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FROM COMMERCE TO COMPETENCE- STRATEGIC MANAGEMENT APPROACHES FOR SUSTAINABLE BUSINESS DEVELOPMENT

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ABSTRACT

Innovation, sustainability, and general tactics are some of the subjects covered after the essay explains the significance of having a strategic mentality. The German wine business has successfully addressed management issues by using sustainability principles and a strategic profile. Creating an ecosystem in the wine business that can capture technology developments beyond what is legally needed involves a wide collection of abilities from many different parties. In order to grasp the links to sustainability, businesses in the wine industry must distinguish between resource-based and market-based plans, according to the article's complex perspective on sustainability and strategy. German sustainable winemaking via the use of dynamic capacities is therefore the subject of this study. Adaptable capabilities are crucial in today's dynamic marketplaces, as the German wine business shows. The wine business is planning for the future by incorporating analytical methodologies that can be transformed into dynamic capabilities, in response to the ever-shifting nature of the market. Integrating sustainable practices with dynamic capacity has the potential to unite diverse forms of data, people, and information, which in turn might lead to new discoveries. Expanding networks of sustainable wineries and applying specific steps to promote adaptation and localise techniques are two perspectives on the problems of implementing sustainability in the wine business. A resource-based approach not only protects the interests of many stakeholders and socioeconomic groups, but it also achieves environmental objectives. Although certification has become an effective strategy, it still runs the risk of squandering business funds and preventing employees from using their individual strengths to anchor sustainability in a way that aligns with the firm's model and position. Adaptable policies that prioritise the development of resilient capabilities are especially in need of this kind of support.

KEYWORDS: sustainability, development, strategy, market

1 INTRODUCTION

Our increasing awareness of the need to address social and environmental challenges has had a profound impact on consumer behaviour and expectations. Rather of focussing on the cost and quality of a product or service, modern consumers look at a business's ethics. These days, companies can't afford to skimp on sustainable practices if they want to stay competitive and foster growth over the long haul. Promoting social justice, protecting the environment, and ensuring economic viability are the principal goals of these programs. There are several facets to running a company with an eye towards the environment. Such actions may take many forms, including involvement in corporate social responsibility (CSR) initiatives, use of renewable resources, waste reduction, and carbon footprint mitigation. It is equally important to have fair treatment at work. With these strategies, a company has a higher chance of succeeding in a crowded marketplace, advancing in the company hierarchy, and drawing in more clients. However, this strategy's effect on customer behaviour and sentiment differs among industries and businesses based on demographic variables. Sustainability initiatives are becoming more popular, but the impact on customer sentiment is unclear. The purpose of this essay is to fill that void by exploring the influence of sustainable business strategies on consumer attitudes and behaviours. By providing a comprehensive analysis of the existing literature and actual data, this research aims to assist firms in improving their sustainability strategy and meeting the increasing demands of their consumers.

2. FRAMEWORK OF THEORETICAL

2.1 Sustainable Business Models

There has been a lot of progress, but the literature on SBM is still young (Dentchev et al., 2018). The existing corpus of information is very disorganised, but it is expanding at a rapid pace (Lüdeke-Freund et al., 2018). Since SBM researchers originate from a wide variety of cultural and educational backgrounds, it is not unexpected that there are discrepancies in the published works on the topic (Dentchev et al., 2018; Lozano, 2018; Lüdeke-Freund et al., 2018). Some such sources are the fields of natural sciences, sociology, entrepreneurship, environmental science, management and strategy, and the like.

Despite the fact that many questions remain unresolved in the literature, the authors do agree that SBMs need three things: (1) a focus on the long term;

(2) a broader set of stakeholders; and (3) a value model that considers not only economic but also social and environmental factors (Boons & Lüdeke-Freund, 2013; Lozano, 2018; Stubbs & Cocklin, 2008). Researchers have attempted to classify and categorise SBMs in an effort to improve theoretical and practical knowledge of the many SBMs now in use.

