

Dynamic Capabilities and Environmental Strategy in the Era of the Double Transition: Systematic and Bibliometric Review of Business Sustainability (2020–2025)

Carlos Alberto Lon kan Prado^{1*}, María Raquel Chafloque Céspedes²

¹Doctorate in Administration, Graduate School, San Ignacio de Loyola University, Lima, Peru
carlos.lonkan@usil.pe * Indicate corresponding author <https://orcid.org/0000-0002-4951-1173>

²Graduate School, San Ignacio de Loyola University, Lima, Peru mchafloquec@usil.edu.pe, <https://orcid.org/0000-0003-0314-5603>.

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ABSTRACT:

Introduction. Corporate sustainability has become a strategic imperative under the simultaneity of environmental, technological, and institutional pressures that require coordinated responses. Recent literature articulates the dual transition (twin transition) as a convergence between sustainability and digitalization, mutually reinforcing forces in the generation of new productive models. Nevertheless, a conceptual fragmentation persists that makes it difficult to understand how dynamic capabilities allow companies to navigate this double transformation.

Methods. A hybrid review design (SLR + bibliometric) was adopted on 319 Scopus articles (Business, Management and Accounting, 2020–2025), selected through PRISMA 2020. The analysis of scientific networks was carried out with VOSviewer (co-citation, co-occurrence) and Bibliometrix (R).

Results. Production of science increased gradually, but since 2022, it has accelerated. A tripartite intellectual structure was identified through co-citation: digital transformation, sustainability and green innovation, and the foundations of dynamic capacities. Four clusters were found to co-occur: sustainable supply chain management, digital transformation and sustainability, green innovation and the circular economy, and dynamic capabilities and sustainable performance. Cross-sectional quantitative approaches predominated (surveys and PLS-SEM), with a scarcity of longitudinal designs. China, India, the United Kingdom, and Italy stood out geographically; sectorially, manufacturing industries stood out.

Discussion. Dynamic capabilities operate as a theoretical pillar to articulate technological innovation and sustainability in the dual transition, managing convergence through sensing, seizing, and transforming. The fragmentation among green innovation, circular economy, and ESG governance domains remains a

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limitation that future research should address through integrative frameworks. The proposed conceptual model connects dynamic capabilities, sustainability strategies, and sustainable performance, with digital transformation and institutional pressures as key moderators.

Keywords: dynamic capabilities, environmental strategy, business sustainability, green innovation, dual transition.

Introduction

Corporate sustainability has migrated from the sphere of regulatory compliance to the center of competitive strategy. Organisations today cannot optimise economic results and postpone their environmental externalities. The pressure from regulators, consumers and investors has increased to a point where any business model that ignores its ecological impacts is not sustainable in the literal sense of the word (Porter & Kramer, 2011; Russo & Fouts, 1997).

This reconfiguration of the strategic environment calls for theoretical frameworks that can explain how firms develop sustainable competitive advantages in the face of environmental, technological and institutional pressures that move at different speeds and logics. One of the most important conceptual frameworks in the literature on strategic management for comprehending organizational adaptation in unstable contexts is the theory of dynamic capacities.

Extending the resource-based view (RBV), this perspective moves the focus from the static possession of valuable resources to the organisational processes that enable their integration, development and reconfiguration in response to changes in the environment (Barney, 1991; Teece et al., 1997; Eisenhardt & Martin, 2000). Teece's (2007) formulation sensing, seizing, and transforming offers a particularly useful processual architecture for analysing how organisations detect emerging opportunities, mobilise resources to exploit them, and reconfigure their structures to maintain competitive advantages in the long term. In recent years, there has been a notable

increase in the use of this framework in relation to business sustainability. Recent research shows that more developed dynamic capabilities of organisations lead to greater probabilities of promoting sustainable innovations, adopting circular economy principles and improving their environmental performance (Khan et al., 2020; Gupta et al., 2022; Wang et al., 2023).

However, this literature is still fragmented: some studies are dedicated to green innovation while others explore the circular economy or sustainability in supply chains without establishing explicit links between these domains (Gupta et al., 2022; Ortiz-Avram et al., 2021; Wang et al., 2023).

Competition is shifting as a result of digital change. Artificial intelligence, big data, and digital platforms are examples of technologies that change how businesses generate and handle information and manage global value networks (Dubey et al., 2020; Belhadi et al., 2022; Chatterjee et al., 2022). The dual transition (twin transition) between digitalization and sustainability is a result of mutually reinforcing changes rather than two separate, concurrent processes (Kamble et al., 2021; Bag et al., 2022). Since dynamic capabilities are the organizational mechanisms for integrating technological innovation and sustainability, they become strategically relevant in this environment.

Therefore, the question that guides this study is how these currents are expressed within a logical conceptual framework. Instead of reviewing particular sustainability or digitalization domains as in earlier reviews, the goal here is to map the field's intellectual structure, identify key thematic clusters, and suggest an integrative model that

connects environmental strategy, dynamic capabilities, and sustainable performance. The analysis is steered by the following research questions:

RQ1: How is the field of dynamic capacities and corporate sustainability research organized intellectually?

