



CARISCA Dissertation Competition (2021)

Dissertation Title:

**Resilient and Sustainable Transport Logistics System and Firm
Competitiveness: Conceptual Development and Empirical Validation**

By:

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1. INTRODUCTION

❑ Initial problem

- The world is faced with high *disruptions* and fast-paced *climate change*
- **Resultant business challenge:**
 - creating and delivering goods / services uninterruptedly
 - minimizing environmental footprints
 - remaining competitive
- **Two strategic imperatives: *Resilience* and *Sustainability*** strategies

❑ Research gap

- divergent views on the resilience-sustainability link
- inchoate theoretical development and empirical assessment
- implications of boundary conditioning factors is yet grey

❑ Research questions

- What is the relationship between resilience and environmental sustainability?
- How do resilience and environmental sustainability uniquely and jointly affect firm performance?
- How do efficiency and responsiveness strategies moderate the effects of resilience and environmental sustainability on firm performance?



2. LITERATURE AND METHOD

❑ How the research fits into the existing literature

- clarifying the interplay between resilience-sustainability-performance nexus
- a response to the call for a unified view of resilience and sustainability (Achour et al., 2015; Zahiri et al., 2017; Jabbarzadeh et al., 2018; Ruiz-benitez et al., 2018).

❑ Main literature streams

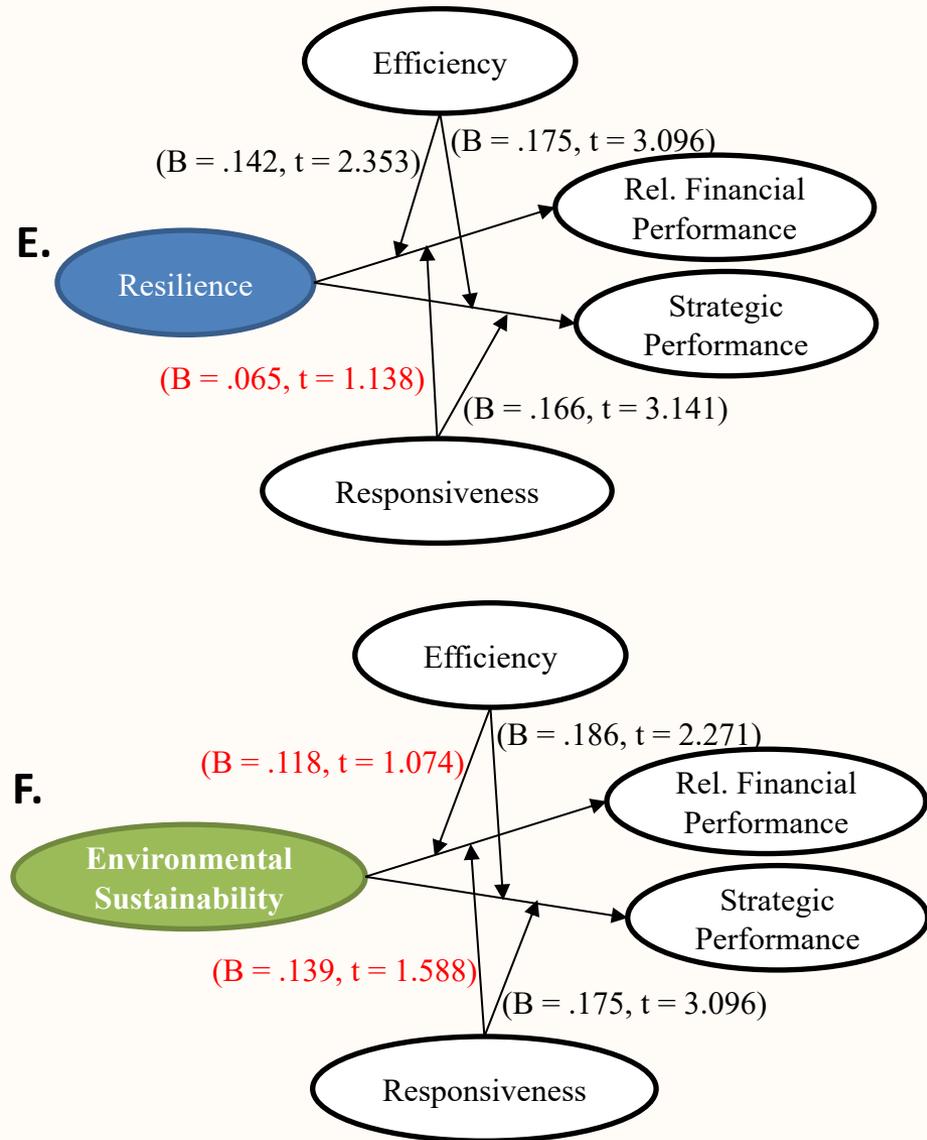
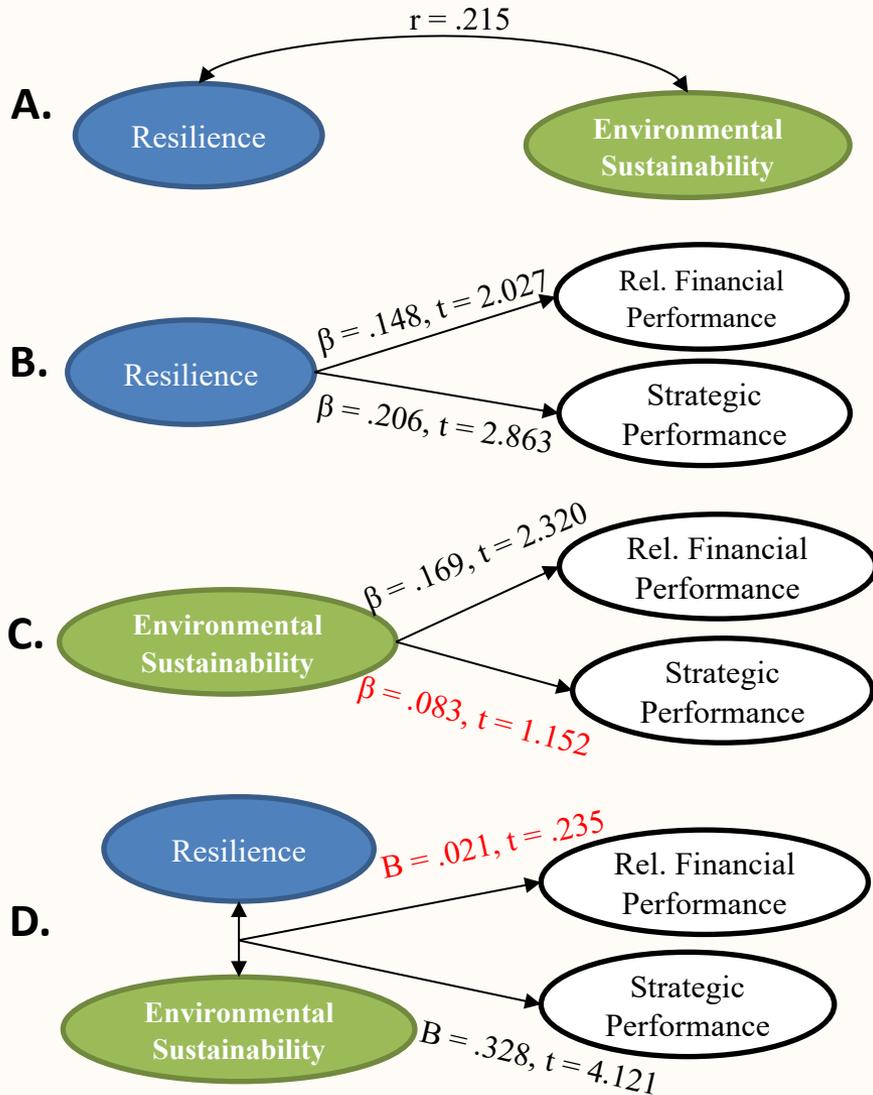
- Resilience literature
- Sustainability literature
- Strategic Management literature

