability management differs from the strategic management of organizations because transcends purely economic results, emphasizing social and environmental issues.

Sustainability can be integrated into key business strategies to make corporate sustainability a reality. The ability to understand customers' needs and develop innovative services and/or products that offer socio-environmental solutions can have an important impact on long-term organizational results (Njoroge et al. 2019). To contribute, both to organizations and academia, to identify structural aspects of corporate sustainability, especially about the various actors involved, several studies were carried out.

One of them was conducted by Crisóstomo et al. (2020), who found that in the last two decades the interest of organizations in the topic of corporate sustainability has intensified. This interest motivated the carrying out of scientific research, to offer elements of analysis and subsidize the decision-making processes of organizational managers, in the formulation of institutional policies, as well as strategies, with this focus. In this perspective, aspects were highlighted, both in the operational and management spheres, which must be prioritized, so that the organization can meet the theoretical assumptions and requirements demanded to be considered sustainable. To contribute to the theme, the authors analyzed the most recurrent criteria used to assess corporate

sustainability performance, highlighting critical aspects and providing subsidies for organizational managers, enabling the design of more appropriate models for each economic activity.

The relevance of Green Supply Chain Management for the adoption of sustainable practices and corporate sustainability is also highlighted in the study by Pechancova et al. (2019). When studying the relationship between business activities and environmental management in the Czech Republic, the research shows that the pressure on companies to adopt sustainable practices represents the main motivating factor for starting ecological practices, especially through the implementation of management systems environmental and energy, in addition to sustainable management controls, such as the Green Balanced Scorecard. However, after starting to operationalize these practices, most organizations find that their adoption also offers the additional benefit of potentially reducing operating costs. Finally, the study highlighted the need to sensitize entrepreneurs and managers at the first organizational level, to increase their engagement in the process of implementing sustainability systems.

It is emphasized that an adequate selection of green suppliers can contribute to reducing environmental risks and increasing the competitiveness of an organization. In this same sense, several individual and integrated approaches have been proposed for selecting suppliers, according to the evolution of the theme of the green supply chain and criteria have been developed to improve the process of development and selection of suppliers (Konys 2019).

The integration of environmental sustainability goals represents the premise of supply chain leadership and operations management (Fahimnia et al., 2015). Pressure from stakeholders has been forcing organizations to adopt practices that adhere to environmental policies, even if these are not legal obligations imposed through government regulations (Henriques and Sadowski, 1999). Corroborating this statement, Susanty et al. (2016) point out that external pressures have contributed to companies in the furniture sector improving their environmental performance and the performance of their supply chain, reducing environmental impacts. The pressures, indirect or direct, suffered by organizations, that impose rules to follow, make companies develop capabilities to understand these demands, internalize information and adapt.

Cunha Bezerra et al. (2020) investigated the relationship between organizational strategy, organizational capabilities and sustainability. For this purpose, they carried out a systematic review of the literature, which resulted in a sample of 88 publications from the ISI Web of Science database. From the analysis of these publications, the authors showed that corporate sustainability is strongly related to the corporate strategy and the organization's ability to develop a set of organizational capabilities, which facilitate the adoption of sustainable practices. They were able to identify that among the mentioned organizational capabilities, relational ones stand out, with business partners, such as customers and suppliers. The challenge is to develop tools to measure sustainable performance in the relationship with stakeholders.

In that regard, Bari et al. (2022) suggests that traditionally sustainability practices have been driven by regulatory requirements, however, more recently, companies have begun to focus on environmental, social and governance sustainability through benchmarking these three pillars. However, focusing only on these requirements, current sustainability practices gradually became a market norm with no competitive advantage if sustainability is not considered a dynamic capability.

### **Dynamic Capabilities**

The ability of organizations to adapt to external requirements and pressures has been studied in theory of dynamic capabilities. Teece, Pisano and Shuen (1997) point out that dynamic capabilities play a key role in managing organizations strategically through three pillars, adaptation, integration and reconfiguration of internal and external organizational skills and competencies so that it is possible to adapt company to the demands of market.

Wang and Ahmed (2007) define dynamic capabilities as the ability of a company to constantly position itself to integrate, reconfigure, renew and recreate its resources and capabilities, as well as classify and rebuild its core capabilities, in response to the changing environment in which it operates. The operationalization of the three dynamic capacities to identify, take advantage and reconfigure, identified by Teece (2007; 2019) state that it is possible to develop and operationalize the dynamic capacities through the ability to identify the processes for directing the internal work of research and development, establishing partnership with suppliers, and the identification of the client. The ability to develop strategic advantage, to provide customer solutions are highlighted, as the selection of decision-making protocols and routines to build employee loyalty and commitment. In the reconfiguration capacity, decentralization processes in decision-making are highlighted to facilitate and speed up responses in customer service, co-specialization (ability to identify the organization's particular assets) and governance and knowledge management, integrating internal knowledge and external to the organization. The operationalization of dynamic capabilities happens during the trajectory of the organization, through its positioning, planning and external pressures (Akhtar et al. 2020).