The most often referenced study on SBM archetypes is Bocken et al. (2014), which sought to persuade businesses to integrate sustainability into their current BMs. "Maximise material and energy efficiency," "create value from waste," "substitute with renewables and natural processes," "deliver functionality rather than ownership," "adopt a stewardship role," "encourage efficiency," "repurpose for society/environment," together with "develop scale up solutions" are the eight different kinds of SBM that the researchers learnt about. They also demonstrated that SBMs may use their attention elsewhere. Lüdeke-Freund et al. (2018) has also classified eleven distinct SBM patterns, similar to Bocken et al. (2014). This taxonomy organises SBMs based on different factors. These factors include pricing and revenue patterns, financing patterns, eco-design patterns, closing-the-loop patterns, supply chain patterns, giving patterns, access provision patterns, social mission patterns, service and performance patterns, cooperative ownership patterns, and community platform patterns. For example, an SBM could be a subscription, a product, a green supply chain management initiative, a "buy one, give one" campaign, a cooperative ownership model, a service and performance pattern, a market-oriented social mission, a marketplace creator, a social mission expert, a result-oriented service provider, a cooperative owner, or a community platform manager. Schaltegger et al. (2012) identified six primary business case drivers that distinguish SBMs: A few of the driving forces for SBMs' actions include the following: the need to save costs and risks, boost sales and profit margins, establish a solid reputation, entice recruiters, and show off their creativity.

Several writers have also advised topic-specific SBM typologies, such as product-service-systems (PSS) and circular BMs. Take into account the classification of PSS's by product, use, or consequence that Tukker (2004) established in 2004. First, product-related services; second, consulting and advice; third, leasing products; fourth, renting or sharing products; fifth, pooling products; sixth, activity management/outsourcing; seventh, pay per service unit; and last, functional outcome were the

eight separate service types that resulted from the outcomes. The study of Henry et al. (2020), who focused on a taxonomy of circular business models, was informed by the BM's strategy and innovation. Because of this, six unique kinds of circular business models have evolved: models centred on design, waste, platforms, services, nature, and supplemental models.

The notion that there are several SBM variations, each offering unique benefits to organisations, is becoming more apparent in the vast body of literature on SBM. The complexity of existing typologies is a challenge, as it may be difficult to distinguish between the many types of BM found within them. For instance, Bocken et al. (2014) use the terms "maximise material and energy efficiency" and "encourage efficiency" to categorise SBMs. While Lüdeke-Freund et al. (2018) suggests categorising SBMs as either "social mission patterns" or "giving patterns," distinguishing between the two may be challenging. Simplifying categories allows organisations to evaluate and contrast various SBMs depending on how well they fit with their aims and the environment, which helps them make educated choices about their SBMs.

Objective of the study

To Discussing the importance of a strategic mindset in relation to sustainability, innovation, and general tactics.

To Studying strategic sustainability is expected to guide dynamic change and sustainability.

3. MATERIALS AND METHODS

The research was able to analyse dynamic capacities in connection to generic tactics by "capturing individual cases through intensive exploratory interviews" [Rosenwald, 1988]. This allowed them to rebuild common realities from people' perspectival visions. According to Chen (2021), Da Giau (2020), and Niedlich (2020), multi-case analysis is an appropriate method to use while examining strategic sustainability, which is a

framework for investigating dynamic capabilities. The data for this multi-case study came from a wide variety of sources, including primary and secondary interviews, site visits, and expert interviews. Different viewpoints and methods of management are added to the existing body of information, which improves comparability (Eisenhardt, 1989; Gilinsky, 2016; Sharma, 2013; Yin, 2008). Secondary market research, evaluations provided by the winery's representatives (CEOs and staff), and publically available information were used to compile the statistics. Since CEOs know their own company inside and out, their opinions should accurately represent business strategy [Shortell, 1990; Snow, 1980]. Regardless, case studies benefit from in-depth data retrieval for the selected study subjects, which lends credence to the prevailing viewpoints and produces a sizable dataset [Chen, 2021; Durán, 2022].

To demonstrate the diversity of German wineries' methods and business strategies, we have selected these four estates to provide you with a solid overview. According to previous studies, quality leadership and the price-value strategy are crucial factors in determining the standing of German vineyards. Explicit specialised strategies and premium techniques only account for around 20% of the market. Cost leadership is an overarching approach that just 2% of people select, according to Dressler (2020). Quality leadership, price-value, premium, and niche were the four main strategy clusters examined in this multi-case study, along with one winery's approach to sustainability and dynamic capacities.