RQ2. Which major thematic categories best describe the current body of work on environmental strategy and dynamic capabilities?

RQ3. What are the primary research settings and methodological approaches in the field of dynamic capacities and corporate sustainability?

RQ4: How has the conceptual framework for dynamic capacities evolved to describe how environmental strategy, green innovation, and sustainable performance are related? This article's contribution is organized in three dimensions.

The first is a methodical synthesis of the body of information that makes it possible to comprehend the intellectual framework of this developing topic. Second, in the framework of dynamic capacities, it draws attention to the main thematic clusters that influence the ideas of supply chain sustainability, digital transformation, green innovation, and the circular economy. Lastly, it suggests an integrated conceptual model that links sustainable performance, environmental strategy, and dynamic capabilities, including the moderating effect of digital transformation.

Theoretical Framework

2.1 Theory of Dynamic Capabilities

The theory of dynamic capabilities has become the dominant conceptual framework to explain how firms achieve sustainable competitive advantages in environments subject to rapid technological change, market uncertainty and institutional pressures. It stems from the need to extend the resource-based view (RBV) emphasising the possession of valuable, rare and inimitable resources (Barney, 1991) to an understanding of the processes by which

companies renew and reconfigure those resources (Teece et al., 1997; Eisenhardt & Martin, 2000).

The classic definition of Teece et al. (1997) the capacity of an organization to integrate, build and reconfigure internal and external competences was later refined with the identification of three fundamental processes (Teece, 2007). Sensing is the ability to explore, learn and analyse information to sense opportunities and threats. Capturing is about marshalling resources and putting in place organisational solutions to take advantage of those opportunities.

Transformation means changing structures, processes and business models in order to maintain long-term competitive advantages. These are not just analytical categories, but mechanisms that enable firms to develop learning, coordination and reconfiguration routines that facilitate strategic adaptation (Helfat & Martin, 2015; Teece, 2014). Their application has expanded beyond the realm of technological innovation to encompass knowledge management, organisational change and more recently, business sustainability and digital transformation.

2.2 Dynamic Capabilities and Business Sustainability

There has been an exponential growth in the literature on business sustainability, driven by the urgency of environmental and social challenges. From the strategic perspective, sustainability is not limited to the minimisation of negative impacts; it involves the generation of economic value at the same time as the reduction of environmental externalities and the contribution to social well-being (Porter & Kramer, 2011; Russo & Fouts, 1997). Dynamic capabilities are central to this process as they enable organisations to develop and deploy sustainability strategies in complex and changing environments. They help identify opportunities related to sustainability, mobilise resources to develop innovative solutions, and reconfigure organisational processes to

implement sustainable practices (Khan et al., 2020; Daddi et al., 2021; Hussain et al., 2022).

The dynamic capabilities-green innovation relationship is one of the most developed axes of this literature. Green innovation, the creation of products, processes, and technologies that minimise environmental impacts, requires organisational capabilities that allow the integration of environmental knowledge, collaboration with external actors, and the reconfiguration of productive processes (Gupta et al., 2022; Zhang et al., 2021; Wang et al., 2023). Organisations that develop these capabilities are more likely to succeed in green innovation. Another domain where dynamic capabilities gain strategic relevance is the circular economy.

The shift from linear models of production and consumption to systems of reuse, recycling and regeneration of resources requires deep transformations in productive systems and in business models. Dynamic capabilities allow organisations to redesign productive processes, coordinate complex supply networks and develop circular business models (Bocken & Geradts, 2020; Khan et al., 2020; Ortiz-Avram et al., 2021). More recently, the literature has started to investigate the relationship between dynamic capabilities and ESG governance. The approach stresses the integration of environmental, social and governance criteria into corporate strategies and performance evaluation systems.

Dynamic capabilities enable the development of governance systems that support the integration of sustainability objectives into strategic decision-making processes (Hussain et al., 2022; Gupta et al., 2022). These advances notwithstanding, the literature exhibits important conceptual fragmentations. Many studies focus on specific domains of sustainability without considering interaction between different dimensions of sustainable performance, which makes integrated understanding of the phenomenon difficult.

2.3 Dynamic Capabilities and Digital

Transformation

The digitalization of productive systems and business models constitutes a transformation of scope comparable to that of the industrial revolution. Emerging technologies such as artificial intelligence, analysis of large volumes of data and digital infrastructures are changing the way companies create value, coordinate organisational activities and manage resources (Dubey et al., 2020; Wamba et al., 2021; Kamble et al., 2021). The literature suggests that these technologies affect not only operational efficiency but also enlarge the microfoundations of dynamic capabilities.

Analytical tools based on data increase the ability of organisations to identify emerging opportunities, optimise productive processes, and coordinate complex networks of actors in global supply chains (Belhadi et al., 2022; Chatterjee et al., 2022; Bag et al., 2022). Digitalisation strengthens sensing processes through the identification of consumption patterns and the anticipation of changes in demand, seizing by allowing the development of innovative technological solutions and transforming by facilitating the reconfiguration of business models and productive systems.

