

A REVIEW STUDY OF THE ROLE OF VALUE CREATION CAPABILITIES AS A MECHANISM FOR ENHANCING SUSTAINABILITY IN BUSINESS

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Abstract

This study proposes a theoretical model that helps researchers identify the relations between value creation capabilities and sustainability in business, as the key to the presentation of any innovative organization lies in the core values improved by sustainable resources, thus making value creation focus on doings that improve business performance as a mediating factor between outside and internal factors. It has become essential for organizations to redesign their business models to safeguard alignment between profitability on one hand and commitment to sustainability values on the other. The study focused on an analysis of the relevant works on the concept of value creation as a tool that contributes to finding new solutions to redefine the relationship between the organization and its stakeholders, and enhance its ability to continue in highly competitive work environments. The review of the literature also suggested that developing value creation strategies assists organizations in adopting environmentally and socially responsible practices, which contributes to balancing the economic goals and sustainable development requirements. However, improving sustainability is no longer a side activity but a strategic imperative that demands investment in new capabilities and institutional mechanisms that ensure the integration of sustainability into the fabric of organizational processes and activities.

Keywords: Value Creation Capabilities, Sustainability, Exploration, Investment, Adaptation.

Introduction

As researchers look to organizational resources as a source of growth, competitive advantage, and innovation, there is growing research interest in how to improve corporate value creation capabilities and sustainable business practices. The industry itself cannot explain differences in company performance, rather differences in strategic capabilities regarding how companies deploy resources and efficiency (Irwan & Karmagatri, 2021), as companies cannot remain in the market by controlling tangible or intangible resources only. Renewal and innovation are necessary to meet the demands of new markets, revolutionary technological changes, or new business models, and value creation capabilities are therefore of paramount importance (Gloet & Samson, 2016).

Innovation in value includes not only new products and services but also redesigned processes and activities, new partnerships, and innovative solutions to achieve greater operational efficiency and reduce waste (Christa et al., 2020), which enables organizations to translate environmental and social challenges into growth opportunities and competitive advantage (Vu, 2020). This paper thus reviews the literature on value creation capabilities as a mechanism for sustainability in business, as well as how to activate them to reconcile economic objectives with environmental and social objectives, because these findings provide the theoretical basis for researchers and decision-makers to comprehend the relationship between innovation and sustainability and its application in building organizations that are fit for the times and able to achieve sustainable competitive advantage (Vu, 2020).

- **Research Problem**

Contemporary organizations are under pressure to develop new mechanisms to make them more sustainable and to compete in increasingly dynamic, fast-changing markets. The idea of sustainability as a strategic imperative in business has gained traction, but most organizations do not have the tools and capabilities to translate this concept into practice. Given that organizations need a theoretical and practical framework to leverage value creation innovation capabilities to turn challenges into growth opportunities, there is limited research on the relationship between value creation innovation capabilities and business sustainability, which is the research problem. Hence, the following research question was proposed: Do value creation innovation capabilities contribute to business sustainability?.

- **The Importance of Study**

- 1- Contributing to scientific literatures by thoroughly reviewing the value creation-sustainability relationship.
- 2- Providing practical insights to organizations on how to invest in value creation capabilities to develop sustainable business models.
- 3- Balance between their economic goals and stakeholder demands by value creation and sustainability capabilities in their works to survive in highly competitive markets.

- **The Objectives of Study**

The primary aim of this study is to conduct a literature review on value-creating capabilities for sustainability in business, and the secondary aims are:

- 1- Examine the interaction between value-creating capabilities and sustainability in business, particularly as it relates to converting innovation into a means of balancing economic, social, and environmental goals within an organization.
- 2- Understand challenges and opportunities of value-based innovation in organizations, such as regulatory, cultural, and technological barriers that might limit the utilization of value-creating capabilities in organizations.
- 3- Providing practical and strategic recommendations for organizations and decision-makers on how to enhance innovation and use it to strengthen sustainability in business, along with

proposing mechanisms for evaluating and improving the performance of innovative capabilities to achieve sustainable development goals and ensure business continuity amid the competition between organizations on various levels.