Our cooperative has been around for almost a century, and it's made up of many smaller wine grape producers who have banded together to form a bottling and marketing body. We were able to look at them in this multi-case study. We also examined a "niche strategy" profiling at a growing family-run winery, a "price-value strategy" at a stable state-owned winery, and a "premium strategy" at a second privately owned winery that is part of Germany's long-standing premium wineries and managed by the fourth generation (Table 1)

Table 1. Cases of business models and general strategies.

Generic strategy	Leader of Quality	Value-Based Pricing Leadership	Top Strategy	Player in a Niche
Possession	Cooperative	Owned by the state	Owned by a family	Owned by a family
Vineyard size (hectares)	866	22	25	14
coverage of the value chain	Individual production; combined production and sales	Complete coverage together with a research organisation	Complete coverage	Complete coverage
Particular traits	A wide range of products; expert sales and CRM	Prior accolades for the wines; little promotion	Certification for organic and biodynamic	Robust expansion; balanced scorecard and CRM

Player in a Niche	Owned by a family	14	Full coverage	Robust expansion; balanced scorecard and CRM
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The data collection process began with an initial free-form interview to investigate the case-individual sustainability technique. Processes tailored to individual industries were created using the replies. Then, we meticulously collected the sustainability data from the vines, paying close attention to each instance of the predetermined processes. Using the

interview data as a foundation, routines were set up to foster the development of capacities for sustainable social, economic, and environmental practices. There were a total of 87 sustainability processes and 17 dynamic sustainability capabilities that were developed, as shown in Table 2:

Table 2. A sustainable, dynamic structural model.

Dynamic Social Sustainability Capabilities	Positive working climate (6 routines)	Organisational communication (5 routines)	Equitable compensation and equality (6 procedures)	Education and training (5 procedures)	Participation in social and regional activities (6 routines)	Sustainable suppliers and partners (4 routines)
Dynamic Capabilities for Economic Sustainability	Business plan (6 routines)	Important financial information (4 routines)	Seven procedures to secure a successor	Safeguarding against risks (5 routines)	Future viability (4 routines)	
Dynamic Capabilities for Ecologic Sustainability	Water (5 routines)	Energy (5 routines)	Biodiversity and soil (8 routines)	Materials and waste (5 routines)	Four routines for CO2 emissions	Types that are resistant to fungus (2 routines)

The methods assessed the usefulness of dynamic abilities [Santa-Maria, 2022]. The procedures were assessed using binary data (0= absent, 5= implemented) or a five-point Likert scale (0= no relevance/implementation, 5= guiding principle and fully performed), as stated by Dolnicar (2003). As per Verhulst (2021), the ordinal scale was converted into a spider-web and each point was given a weight of 25% based on the parameter values. We were able to ascertain that a procedure had been completely executed (i.e., earned 5 points) when the calculation produced 100% compliance, as stated by Sharma (2020). Everyone from Teece (2007) to Schoemaker (2018) to Neely (1998) to Teece (2010) thought that this was the best way to assess dynamic capacity in terms of sustainability.

4. RESULTS

The first open-ended question asks the case protagonists to define sustainability, revealing a broad and varied understanding of the concept. "... deliver stable quality each year, while conserving the nature," according to the industry leader in quality, is made possible by sustainable methods. The niche player emphasises resilience as a crucial component of sustainability ("... successful operations throughout generations"). According to the price-value strategist who was interviewed, sustainability is "... a trendy term that serves sales and marketing, while reducing CO2 emissions, selling vegan wines and biological

production with accent on ecology, conservation of the soil and fertility for the next generation as well as a circulatory system consisting of social, biological, and business components." In fact, the circular economy's value proposition calls for both the development of dynamic cooperative capacities and a comprehensive redesign of the business model (Awan, 2022; Hina, 2022; Sehnem, 2022). The advocates of the premium strategy said that winery sustainability was crucial and that it enhanced all other strategic initiatives. The firm already uses block heat and solar power facilities to generate all of its energy. They also take good care of the land and believe that a full prohibition of herbicides will be part of a sustainable future for the wine business. Based on these criteria, all of the wineries that took part in the survey felt that sustainability may provide them a competitive advantage.