The convergence between sustainability and digitalisation, the dual transition, refers to a simultaneous transformation toward digital and sustainable economies where digital technologies serve as catalysts of the transition toward more efficient productive systems (Kamble et al., 2021; Chatterjee et al., 2022). In this context, dynamic capabilities offer the organisational mechanisms to deal with the complexity derived from the simultaneous integration of technological innovations and sustainable practices.

2.4 Dynamic Capabilities as a Driver of Environmental Strategy

The integration of dynamic capabilities, business sustainability, and digital transformation can be reinterpreted from a broader strategic perspective.

Proactive environmental strategies go beyond just complying with regulatory requirements; they also include redefining business models and productive systems to integrate sustainability objectives into the company's competitive logic (Khan et al., 2020; Gupta et al., 2022; Wang et al., 2023).

Dynamic capabilities are the key components of the capacity to identify opportunities related to sustainability, to mobilise resources for the development of innovative solutions, and to reconfigure organisational structures to implement environmental strategies in the long term.

This reinterpretation presents the theory of dynamic capabilities as an important analytical lens for understanding how firms develop organisational architectures capable of embedding sustainability, innovation, and digital transformation in their competitive strategies.

Materials and Methods

Research Design

This study uses a hybrid review methodology that blends bibliometric analysis and systematic literature review (SLR).

Studies mapping emerging research fields are increasingly using this methodological combination, which combines the descriptive power of quantitative analysis of citation, co-citation, and keyword co-occurrence patterns with the rigor of qualitative synthesis (Donthu et al., 2021; Zupic & Čater, 2015). Co-citation and co-occurrence networks can be analyzed using tools like VOSviewer and Bibliometrix, revealing conceptual and intellectual patterns that aren't necessarily visible in conventional readings (Aria & Cuccurullo, 2017; van Eck &

Waltman, 2010).

As demonstrated by the literature on dynamic capabilities applied to business sustainability, this method is particularly well-suited for the study of domains with rapid expansion and thematic diversification.

3.1 Search Strategy and Database

The literature was collected in Scopus, a bibliographic source with a large coverage of international scientific journals and structured metadata that facilitate bibliometric analyses (Donthu et al., 2021). The constructed query was:

TITLE-ABS-KEY (("dynamic capabilities" OR "dynamic capability") AND ("sustainab*" OR "environmental strategy" OR "green innovation" OR "circular economy" OR "ESG"))

The search was limited to documents of type Article, subject area Business, Management and Accounting, language English, published between 2020 and 2025 in journals covered by Scopus. These criteria initially yielded 1,014 records.

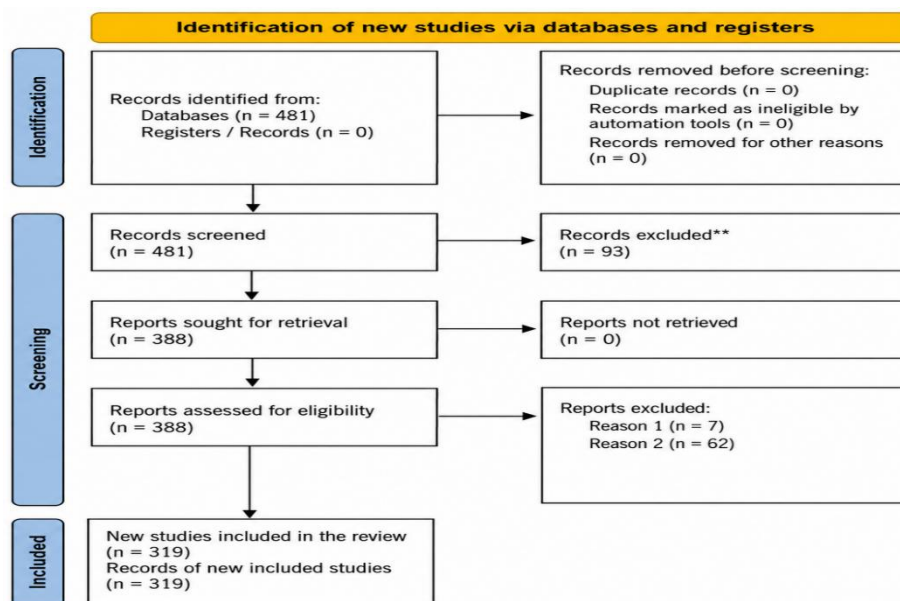
3.2 PRISMA Protocol and Selection Process

The PRISMA 2020 guidelines were adhered to during the selection procedure (Page et al., 2021).

Following title and abstract screening, 194 articles underwent full-text evaluation. Ultimately, 319 articles satisfied the requirements for inclusion.

The PRISMA 2020 flow diagram in Figure 1 illustrates the entire process of finding, choosing, and assessing studies.

Figure 1. PRISMA 2020 flow diagram of the study selection process.



