

From Climate Pressure to Competitive Advantage: Unpacking Capability Reconfiguration Mechanisms in China's Logistics Industry

WANG Tianhe, ZHANG Yuanzihan, Iat Meng Chan
City University of Macau, Macau, China

Climate change and carbon transition policies are reshaping the strategic landscape for logistics firms. Although earlier work looked at green logistics practices and environmental performance, less is understood about how climate pressure can turn into a genuine competitive edge. This paper investigates how capabilities get reconfigured when logistics companies face climate related pressures, within China logistics industry. Using institutional theory, dynamic capabilities, and the natural resource-based view, the study takes a qualitative multi case path. It leans on semi structured interviews with logistics managers, sustainability professionals, and industry experts, and there is a sense that all of them bring different angles. The materials will be worked on via thematic coding and a cross-case comparison, to build a process model that links climate pressure, managerial sensemaking, capability reconfiguration, stakeholder alignment, and competitive advantage. In terms of contributions, the study adds to sustainable supply chain research and strategic management literature by clarifying how environmental constraints may stimulate strategic renewal. For practice, it gives logistics firms a clearer direction when they want to go past basic compliance and develop green competitiveness.

Keywords: climate pressure, capability reconfiguration, green competitive advantage

Introduction

Climate change has turned into this big driving force, sort of reshaping the strategic scene for firms and their supply chains (Butt, 2025). Meanwhile, stronger regulatory pressure along with carbon reduction targets, Environmental, Social, and Governance (ESG) reporting expectations, and stakeholder demands have pushed many organizations to stop, reconsider, and redo how they arrange production, transportation, and logistics work (De Souza Barbosa et al., 2023). For logistics providers the impact is noticeable, since the sector depends on transport infrastructure, fossil fuel driven mobility, warehouse layouts, and energy hungry distribution networks. Because of that, the climate transition is not just an environmental thing anymore, but it is also a tactical challenge that touches competitiveness, everyday operating routines, and the longer-run ability to stay capable to remain viable (Schenzle & Busch, 2025).

WANG Tianhe, Doctor, Faculty of Business, City University of Macau, Macau, China.
ZHANG Yuanzihan, Doctor, Faculty of Business, City University of Macau, Macau, China.
Iat Meng Chan, Doctor, Faculty of Business, City University of Macau, Macau, China.

China offers a significant backdrop for looking at this transformation. Being one of the world's biggest manufacturing and trading economies, China's logistics business matters a great deal for internal circulation and for global supply chains, not just moving things around, but connecting links (Zhao, Wang, Liu, & Tang, 2023). Meanwhile, the country's carbon peaking plus carbon neutrality ambitions have pushed policy focus toward low carbon transportation, cleaner warehousing, multimodal transport, digital logistics, and supply chain systems that use energy efficiently (Halim, Kirstein, Merk, & Martinez, 2018). Logistics firms feel more pressure to cut emissions, boost visibility and transparency, and keep pace with sustainability expectations that are getting stricter from government bodies, customers, investors, and even overseas supply chain partners (Dey, LaGuardia, & Srinivasan, 2011).

A bunch of existing studies about green logistics and sustainable supply chain management has put together useful insights on environmental routines, emission cutting technologies, and sustainability outcomes (Tetteh, Kwateng, Tukue, & Mensah, 2025; Nagy & Szentesi, 2024). Still, much of that work seems centred on whether firms adopt green practices, or on how they measure environmental results, period. Less focus has been put on how companies inside themselves react to climate pressure, and in what way that pressure can be remade into a competitive advantage. More specifically, the organizational mechanisms by which firms reshape their capabilities, like digital tracing, green fleet administration, stakeholder coordination, and carbon-related service innovation, are underexamined in many cases (Sun & Zeng, 2026).

This study tackles the gap by looking at how climate pressure ends up pushing capability reconfiguration within China's logistics industry. It leans on institutional theory, dynamic capabilities, and the natural resource-based view, to see how firms interpret climate related pressures, mobilize resources, revise operational routines, and build new capabilities that could back competitive differentiation. Instead of treating climate pressure purely as a compliance burden, the work frames it more like a possible impetus for strategic renewal, and you can see the logic there even if the evidence comes in stages.