• Literature Review

1. The Concept of Value Creation Capabilities

These represent the capabilities of value innovation, the ability to transform creative ideas into products or services with added value, which contribute to improving corporate performance and increasing competitiveness in the markets (Yousaf et al., 2022), and these capabilities depend on a mix of skills, knowledge, and experience, where both creativity and critical thinking play a crucial role in the innovation process (Liu et al., 2024), making them two fundamental elements in developing new solutions that meet market needs and enhance the value offered by organizations (Fakhreddin et al., 2021; Sharmelly & Klarin, 2021), thus by strengthening these capabilities, employees in engineering offices and medical laboratories can develop new ideas that contribute to improving the quality of services and products, thereby achieving better results (Davey et al., 2022; Zarbo, 2021).

On the other hand, the capability to innovate value involves continuous learning and adaption to environmental shifts (Migdadi, 2021; Kyrdoda et al., 2023; Supriharyanti & Sukoco, 2023; Aldoseri et al., 2024) and willingness to innovate and experiment in the face of changing conditions (Migdadi, 2021; Kyrdoda et al., 2023; Supriharyanti & Sukoco, 2023; Aldoseri et al., 2024), which allow forward-thinking and innovative individuals to find new opportunities and create solutions that better align with customer needs (Quader, 2024).

Alternatively, these value innovation capabilities may be seen as enablers of interaction among organizational members and as ways in which teamwork stimulates creativity and exchange of ideas (Akgün & Polat, 2021; Atiku et al., 2021), which can foster an environment for innovation to generate new and innovative solutions to changing market conditions (Pinheiro et al., 2022), making collaboration and teamwork more effective (Machado & Diirr, 2023).

Creativity capabilities also need a regulatory environment that encourages and facilitates creative thinking and the expression of ideas by employees (Riggs et al., 2023). Organizations that are innovative and invest in developing new ideas can gain better outcomes and become more competitive in the marketplace (Morais et al., 2021). By helping individuals to enhance their value-creation capabilities, organizations enhance corporate performance and achieve business objectives (Imran et al., 2022). Based on the above, it can be concluded that value-creation capabilities refer to how much an enterprise can achieve sustainable success through increasing their ability to respond to the rapidly changing business environment and customer needs.

2. The Importance of Value Creation Capabilities

Innovation capabilities are a key resource for competitive advantage, and their importance stems from the fact that the work environment is changing rapidly, and customers have diverse needs, which organizations must respond to by developing new ideas and converting them into value-added products or services (Aithal, 2023). Value innovation capabilities can

also lead to a sustainable competitive advantage, where the firm is able to outperform its rivals and create above-average returns (Robb et al., 2025). Innovation is a need rather than a choice due to the present economic and community tests, making it imperative to identify the need for value-innovation competences:

- a.** Upsurge customer satisfaction and knowledge through enhanced quality of crops and services offered (Hajar et al., 2022).
- b.** Osorno-Hinojosa et al., 2022 found that innovative solutions that address customer needs lead to customer loyalty and retention.
- c.** Organizations are given the ability to listen to customers and incorporate their feedback into innovation processes (Gao et al., 2023).
- d.** Deliver products and services that meet their supplies (Osorno-Hinojosa et al., 2022).
- e.** The raise of a culture of cooperation and collaboration can be attained through value innovation competences (Gao et al., 2023).
- f.** Making an environment where ideas and involvements can be communal (Osorno-Hinojosa et al., 2022).
- g.** Providing a working environment that facilitates employees to feel passionate about helping the organization achieve its objectives (Alshukri et al., 2024 ; Camilleri et al., 2023).