Note. ** Records excluded because they were not of the “Article”

*Consider, if feasible, reporting the number of records identified from each database or register searched, instead of the total number across all databases / registers

**If automation tools were used, indicate how many records were excluded by a human and how many were excluded by automation tools.

Source: Adapted from Page et al. (2021). For more information, visit <http://www.prisma-statement.org/>

3.3 Data Extraction and Preparation

The bibliographic records were exported from Scopus in CSV format, including authors, title, year, journal, affiliations, keywords, citations, references, and DOI. The References column is particularly relevant for co-citation analysis. The data were cleaned to eliminate inconsistencies in the nomenclature of authors, journals, and keywords.

3.4 Bibliometric Analysis

VOSviewer was used for the construction and visualization of bibliometric networks (co-citation, co-authorship, keyword co-occurrence), while Bibliometrix (R) allowed descriptive statistical analyses, temporal trends, and

scientific networks (Aria & Cuccurullo, 2017). The following were applied: citation analysis, co-citation, keyword co-occurrence, and temporal trends.

3.5 Reliability and Validity

The search strategy used terms widely accepted in the literature. The PRISMA process provides transparency and reproducibility. The joint use of VOSviewer and Bibliometrix complements various analytical approaches and reduces biases related to a single technique.

RESULTS (written in the past)

4.1 Temporal Evolution of the Research

As shown in Figure 2, the corpus of 319 articles (2020–2025) shows great growth in research on dynamic capabilities and sustainability. The scientific production was relatively moderate in the first years of the period, but a remarkable increase is observed from 2022 onwards, which intensifies between 2023 and 2025.

Figure 2. Annual Evolution of Scientific Output (2020-2025). Dynamic Capabilities and Corporate Sustainability



Note: Authors' own elaboration based on data retrieved from the Scopus database (Elsevier) for the period 2020–2025.

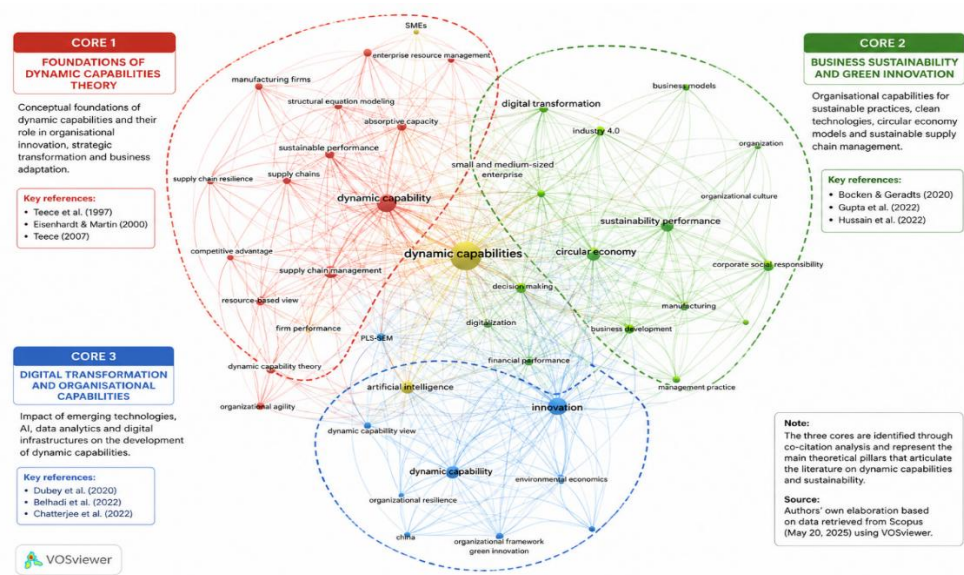
This pattern is not random. It corresponds to structural transformations of the global business environment: more institutional pressure for sustainability, the development of regulatory frameworks related to ESG criteria and the accelerated digitalisation of productive systems. The academic literature has responded by further investigating how organisations develop organisational capabilities to embed sustainability goals into their competitive strategies (Khan et al., 2020; Gupta et al., 2022; Wang et al., 2023). The rise in publications

suggests a period of consolidation for the field in the strategic management space.

4.2 Intellectual Structure of the Field (RQ1)

As shown in Figure 3, the co-citation analysis revealed three theoretical cores that articulate the literature. The first core is the foundations of dynamic capabilities theory. The conceptual principles of these works are developed in the research of Teece et al. (1997), Eisenhardt and Martin (2000), and Teece (2007), which are the basis for the studies on organisational innovation, strategic transformation and business adaptation.