This research uses a qualitative multi case study setup that's built around semi structured interviews with logistics managers, sustainability specialists, and industry observers. The process relies on thematic analysis plus cross case comparison, trying to spell out a process model for how climate pressure gets translated into competitive advantage. While doing that, the work feeds into sustainable supply chain management and strategic management scholarship, because it breaks down the small-scale mechanisms that connect environmental pressure with capability reconfiguration and green competitiveness. On a more applied level, it should help logistics firms move away from reactive compliance and instead construct a durable strategic edge during the climate transition period.

Table 1

Climate-Related Pressures Facing China's Logistics Industry

Climate-related pressure	Explanation in logistics context	Strategic implication for logistics firms
Carbon reduction policies	National and local policies encourage lower emissions in transportation, warehousing, and distribution activities.	Firms need to redesign operations and invest in low-carbon logistics solutions.
ESG reporting requirements	Customers, investors, and regulators increasingly expect firms to disclose environmental and carbon-related performance.	Firms need stronger carbon-data tracking, monitoring, and reporting capabilities.
Customer sustainability demands	Large customers increasingly require greener transport, cleaner warehousing, and transparent carbon information.	Firms can use green logistics services to differentiate themselves from competitors.

Table 1 to be continued

Energy and fuel cost pressure	Logistics operations depend heavily on fuel, electricity, vehicles, and warehouse energy systems.	Energy efficiency becomes important for both cost control and environmental performance.
Green technology development	Digital logistics, electric vehicles, route optimization, and smart warehousing are becoming more important.	Firms need to reconfigure operational and digital capabilities to remain competitive.
International supply chain expectations	Overseas partners may require lower-carbon logistics and better sustainability compliance.	Firms connected to global supply chains must improve environmental standards and transparency.

Note. This table summarizes the main climate-related pressures that create both compliance challenges and strategic opportunities for logistics firms in China.

As shown in Table 1, climate pressure in China's logistics industry does not just come from one single source. Rather it is produced by a mix of policy, market, customer, cost, technological, and even international supply chain expectations. These pressures do make life harder for logistics firms, but they also open chances for capability reconfiguration, and for competitive differentiation.

Methodology

Research Design

This study used a qualitative multiple-case setup, to look at how logistics firms in China take climate pressures and somehow turn them into a competitive edge, mainly by reshaping their capabilities. A qualitative case-study approach worked really well, since the whole project was about organizational processes, managerial sensemaking, and strategic maneuvering that is highly dependent on context. And you know, those aspects usually just don't pop up clearly in quantitative measures (Garcia & Gluesing, 2013). By using multiple cases, the study could also do cross case comparisons, which makes it easier to catch repeatable mechanisms, through which capability reconfiguration shows up when climate pressures start appearing, or begin to grow stronger (Wang, Guo, Ye, & Li, 2025). The way the work was conceptually framed was grounded in institutional theory, dynamic capabilities, and the natural resource-based view, and as a group they kinda pointed the attention toward what to look for. Institutional theory, for example, supports an interpretation of how regulatory pressures, normative expectations and even market signals, end up nudging strategic responses (Marquis & Raynard, 2015). Then dynamic capabilities helped clarify how firms sense shifts in their surroundings, and respond when opportunities emerge and eventually rework routines and resources (Bleady, Ali, & Ibrahim, 2018). Finally, the natural-resource-based view grounded the idea that environmental capability, when it is embedded in firm specific processes, can produce lasting competitive advantage (Hart & Dowell, 2010).

Case Selection and Data Collection

The empirical setting was China's logistics industry, picked because companies there are under clear climate-related pressures, like carbon regulations, customer sustainability requests, ESG expectations, plus the mandates that push lower emissions across transportation, warehousing, and distribution. And there are also national targets, for carbon peaking/neutrality, and a policy focus on green transport together with digital logistics, so change gets actual momentum.

We chose cases in a purposive way. The firms had to work within China's logistics sector, be able to show that they faced climate-related regulatory, customer, or market pressures, and they also had to have carried out green transformations, such as fleet electrification, green warehouse practices, carbon monitoring, multimodal

transport, or digital logistics initiatives. In other words, the sampling was purposive but still aimed at information rich cases that fit the research questions cleanly (F. Nyimbili & L. Nyimbili, 2024).