Each of the three sustainability pillars was covered by the four strategy representatives. We were able to explain the sustainability plan and dynamic capabilities thanks to the data. According to the profiles, following social involvement, economic and environmental concerns come in second and third, respectively. In terms of environmental and social sustainability, each cluster deviates from the average. There is the greatest diversity in terms of economic sustainability. Niche and price-value performance are at one extreme of the spectrum, while premium and high-quality leadership are at

the other. Premium strategy is the most expressive form of ongoing engagement, while quality leadership comes in second in the multi-case comparison analysis. The premium strategist's more active involvement with the environment is what sets them apart from the other two types of strategists. The degree to which price-value, niche, and quality leadership vary is, in fact, correlated with the degree of environmental participation.

To better comprehend the four wineries' dynamic capacities for sustainability, it is helpful to compare

the 17 capabilities that have been formed from 86 routines. Each routine consists of five or six steps. The sustainability profiles may be ascertained as a result of the data and interviews that were gathered. One possible outcome is sustainability profiles that are strategy-specific. For most dynamic talents, the premium strategist and quality leader are at the top. However, for certain dynamic skills, specialised strategy and premium strategy are just as good as, if not better than, these two.

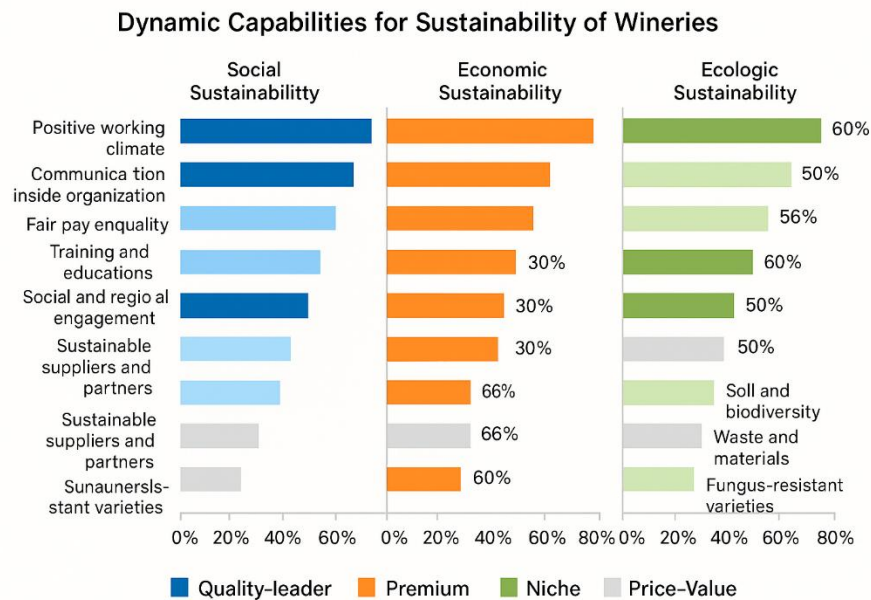


Figure :1

According to the numbers, the two strategic clusters known as quality leader and premium strategy alternate between the top and bottom spots in the three sustainability metrics. When it came to social sustainability-related dynamic competencies, for instance, quality leader and premium strategist tied for first place. Similarly, when it came to dynamic qualities pertaining to economic and environmental sustainability, premium strategist came out on top, with quality leader coming in third. The other two groups of strategic wineries are the price-value and specialist strategies, which rank third and fourth, respectively, on all three measures of dynamic sustainability capacity.