Exploring dynamic capabilities, the perception of market opportunities makes the company adapt itself to meet requirements, and the adaptability of companies can be confused with dynamic capabilities. Lima et al. (2020) emphasize that the relationship between dynamic capabilities and adaptation capabilities is tenuous, and there may be a dubious interpretation between the two definitions, with adaptability being seen as an operational capability and dynamic capability as a strategic capability. Regarding these definitions of operational capabilities and dynamic capabilities, adaptability is an operational capability, to carry out changes to assure competitive survival (Winter 2003), but, according to Lima et al. (2020), without dynamic capacity driving the renewal of adaptive capacity, it tends to create bureaucracy and even an obstacle to change, evidencing then direct dependence on dynamic capacity linked to adaptive capacity so that competitive advantages may be developed.

In the context in which the dynamic capabilities act as drivers of change in organizations due to external pressures, where there is a need to adapt to meet specific requirements, enabling to reconfigure the company, makes it to perceive its customers as strategic partners with potential for the development of alliances and business expansion. In this way, adaptive capacity added to dynamic capabilities, combined with organizational elements such as flexibility; articulation of knowledge; reconfiguration of assets and business models aligned with external requirements, places organizations in a strategic and prominent position before their customers and, over time, allows international expansion (Kretschmer & Garrido, 2019).

Finally, it is about innovating the business model, as evidenced by the research conducted by Bocken and Geradts (2020). In this sense, dynamic capabilities can offer a relevant contribution, enabling the review of organizational practices, strategies and policies, which guide the conception of activities and relationships with stakeholders. However, throughout the research, the authors identified barriers and drivers at the three levels, namely institutional, strategic and operational. Therefore, organizations need to design a three-dimensional management model, which enables the convergence of efforts by all those involved with the organization, whether employees or external partners, such as customers and suppliers. Changes in the business model, to adopt the principles of corporate sustainability, prove to be challenging especially in the relationship with external partners, such as suppliers.

Sharma et al. (2020) address in the research the distinction between risk and uncertainty in organizations. Hitt et al. (2021) discuss organizational adaptation strategies in periods of uncertainty emphasizing the importance of resource orchestration. Aberg and Torchia (2020) highlight adaptive capacity and strategic resource management as key concepts in dynamic capacity theory. In this way, dynamic capabilities, combined with elements of organizational adaptation such as flexibility, articulation of knowledge, reconfiguration of assets and business models aligned with external requirements, facilitate the adaptation of organizations and place them in a strategic and prominent position before their customers and, over time, allow expansion and permanence in new markets (Kretschmer and Garrido 2019).

To operationalize environmental innovation initiatives, it is necessary for the organization to develop adaptation capabilities in dynamic environments. Considering that the capabilities of companies to deal with challenges must be dynamic, they seek to adapt, reconfigure and renew their resources to face environmental changes and adapt to the constantly changing business environment (Schriber & Löwstedt, 2021).

Vardarsuyu's et al. (2023) sought to understand the unfolding role of managerial characteristics in the development of the dynamic capabilities necessary to serve foreign customers and compete in the export market. The results point to the importance of export managers' procedural reflection skills to facilitate the development of dynamic capabilities and improve performance results in export businesses.

The dynamic capabilities paradigm in strategic management has been widely used to study competitive advantage across a range of internationalization. In addition, Peng and Lin (2021) highlight that dynamic capabilities provide a more fruitful contribution when it comes to internationalization, due to the progressive accumulation of knowledge when aiming to penetrate the international market (Frasquet et al., 2018; Fredrick et al., 2022).

It can be noted that for companies to expand their business internationally, they need to develop their dynamic and adaptive capacities due to the demands of the stakeholders, as indicated in the previous sections. Besides, the needs to do so, may differ according to the external pressures and thus, through business strategies, actions must be taken to make these pressures factors of growth and stimulate development of the competitive advantages achieving new levels of competitiveness.

### **III. Methodology**

After to meet the proposed objective a qualitative case study was carried out, with a descriptive characteristic. This type of research investigates a contemporary phenomenon in depth and within its real-world context (Yin, 2015; Hennink et al., 2020).

The studied company operates in the furniture sector and produces furniture for the Brazilian and international market. The headquarter is located in Rio Grande do Sul, with more than 6.500 employees in several units in other states of Brazil. The fictitious name "Hardwood" was used to preserve the company's identity.

To select the company, the following criteria were used: a) supply to a customer with relevance in the international market; b) to be one of the three largest furniture suppliers in Brazil for the Ikea (the information on the definition of this company is highlighted in the following section); c) high relevance in the national furniture scenario due to the awards received throughout its history; d) show growth in its revenues, in the context of exports, even during the pandemic period, with 24.11% in 2020 and 42.39% in 2021.