For data, we used primary collection via semi-structured interviews. This approach let us explore how participants described their experiences and how they interpreted events, while still leaving room for new, emergent topics to show up over time (Adeoye-Olatunde & Olenik, 2021). The interviewees included senior and operations managers, plus sustainability or ESG managers and digital transformation managers, along with industry experts.

The interviews then revolved around themes like climate pressures, managerial sensemaking, changes in capabilities, shifts in resource allocation, stakeholder coordination, and how participants felt it affected competitiveness.

Table 2

Profile of Interviewees

Firm code	Firm type	Ownership type	Main business area	Interviewee code	Position of interviewee
Firm A	Integrated logistics provider	State-owned enterprise	Freight forwarding, warehousing, supply chain services	A1	Senior operations manager
Firm A	Integrated logistics provider	State-owned enterprise	Freight forwarding, warehousing, supply chain services	A2	ESG/sustainability manager
Firm B	Express delivery company	Private enterprise	Parcel delivery, last-mile logistics	B1	Regional operations director
Firm B	Express delivery company	Private enterprise	Parcel delivery, last-mile logistics	B2	Fleet management manager
Firm C	Third-party logistics provider	Private enterprise	Contract logistics, warehousing, distribution	C1	General manager
Firm C	Third-party logistics provider	Private enterprise	Contract logistics, warehousing, distribution	C2	Digital transformation manager
Firm D	Freight transport operator	Private enterprise	Road freight, multimodal transport	D1	Transport operations manager
Firm D	Freight transport operator	Private enterprise	Road freight, multimodal transport	D2	Customer relationship manager
Firm E	Warehousing and distribution firm	Private enterprise	Green warehousing, urban distribution	E1	Warehouse operations manager
Firm E	Warehousing and distribution firm	Private enterprise	Green warehousing, urban distribution	E2	Energy management officer
Firm F	Multinational logistics company	Foreign-invested enterprise	International freight, contract logistics	F1	China sustainability manager
Firm F	Multinational logistics company	Foreign-invested enterprise	International freight, contract logistics	F2	Supply chain solutions manager
Industry Expert 1	Industry association	Non-firm participant	Logistics policy and industry development	X1	Industry association representative
Industry Expert 2	Consulting/advisory organization	Non-firm participant	ESG, carbon management, logistics consulting	X2	Carbon management consultant

Note. Firm and participant names were anonymized to protect confidentiality.

Data Analysis

The data were analyzed through a kind of thematic analysis and cross case comparison, like not exactly linear. First, we read the interview transcripts and the secondary documents again so we could get a real feel for the material. After that open coding was carried out to pin down key ideas connected to climate pressure, managerial

sensemaking, capability reconfiguration, stakeholder alignment, and competitive advantage. Then these initial codes were bundled into wider themes using axial coding, and finally selective coding was applied so we could build an integrated process model. When we made a cross-case comparison, we could see repeating patterns, plus the small differences between firms. This whole loop kept moving between the empirical evidence and the theoretical notions, just to make the results more defensible and credible (Cruzes, Dybå & Runeson, & Höst, 2014).

Results

The analysis shows that climate pressure influenced logistics firms through like three main pathways: regulatory pressure, customer-driven pressure, and market reputation pressure. These pressures do not automatically turn into competitive advantage. Instead, firms had to sort of interpret climate-related demands as strategic opportunities, not just compliance obligations, the beginning. This part lines up with institutional theory, where organizations respond differently to outside pressures based on their own strategic reading and internal ability (Zhao, Fisher, Lounsbury, & Miller, 2016). Across the cases, the firms that treated climate pressure as a long-term business matter were more likely to invest in capability reconfiguration.

The first major theme was managerial sensemaking around climate pressure, in a not fully obvious way at the start. Interviewees from Firms A, B, and F explained that government carbon policies along with customer ESG requirements pushed their companies to re-evaluate logistics operations. For instance, managers described an increasing demand from big clients, for lower-carbon transport solutions, for carbon data reporting, and for more sustainable warehousing services. Altogether these findings indicate that climate pressure worked not only as coercive regulation but also as a market signal, which in turn shaped strategic decision making.

