

# **Bridging Sustainable Business and Regional Transformation: A Readiness Framework for High-Growth Contexts**

**Luminita-Florina Popa<sup>1</sup> and Catalina-Mihaela Ficut<sup>2</sup>**

<sup>1)2)</sup> *University of Oradea, Oradea, Romania*

E-mail: cataficut@gmail.com; E-mail: popalumi@gmail.com

---

## **Please cite this paper as:**

Popa, L.F. and Ficut, C.M., 2025. Bridging Sustainable Business and Regional Transformation: A Readiness Framework for High-Growth Contexts. In: C. Vasiliu, D.C. Dabija, A. Tziner, D. Pleșea, V. Dinu eds. 2025. *11<sup>th</sup> BASIQ International Conference on New Trends in Sustainable Business and Consumption*. Oradea, Romania, 26–28 June 2025. Bucharest: Editura ASE, pp. 368–375

**DOI: 10.24818/BASIQ/2025/11/057**

---

## **Abstract**

This paper investigates organizational readiness and strategic challenges during a high-growth engagement in a large manufacturing company with a focus on sustainable business practices. It draws a parallel with a successful public-sector example: the accelerated, sustainability-driven development of Oradea, Romania. The study extracts actionable insights from both cases and proposes a strategic readiness framework that advances firm performance, sustainability objectives, and broader regional transformation. Using a qualitative, comparative case-study methodology, the research analyzes internal debriefs, project documentation, and thematic reflections from the private-sector case, alongside public data and assessments of Oradea's EU-funded development path.

A communication-and-collaboration diagnostic lens is applied to examine performance enablers, risk triggers, and learning mechanisms. In the private company, rapid scaling exposed gaps in capacity planning and internal communication, despite sustainability commitments, but also highlighted recovery through coordinated leadership and institutional learning. In Oradea, strategic public investment, cross-sector partnerships, and effective EU fund absorption anchored in sustainability, enabled regional transformation.

The study identifies three shared readiness enablers: foresight, alignment, and real-time coordination. It offers a novel public–private parallel, illustrating how coherence, proactive planning, and adaptability can drive both organizational resilience and regional development. The proposed readiness framework is scalable and applicable to diverse high-growth settings where sustainability and economic performance must converge. The findings offer practical guidance for managers, policymakers, and planners aiming to expand operations or investments under pressure: by leveraging insights across sectors, stakeholders can reduce systemic risk, enhance internal communication, and support sustainable growth.

## **Keywords**

Sustainable business, sustainable development, high-growth, strategic readiness, organizational performance, organizational learning, regional development, EU funds.

**DOI: 10.24818/BASIQ/2025/11/057**

---

## **Introduction**

In a volatile and interconnected economic landscape, rapid growth engagements, whether in the public or private sector, pose unique strategic and operational challenges. Organizations must manage increasing demand, scale internal systems, and maintain coherence under pressure. When handled effectively, such transitions become inflection points for long-term value creation; if mishandled, they can lead to systemic breakdowns. However, existing literature lacks a unified comparative framework that links strategic readiness in both public and private high-growth scenarios, especially under sustainability imperatives. This paper addresses that gap by identifying shared readiness enablers across sectors, grounded in real-world transformation cases.

This paper presents lessons from two high-growth trajectories: a large manufacturing firm's engagement with a strategic client aiming to double output in a short period, and the city of Oradea's transformation through EU-funded sustainable development. While the former encountered misalignments in planning and communication, it also revealed adaptive capacity. The latter demonstrated how strategic planning and effective fund absorption can drive regional prosperity.

The objective of this paper is to explore the strategic responses of organizations under high-growth pressure, analyze the mechanisms through which they align internal operations with external demands, and derive lessons that can inform both managerial and policy decisions. By focusing on a large-scale private sector scale-up alongside the sustainable development trajectory of Oradea, Romania, the study aims to generate a cross-sectoral understanding of readiness that is both theoretically grounded and practically applicable.

This paper contributes theoretically by synthesizing strategic readiness literature across sectors and practically by offering actionable insights for managers and policymakers facing growth challenges under sustainability demands. By juxtaposing these cases, we propose a cross-sectoral strategic readiness framework applicable in high-growth scenarios, where sustainability and resilience must converge.