In addition to these criteria, was considered that the company is also perceived as of great relevance on the national scene due to its participation in national and international fairs that dictate trends for the furniture market worldwide and, in addition, it has more than fifty years of history with operations in the furniture sector and with great potential for growth in its business, a relevant item for supplying large retailers in the international market.

Ikea was selected to be studied in this research due its supply relationship with “Hardwood” company, and its relevance. Ikea is a company headquartered in Sweden, with more than 420 stores, with 208,000 employees in 52 countries. In 2018, its sales reached almost BRL 160 billion (Europeanway, 2019), being considered the eighth largest retailer in the world, according to Movergs (2022), and in addition to the aforementioned data, it has: a) its regiment of environmental requirements, that is known as IWAY, which means Ikea's way, that is, how it understands that its suppliers have a minimum notion of meeting environmental requirements; b) it stands out as one of the main furniture trading companies worldwide; c) acts in line with the sustainability objectives defined by the United Nations – UN; d) it is one of the 100 most valuable brands in the world (Concentino, 2021).

For data collection, a semi-structured interview script was prepared based on the authors of the theoretical framework (Sarkis, 2003; Fahimnia et al., 2015; Bari et al., 2022; Wang and Ahmed 2007; Teece et al. 1997; Schoemaker and Teece 2018; Teece 2019; Reeves and Deimler 2011; Lima et al. 2020; Pinheiro de Sá et al. 2018; Schweizer et al. 2010). The script questions dealt with the facilities and difficulties regarding the perception of market changes and how the Hardwood company adapts to these changes, about its relationship with customers and the supply chain and how the company uses external pressures to carry out changes in its processes considering the environmental requirements that are necessary to establish a supply relationship with the multinational Ikea.

The empirical data were collected though interview with all team members who participate in Hardwood's adaptation process, namely: 4 export analysts, 2 quality assistants, 1 quality coordinator, 1 purchasing analyst, 2 project development analysts, 2 environmental management analysts and 1 cost analyst. The interviews were carried out in June and July 2022, through the Microsoft Teams digital platform. The identity of the participants was preserved to assure freedom for the participants when answering the questions. Codes were created for analyzing the interviews: Interviewee1 (E1), Interviewee (E2) and so on. In this way, members of the quality management systems team were interviewed, due to their technical knowledge regarding the interpretation of regulations, conducting audits and assistance in the process of developing standardized work procedures. Members of the environmental management system team were interviewed, due to the development of new technologies, both for products and processes, involving the search for inputs that have a lower environmental impact and a reduction in waste generation. People from the product development department were interviewed, as it is responsible for developing products based on information on customer requirements and research at fairs and events to launch new collections. People from the export department were interviewed due to direct contact with the customer, this contact is important for the continuous development of improvements and adjustments of products and processes to customer regulations. A cost analyst was interviewed, to obtain information about the composition of costs and the cost-benefit relationship of the products with sustainable appeal used.

In addition to primary data, secondary data obtained through documents made available by the company were used, such as: a) internal audit reports from 2018 to 2022; b) institutional website, and c) environmental quality management system manual. In the documents were identified information and data about the adaptive capacity of the Hardwood company and the main difficulties faced in meeting the sustainability requirements demanded by the Ikea.

Participant observation was also carried out at the Hardwood company, because one of the authors is an employee of the company for more than 10 years. Participant observation was carried out in June 2022, based on a checklist of items to be observed oriented by theoretical review.

An important point of case study data collection is the use of different sources of evidence, which increases the conviction that the research accurately presented the event, which contributes to the quality of the research (Yin, 2015). The three collection instruments were triangulated: in-depth interviews, documents and participant observation with the theoretical foundation to guarantee the quality of the research.

Data were analyzed using content analysis, according to the guidelines suggested by Bardin (2016) and Gibbs (2018). Thus, for data analysis, the pre-analysis steps were carried out, which analyzed the data obtained through interviews, documents and observations, exploration of the material to complement the analyzes carried out, and later the data were stratified into categories to facilitate the final analysis and the scope of the results. It is worth highlighting that, for data analysis, software was used to process qualitative data, as suggested in the literature (Hennink, Hutter, and Bailey 2020). In this case, NVivo software was used (Jackson and Bazeley, 2019).

The categories adopted were: a) environmental requirements; b) adaptation to the environmental requirements demanded by the Ikea. Data triangulation brought together three different sources of evidence, as proposed by Yin (2015) and in the treatment and interpretation of results stage, the data were related to the theoretical foundation.

To meet the ethical research criteria, a Letter of Consent was requested from the company under study, and granted, with general information on the research to be carried out, upon signature of the legal representative of the organization in question.