The second theme is operational capability reconfiguration. Several firms replied by reworking fleet management, transport routes, warehouse energy systems and delivery models, not in one big move but more like in iterations. Firms B and D put attention on vehicle electrification and route optimization, while Firm E highlighted energy-saving warehouse systems and urban distribution efficiency. This seems to mirror dynamic capability processes, particularly the reconfiguration of existing resources and routines as an environmental change shows up (Salvato & Vassolo, 2017). Instead of just appending separate green practices, firms moved toward embedding low-carbon requirements into everyday logistics activities, bit by bit.

The third theme was digital and carbon-data capability development. Firms C and F both pointed out the value of digital platforms for monitoring emissions, following logistics actions, and sharing carbon-related information with customers. With these digital tools, firms could improve transparency, and meet those ESG reporting expectations, even when they were a moving target. It became particularly crucial once customers wanted measurable proof of emission reduction, not just general claims. In that way, digital capability supported not only operational steering, but also stakeholder messaging, reinforcing how environmental practices connect to competitive differentiation (Verhoef et al., 2019).

The fourth theme was stakeholder alignment, worked closely with customers, suppliers' technology providers, and local authorities were often more ready to pull off the green transformation. For example, when they collaborated with vehicle suppliers it supported fleet electrification, and when they cooperated with major clients it helped nudge the creation of tailored low carbon logistics solutions. Therefore, this result implies that green competitive advantage is not formed just from internal resources, by themselves. It also relies on how organizations coordinate outside ties, and how they manage shared expectations among stakeholders (Reuter, Foerstl, Hartmann, & Blome, 2010).

Overall, the findings suggest that climate pressure only turns into a kind of competitive edge when firms rework their capabilities, in a way that customers value, and that competitors find hard to copy. This lines up with the resource-based view, it basically says environmental capabilities can help create competitive advantage if they are embedded in firm specific procedures, habits, and routines (Kabongo & Boiral, 2017). The evidence also seems to show that firms that moved beyond simple compliance ended up with advantages around keeping customers loyal, offering service differentiation, strengthening brand reputation, and achieving operational efficiency.

Table 3

Key Themes Emerging From the Data

Key theme	Main evidence from cases	Capability reconfigured	Competitive implication
Managerial sensemaking of climate pressure	Firms interpreted carbon policies, ESG requirements, and customer demands as strategic issues	Strategic interpretation and decision-making capability	Shift from passive compliance to proactive transformation
Operational capability reconfiguration	Fleet electrification, route optimization, green warehousing, multimodal transport	Transport, warehousing, and distribution capabilities	Improved efficiency and reduced environmental risk
Digital and carbon-data capability development	Use of digital platforms for carbon tracking, logistics visibility, and ESG reporting	Digital monitoring and carbon management capabilities	Enhanced transparency and customer trust
Stakeholder alignment	Cooperation with clients, suppliers, technology providers, and local authorities	Coordination and relationship management capability	Better implementation of green solutions and stronger market positioning
Green competitive advantage	Firms gained customer loyalty, service differentiation, reputation benefits, and cost savings	Integrated green logistics capability	Long-term competitiveness through sustainability-oriented services

Overall, the results show some process where climate pressure first gets into managerial sensemaking, and then it sort of pushes the operational, digital, and relational sides to get rearranged, after that it ends up supporting green competitive advantage. Yet, the overall force of this chain was not the same for every firm. The companies that had stronger managerial commitment and they also had better digital systems, were more able to turn climate pressure into strategic renewal, while the ones with limited resources often stayed stuck on basic compliance.

Discussion

The findings suggest that climate pressure does not automatically create competitive edge for logistics firms. Rather, competitive advantage appears when companies read external climate obligations as strategic signals, and then they rework their operations, digital features, and relational assets. This lines up with institutional theory by indicating that firms do not follow outside pressures in the same manner; instead their reactions hinge on how managers interpret things, what resources they have, and what strategic intent they carry (Hu, Hart, & Cooke, 2007). In this study, firms with stronger managerial commitment treated carbon regulation and ESG demands like chances for reorientation, while firms with fewer resources often stayed at the baseline of simple compliance.