## 1. Literature Review

The challenges and dynamics of high-growth organizational settings have been extensively studied under the lenses of dynamic capabilities, institutional learning, and strategic foresight. Teece, Peteraf and Leih (2016) argue that organizations must continuously adapt to uncertainty by developing agility in their operational and strategic routines a principle reinforced in the context of scale-up engagements. Similarly, Sirmon and Hitt (2009) highlight the role of dynamic managerial capabilities in coordinating resource investments and deployment under pressure, especially when market conditions evolve rapidly.

Grant (1996) and Eisenhardt and Martin (2000) establish the foundations of knowledge-based and capability-driven theories of the firm, asserting that sustainable performance under complex demands depends on a firm's ability to align internal systems to external requirements. Edmondson (1999) adds that psychological safety and internal communication are prerequisites for team-based learning, especially in volatile settings. These foundational models emphasize that internal alignment and learning are critical to navigating turbulence. Van der Heijden (2005) emphasizes that scenario-based thinking is essential for anticipating change, particularly in strategic environments characterized by uncertainty.

Importantly, the literature has evolved to emphasize not only the existence of capabilities, but the mechanisms by which lessons are institutionalized. Communication systems, structured feedback, and cross-functional learning platforms are now widely recognized as enablers of adaptive capacity (Teece, 2018; Robbins and Judge, 2020). Organizations that effectively transform short-term challenges into structured learning gain what Huber (1991) calls "institutional memory" the capacity to generalize experiences into long-term improvements. James (2018) adds that the cultural conditions that support digital transformation, particularly leadership alignment and trust are equally vital to sustaining growth readiness.

In public administration, this logic is mirrored in studies of administrative capacity and strategic governance. Dodescu and Chirilă (2012, 2013) emphasize that fund absorption effectiveness in EU-funded programs depends not only on technical execution but also on strategic learning and multi-level coordination. Sabău-Popa (2024) documents how Oradea's policy learning processes from transparent procurement to investment prioritization contributed to both growth and institutional maturity. Plečko and Bradač Hojnik (2024) similarly argue that digital governance and sustainability frameworks create continuous feedback channels that reinforce policy refinement.

Weiner's (2009) model of organizational readiness offers a unifying perspective across sectors: successful transformation requires both structural resources and psychological readiness shared belief in change and accountability mechanisms that reinforce it. In high-growth contexts, this means having systems in place not just to execute, but to learn while scaling.

Furthermore, research highlights that without explicit reflection and feedback, many organizations experience "growth fatigue" or fragmentation. Thus, diagnostic frameworks like the communication and collaboration lens applied in this study serve not just to assess current performance, but to detect early signals of breakdown or misalignment, particularly when external demands intensify. In this context, Visnjic, Monteiro and Tushman (2025) argue that strategies balancing efficiency and innovation are crucial

for navigating scale without compromising adaptability, a principle that resonates across both public and private growth trajectories.

At the EU level, this learning-oriented approach has been institutionalized through programs such as Interreg, UIA, and the European Urban Initiative, which formalize cross-regional policy learning, monitoring, and replication. Compared to many global models that emphasize growth scale or centralized leadership, the European approach places greater emphasis on capacity-building, benchmarking, and adaptive governance. Oradea's success illustrates this model in practice: growth was enabled not just through funding but through continuous refinement of administrative practice.

In sum, the literature affirms that strategic readiness is not static it evolves through cycles of action, reflection, and institutionalization. Whether in firms or public agencies, long-term performance depends on the ability to absorb lessons, translate them into routines, and adjust internal systems to support sustainable trajectories. A comparative perspective strengthens this insight, demonstrating that both public and private entities share a common imperative: to turn short-term pressure into long-term capability.

## 2. Research Methodology

This paper adopts a qualitative, comparative case-study design to investigate readiness conditions and strategic lessons in high-growth contexts. The research draws from two primary sources:

- A private-sector case: an internal business review of a large manufacturing company's engagement with a high-growth client, based on internal debriefs, project documentation and thematic reflections from operational teams and executives. The company requested anonymity due to the commercially sensitive nature of the data.
- A public-sector example: the case of Oradea, Romania—a city that has successfully leveraged EU structural and investment funds to catalyze regional transformation. Data for this case was drawn from public documents, evaluations, municipal strategies, and academic literature (Dodescu and Chirilă, 2012, 2013; Sabău-Popa, 2024).