## **IV. Results**

### **Company Hardwood**

In 2017, the multinational Ikea began the search for suppliers of furniture made from eucalyptus wood. Some business meetings were held and with the help of the lumber companies, Ikea became aware of the Hardwood company, thus having the first contact and the start of negotiations. Based on the Ikea's audit reports, it was possible to find out that the company Hardwood started supplying in 2018. Through participant observation was verified that there was a need to create a sector, called Big Clients Management, composed of a team of employees from the departments that have a direct connection with these clients, to turn possible to adapt to the requested requirements.

The company already had initiatives to meet sustainability standards, acting in the generation of energy through the burning of wood chips, building an effluent treatment station and proceed selective collection of waste that manages these materials generated in the industrial park, giving them the correct destination. In this same sense, it had the initiative for the development of alternative raw materials, from renewable sources and based on water, such as paints and adhesives.

### **Environmental Requirements**

In relation to the environmental requirements, the bibliographic review indicated that one of the concerns of the organizations is that if they are perceived, by the stakeholders (Sarkis 2003). So, company began to work on, with focus on the development of the chain of green supplies as a competitive differential (Konys 2019), oriented towards meeting the environmental requirements of customers (Bari et al. 2022) and, based on this information, the analysis was structured: (a) importance of meeting environmental requirements (b) environmental requirements seen as a competitive advantage and; (c) position regarding the company's demand for customer requirements.

Importance of meeting environmental requirements, the Hardwood company is perceived as a reference in design and quality, which are evidenced through the awards received throughout its history. Based on E4's report, the company adopts the environmental management system to avoid waste, in addition to reusing materials that were previously discarded, thus reducing costs with the acquisition of raw materials, but according to E7, the importance given to environmental requirements does not have the same equivalence when comparing issues of design and quality management, characterizing that environmental initiatives still need external recognition, mainly from the customer. Sarkis (2003) points out that for more than forty years, information regarding environmental requirements has been researched, which indicates that this subject still needs greater relevance in organizations.

The company invests to meet environmental requirements, E9 stresses that, despite the actions taken, more attention is required for this initiative, going beyond compliance with current legislation in order to commit to environmental sustainability proactively. Despite the dichotomy of understanding about being proactive or reactive, it is possible to perceive that the company met the environmental requirements demanded by the client, even these requirements are more complex and strict than the Brazilian legislation.

Bari et al. (2022), Henriques and Sadorski (1999), point out that sustainability practices have been guided by regulatory requirements, however, sustainability practices gradually become a market standard, without being considered competitive advantage. In this way, the anticipation of environmental demands through dynamic capacities can help to improve agility of incorporation of these practices making them a differential, even if for a short period of time, since the tendency is that they end up becoming mandatory.

Environmental requirements seen as a competitive advantage - from the moment the company reaches sufficient maturity to anticipate the environmental requirements demanded by the stakeholders, which go beyond the requirements required by law, having thus gained a competitive advantage, adaptations are necessary in the company to meet these requirements on a permanent basis. Henriques and Sadorski (1999) state that external pressures force organizations to adopt standards and meet requirements that go beyond legal norms.

All 13 respondents agree that meeting environmental requirements proactively will help the company create a competitive advantage. E12 points out that the competitive advantage through initiatives is already being perceived in the market, at best, bigger and renowned companies, thus there is a need to follow the movements of large multinational companies in addition to seeking non-compulsory certifications related to the subject. Sarkis

(2003) points out that the complexity of meeting environmental requirements means that decisions related to meeting them tend to be strategic due to their complexity, costs and deadlines involved.

E10 highlights the need to meet environmental requirements, adapting both the company at all levels and its partners, so as not to sell to just any customer, only with financial concerns, creating a chain of value and trust. It was possible to perceive that the company's adaptation had to undergo a change of thinking at all levels and this change needs to be extended to the organization's partners who also need to adapt their products and processes. Once the company sees compliance with environmental requirements as positive, the pressure to maintain this service also starts to come from within the company (Fahimnia et al., 2015).

Through participant observation, it was possible to highlight that the implementation of forest management control (FSC), adopted in 2019, was based on the imposition of the Ikea. In addition to FSC certification, it was possible to identify actions that encompass sustainability, such as the search for new wood species and alternative raw materials. Regarding the company's demand for customer requirements: when the company decides to seek new market niches, it is faced with challenges and demands to such an extent that, the more developed, the more difficult is the relationship with suppliers. Konys (2019) emphasizes that environmental practices at each stage of the supply chain have become a relevant component, so that the selection of green suppliers contributes to reducing environmental risks and increasing the competitiveness of organizations.