A key contribution of this study is that it links institutional pressure to the building of a dynamic capability, but in a way that feels more lived and less fixed, like it is happening in real work. Climate rules, customer ESG demands, and wider market expectations create the early pressure, yet the real movement takes place inside the firms, through sensing, seizing, and reconfiguring actions (Luisi & Cucaro, 2026). For instance, the firms first spotted climate connected risks and customer needs, and then they seized fitting chances by redirecting resources into green logistics services. After that, they reworked routines using fleet electrification, route optimization,

green warehousing, and carbon-data systems, all together. Overall, this suggests that climate pressure becomes strategically meaningful only once it provokes capability change within the organization.

The results also expand the natural resource-based view a bit, by showing how environmental capabilities get embedded into logistics operations, you know. Sharma and Vredenburg (1998) note that environmental capabilities can back up competitive advantage when they are valuable, firm-specific, and hard to imitate. In this study, green competitiveness was not formed only from one environmental practice by itself. Instead, it emerged from integrated capability bundles, including operational efficiency, digital carbon visibility, stakeholder coordination, and customer oriented green service innovation. Together these capabilities helped firms strengthen service differentiation, build customer trust, improve brand reputation and in some cases even cost efficiency.

Another important implication is the role of digital capability, because the digital tools for carbon tracking, route optimization, logistics visibility, and ESG reporting acted as bridges between environmental action and market value (Tunca, Kelten, & Balcioglu, 2026). If the capability to manage carbon data is missing, the green transformation may remain hidden from customers and other stakeholders. So, digitalization is not only a technical support function but also a strategic mechanism; it helps firms show environmental performance and create trust. This finding matters a lot in logistics, where customers increasingly expect clear and measurable sustainability information, and yes transparency is the point.

Stakeholder alignment also played a central role. In the cases, it seems like green transformation really hinged on cooperation with customers, suppliers, technology providers, and local authorities, which is not surprising. This suggests that capability reconfiguration is not only inside the organization but also in a more relational sense, like tied to partners and institutions. Firms that were able to coordinate external actors managed to be more successful when it came to rolling out low carbon solutions and turning them into market advantages. So, green competitive advantage in logistics is best seen as a network-based outcome rather than a purely firm level result.

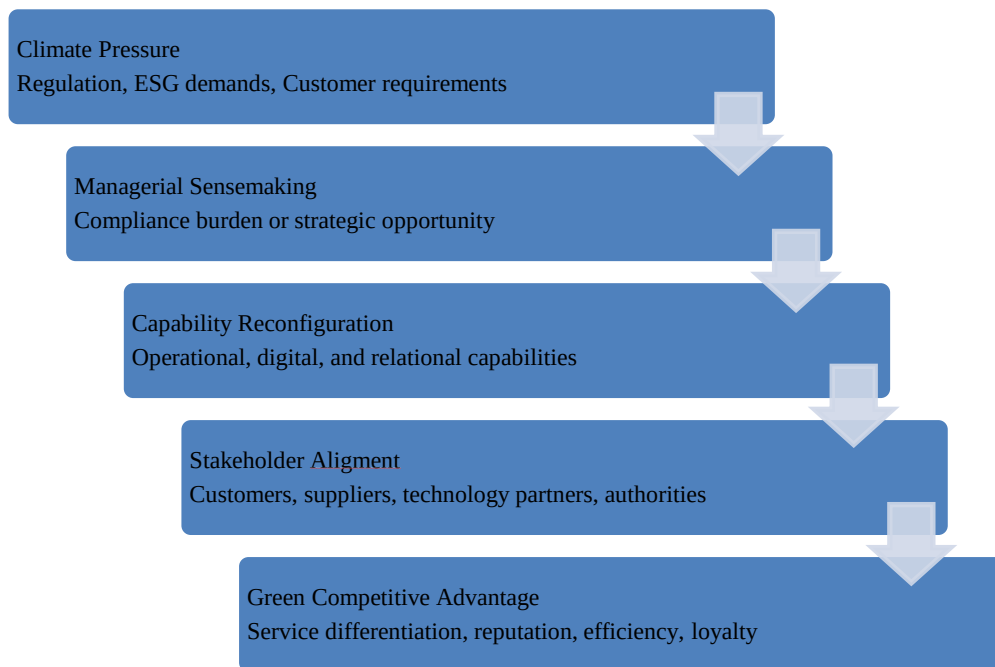


Figure 1. Process model of climate pressure and competitive advantage.