3. Indicators of Value Creation Capabilities

Characteristics of value-creation competences are illustrious by three significant indicators (Zacharias et al.,2016):

a. Exploration: A discussion of value-creation capabilities is the analysis of which capabilities and potential of an organization that can be used to develop ideas into products or services with value added (Buhalis et al.,2023). Discussing value-creation capabilities requires an examination of the internal and external contexts that impact innovation (e.g., organizational culture, available resources, market orientations) (Alshukri et al.,2024). This focuses on human and group dynamics within the organization and the knowledge and experience that is shared that enables creativity and innovation (Jyoti & Efpraxia,2023). Another exploration process is the identification of value-creation capabilities, which are used to identify organizational strengths and weaknesses and inform efforts to create strategies to leverage innovation (Huang et al.,2024). It may also include periodic analyses and surveys of value-creation capabilities, such as analyzing past performance in innovation to determine what needs to be enhanced or developed (Biswas & Miller,2022 ; Åström et al.,2022).

b. Investment: Investing in innovative capabilities (Xu et al., 2022) is the effort and resources to enhance the innovative capacities to obtain results, as (Lages et al., 2023) claim that this investment is crucial to succeed in competitive markets because it fortifies organizations to cope with the dynamism of the work environment (Gao & Sarwar, 2024). As (Vărzaru & Bocean, 2024) showed,

investment in innovative capabilities typically begins with a strengths and weaknesses, opportunities and threats, or other area for improvement assessment, where knowing what has been done and understanding market trends allows organizations to identify where to best prioritize and invest in those areas most likely to stimulate the most innovation, which involves knowing what is available (human, technological, and financial resources) and how to use it better.

c. Adaptability: Adaptability of Value Innovation Capabilities: Adaptability of value innovation capabilities is the ability to change and develop the methods and processes of innovation to suit market needs (Al-Omoush et al., 2023), which, according to (Vrontis et al., 2022), are a rapid and effective response to changes in the business environment, including technological advancement and changes in consumer behavior, as these capabilities are necessary for continued success and growth as organizations face increasing challenges. state that (Yin & Zhao, 2024) Value innovation capabilities are also adaptable (Wu et al., 2022), and the analysis of past performance and the comprehension of current and future market trends that help organizations identify what needs to be changed and how to modify it (through data collection and analysis of current processes and their effects on innovation) can enable new strategies to be identified that fit the market and customer needs (Pascucci et al., 2023).

- **Previous Literature for the Current Study**

1. Study (Phillips et al., 2009)

This report presents the findings of a study into the North West computer games sector for the North West Development Agency. The overall aims of the study were to profile games companies in the North West of England, map out the prevailing value chain and review relevant national and international literature on the sector with two basic objectives: To provide a comparative analysis of games suppliers with regard to their critical business processes, technology, culture, people and skills. This report presents the findings of a study into the North West computer games sector for the North West Development Agency. The overall aims of the study were to profile games companies in the North West of England, map out the prevailing value chain and review relevant national and international literature on the sector with two basic objectives: To provide a comparative analysis of games suppliers with regard to their critical business processes, technology, culture, people and skills.

2. Study (Shen Yi, 2015)

Given that previous research on the direct impact of market orientation on firm performance still requires further clarification, this study aims to explore the mediating mechanisms of market orientation's impact on performance through the lens of organizational capabilities within the context of strategic process logic. This theoretical framework uses several mediating variables to incorporate multiple customer value creation capabilities to resolve the inconsistencies of prior research findings. The authors conducted a mailed questionnaire survey of 370 listed electronics companies on the Taiwan Stock Exchange, and used

structural equation modeling (SEM) to test the research hypotheses, confirming that five customer value creation capabilities fully mediate the relationship between market orientation and firm performance, thereby clarifying the mechanism of the effect of market orientation on firm performance and its strategic role in influencing a firm's competitive advantage. These customer value creation capabilities include "quality capability," "service capability," "cost control capability," "speed capability," and "innovation capability." Finally, this study proposes implications of the empirical findings and suggests future research directions.