To assess the position of the Hardwood company regarding customer requirements, the research evidenced the agreement on the part of the interviewees regarding the requirement of bigger customers to meet the environmental requirements imposed by them, before the start of negotiations and the perception of whether this factor was positive or negative. To the thirteen participants the customers' demand for compliance with regulations and the need to meet their own requirements is seen as positive. E4 points out that:

As customers evolve towards a better environment, they have the ability to "raise the bar" and not accept the purchase from any supplier, the external requirement of adaptation, based on dynamic capabilities, is necessary for the evolution of the business, I believe that if there was not this pressure on the part of customers, we would have more realities [...] without shame for the environment.

In addition, E6 considers the fact that, when a large company requires that environmental requirements to be met, it is because it already has its brand linked to sustainability. The development of the supply chain will help company to be perceived in the market. Susanty et al. (2016) point out that external pressures have contributed to companies improving their performance as a whole in order to broaden the perception of their positive points.

**Table no 1: Actions taken to meet the environmental requirements Ikea.**

<b>Environmental requirements – Ikea 2021</b>	<b>Actions taken / evidence of meeting requirements Ikea</b>
There is no serious environmental pollution. Any case of serious environmental pollution is immediately reported to Ikea.	Actions monitored through government audit reports, with no evidence of serious environmental pollution. An agenda for meetings with the client was established to update actions and other matters related to environmental management.
Environmental complaints are registered and acted upon.	Developed an ombudsman system for registering and managing internal and external complaints.
The risk of soil contamination due to current or past activities is assessed and acted upon.	Periodicity of tests of soil contamination.
Environmental risks and impacts are identified and assessed to find ways to improve environmental performance.	Environmental risks are included in the company's risk management.
Environmental improvement plans are implemented, reviewed and updated every 12 months.	Environmental actions included in the annual critical analysis report of the company's management, in order to be evaluated and updated.
Current energy sources are known and possibilities for conversion to renewable energy sources are identified.	Mapping of energy sources was carried out. Plan implemented to adopt energy from 100% renewable sources by 2025.
Business activities are not conducted in High Conservation Value Areas unless the area is certified according to a system recognized by Ikea.	Permanent preservation areas already existed and are maintained in accordance with the operating license.
Information is available on what type of incoming water is used and how, where and by whom wastewater is treated.	Include information in the company's communication channels. Developed water consumption control indicator.
Waste is stored, handled, transported and disposed of in a manner that protects the health and safety of workers and the environment.	Waste management procedure developed. Training was carried out in the purchasing sector, Occupational Health and Safety and waste management, in order to ensure, from the acquisition process, less harmful materials and the correct way of handling them.
No waste is landfilled on site. Hazardous and non-hazardous waste are kept separate.	The separation of waste was already carried out. There is no landfill in the company.
Waste is not incinerated on site unless it is for the purpose of energy recovery.	There is only incineration of wood chips for energy generation.
Records are available on how, where, how much and by whom waste is handled.	Developed control indicators for all waste generated, whether for recycling or landfill with information on the recipient of the waste as well as its operating license.
Opportunities to refuse, reduce, reuse and recycle waste are identified and implemented.	Opportunities evaluated through the management of indicators.

### **Efforts of adaptation to the Ikea's environmental requirements according to dynamic capabilities**

Environmental requirements demanded by the Ikea are supported by bibliographic review, mainly in scientific literature about green supply chain, that besides environmental benefits may reduce the risks and exposure of the brand. For this research, about how was the process of adapting the company Hardwood to these requirements, were defined the following sections for analysis: compliance with environmental requirements through the company's adaptive capacity; facilities and difficulties for adapting the service to the requirements and challenges for maintaining and optimizing the requirements demanded by Ikea.

Compliance with environmental requirements through the company's adaptive capacity - Through the analysis of data from the external audit reports, it was possible to evidence that the first audit carried out by the Ikea at the Hardwood company took place in August 2017 and the first product supply was carried out in April 2018. The company had the resourcefulness to adapt to customer requirements in a period of less than a year. The interviews were carried out to evaluate whether the company's dynamic adaptive capabilities were one of the factors for the project's success and how the company adapted and optimized its resources and processes.

E11 points out that the engagement of the teams and the will to "make it work" were fundamental for the success of the adaptation project to the client's requirements. The main actions taken were training the teams, reassessing the materials used and evaluating packaging alternatives. Froehlich and Bitencourt (2019) point out that the reconfiguration of the company through the decentralization of decision-making, was relevant for the engagement of the teams. Much training was required for the adaptation, E9 emphasizes that:

It was certainly a success, without this adaptation we would not have conquered this client. This ability to adapt was acquired through numerous training sessions on processes and people, provided by the client and by the company's initiative. We had to optimize resources such as foam, wood and packaging and consequently their production processes. This optimization took place constantly in training with people and our partners.

Through research in documents of the Hardwood's company, it was possible to demonstrate that it was necessary to adapt and restructure the documentation related to the approval of suppliers because these were also audited by Ikea. Efforts spent in adaptation process were motivated by large sales volume foreseen in the project. Kretschmer and Garrido (2019) points out that the need to adapt to meet specific requirements through the reconfiguration of the company makes it develop potential for the development of alliances and business expansion through mutual growth.