Figure 3. Co-citation Network Revealing the Three Intellectual Cores of Dynamic Capabilities and Corporate Sustainability Research



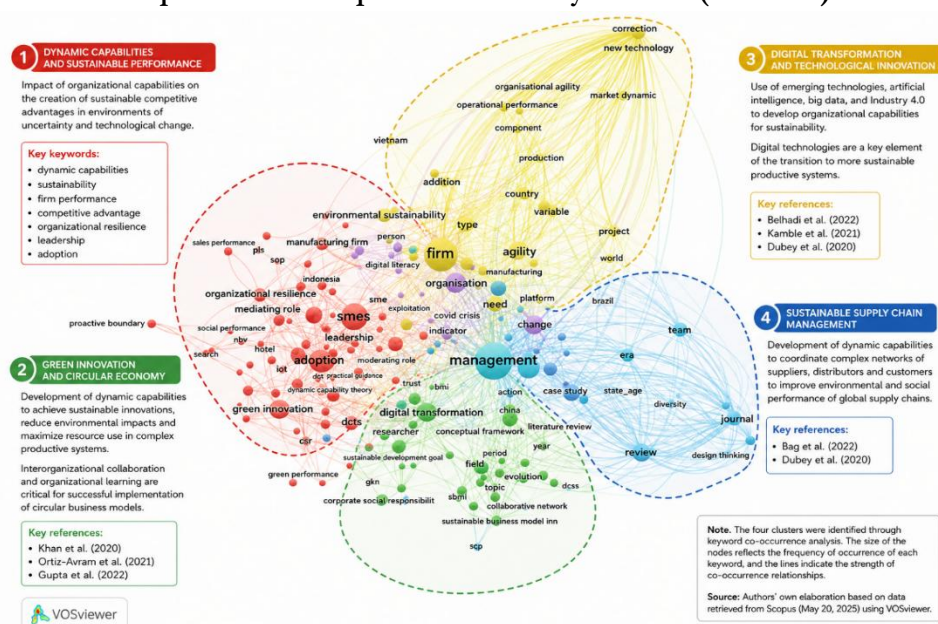
Note. The co-citation network was generated using VOSviewer (version 1.6.20) based on bibliographic records retrieved from the Scopus database (Elsevier). Node size represents citation frequency, whereas edge thickness reflects the strength of co-citation relationships. The three intellectual cores were identified and interpreted by the authors based on the intellectual structure of the literature. Source: Authors' own elaboration based on bibliographic records retrieved from the Scopus database (Elsevier), covering the period 2020–2025 (final dataset: $n = 319$ journal articles). The second intellectual core is the literature of business sustainability and green innovation. Research on how companies develop organisational capabilities for the implementation of sustainable practices, adoption of clean technologies, circular economy models, sustainable supply chain management, points out that sustainability needs deep organisational transformations that involve changes in productive processes, corporate governance systems and business models (Bocken & Geradts, 2020; Gupta et al., 2022; Hussain et al., 2022). The third core, studies on digital transformation and organisational capabilities. Research on the

impact of emerging technologies, AI, data analytics, digital infrastructures on the development of dynamic capabilities (Dubey et al., 2020; Belhadi et al., 2022; Chatterjee et al., 2022). These studies indicate that digital technologies substantially enhance organizations' capabilities to identify strategic opportunities, optimise resource use, and coordinate complex organisational networks. The tripartite configuration shows that the literature on dynamic capabilities and sustainability resides at the intersection of business strategy, organisational sustainability and digital transformation.

4.3 Conceptual Structure and Thematic Clusters (RQ2)

As shown in Figure 4, four main thematic clusters were identified through keyword co-occurrence analysis. The first cluster focuses on dynamic capabilities and sustainable performance. Research on the impact of organizational capabilities on the creation of sustainable competitive advantages in environments of uncertainty and technological change is organized around keywords such as dynamic capabilities, sustainability, firm performance, and competitive advantage. The second cluster, studies on digital transformation and organisational capabilities. Research on the impact of emerging technologies, AI, data analytics, digital infrastructures on the development of dynamic capabilities (Dubey et al., 2020; Belhadi et al., 2022; Chatterjee et al., 2022). These studies indicate that digital technologies substantially enhance organizations' capabilities to identify strategic opportunities, optimise resource use, and coordinate complex organisational networks. The tripartite configuration shows that the literature on dynamic capabilities and sustainability resides at the intersection of business strategy, organisational sustainability and digital transformation.

Figure 4. Keyword Co-occurrence Network Revealing the Four Main Thematic Clusters in Dynamic Capabilities and Corporate Sustainability Research (2020–2025)



Note. The four thematic clusters were identified through keyword co-occurrence analysis using VOSviewer (version 1.6.20). Node size represents keyword occurrence frequency, whereas link thickness indicates the strength of co-occurrence relationships. The interpretation and thematic classification of the clusters constitute the authors' analytical contribution. Source: Authors' own elaboration based on bibliographic records retrieved from the Scopus database (Elsevier), covering the period 2020–2025 (final dataset: $n = 319$ journal articles).

The second cluster is associated with green innovation and circular economy. Research on how firms develop dynamic capabilities to achieve sustainable innovations, reduce environmental impacts and maximize the use of resources in complex productive systems (Khan et al., 2020; Ortiz-Avram et al., 2021; Gupta et al., 2022). Interorganizational collaboration and organizational learning are shown to be critical for successful implementation of circular business models. The third cluster is related to the digital transformation and technological innovation. Emerging technologies, artificial intelligence, big data, and Industry 4.0 are used to develop organizational capabilities for sustainability (Belhadi et al., 2022; Kamble et al., 2021; Dubey et al., 2020). Digital technologies are a key element of the transition to more sustainable productive systems. The fourth cluster deals with sustainable supply chain management. Research on how firms develop dynamic capabilities to coordinate complex networks of suppliers, distributors and customers to improve the environmental and social performance of global supply chains (Bag et al., 2022; Dubey et al., 2020).