Note. The model shows how climate pressure is transformed into green competitive advantage through managerial interpretation, capability reconfiguration, and stakeholder alignment.

Overall, this study helps with sustainable supply chain management, by spelling out how climate pressure gets turned into a competitive edge. The results suggest climate pressure works like a trigger, but reconfiguring capabilities is the actual pathway. For managers, the message seems clear. Logistics firms should not just view climate policies as outside constraints. Rather they should lean into them to redesign day to day operations, sharpen carbon data systems, widen stakeholder collaboration, and craft low carbon logistics services that customers really value. This moves away from reactive compliance toward proactive capability building which is what matters most for green competitive advantage during the climate transition time.

Recommendations

Based on the findings, logistics firms should first treat climate pressure as a strategic opening rather than just a compliance burden, in practice it can be more than simple checking boxes, and you might notice it affects the whole rhythm of decisions, not only the paperwork. Managers need a clearer understanding of how carbon policies, ESG expectations, and even customer sustainability needs might end up reshaping market rivalry. That said this requires top management commitment, since strategic interpretation quite often drives whether a firm responds passively or goes proactive toward those external institutional pressures (Branzei, Ursacki - Bryant, Vertinsky, & Zhang, 2004). Firms should therefore fold climate-related matters into long-term strategic planning, and into how performance gets evaluated.

Second, logistics firms should put money into capability reconfiguration. Instead of taking on isolated green practices, companies really must embed low-carbon thinking into transport operations, warehousing, distribution, and even a little customer care too, without turning it into an entirely separate initiative. For instance, organizations can grow electric, or otherwise low-emission, fleet capacity; they can calibrate delivery routes with more precision, improve energy efficiency in warehouse spaces, and build multimodal transport approaches that move across different modes rather than staying in one lane. Ultimately, these actions can bolster dynamic capabilities, because they allow firms to sense environmental shifts, capture green demand openings, and then reshape the day-to-day operating routines they already depend on (Demirel & Kesidou, 2019).

Third, firms should ramp up their digital and carbon data capabilities. Customers and regulators keep asking for measurable sustainability evidence, so logistics companies need dependable systems for carbon monitoring, route visibility, tracking energy-use, and ESG reporting (Alotaibi et al., 2024). In practice digital tools can translate environmental practices into something more tangible for customers and stakeholders. This matters more than people think, since sustainability becomes a competitive advantage when it's built into the company-specific processes and it's harder for rivals to replicate.

Fourth, logistics firms should build stronger stakeholder cooperation, like it's not just internal stuff anymore. Calza, Parmentola, and Tutore (2017) indicated that green transformation needs collaboration with customers, vehicle suppliers, tech providers, warehouse partners, and even local authorities; otherwise the whole process gets stuck. When everyone aligns in practice, firms can lower rollout hurdles, split the spending, and craft more tailored low-carbon logistics services. And in the end, policymakers should keep backing green logistics with clearer standards, further infrastructure investment, plus incentives that push low-carbon technology uptake. With a more supportive institutional environment, companies can move past the bare minimum compliance stage and work on a more proactive kind of green competitiveness.

Conclusion

This study looked at how climate pressure can be turned into competitive advantage via capability reconfiguration, in China's logistics industry. The findings show that regulatory pressure, customer ESG requests, and reputation concerns in the market make logistics firms rethink strategies and daily operations. Still, climate pressure by itself does not really, somehow automatically turn into green competitive advantage. Companies must read these signals in a strategic manner, and then rework operational, digital, and relationship-oriented capabilities. When organizations put money into green fleets, carbon data systems, lean warehousing, and they also coordinate with partners plus relevant stakeholders, and then logistics providers can step past plain compliance and still create sharper differentiation, stronger customer confidence, and more durable competitive strength across the climate transition timeframe.