Perception of external opportunities - the Hardwood company mentions in its values the need to strive to exceed the expectations of internal and external customers. It was possible to verify that the company had a reactive position in adherence to environmental requirements, different from those established by legislation. According to the reports of E1, E2, E4, E5, E6, E8, E10 and E11, was easy for company to meet external demands and internalize the information brought from the outside into the company. This process tends to be facilitated when there is greater interaction with the customer. Thus, the company needs an external agent to drive it. Wang and Ahmed (2007) and Teece (2019) point out that companies need to constantly shape themselves so that they can respond to the insights received to sustain their competitive advantages.

The company is "easy to understand, but it does not anticipate market demands. Many customers understand that the company, due to its size, already possess many techniques and a complex and sophisticated management systems, but only the perception and internalization of information isn't enough, because you need to consider it relevant for the company" (E8). Based on its history, the company seeks to understand what it already does and is working to promote its adaptation process (Reeves and Deimler 2011). It's worth to mention that Hardwood suffered pressure from some stakeholders due to the efforts and financial resources to meet Ikea requirements, without clear payback. Schoemaker and Teece (2018) stresses the importance of the company perceiving the needs of the market so that it reacts accordingly, but is important to consider timeline to take advantage of opportunities.

Anticipating the demands of customers and stakeholders - the company's position is to anticipate the demands of customers and stakeholders, when the subject is design, being perceived through the awards received by the company in four categories, focused on design, in the last fourteen years. In the research carried out, the issue of anticipating the demands of customers and stakeholders was broadly addressed in order to assess whether there is the ability to adapt in relation to the market and the pressures exerted and the opportunities that help in the vision of the company's strategy (Teece et al. 1997).

E11 points out that the company has adaptability to absorb market information and adapt to it. The company has an excellent structure and qualified professionals for this purpose, and that knowledge of market demands is perceived and internalized, for supplying large customers and potential for adapting to requirements. Lima et al. (2020) points out that without the dynamic capacity boosting the adaptive capacity, the company may reduce the effectiveness of this capacity, as there is a moment when the company needs to follow the process, preventing the continuity in the search for information from creating an obstacle for change.

Most of the interviewees stated that the company can perceive and take advantage of opportunities through its vertical structure and its relationship network. It can be seen from E2's report that the vertical structure



of the Hardwood company and its relationship network make the process of perception and internalization of dynamic capabilities easier.

E2: I believe that the company has a great capacity to absorb market information since it has that, due to its verticality, it operates in several market segments. Likewise, it has a wide relationship network, which allows for anticipation in certain situations.

The capacity and absorption of information added to the dynamic capacity of adaptation positively assists in the implementation of new processes and compliance with regulations. Kretschmer and Garrido (2019) points out that the way in which the company adapted to the customer's needs, added to the existing organizational elements such as flexibility, knowledge articulation and reconfiguration of assets, makes the company to assume a strategic and prominent position before its customers. customers and, over time, allow its permanent position in these markets.

Facilities and difficulties in adapting to meeting the requirements - facilities and difficulties in the process of adapting to meeting the requirements demanded by the Ikea were pointed out. E6 and E4 point out that the facilities were the company's expertise in the production requirements, as it already understands the production of wooden furniture, as for the environmental requirements, E11 points out that there were some facilitators in meeting the environmental requirements due to the fact that the company Hardwood already meet the environmental requirements of Brazilian legislation and there is a structure set up in some aspects that include logistics, sorting, storage and disposal of solid waste, in effluent treatment plant. It was possible to observe that these requirements are demanded by the Brazilian legislation for operating license.

Another facility observed was the existence of the Quality and Environmental Management sectors, implemented in the Hardwood company since 2003. Their familiarity with the interpretation and implementation of legal requirements, as well as the monitoring and carrying out of internal and customer audits, were considered important to support process to adapt company for Ikea's environmental requirements.

The difficulties encountered are related to the requirements that go beyond the simple relationship between customer and seller. E12 points out that one of the greatest difficulties were the activities that went beyond the limits and controls of the company, when it was necessary to acquire raw materials from approved suppliers that also meet at least the basic requirements of Ikea's IWAY standard. Another difficulty was indicated by E8 and E7, who highlight that in Brazil there are not many environmental standards required by Ikea, what demanded extra effort to promote adaptation of the company Hardwood, specifically to serve to only this customer. Sarkis (2003) points out that the deadlines and costs for adapting to environmental requirements make the process more complex, since the results do not always bring immediate results when compared to investments in new productive technologies. In this way, the insertion of the supply chain strategic policy must be incorporated into long-term actions.