Diversification towards multiple research domains however maintains considerable conceptual coherence.

4.4 Methodological and Contextual Profile of the Literature (RQ3)

The analysis of the methodological profile reveals a clear predominance of quantitative. Most of the empirical research employs

organizational surveys and structural equation modeling, especially PLS-SEM, to examine the links between dynamic capabilities, sustainable innovation and business performance.

Case studies and qualitative approaches are less common and longitudinal and mixed methods designs are still relatively scarce. This methodological distribution indicates the maturity of the field in advanced statistical techniques, but also shows the possibility to capture the evolutionary nature of organizational processes related to sustainability. In a geographical context, the production of science is distributed between Asia, Europe and North America, with China, India, the United Kingdom and Italy as main contributors. Most research is sectorally-focused on manufacturing industries and supply chains.

4.5 Conceptual Evolution of the Field (RQ4)

The longitudinal analysis shows significant conceptual development. In the first years of the period, the studies concentrated on the analysis of the relation of the dynamic capabilities with the organizational innovation. The field started to embrace concepts of environmental sustainability, ESG governance and circular economy as it evolved. A particularly relevant finding is the growing integration of sustainability and digital transformation. The repeated emergence of concepts associated with artificial intelligence, big data and digital transformation suggests that digital technologies are increasingly becoming central in constructing organizational capabilities for sustainability (Belhadi et al., 2022; Chatterjee et al., 2022). This convergence, the simultaneous transformation to sustainable and digital economies, is the dual transition. Organizational mechanisms to manage this double transformation are the emergence of dynamic capabilities, through the identification of strategic opportunities, the mobilization of technological resources and the reconfiguration of business models.

The theory of dynamic capabilities is evolving

from a framework primarily oriented towards the explanation of strategic adaptation into a wider theoretical architecture that integrates business sustainability, organizational innovation and digital transformation.

Discussion

The results of the bibliometric analysis and the systematic review enable us to offer an integrative interpretation of the recent development of the research on dynamic capabilities and business sustainability. The results suggest that this area has gone from being a more specific application of the theory of dynamic capabilities to a more general conceptual framework that links together organizational adaptation, sustainable innovation and digital transformation. The identified intellectual structure confirms the pivotal role that dynamic capabilities theory continues to play as a conceptual foundation. Much of the contemporary research is based on the theoretical foundation laid by the seminal works of Teece et al. (1997), Eisenhardt and Martin (2000 and Teece (2007). However, its present day application has undergone significant evolution vis-a-vis its original formulations. While the first studies focused on explaining competitive advantages in contexts of technological innovation or market volatility, the recent literature applies this framework to analyze responses to environmental and social challenges. Dynamic capabilities have been revisited as mechanisms that enable the development of strategies toward sustainability through the identification of opportunities, the mobilization of resources, and the transformation of organizational processes (Khan et al., 2020; Gupta et al., 2022; Wang et al., 2023). The analysis of thematic clusters reveals a diversification towards multiple domains, but which nevertheless preserves a conceptual coherence. One of the most consolidated axes is the convergence between dynamic capabilities, green innovation and circular economy. Research indicates that dynamic capabilities promote the development of sustainable innovations through

organizational learning, interorganizational collaboration, and reconfiguration of productive systems (Bocken & Geradts, 2020; Ortiz-Avram et al., 2021; Gupta et al., 2022).

This finding is particularly relevant in that it suggests the transition to sustainable business models is not only dependent on the adoption of environmental technologies but also on the development of organizational capabilities that allow the integration of those technologies within broader competitive strategies. Business sustainability requires deep transformations in organizations that involve changes in business models, corporate governance structures and coordination systems among economic actors.

The increasing convergence of business sustainability and digital transformation is especially pertinent. The expanding presence of concepts such as artificial intelligence, big data and Industry 4.0 indicates that digital technologies are playing a more relevant role in the development of organizational capabilities oriented toward sustainability (Dubey et al., 2020; Belhadi et al., 2022; Chatterjee et al., 2022). Digital infrastructures enable organizations to increase their capacity to process large volumes of information, to optimize the use of resources and to coordinate complex networks of actors in global supply chains. Digitalization influences not only operational efficiency but also broadens the microfoundations of dynamic capabilities by enhancing sensing by facilitating the identification of sustainability opportunities, seizing by enabling the development of innovative technological solutions, and transforming by facilitating the reconfiguration of business models. This convergence is the effect of the twin transition, i.e. the simultaneous transition towards sustainable economies and the digitalization of productive systems. In this regard, the dynamic capabilities play a particularly relevant role, as they provide the organizational mechanisms to manage these two transformation processes concurrently (Kamble et al., 2021; Bag et al., 2022). The methodological profile of the literature shows a