4.1. Sustainability of Social via Dynamic Capabilities

The primary negative aspect of the price-value strategy with regard to the possibility for a healthy workplace is the greater illness rate compared to other organisations. The price-value strategist lacked the ability to effectively communicate within the

company since staff meetings were infrequent and did not address professional and organisational issues. The niche strategist identified two areas of weakness: first, there is a lack of communication between key personnel about the company's vision, objectives, and goals; and second, staff duties are not clearly defined. Through tireless effort, the top strategist reached the peak of dynamic competence in education. Quality Leader and Price-Value Strategy are notable for their varied internship backgrounds. Having said that, apprenticeship programs are consistently provided by all firms. The level of training in quality leadership was found to be inadequate for both staff and senior management. In terms of regional activism and supporting social initiatives on a regional level, both price-value and specialist tactics perform much worse on the social and participation dynamic skills scale. Due to its emphasis on regional, socially conscious suppliers and partners, the niche approach is more rooted locally in relation to the dynamic potential of sustainable partners and suppliers.

4.2. *Adaptable Skills for Stability of Financial*

The specialised approach shone out when considering the company's dynamic strategy capabilities, which led to more frequent strategy adjustments. For the premium strategist, there was no set strategy. When compared to the core financial data's dynamic capabilities, price-value and niche strategies performed badly when it came to financial steering and data exploitation. Being a government institution, the price-value strategy does not put a premium on financial performance. The niche method allows a small vineyard to avoid reporting or computing a range of financial data. If the CEO were to suddenly depart, none of the four wineries would have a solid plan to protect their succession dynamic skills. They had just hired the company's possible heir, so premium strategists awarded corporate succession plans a good grade. Using a mix of price-value and premium techniques, the matter of a CEO replacement has been managed until their departure. Neither a quality leader succession plan nor a strategy for specialisation were in place. In terms of risk-reduction dynamic capacities, niche approach is the sole winery that does not guard against hail and frost. The size makes it impossible to implement a strategy of natural risk diversification using plots in different places. The failure to routinely evaluate and revise the price-value strategy's insurance policy for natural catastrophes is one potential weakness of this method. Their pricing throughout the last decade have not been reflective of the excellent quality of their goods, hence the price-value analysis is incorrect. Obviously, the state-owned company's ability to attract new consumers for its wine goods is negatively affected by its inability to withstand economic storms.

4.3. *Sustainability of Environmental via Dynamic Capabilities*

When contrasted with their social or economic equivalents, vineyards often score worse on environmental metrics. When it comes to water-related dynamic capabilities, the price-value approach consistently invests in water-saving strategies, whereas the specialised method tackles the problem of equipment for increasing sewage quality better. The premium strategist was outstanding in terms of dynamic qualities connected to energy. Protocols for maintaining investment in a fleet of environmentally friendly vehicles were particularly affected by this. Neither the price-value nor the speciality winery strategies include renewable energy sources, and neither manages energy consumption. This is the primary drawback with both approaches. To differentiate itself from the

premium strategy's waste and materials dynamic capabilities, the niche strategy used bottles that were lighter and required less energy. In contrast to the price-value model, they also succeeded in using recycled materials for packaging. The entrepreneurial drive of the niche strategist is also shown by dynamic CO₂ emissions. While the niche strategy and quality leader have not yet planted fungus-resistant kinds, they expect to in the future, the price-value strategy and premium employ innovation, such as novel cultivars that are resistant to fungus [Sehnem, 2022].

4.4. *Outcomes OF Cross-Strategy*

Several dynamic sustainability capabilities are expressively performed by the unique technique. Example features of the niche strategy include an effectuation-driven strategy approach, a welcoming and supportive work environment, a focus on the team, and a regional focus due to the usage of local suppliers and partners that share this value [Espinoza, 2018; Sarasvathy, 2001]. This action exemplifies the entrepreneurial compensating of obviously diminished financial resources. Since the speciality strategist's flexibility is paramount, they revise the strategy more frequently. To cut down on wasteful spending, they are resourceful and come up with innovative solutions to investment problems. The price-value strategist really comes into their own when it comes to internships and handling the succession problem when the CEO leaves. Their ongoing investments in water-saving measures have also propelled them to the top of the water-related dynamic capability rankings.