Challenges for maintaining and optimizing the requirements demanded by Ikea - The Hardwood company, with more than fifty years of history, already has processes and a structured supply chain, so there is a need to understand the new client's information, way of thinking and evaluate the best way to internalize this knowledge and adapting it to the existing reality in the company (Zahra, 2019). Based on this premise, the challenges for maintaining and optimizing the requirements demanded by the Ikea customer were evaluated. E12, E5, E4 and E2 highlight that the biggest challenge is the development of a sustainable supply chain. The audit reports analyzed indicate the evolution in meeting the requirements established by the client, going from 72% adherence to requirements in 2018 to 96% adherence to requirements in 2021, which represent for the company a challenge to maintaining the adherence index for subsequent years.

E4 points out that there is a lack of available resources, especially related to the wood, because there are limited number of suppliers. This means that the company does not have choice, which makes it necessary to improve relationship with these suppliers. Pinheiro de Sá et al. (2018) points out that the export process means that the company is constantly expanding its business and as reported by E4, if the Hardwood company does not develop current suppliers and prospect new ones, the continuity of the project could be affected.

**Table no 2:** Frame of the Main Keywords in the Results Highlighted in the Search.

Environmental requirements	Efforts to adapt to the Ikea's environmental requirements based on dynamic capabilities
<ul style="list-style-type: none"> <li>- Environmental requirements as a competitive advantage.</li> <li>- Selection of green suppliers.</li> <li>- Development of the green supply chain.</li> <li>- Environmental management system.</li> <li>- Implementation of Forest Management Control (FSC).</li> <li>- Reuse of discarded materials and research into alternative materials.</li> <li>- Change of thinking in management and other organizational levels.</li> </ul>	<ul style="list-style-type: none"> <li>- Adaptation and optimization of the company's internal resources and processes.</li> <li>- Modern facilities and production process.</li> <li>- Team engagement.</li> <li>- Investments in training to qualify employees.</li> <li>- Reevaluation of the materials used in the production process and identification of alternative materials.</li> <li>- Continuously carrying out internal and external audits to adjust resources and processes.</li> <li>- Readjustment and restructuring of documentation relating to supplier approval.</li> </ul>

<ul style="list-style-type: none"> <li>- Proactive compliance with international and national environmental legislation.</li> <li>- Company is a reference in design and quality of products with awards.</li> </ul>	<ul style="list-style-type: none"> <li>- Anticipation of customer and stakeholder demands through the relationship network.</li> <li>- Meeting deadlines and cost adjustments to adapt the company to customer requirements.</li> <li>- Speed to meet customer requirements in less than a year through adaptation and absorption capabilities.</li> </ul>
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Source: results of the research

### V. Discussion And Conclusion

Rosuvastatin The present study analyzed how dynamic capabilities can contribute to the area of management, sustainability, accounting, economics and business, as well as to the field of information, knowledge and technology. To this end, we carried out a systematic review of the literature on the topic, seeking to identify the main concepts, dimensions, antecedents and consequences of dynamic capabilities in the context of organizational sustainability.

The article show how dynamic capabilities allow organizations to adjust to changes in environmental requirements, operational costs, increasing their efficiency and competitiveness, and generating value for internal and external stakeholders. Furthermore, the article highlight how dynamic capabilities are important for improving the quality of life of local communities, through the preservation of natural resources, the promotion of environmental education and social participation. These details help to demonstrate the importance of the topic for sustainable development and for meeting the requirements demanded by the international client. So, this study contribute significantly to the area of management, sustainability, accounting, economics and business, as well as to the field of information, knowledge and technology, by offering a comprehensive and updated view of dynamic capabilities in organizations. The article provide practical guidance and recommendations for managers and researchers who wish to develop and evaluate dynamic capabilities in their organizations.

Based on the information obtained through the interviews, documents and participant observation, it was possible to perceive that the Hardwood company has dynamic capabilities in order to identify and take advantage of opportunities presented by the market and adapt to the needs of the customers, either on its own initiative or under pressure from the stakeholders (Teece et al., 1997; Schoemaker & Teece, 2018). It was verified that the company was able, in the short term, to adapt to the needs imposed by the client, through the mobilization of the dynamic capabilities by the form of management adopted by the Hardwood company due to the existence of the sectors of research and development, quality management and environmental management, that supported this implantation through the already existing set of abilities in the company.

It was identified that external pressure from stakeholders was the motivating agent for adherence to environmental requirements and for adaptation in the company's short-term planning (Bocken and Geradts 2020). This pressure was also seen as a possibility to expand its business frontiers, enhancing internationalization, since the visibility generated by meeting the needs of a relevant company such as Ikea, broadens the perception of more companies in the international context that seek suppliers in the Latin America. America (Vardarsuyu's et al. 2023).

For the company to adapt, it was necessary to integrate the assumptions of environmental sustainability into the supply chain, which until then had focused on the acquisition of lower cost supplies, a view that has been undergoing changes and pressure for attention focused on issues as environmental and social aspects are integrated into the company's strategic planning (Fahimnia et al., 2015).