predominance of quantitative approaches based on organizational surveys and structural equations modeling. This trend reflects the increasing use of advanced statistical techniques to investigate causal relationships between complex organizational constructs (Gupta et al., 2022; Wang et al., 2023). But the dominance of quantitative approaches has important limitations. The limited number of longitudinal studies and mixed methodological approaches suggests that the literature is still failing to capture the evolutionary and systemic nature of the organizational processes related to sustainability. Dynamic capabilities, by definition, are about learning and transformation processes over time, and future research could benefit from approaches that allow the analysis of these processes in a broader temporal perspective. The sectorial concentration, mainly manufacturing industries and supply chains, reflects the relevance of these sectors in the contemporary debates on sustainability, but also indicates opportunities to broaden the empirical scope towards digital services, technological platforms and data-based economies. Overall, the results allow for a reinterpretation of the dynamic capabilities theory in an environment characterized by simultaneous changes in environmental and technological dimensions. Dynamic capabilities should not be considered solely as mechanisms that enable adapting to changes in the competitive environment but as organizational architectures that facilitate the integration of sustainability, technological innovation and strategic transformation in contemporary business models. This reinterpretation helps to broaden the scope of dynamic capabilities theory and to situate it as a useful analytical framework to understand how organizations face the challenges of the transition towards more sustainable and digitalized economies.

Future Research Agenda and Conceptual Model

The systematic review and the bibliometric analysis allow to identify relevant opportunities for the future development of research. Despite

the significant progress in the literature, there are still theoretical, methodological and contextual gaps. From a theoretical point of view, the literature is fragmented into multiple domains, including green innovation, circular economy, sustainability in supply chains, ESG governance that share similar conceptual foundations but have been analyzed relatively independently. A promising research path is the construction of integrative theoretical frames that help to understand the way the different dimensions of business sustainability are articulated in the organizational processes related to dynamic capabilities (Khan et al., 2020; Gupta et al., 2022; Wang et al., 2023). The growing convergence of business sustainability and digital transformation poses fundamental questions. The recurrence of ideas related to artificial intelligence, data analytics and Industry 4.0, indicates that digital technologies are starting to become more relevant in the development of sustainability-oriented organizational capabilities (Belhadi et al., 2022; Chatterjee et al., 2022; Dubey et al., 2020). Yet, the extant literature still offers limited evidence on the precise mechanisms through which digital technologies influence sensing, seizing and transforming processes. Future research could investigate how digital infrastructures, data analytics systems and artificial intelligence technologies increase the ability of organizations to discover sustainability opportunities, optimize resource usage and orchestrate complex networks in global supply chains. The methodological analysis shows a predominance of quantitative approaches based on surveys and PLS-SEM. Although these approaches have contributed significantly to the empirical development of the field, they are limited in their ability to capture the evolutionary nature of organizational processes. Longitudinal research designs might be helpful for studying the evolution of dynamic capabilities over time and gradual changes in organizations' strategies (Gupta et al., 2022; Wang et al., 2023). Geographical and sectoral analysis suggests opportunities for broadening the empirical scope. Technology companies, data-driven

economies and digital platforms have received relatively little attention.

Integrative Conceptual Model

Based on these findings, we suggest a conceptual model that considers dynamic capabilities as the core organizational mechanism for developing sustainability strategies in the context of technological change and growing institutional pressures. Sensing, seizing and transforming processes assist organizations in identifying sustainability opportunities, mobilizing resources to develop innovative solutions and reconfiguring structures to implement sustainable strategies. These capabilities directly influence the development of business sustainability strategies, green innovation, circular economy, ESG practices, that contribute to sustainable performance. The model identifies two important moderators. Digital transformation and the application of artificial intelligence technologies improve the ability to process information, optimize strategic decisions and coordinate complex organizational networks (Belhadi et al., 2022; Kamble et al., 2021). The way organizations deploy their dynamic

capabilities is shaped by institutional pressures, environmental regulations, stakeholder expectations and ESG frameworks.

The theoretical propositions guiding the future empirical research are:

P1: Dynamic capabilities have a positive impact on the development of business sustainability strategies.