These two organizational cases, one public, one private, were selected for their active involvement in sustainable development processes and for the contrasting governance and operational environments they represent. Their comparison enables a differentiated exploration of leadership, innovation, and cross-sector collaboration, with particular attention to how each organization approaches strategic readiness in response to high-growth opportunities and organizational challenges.

Both cases were examined using a communication and collaboration lens to assess performance conditions, risk triggers, and institutional responses across three phases: (1) strategic preparation, (2) operational scale-up, and (3) post-peak adaptation. A thematic content analysis approach was used to extract shared lessons, performance gaps, and recovery strategies.

The inclusion of a public–private comparative framework provides broader insight into how different governance systems adapt to growth and transformation pressure while aiming for sustainable outcomes.

## 3. Results and discussion

### *Private sector scale-up case: challenges and learnings*

In the private-sector case, the analysis of a significant business engagement between a large manufacturing company and a rapidly expanding client. Initially projected as a major driver for organizational growth, the partnership encountered considerable challenges during execution, culminating in a substantial reduction in client demand post-peak production, due to market evolution. Drawing lessons from this experience, we dissect the critical phases of the engagement, pre-engagement, ramp-up and execution and post peak production to identify key factors influencing success and failure in high-growth scenarios. The objective is to inform future strategic approaches for similar opportunities, emphasizing the importance of rigorous preparation and adaptive management.

The engagement's initial phase was marked by critical challenges, including equipment capacity constraints, insufficient production footprint, an aggressive timeline, and limitations with tooling suppliers' capacity. The execution phase required rapid capacity expansion, equipment procurement and integration, process and technology adaptation, addressing design immaturity and quality issues, large-scale recruitment

and training, and managing the impact on existing operations. Despite significant efforts to scale operations, the engagement reached a peak followed by a drastic contraction in demand, leading to a significant revenue impact and customer diversification challenges, organizational restructuring and cost adjustments, impact on local reputation, and surplus capacity and financial implications.

The experience yielded valuable lessons applicable across the project lifecycle, particularly highlighted through a chronological perspective:

Pre-engagement stage:

Success in rapid growth engagements is heavily influenced by the preparatory steps taken before formal commitment. Key lessons identified for this stage include:

- Customer due diligence: Beyond general assessment, a thorough assessment of new customers is necessary, considering their maturity, expectations, and potential challenges.
- Establish realistic timelines: Setting achievable timelines is crucial.
- Early technical alignment: Engaging in Design for Manufacturing early and achieving technical alignment are important technical prerequisites.
- Assess supply chain readiness: Evaluating the preparedness of the supply chain is a necessary step.
- Preparedness: Ensuring the factory is adequately prepared from a resource perspective before undertaking rapid growth is vital.

Ramp-up and Execution stage:

Managing the period of rapid expansion requires a disciplined and adaptable approach:

- Balancing the intense focus on onboarding new business while managing demand pressure requires a more disciplined approach and a very disciplined approach.
- Flexibility in Technology and Equipment Selection is important.
- Robust change Management and Communication are essential, particularly given challenges like design changes, equipment delays, process issues, and recruitment issues. Transparent communication with the customer regarding potential impacts on timelines and yields is key.
- Scalable recruitment and onboarding strategies: more sustainable recruitment channels and investment in comprehensive and accelerated onboarding programs is needed.

Post peak production Stage:

Managing the aftermath of peak demand and potential contraction reveals lessons regarding agility and planning:

- Importance of demand visibility and forecasting: The sudden and drastic reduction in demand underscores the critical need for improved demand visibility and more reliable forecasting from customers, especially in rapidly evolving markets.
- Agile organizational structures: The challenges of organizational agility highlighted the need for building more flexible structures and developing contingency plans for significant demand volatility.
- Strategic asset management.

General lessons learned reinforce the need for strategic caution and preparedness:

- Balanced growth: Prioritizing sustainable growth over rapid expansion is key, ensuring re-sources and infrastructure can support new business.
- Realistic projections: Developing realistic revenue projections and avoiding over-optimistic forecasts are crucial.

This case study of a high-growth engagement provides a rich set of lessons for navigating opportunities in dynamic markets. While the engagement ultimately faced a significant downturn due to external factors, the challenges encountered and subsequent adjustments offer invaluable insights for improvement. By implementing more rigorous pre-engagement due diligence, fostering flexibility in processes and technology selection, prioritizing realistic planning and communication and leveraging the strengths of

internal networks, companies can be better positioned to capitalize on future high-growth opportunities while mitigating potential risks. The positive lessons learned, such as effective collaboration and project management capabilities of the team, form a foundation for building a more resilient and adaptive approach to strategic customer engagements.