5. DISCUSSION

This study set out to investigate the positioning in the market, sustainability management practices, and adaptability of small, entrepreneurial businesses. In order to thoroughly analyse the dynamics of strategy, researchers were able to go beyond the constraints of a single-firm analysis via the use of a multi-case study, as stated by Thommen (1986). We conducted an actual study of SMEs in one industry and country using the overarching strategy grouping idea. Sustainability measures and initiatives to enhance capability provided support for this. The detected profiles and routines show that the plan's capabilities and business model design are a good fit. The findings provide light on the relevance of strategic entrepreneurship and the importance of profiling small and medium-sized enterprises (SMEs), which are cornerstones of sustainable development. The multi-case research found that

entrepreneurs and small and medium-sized businesses (SMEs) benefit greatly from strategic grouping [Leitner, 2010]. Strategic flexibility is very advantageous for companies that generate natural commodities, like those in the agricultural and wine sectors, and Perez-Sanchez (2003) contends that SMEs should position themselves based on environmental considerations.

Modern consumer expectations for agricultural goods that solve ethical, social, health, and environmental problems are driving natural farming and agriculture to the forefront of food production [Forbes, 2009; Nosi, 2004]. The findings show that a market- and resource-based approach to sustainability is becoming a hygiene priority and a "strategic must," regardless of the business model's strategic position in the wine sector. The findings, on the other hand, show that the fundamental capacity for change and sustainability characteristics are essentially dictated by broad goals and the architecture of company models. Sustainability objectives, which include premium and quality leadership with a focus on ecological and production capacities, contribute to higher-quality wines and other goods. Findings suggest that specialised players might benefit from entrepreneurial spirit as well. The importance of creating appropriate company strategies is shown by the correlation between sustainability and certain dynamic aspects.

Rather than gathering data on a grand scale, the project's objective was to demonstrate how online assistance might make wine farmers more environmentally conscious. All four examples highlight the requirement of a resource that motivates people to seek out more assistance in order to enhance their methods and fosters the growth of dynamic sustainability skills. Small wineries are making great strides towards greater sustainability as they hone their agility and learn to use resources in a manner that doesn't deplete natural resources, pollute air and water, or hurt local economies. Recognise this and support their efforts; it is critical. Advising large-scale producers to engage with governmental agencies, academic institutions, and non-profits about certain sustainability criteria and standards is of utmost importance [Pavlovskaja, 2014; Koh, 2009]. Consequently, top-tier cooperatives should think about implementing a sustainability assessment framework to assist its members in assessing and enhancing their sustainability management capabilities.

Being sustainable is not the defining characteristic of sustainable winery management. Given the strategic, administrative, organisational, and

consumer-related consequences of sustainability, there are several options and subtleties to consider [Santini, 2014]. To successfully include sustainability into their strategy, businesses should think about both resource-based and market-based methods [Cavalcanti Barros Rodrigues, 2022]. Businesses that want to include sustainability into their entire strategy should use a resource-based approach for numerous compelling reasons. To start, sustainability and resource-based strategies are compatible since, as mentioned by Peters (2011) and Peteraf (1993), it is usually advised to handle scarce and valuable resources with care to make sure the plan works in the long run. Hart [1995] developed a natural resource-based strategy for company planning by broadening the resource-based view to include an organization's environmental policy. Furthermore, market-based sustainability approaches overlook the challenges of identifying ethical consumers and the apparent gap between their survey attitudes and their actual behaviour, instead relying on decontextualised notions of green and ethical consumption (Chatzidakis, 2012; Devinney, 2010; Budeanu, 2007; Germov, 2010). Many wineries choose not to put eco-certification information on their labels since customers typically think that these wines are of lower quality [Delmas, 2014]. In conclusion, when considering how to produce food in a sustainable manner, there are primarily two camps: one that advocates for making the most of existing resources, and the other that seeks to strike a balance between market pressures and conservation efforts. Such outcomes demonstrate that policies cannot be constructed only primarily on market-based procedures if they are to remain in place. Therefore, before concentrating on sustainable food markets and customers, wineries should do a sustainability assessment of their processes and assets.

6. Limitations and Prospects for Further Research

There are certain problems with the case research approach used in this study [Kump, 2022]. Researching possible causal effects and verifying data via in-depth analysis of a small number of entities having access to several sources is possible, but the outcomes should not be considered representative of the population as a whole [Niedlich, 2020]. When doing preliminary research, it is sufficient to examine a subset of organisations within a certain sector and nation. Also, the new dynamic capabilities and business models that have been found are completely changing the game.