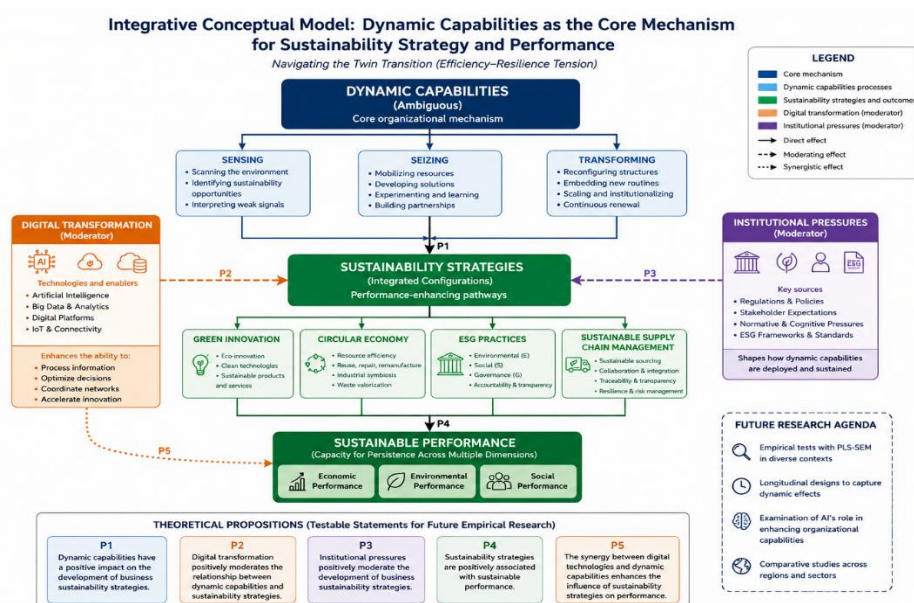
P2: Digital transformation improves the relationship between dynamic capabilities and sustainability strategies.

P3: Sustainability strategy development is affected by institutional pressures.

P4: Sustainability strategies are positively associated with sustainable performance.

P5: The synergy between digital technologies and dynamic capabilities enhances the influence of sustainability strategies on organizational performance. Four priority lines guide the future agenda: empirical studies with PLS-SEM in different contexts, longitudinal designs, analysis of the role of artificial intelligence in organizational capabilities, and comparative studies among regions or sectors.

Figure 5. Integrative Conceptual Model Linking Dynamic Capabilities, Sustainability Strategies, Digital Transformation, Institutional Pressures, and Sustainable Performance



Note. This integrative conceptual model was developed by the authors based on evidence derived from a systematic literature review and bibliometric analysis of bibliographic records retrieved from the Scopus database (Elsevier), covering the period 2020–2025 (final dataset: $n = 319$ journal articles). The model synthesizes the theoretical relationships among dynamic capabilities, sustainability strategies, digital transformation, institutional pressures, and sustainable performance, and proposes five theoretical propositions (P1–P5) for future empirical validation.

Conclusions

In this article, a systematic review integrated with bibliometric analysis was presented to map the recent evolution of research on dynamic capabilities in the area of business sustainability. The results give a systematic picture of a rapidly growing field.

The intellectual structure of the field rests on three interrelated pillars: the foundations of dynamic capabilities theory, the sustainability and green innovation literature, and the emerging research on digital transformation. This configuration shows that the study of dynamic capabilities applied to sustainability is positioned at the intersection of business strategy, environmental management and digitalization.

The identified thematic fronts sustainable performance, green innovation and circular economy, emerging technologies, sustainability in supply chains, confirm conceptual diversification, but also significant convergence toward the dual transition (Kamble et al., 2021; Bag et al., 2022).

The prevalence of cross-sectional quantitative approaches reflects methodological maturity, but also an opportunity to include longitudinal and mixed designs that capture the processual nature of dynamic capabilities.

The conceptual evolution shows a shift from a narrow application of the theory to a broader setting where sustainability, innovation and

digitalization are perceived as simultaneous strategic axes.

Theoretical Implications

The results confirm and extend previous work's projections (Teece et al., 1997; Eisenhardt & Martin, 2000) by showing that the conceptual core of dynamic capabilities is still central, but reinterpreted through lenses of sustainability and digitalization. The present study provides a roadmap that integrates, in a bibliometric fashion, the thematic fragmentation identified by previous reviews (Schaltegger et al., 2016) in domains that have, until recently, been treated separately. The integrative conceptual model connects dynamic capabilities, sustainability strategies and performance in contexts of ecological and technological transition, advancing the micro-foundations of strategic sustainability.

Practical Implications

However, the transition towards sustainable business models requires not only the adoption of isolated green technologies but also the development of dynamic capabilities of sensing, seizing and transforming oriented specifically towards the identification of sustainability opportunities, the mobilization of resources for environmental innovations and the reconfiguration of processes in response to technological and regulatory changes. The convergence with digitalization implies that investments in data infrastructures and artificial intelligence should be seen as enablers of such capabilities rather than ends in themselves.

Limitations and Future Lines of Research

The use of Scopus and the filter by subject area guarantee consistency, but they may have excluded relevant research from related disciplines. Bibliometric techniques identify structural patterns, but do not deepen into underlying organizational processes.

Three priority lines are proposed: longitudinal qualitative studies in non-manufacturing sectors; analysis of specific microfoundations that allow the effective integration of sustainability and

digitalization; and examination of the influence of contextual factors in the configuration of sustainable dynamic capabilities.

AUTHOR CONTRIBUTION

SOURCE OF FUNDING

Own resources were used to finance the study

CONFLICTS OF INTEREST

The authors express that there are no conflicts of interest.

ACKNOWLEDGMENTS

Not applicable.

REVIEW PROCESS

This study has been reviewed by external peers in double-blind modality.

DATA AVAILABILITY STATEMENT

The data are hosted together with the other files of this article; they can also be requested from the corresponding author.

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