❑ Research method is used

- Quantitative
 - In order to evaluate the proposed causal associations among the study's variables



3. KEY FINDINGS



3. KEY FINDINGS ...

❑ What is surprising?

- Why the combined effect of resilience and sustainability on relative financial performance is insignificant
- Why the moderating effect of responsiveness strategy on the resilience-financial performance link is insignificant
- Why the moderating effect of both efficiency and responsiveness on the sustainability-financial performance link are insignificant

❑ How the findings fit or align with the literature

- Supports the positive relationship between resilience and sustainability proposed in existing literature
- Provides support for the postulated complementarity effect, and by extension, the synergy of pursuing resilience and sustainability
- Support for Hart's NRBV



4. CONTRIBUTIONS AND OUTLOOK

□ Potential impact of the research for Africa

- To managers, significant strategic performance can be achieved by combining resilience and sustainability strategies
- To policy makers
 - Using coercive measures to increase sustainability compliance
 - Investing in appropriate critical infrastructure to support resiliency and sustainability development
 - Integrating Resilience and Sustainability into Developmental Policies

□ Theoretical contributions

- Uses CAS, DCT, and NRBV to elucidate the complex interplay of resilience, sustainability, and firm performance
- Provides empirical evidence on the relative and joint contribution of resilience and environmental sustainability on firm competitiveness
- Demonstrates empirically the fit between competitive priorities of firms resilience and environmental sustainability in enhancing firm performance



4. CONTRIBUTIONS AND OUTLOOK ...

□ The way forward

- Study's validation in diverse context and industries
- Exploring further the relationship between the multidimensional constructs of both resilience and sustainability
- Need to consider other boundary conditioning factors such as firm innovativeness, IT capabilities, etc.