References

- Adeoye - Olatunde, O. A., & Olenik, N. L. (2021). Research and scholarly methods: Semi - structured interviews. *JACCP Journal of the American College of Clinical Pharmacy*, 4(10), 1358-1367. Retrieved from <https://doi.org/10.1002/jac5.1441>
- Alotaibi, E. M., Khallaf, A., Abdallah, A. A., Zoubi, T., & Alnesafi, A. (2024). Blockchain-driven carbon accountability in supply chains. *Sustainability*, 16(24), 10872. Retrieved from <https://doi.org/10.3390/su162410872>
- Bleady, A., Ali, A. H., & Ibrahim, S. B. (2018). Dynamic capabilities theory: Pinning down a shifting concept. *Academy of Accounting and Financial Studies Journal*, 22(2), 1-16. Retrieved from <https://www.abacademies.org/articles/Dynamic-Capabilities-Theory-Pinning-Down-a-Shifting-Concept-1528-2635-22-2-197.pdf>
- Branzei, O., Ursacki - Bryant, T. J., Vertinsky, I., & Zhang, W. (2004). The formation of green strategies in Chinese firms: Matching corporate environmental responses and individual principles. *Strategic Management Journal*, 25(11), 1075-1095. Retrieved from <https://doi.org/10.1002/smj.409>
- Butt, A. S. (2025). Strategies to combat climate change challenges in sustainable supply chains. *Business Strategy and the Environment*, 34(5), 5283-5298. Retrieved from <https://doi.org/10.1002/bse.4246>
- Calza, F., Parmentola, A., & Tutore, I. (2017). Types of green innovations: Ways of implementation in a non-green industry. *Sustainability*, 9(8), 1301. Retrieved from <https://doi.org/10.3390/su9081301>
- Cruzes, D. S., Dybå T., Runeson, P., & Höst, M. (2014). Case studies synthesis: A thematic, cross-case, and narrative synthesis worked example. *Empirical Software Engineering*, 20(6), 1634-1665. Retrieved from <https://doi.org/10.1007/s10664-014-9326-8>
- De Souza Barbosa, A., Da Silva, M. C. B. C., Da Silva, L. B., Morioka, S. N., & De Souza, V. F. (2023). Integration of Environmental, Social, and Governance (ESG) criteria: Their impacts on corporate sustainability performance. *Humanities and Social Sciences Communications*, 10(1), Article 410. Retrieved from <https://doi.org/10.1057/s41599-023-01919-0>
- Demirel, P., & Kesidou, E. (2019). Sustainability - oriented capabilities for eco - innovation: Meeting the regulatory, technology, and market demands. *Business Strategy and the Environment*, 28(5), 847-857. Retrieved from <https://doi.org/10.1002/bse.2286>
- Dey, A., LaGuardia, P., & Srinivasan, M. (2011). Building sustainability in logistics operations: a research agenda. *Management Research Review*, 34(11), 1237-1259. Retrieved from <https://doi.org/10.1108/01409171111178774>
- Garcia, D., & Gluesing, J. C. (2013). Qualitative research methods in international organizational change research. *Journal of Organizational Change Management*, 26(2), 423-444. Retrieved from <https://doi.org/10.1108/09534811311328416>
- Halim, R., Kirstein, L., Merk, O., & Martinez, L. (2018). Decarbonization pathways for international maritime transport: A model-based policy impact assessment. *Sustainability*, 10(7), 2243. Retrieved from <https://doi.org/10.3390/su10072243>
- Hart, S. L., & Dowell, G. (2010). Invited editorial: A natural-resource-based view of the firm. *Journal of Management*, 37(5), 1464-1479. Retrieved from <https://doi.org/10.1177/0149206310390219>
- Hu, Q., Hart, P., & Cooke, D. (2007). The role of external and internal influences on information systems security—A neo-institutional perspective. *The Journal of Strategic Information Systems*, 16(2), 153-172. Retrieved from <https://doi.org/10.1016/j.jsis.2007.05.004>
- Kabongo, J. D., & Boiral, O. (2017). Doing more with less: Building dynamic capabilities for eco-efficiency. *Business Strategy and the Environment*, 26(7), 956-971. Retrieved from <https://doi.org/10.1002/bse.1958>
- Luisi, F., & Cucaro, O. M. S. (2026). Talking the walk: ESG discourse as strategic dynamic capability. *Business Strategy and the*