While there are certain limitations to the method, comparing four different companies (with different sizes, positions, regions, business models, etc.) does help us comprehend strategic sustainability, business model design, and dynamic capability. The results deviate from the typical. The people who work in agriculture are different from those who work in industrial or service sectors; they depend on nature and the ecological environment, so searching only one industry restricts overall conclusions. Even if it contradicts objectivism, researchers may nevertheless benefit from protagonists' viewpoints and experiences while collecting data, particularly for studies involving small businesses [Wacht, D. 2016; Sorich, D. 2018; Saunila, M. 2014; Simpson, M. 2012; Santini, C. 2014; Maruso, L.C. 1999;]. This study's findings should either encourage more investigation into the issue among various SMEs or serve as a springboard for the development of more flexible and environmentally conscious strategic business models in the future.

According to Mariani (2015), the wine industry has to reach global sustainability standards of scientific consistency and comparability if it wants to encourage networks of sustainable wineries and cut down on self-referencing. Despite some similarities, each vineyard is likely to approach sustainability in its own distinctive manner due to the fact that each has its own unique combination of circumstances, resources, and creativity when it comes to this issue (Benedetto, 2015; Cavalcanti, 2022). To lessen information asymmetries towards customers and make sure producers are held responsible, the wine business needs greater scientific clarity, openness, and consistency. Meanwhile, the sector must be adaptable enough to include different groups of people into decision-making processes and acknowledge that regional and global differences exist in the risks associated with production and consumption [Merli, R. 2017; Mariani, A. 2015]. Consequently, in a constantly changing environment where adaptability is key, the true challenge for the future of sustainability in the wine business is how to sustain such a complex and fragmented route.

Case studies are useful for gathering in-depth information on the reality under inquiry, but they also call for more research due to their selective nature. Data on wine production and consumption from other nations would be useful for the wine industry since it would put cultural and economic factors into context. Sustainability management, strategic positioning, and dynamic capacities are all areas that can benefit from more quantitative research. The results of the research may provide the

impetus for a typology of dynamic capacity that jibes with the way SMEs are strategically grouped. Furthermore, the ability to quickly compare the driving aspects is encouraged by the transformational and dynamic character of business model design.

7. CONCLUSION

Given the importance of sustainability, the proposed research set out to investigate the connection between generic strategies and dynamic capacities. A chosen multi-case approach that takes into account all three aspects of sustainability forms the basis of the empirical research. To guarantee the wine business's long-term success, this strategy incorporates all the essential processes and flexible abilities. The transition to sustainability is seen as a continuing process and a way to develop under a dynamic capacity approach to sustainability, which does not provide final solutions. For businesses to make the shift to sustainability, employees need to learn new things and change their habits to fit in with the company's overall strategy. This study examines the sustainability assessments of German wineries from a strategic and resource-based perspective, predicated on the idea that, in today's market, individual wineries and the wine industry as a whole rely heavily on dynamic capabilities, particularly asset "orchestration" processes. Using the results of the sustainability assessment to identify crucial company assets, adaptable competencies, and sustainability-related practices, small wineries should be prepared to tackle sustainability issues head-on. These results may inspire a fresh approach to integrating sustainability into company strategy by drawing attention to features of model design that are compatible with sustainability and strategy. As a result, winemakers should be able to make better judgements and use their resources more wisely, which should make their process more sustainable.

The premium strategist gained an advantage over its rivals by creating a concept of sustainability and enabling dynamic capacities via a multi-case study with protagonists from the leading generic strategic groupings. Their ability to think beyond the box ensures that they will continue to be successful in the future. Similarly, quality that can adapt to changing circumstances is at the heart of the quality leader approach. With an increase in size and personnel, it is possible to attain strategic alignment, as it ranks first in premiums strategist positioning for social sustainability-related dynamic capabilities and second in economic and environmental sustainability-related dynamic capabilities. Taking a

market-based and circular economy approach is where the price-value method really shines when it comes to sustainability. The niche strategists in the sample group showed initiative and a focus on

effectuation as a way of long-term viability despite their relative lack of resources. This enables the adaptive capabilities to be fine-tuned in order to take advantage of market niches and opportunities

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