#### ***Public sector model: Oradea's strategic transformation***

In contrast to the private case, the municipality of Oradea exemplified structured foresight, strategic planning, and execution over a longer horizon. Between 2007 and 2023, Oradea:

- Absorbed over €425 million in EU funds with high efficiency (Sabău-Popa, 2024).
- Established industrial parks that attracted ~9.500 jobs (Portico, 2023).
- Revitalized its urban core through integrated planning and mobility strategies (Dodescu, 2014).
- Fostered public–private collaboration via transparent procurement, investment promotion, and real-time governance mechanisms.

The municipality's performance reflects the cumulative benefits of multi-level governance (Dodescu and Chirilă, 2012) and sustained institutional alignment, demonstrating how public institutions can catalyze local development while maintaining resilience under pressure.

In contrast to the private sector case, the municipality of Oradea offers a compelling example of public-sector strategic readiness in action. Drawing on both academic literature and analysis of publicly available administrative and financial data, this case illustrates how long-term institutional coherence, strategic planning, and collaborative governance mechanisms can deliver sustained development outcomes under pressure.

Between 2007 and 2023, Oradea implemented a comprehensive transformation agenda aligned with EU regional development goals. According to Sabău-Popa (2024), the municipality absorbed over €425 million in EU funds, positioning itself among the top performers in Romania in terms of both financial execution and project impact. Internal municipal reports and national funding data confirm the efficiency of fund allocation and timely project delivery across infrastructure, mobility, and urban renewal sectors.

Key institutional outcomes include:

- The creation of several industrial parks managed through the Oradea Local Development Agency (ADLO), attracting approximately 9.500 jobs and generating over €425 million in private investment (Portico, 2023).
- A revitalized historical urban core, supported by integrated urban mobility strategies and sustainable urban planning frameworks (Dodescu, 2014).
- A high-functioning administrative environment that prioritized public–private collaboration, transparent procurement processes, digital tools for service delivery, and evidence-based governance mechanisms.

The case demonstrates the value of multi-level governance (Dodescu and Chirilă, 2012) and long-term institutional capacity-building. It also reflects a high degree of internal coherence—manifested through aligned political vision, professionalized local administration, and sustained stakeholder engagement. These findings, derived from both genre literature and municipal data analysis, validate that public institutions can indeed catalyze regional economic development when they adopt structured foresight, performance monitoring, and adaptive planning mechanisms.

#### ***Comparative insights and strategic readiness model***

By analyzing both cases, we identified three enablers of readiness:

- Foresight: Conducting scenario-based planning, supply chain assessments, and realistic demand forecasts (Weiner, 2009).
- Alignment: Ensuring organizational clarity, shared metrics, and role coherence (Grant, 1996; Robbins and Judge, 2020).
- Real-time coordination: Leveraging communication rituals, agile project teams, and change management routines (Edmondson, 1999; Teece et al., 2016).



These findings confirm that strategic readiness is not a fixed asset but a dynamic condition, built through iterative learning, leadership, and system alignment. Whether in a manufacturing firm or a municipality, organizations that cultivate adaptability, communication infrastructure, and institutional trust are better equipped to manage growth under pressure.

### ***Broader Economic Implications***

Although this paper is rooted in two specific cases, one private and one public, the insights drawn have broader relevance for stakeholders navigating high-growth scenarios. High-growth engagements, when poorly managed, pose systemic risks not only to the organizations involved but also to the wider ecosystems they influence, including employees, suppliers, customers, and local communities.

In the private sector, the rapid scale-up and subsequent demand contraction in the manufacturing case had cascading effects: surplus capacity, workforce restructuring, and reputational risks that affected the company's long-term operational stability. These dynamics illustrate that without proper readiness mechanisms such as foresight, flexible planning, and communication infrastructure—growth initiatives can lead to unintended and lasting consequences.

In contrast, the public sector example of Oradea demonstrates the transformative power of strategic investment and collaborative governance. By aligning local leadership, EU funding, and private-sector partnerships, Oradea successfully evolved from a post-industrial city to a regional innovation and logistics hub. The establishment of industrial parks, coupled with integrated mobility and urban revitalization projects, boosted employment, improved quality of life, and increased the city's attractiveness to both domestic and foreign investors. As noted by The Recursive (2022), Oradea is actively turning itself into a startup-friendly environment through digital governance, streamlined permitting, and entrepreneurial incentives a transformation rooted in public-sector strategic agility and cross-sector partnerships.