- Environment*. Retrieved from <https://doi.org/10.1002/bse.71266>
- Marquis, C., & Raynard, M. (2015). Institutional strategies in emerging markets. *Academy of Management Annals*, 9(1), 291-335. Retrieved from <https://doi.org/10.5465/19416520.2015.1014661>
- Nagy, G., & Szentesi, S. (2024). Green logistics: Transforming supply chains for a sustainable future. *Advanced Logistic Systems—Theory and Practice*, 18(3), 29-42. Retrieved from <https://doi.org/10.32971/als.2024.026>
- Nyimbili, F., & Nyimbili, L. (2024). Types of purposive sampling techniques with their examples and application in qualitative research studies. *British Journal of Multidisciplinary and Advanced Studies*, 5(1), 90-99. Retrieved from <https://doi.org/10.37745/bjmas.2022.0419>
- Reuter, C., Foerstl, K., Hartmann, E., & Blome, C. (2010). Sustainable global supplier management: The role of dynamic capabilities in achieving competitive advantage. *Journal of Supply Chain Management*, 46(2), 45-63. Retrieved from <https://doi.org/10.1111/j.1745-493x.2010.03189.x>
- Salvato, C., & Vassolo, R. (2017). The sources of dynamism in dynamic capabilities. *Strategic Management Journal*, 39(6), 1728-1752. Retrieved from <https://doi.org/10.1002/smj.2703>
- Schenzle, L., & Busch, T. (2025). Navigating the net zero transition: Towards improved effectiveness of corporate decarbonization strategies. *Business Strategy and the Environment*, 35(3), 3774-3789. Retrieved from <https://doi.org/10.1002/bse.70358>
- Sharma, S., & Vredenburg, H. (1998). Proactive corporate environmental strategy and the development of competitively valuable organizational capabilities. *Strategic Management Journal*, 19(8), 729-753. Retrieved from [https://doi.org/10.1002/\(sici\)1097-0266\(199808\)19:8](https://doi.org/10.1002/(sici)1097-0266(199808)19:8)
- Sun, L., & Zeng, J. (2026). Big data-driven carbon footprint tracking and game-theoretic incentive design in green logistics supply chains. *Asian Journal of Water Environment and Pollution*, 23(3), 026040017. Retrieved from <https://doi.org/10.36922/ajwep026040017>
- Tetteh, F. K., Kwateng, K. O., Tukue, T., & Mensah, J. (2025). Green supply chain management practices: Review, framework and future research directions. *Journal of Responsible Production and Consumption*, 2(1), 112-150. Retrieved from <https://doi.org/10.1108/jrpc-08-2024-0039>
- Tunca, S., Kelten, Z. K., & Balcioglu, Y. S. (2026). Optimizing carbon footprint reduction in supply chains through blockchain enabled transparency and business analytics for high emission industries. *Discover Sustainability*, 7(1), Article 867. Retrieved from <https://doi.org/10.1007/s43621-026-03050-x>
- Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2019). Digital transformation: A multidisciplinary reflection and research agenda. *Journal of Business Research*, 122, 889-901. Retrieved from <https://doi.org/10.1016/j.jbusres.2019.09.022>
- Wang, Y., Guo, M., Ye, L., & Li, Q. (2025). Sensemaking in action: A multi-case study on the formation mechanism of high reliability teams in Chinese organizational contexts. *Acta Psychologica*, 262, 106048. Retrieved from <https://doi.org/10.1016/j.actpsy.2025.106048>
- Zhao, E. Y., Fisher, G., Lounsbury, M., & Miller, D. (2016). Optimal distinctiveness: Broadening the interface between institutional theory and strategic management. *Strategic Management Journal*, 38(1), 93-113. Retrieved from <https://doi.org/10.1002/smj.2589>
- Zhao, Y., Wang, S., Liu, X., & Tang, X. (2023). Effect of the logistics industry on the promotion of China's position in the global value chain: An international trade perspective. *International Review of Economics & Finance*, 86, 834-847. Retrieved from <https://doi.org/10.1016/j.iref.2023.03.029>