3. Study (Pae & Lee, 2017)

In the past decade, researchers and practitioners have paid considerable attention to value creation capabilities, but there is no consensus as to what value creation capabilities are and/or how they can be developed and improved. In this study, we propose a conceptual model of value creation capabilities and elucidate their subsequent relationships with new product creativity. Firms that achieve new product creativity may enjoy better market performance. Results from a survey of 207 Chinese firms show that firm resources contribute to value creation capabilities, and value creation capabilities positively influence new product creativity. This study contributes to the marketing strategy literature by examining the relationships between firms' resources, value creation capabilities, and new product creativity.

4. Study (Ahmed & Fatiha, 2018)

The first step in translating the overall framework of strategic direction and environmental analysis of a business organization into actionable evidence to inform strategic decision-making is value innovation, the creation of a process for creating new, profitable demand, through new ways of performance, including innovative product innovations, which all demand analytical and intellectual capabilities, as well as a distinct strategic vision, which is reflected in the personality and characteristics of the strategic thinker in the decision-making process.

5. Study (Barnabè et al., 2019)

Lean thinking is increasingly being applied around the world, but its actual impact remains a puzzle, particularly when a 'full-implementation approach'—which implies a strategic approach to Lean dissemination on policy deployment procedures—is used. This paper presents and tests a holistic measurement framework for Lean interventions and illustrates how Lean testing can assist decision-makers to address managerial issues in the context of Lean initiatives. The authors argue that the effectiveness of a Lean strategy should be evaluated by considering the interactions between internal and external performance dimensions. The authors introduce the concept of 'value creation capability'. Their new measurement framework was shown to be effective in a large multisite hospital (creating over 5 million euro of re-investable value) and could be applied and tested elsewhere in the healthcare sector.

6. Study (Abdel Aziz & Eid, 2023)

With increasing of the importance of organizations' readiness with mechanisms and components that support improving the quality of professional practices, which leads to achieving competitive success; Value innovation has become a vital requirement, and value innovation has a great place in economic organizations to win and retain customer loyalty. Where it was found that there is importance for studying this role and confirming the results of the exploratory study on that importance and the low level of customer participation in value creation as a result of the absence of companies' orientation towards this practice, in addition to not studying that role in the Egyptian environment and overcoming the research problem, which is "the extent to which value innovation can be improved depending on the superior strategic efficiency of the industrial companies in Sadat City. To show that there is a statistically significant relationship between the level of availability of the dimensions of superior strategic efficiency in general and the improvement of value innovation processes in the industrial sector in Sadat City, and the practical indication of this is that value creation processes can be improved through superior strategic efficiency in the industrial sector in Sadat City., It was also shown that the effect of the dimensions of strategic efficiency Outperformance on value creation according to Beta value indicates the following ranking in impact: outstanding efficiency of resources and capabilities (0.634), customer orientation in value creation (0.529), research and development (0.512), product quality (0.422), responsiveness to the customer (0.361).

7. Study (Bourbi, 2023)

The study aimed to uncover the mediating role of value innovation between the implementation of the Green Ocean Strategy and the achievement of strategic excellence at Abu Saad Cosmetics. After distributing a questionnaire to a number of the organization's executives, the data was analyzed using the Smprt PLS program. One of the most important findings is that value innovation plays a complete mediating role between the implementation of the Green Ocean Strategy and the achievement of strategic excellence at Abu Saad Cosmetics.

8. Study (Al-Zahry, 2024)

The purpose of this study was to introduce the Blue Ocean Strategy, to identify its dimensions at Damanhur University, identify the concept of value creation and its dimensions, determine the nature of the relationship between the dimensions of the Blue Ocean Strategy and value creation at Damanhur University, And determining the predictability of value innovation in light of the Blue Ocean Strategy at Damanhur University, and then develop a set of procedures. To create value at Damanhur University in light of the Blue Ocean Strategy. The study, which used the descriptive approach, designed a questionnaire and presented it through the Internet to faculty members in Egyptian universities, found that there was a strong, statistically significant correlation between the dimensions of the Blue Ocean Strategy and the ability of Damanhur University to create value for the university and the beneficiaries together, in addition to that The dimensions of the Blue.