The comparison reveals that economic transformation is contingent on institutional alignment whether through municipal governance or corporate leadership. Effective growth, especially under sustainability imperatives, requires not just capital investment but also adaptive capacity, stakeholder coordination, and transparency.

Moreover, the public-sector experience offers important policy lessons: investments in physical infrastructure must be matched by investments in institutional capability and multi-level collaboration. This reinforces findings in the literature on strategic public management (Dodescu and Chirilă, 2013; Weiner, 2009), where regional development is shown to benefit from integrated, participatory planning processes and the continuous development of administrative competencies.

Ultimately, both cases highlight that growth without readiness is risky, while strategic readiness enables inclusive, resilient, and sustainable economic outcomes.

### **Conclusions**

This paper examined the concept of strategic readiness through a comparative analysis of two high-growth contexts: a private-sector manufacturing company navigating a complex scale-up engagement, and the public-sector transformation of Oradea, Romania. Despite differences in sector, scale, and governance, both cases underline the importance of three foundational enablers: foresight, alignment, and real-time coordination.

The private-sector case revealed that rapid growth can expose structural weaknesses such as overstretched capacity, weak forecasting, and insufficient internal communication. However, it also demonstrated that institutional learning and agile leadership can support recovery, enabling companies to adapt, re-align, and rebuild operational credibility. Effective leadership remains a cornerstone of organizational readiness. Kotter (2012) outlines an eight-step process for leading change, emphasizing urgency, coalition-building, and vision alignment, elements reflected in both public and private transformation cases. Senge (2006) similarly underscores the importance of learning organizations, where shared vision, mental models, and team learning facilitate institutional adaptability.

The public-sector case of Oradea presented a contrasting yet complementary example. Through strategic EU fund absorption, transparent governance, and integrated urban planning, the city orchestrated a long-term transformation into a regional economic hub. This success was not accidental but the result of proactive leadership, cross-sector collaboration, and systematic investment in infrastructure and administrative capacity. While administrative structure and funding access are important, strategic

execution depends on leadership culture and stakeholder dynamics. Mintzberg (1994) cautions against overly mechanistic planning models, advocating for strategy as a pattern of action informed by intuition, experience, and context a perspective highly relevant in local governance settings like Oradea, where strategic adaptability has been key.

Together, these cases highlight that sustainable growth, whether in a firm or a city, depends not merely on opportunity or funding, but on institutional preparedness. The proposed strategic readiness framework offers a scalable model for organizations and municipalities facing similar pressures. It emphasizes that readiness is not static; it must be continually cultivated through planning, communication, and learning.

Future research may expand on this framework by applying it in other domains such as healthcare, education, or green transition initiatives. Moreover, quantitative analysis of performance metrics pre- and post-engagement could offer further validation and refinement. Ultimately, the findings provide actionable insights for business leaders, policymakers, and planners: growth must be guided by readiness if it is to be resilient, inclusive, and sustainable.

**Acknowledgement(s):** The authors gratefully acknowledge the operational and executive teams of the company studied and the Municipality of Oradea for their transparent data practices. Special thanks to the University of Oradea for their academic support.