There were difficulties in adapting the processes that already existed in the organization due to its size, since there is a large number of employees to be sensitized and integrated to the new form of environmental management. Training was necessary to raise awareness among employees to adhere to these practices, which resulted in changes in the work method and in the necessary controls. These trainings are part of the company's reconfiguration process, corroborating the development and commitment of the staff to achieve the objective of the organization (Froehlich and Bitencourt 2019).

On the other hand, there were facilities found in the adaptation process due to the relevant knowledge and previous experience of Hardwood company in the wooden furniture production process, what was decisive to Ikea to identify the company as a potential supplier. The existence of Quality Management and Environmental Management sectors were fundamental for the successful implementation of environmental requirements since these sectors have skills for understanding and interpretation of regulations (Bari et al. 2022). The audits carried out, as well as the notion of action plans and how to implement them, made it easier and faster for the company to respond to the non-conformities identified and opportunities for improvements arising from the audits.

Bari et al. (2022) indicate the concept that an organization develops dynamic capabilities focused on sustainability, corporate sustainability itself becomes a dynamic capability that assists in sustainability actions. This concept can be perceived throughout the company's history, which, since the 2000s, has presented actions with this focus, as identified in data collection.

Regarding the dynamics of the adaptation process, presented by Hatum, Pettigrew and Michelini (2010), it can be observed that the identification of opportunities, as well as the selection of projects that will be executed,

have as decision makers and influencers both internal agents of the company, such as the research and development sectors and benchmarking practices at fairs; as well as external agents, through the identification by customers of the sustainability actions that have been adopted by the market and the offer of new inputs by suppliers, thus supporting the dynamics of decision-making.

This study aimed to analyze sustainability management through dynamic capabilities for organizational adaptation to meet the criteria required by the international client. The research showed that the company's adaptive capacity was a major factor in meeting the environmental requirements demanded by the Ikea customers. In the analysis of the data, the relevant factors of the adaptive capacity of the Hardwood company were considered, such as an information base derived from the requirements of the national regulatory set. It was possible to perceive that the company's adaptability was internalized because as the customer's requirements are updated, the company also seeks to adapt to these new demands. The research also highlights that external opportunities drive change and this, when added to potential financial gains, makes adaptation easier.

Two hypotheses were formulated that guided the research: a) The company Hardwood managed to adapt to Ikea's environmental requirements through investments in clean technologies, ecological certifications and partnerships with environmental organizations. b) The company Hardwood faced difficulties in adapting to Ikea's environmental requirements, but demonstrated that it had adaptive capabilities that allowed it to achieve the proposed objective. The results obtained confirmed both hypotheses, indicating that the company Hardwood was able to overcome the challenges imposed by Ikea and become a reference in sustainability in the wooden furniture sector.

Regarding the supply chain, the research showed that despite the initial resistance of some of the raw material suppliers, most of them made the necessary adaptations to comply with the requirements to assure the trust of the entire supply chain. These findings demonstrate that the development of a member of the supply chain generates impacts on others, being seen as an agent of change, which as it intensifies, generates opportunities for others to grow together.

In this way, dynamic capabilities contribute to organizational adaptation to meet the environmental sustainability criteria required by the international customer, as organizations with effective dynamic capabilities have the ability to sense changes in the external environment and identify emerging opportunities and threats. Finally, the company must be able to continually reconfigure itself to adapt and remain competitive in the long term, through a continuous process of reading the market, taking advantage of new opportunities and adjustments through the reconfiguration that involves its resources, capabilities, internal structures and processes, as well as relationships with its suppliers and customers. These three capabilities - identify, leverage and reconfigure - are considered fundamental for developing dynamic capabilities and adapting organizations in an ever-changing environment.

The study highlights the contribution to the area of management and sustainability, exploring themes related to environmental requirements, quality management and environmental management. The survey results show the fundamental role of expertise in complying with regulations and knowledge for preparing and implementing action plans. In addition, the study presents the contribution of the dynamic capabilities approach to organizational adaptation through the mobilization of capabilities to identify, take advantage of and reconfigure to meet the environmental sustainability criteria required by the client, and that pressure from stakeholders makes the limits of the company are expanded beyond borders, stimulating the development of a vision beyond the initial established limits.

This study has some limitations, considering that it cannot be generalized because it is a particular case study based only on the perception of the members of the company. As a suggestion for future studies, it is recommended to analyze the financial results derived from the partnership, the opening of new international clients that arrived at the company due to the homologation of the supply and the impacts generated in the strategic planning of the organization. It is suggested the creation of an instrument to measure the organizational adaptive capacity through the mobilization of dynamic capabilities, to expand the answers about the initial research problem of verifying the importance of sustainability management, supported by the exploration of dynamic adaptive capabilities.

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