9. Study (Al-Radady & Al-Sarihi, 2025)

This study aims to develop a proposed model for value innovation in organizations based on the knowledge economy. The proposed model is constructed to clarify the role of knowledge, represented by intellectual (human) capital, in value innovation. The research problem is: What is the proposed model for value innovation in organizations in light of the knowledge economy? The study relied on several research methods: the theoretical documentary method to review the literature that discussed the study topic; the multi-case study method to explore the differences between the study cases and prepare a checklist; and the focus group methodology to collect qualitative information on the study topic from experts. The study model was presented to the focus group, and the experts' opinions were sought in developing the lavender model. This model is expected to contribute to supporting organizations in their pursuit of value innovation and assist researchers in studying additional elements as components of the value innovation process.

• Discussion of Results

Based on what has been presented in the previous literature of the current study, it can be said that if innovation in value is accepted, it not only represents a tool for improving and enhancing efficiency but also represents an important source in building flexibility for the private sectors in the market. This is reflected in their ability to adapt to rapid changes in the target markets. By emphasizing creativity, innovation, modern technologies, and community culture, organizations can continually create sustainable value that contributes to their sustainability in a changing competitive landscape. As we will see, market direction does not directly impact company performance but rather extends to the organizational capabilities through customer value enhancement, which emphasizes the development of such capabilities as performance improvement strategies and competitive advantage, as both reflect on the sustainability of operations in organizational environments.

As can be seen, the greater ability to create value contributes to the ability of companies to invest their resources, which is a key element in developing new products that leads to the improvement of marketing performance, which underscores the need to focus on the development of resources and capabilities as strategies to support sustainability and innovation in business. It then provides a framework that sharpens and demands a clear, specific strategic vision and analytical precision, which in turn enhances a company's ability to make sound decisions to sustain it within the market context in which it operates. This suggests that value innovation can be a key center for enhancing strategic performance and establishing sustainable growth in business. These are proposed findings from this:

1. Past research had shown that value creation can lead to the ability to invest, with an emphasis on the integration of strategic thinking with the efficient practices that organizations practice to demonstrate value innovation.
2. The results show that valuable innovation is an important resource in the relationship between sustainability strategies and excellence in organizational processes, reflecting the importance of innovation as a tool for sustainability and organizational strategies to increase market share.

3. The studies indicate that value innovation represents a crucial center in the way that knowledge can be invested as a strategic tool in the knowledge economy, which in turn contributes to developing innovative models that integrate knowledge and learning into innovation strategies for organizational success.

• Recommendations and implementation mechanisms

Based on the findings from the literature and discussion, the following recommendations can be made to help organizations and companies enhance their excellent performance locally, regionally, and internationally:

1. Valuable innovation should be considered part of the overall strategy of companies; this includes the development of an organizational culture that fosters innovation and enhances employee participation in the innovation process, which will in turn enhance competitiveness and customer satisfaction.
2. Companies must invest in their intellectual capital (the knowledge, skills, and expertise of the people who work for them) through ongoing training programs and the development of work environments that promote knowledge sharing and learning.
3. Companies should implement blue ocean strategies with the goal of creating new markets and new value innovation to avoid competition and increase customer loyalty in the long term.
4. Companies should establish metrics for value innovation that include data analysis tools to monitor new initiatives and evaluate organizational performance to guide decision-making.
5. Companies should foster interdepartmental collaboration to promote the sharing of ideas and resources that may result in complementary results.
6. Information technology and digital systems are crucial for a company to collect data and analyze it to make decisions, so companies must invest in information technology and digital systems to facilitate value innovation.

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