## References

- Dodescu, A.O., 2014. Restoration and sustainable valorization of cultural heritage: A case study of Oradea Fortress. *Annals of the University of Oradea: Economic Science*, 2(2), pp.195–203.
- Dodescu, A.O. and Chirilă, L.F., 2012. Multi-level governance and strategic planning for regional development policy: The case of Romania in the context of European integration. *Regional Studies Association Conference*, Beijing, China. [online] Available at: < [http://www.regionalstudies.org/wp-content/uploads/2018/07/Multi-level\\_governance\\_-\\_Dodescu\\_Anca\\_and\\_Chirila\\_Lavinia\\_-\\_RSA\\_Beijing\\_2012.pdf](http://www.regionalstudies.org/wp-content/uploads/2018/07/Multi-level_governance_-_Dodescu_Anca_and_Chirila_Lavinia_-_RSA_Beijing_2012.pdf) > [Accessed 22 May 2025].
- Dodescu, A.O. and Chirilă, L.F., 2013. The impact of Regional Operational Programme on the economic development and regional competitiveness of North-West Region of Romania: Partial findings and emerging challenges. In: I. Lengyel and Z. Vas, eds. *Regional Growth, Development and Competitiveness*. Szeged: University of Szeged, Doctoral School in Economics, pp.77–89.
- Edmondson, A., 1999. Psychological Safety and Learning Behavior in Work Teams. *Administrative Science Quarterly*, [online] 44(2), pp.350–383. <https://doi.org/10.2307/2666999>.
- Eisenhardt, K.M. and Martin, J.A., 2000. Dynamic capabilities: what are they? *Strategic Management Journal*, [online] 21(10–11), pp.1105–1121. [https://doi.org/10.1002/1097-0266\(200010/11\)21:10/11<1105::AID-SMJ133>3.0.CO;2-E](https://doi.org/10.1002/1097-0266(200010/11)21:10/11<1105::AID-SMJ133>3.0.CO;2-E).
- Grant, R.M., 1996. Toward a knowledge-based theory of the firm. *Strategic Management Journal*, [online] 17(S2), pp.109–122. <https://doi.org/10.1002/smj.4250171110>.
- Huber, G.P. (1991) ‘Organizational learning: The contributing processes and the literatures’, *Organization Science*, 2(1), pp. 88–115.: <https://doi.org/10.1287/orsc.2.1.88>.
- James, M., 2018. Strategic Readiness. In: *The International Encyclopedia of Strategic Communication*, 1st ed. [online] Wiley. pp.1–5. <https://doi.org/10.1002/9781119010722.iesc0178>.
- Kotter, J.P., 2012. *Leading change*. Boston: Harvard Business Review Press.
- Mintzberg, H., 1994. *The rise and fall of strategic planning: Reconceiving roles for planning, plans, planners*. New York: Free Press.
- Oradea.ro, 2025. Business infrastructure. *Municipality of Oradea*. [online] Available at: < <https://oradea.ro/en/for-companies/business-infrastructure/> > [Accessed 22 May 2025].
- Plečko, S. and Bradač Hojnik, B., 2024. Sustainable Business Practices and the Role of Digital Technologies: A Cross-Regional Analysis. *Systems*, [online] 12(3), p.97. <https://doi.org/10.3390/systems12030097>.
- Portico, 2023. Attracting private investments – Oradea Metropolitan Area. *Portico Urban Initiative*. [online] Available at: < <https://portico.urban-initiative.eu/urban-practices/functional-areas-eu/attracting-private-investments> > [Accessed 22 May 2025].
- Robbins, S.P. and Judge, T.A., 2020. *Organizational behavior*. 18th ed. Harlow: Pearson Education.

- Sabău-Popa, C., 2024. Analysis of the absorption of European structural and investment funds in Romania. *Analele Universității din Oradea, Seria Științe Economice*, 33(2), pp.128–135.
- Senge, P.M., 2006. *The fifth discipline: The art and practice of the learning organization*. 2nd ed. New York: Doubleday.
- Sirmon, D.G. and Hitt, M.A., 2009. Contingencies within dynamic managerial capabilities: interdependent effects of resource investment and deployment on firm performance. *Strategic Management Journal*, [online] 30(13), pp.1375–1394. <https://doi.org/10.1002/smj.791>.
- Teece, D., Peteraf, M. and Leih, S., 2016. Dynamic Capabilities and Organizational Agility: Risk, Uncertainty, and Strategy in the Innovation Economy. *California Management Review*, [online] 58(4), pp.13–35. <https://doi.org/10.1525/cmr.2016.58.4.13>.
- The Recursive, 2022. How the public sector is turning the city into a startup hub. *The Recursive*. [online] Available at: < <https://therecursive.com/oradea-public-sector-involvement-turning-the-city-into-a-startup-hub/> > [Accessed 22 May 2025].
- Van der Heijden, K., 2005. *Scenarios: The art of strategic conversation*. 2nd ed. Chichester: John Wiley & Sons.
- Visnjic, I., Monteiro, F. and Tushman, M.L., 2025. Sustainability as a business-model transformation. *Harvard Business Review*, May–June. [online] Available at: < <https://hbr.org/2025/05/sustainability-as-a-business-model-transformation> > [Accessed 22 May 2025].
- Weiner, B.J., 2009. A theory of organizational readiness for change. *Implementation Science*, [online] 4(1), p.67. <https://doi.org/10.1186/1748-5908-4-67>.