

Building Sustainable Resilience through Corporate Entrepreneurship: Insights from the Hospitality Industry

Construire une résilience durable grâce à l'entrepreneuriat corporatif : Perspectives du secteur hôtelier

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Abstract

The hospitality sector operates in an increasingly turbulent environment characterized by environmental risks, global disruptions, and complex supply chains. Traditional management approaches are insufficient to ensure organizational resilience and sustainability. This article conceptualizes Corporate Entrepreneurship (CE) as an integrative dynamic capability that simultaneously enhances organizational resilience and drives sustainability in hospitality supply chains. Drawing on an extensive theoretical review, we propose a conceptual framework in which the CE dimensions: innovation, corporate venturing, and strategic renewal, support adaptive, regenerative, and anticipatory resilience, respectively. The model also highlights the role of sustainability as both a catalyst and reinforcer of CE and resilience. Seven theoretical propositions are developed to guide future empirical research and provide managerial insights for transforming crises into sustainable opportunities. The findings emphasize that CE serves as a strategic lever for developing sustainable resilience, combining operational performance, social responsibility, and environmental stewardship.

Keywords: Corporate Entrepreneurship, organizational resilience, sustainability, hospitality supply chains, strategic transformation, sustainable resilience.

Résumé

Le secteur de l'hôtellerie évolue dans un environnement marqué par des turbulences constantes, des risques environnementaux croissants et des chaînes d'approvisionnement complexes. Dans ce contexte, les approches managériales traditionnelles sont insuffisantes pour assurer la résilience et la durabilité des organisations. Cet article conceptualise le Corporate Entrepreneurship (CE) comme une capacité dynamique intégratrice qui favorise à la fois la résilience organisationnelle et la durabilité des chaînes d'approvisionnement hôtelières. En s'appuyant sur une revue théorique approfondie, nous proposons un cadre conceptuel dans lequel les dimensions de la CE : innovation, corporate venturing et renouvellement stratégique, soutiennent respectivement les capacités de résilience adaptative, régénérative et anticipatrice. Ce modèle met également en évidence le rôle de la durabilité comme facteur catalyseur de la CE et de la résilience. L'article présente sept propositions théoriques qui peuvent guider de futures recherches empiriques et fournir des orientations pratiques pour les managers cherchant à transformer les crises en opportunités durables. Les résultats soulignent que la CE constitue un levier stratégique essentiel pour développer une résilience durable, alliant performance opérationnelle, responsabilité sociale et engagement environnemental.

Mots-clés : Corporate Entrepreneurship, résilience organisationnelle, durabilité, chaînes d'approvisionnement hôtelières, transformation stratégique, résilience durable.

INTRODUCTION

Over the past decade, the hospitality sector has been exposed to increasing volatility, driven by global crises, climate change, and evolving customer demands (Ruiz-Fernández et al., 2024; Chen et al., 2025). Hotels and tourism organizations operate in resource-intensive environments where disruptions in supply chains, labor availability, and service operations can severely affect both financial performance and service quality. Traditional management approaches, focused primarily on efficiency and incremental improvement, are increasingly inadequate to address these complex challenges (Zahra, 1996; Guth & Ginsberg, 1990). Consequently, hospitality firms must develop capabilities that allow them to adapt rapidly to crises while pursuing long-term strategic transformation.

At the same time, sustainability has become a central concern for the industry. Beyond regulatory compliance, firms are expected to adopt environmentally responsible practices, enhance social inclusion, and embed governance mechanisms that ensure accountability and long-term performance (Rodriguez-Antón & Alonso-Almeida, 2019; Martin-Rios, 2024). Achieving these objectives is complicated by resource dependencies, seasonal fluctuations, and the interconnected nature of hospitality supply chains. While operational adjustments can improve efficiency, sustainability-oriented transformation requires deeper organizational capabilities, including innovation, strategic learning, and proactive adaptation.

Corporate Entrepreneurship (CE) offers a promising pathway to develop these capabilities. Defined through its three dimensions, innovation, corporate venturing, and strategic renewal, CE enables organizations to explore new opportunities, challenge established routines, and reconfigure resources in uncertain environments (Zahra, 1996; Guth & Ginsberg, 1990; Chen et al., 2025). While CE has traditionally been linked to performance and competitive advantage, it also plays a critical role in building organizational resilience, the ability to absorb shocks, recover effectively, and transform to improve future preparedness (Sutcliffe & Vogus, 2003; Duchek, 2020). In this context, CE becomes more than an entrepreneurial posture: it emerges as a meta-capability that supports both crisis navigation and sustainable transformation.

Despite the acknowledged importance of CE, resilience, and sustainability, the intersection of these constructs within hospitality supply chains remains underexplored. Existing research often examines these domains in isolation, overlooking how sustainability-oriented innovations, entrepreneurial behaviours, and resilience-building strategies are mutually reinforcing. This raises a central question: *How can Corporate Entrepreneurship enable*

hospitality organizations to simultaneously enhance resilience and advance sustainability in their supply chains?

This article addresses this question by conceptualizing CE as a driver of sustainable resilience in hospitality supply chains. It develops a conceptual framework that links CE, organizational resilience, and sustainability, and explains how the three CE dimensions (innovation, corporate venturing, and strategic renewal) contribute to adaptive, regenerative, and anticipatory capacities. The framework further proposes theoretical propositions that can guide empirical research and inform managerial practice.

The remainder of the article is structured as follows. First, we review the literature on Corporate Entrepreneurship, organizational resilience, and sustainability in hospitality supply chains to provide the theoretical foundation. Second, we present the conceptual framework and explain the mechanisms linking CE, resilience, and sustainability. Third, we formulate a set of theoretical propositions derived from the framework. Fourth, we discuss the theoretical, managerial, and practical implications of the model. Finally, the article concludes with a summary of contributions and directions for future research.

1. Theoretical Foundation

In turbulent, uncertain, and resource-intensive environments such as hospitality, understanding the theoretical underpinnings of Corporate Entrepreneurship (CE), organizational resilience, and sustainability is crucial for explaining how firms navigate crises while advancing long-term sustainability objectives. This section provides a comprehensive theoretical foundation, drawing on established management and organizational theories to support the proposed integrative framework.

1.1. Corporate Entrepreneurship

Corporate Entrepreneurship (CE) refers to the process by which established organizations engage in innovation, venturing, and strategic renewal to explore new opportunities and sustain competitive advantage (Zahra, 1996; Guth & Ginsberg, 1990; Ireland et al., 2009). CE is traditionally conceptualized through three interrelated dimensions :

- *Innovation*: The introduction of new products, services, processes, or organizational practices that enhance adaptability and responsiveness. In hospitality, innovation includes energy-efficient technologies, digitalization of services, and waste-reducing operational systems (Sakhdari, 2016; Urbano et al., 2022).
- *Corporate Venturing*: Investments or partnerships outside the organization's core operations, including green startups, renewable energy projects, and circular economy

initiatives. Venturing diversifies the firm's strategic options and supports regenerative resilience (Weaver, 2021; Ruiz-Fernández et al., 2024).

- *Strategic Renewal*: The reconfiguration of organizational strategies, structures, and routines to respond to environmental changes, integrate sustainability principles, and align governance with long-term objectives (Guth & Ginsberg, 1990; Chen et al., 2025).

CE is strongly linked to the *Dynamic Capabilities View* (Teece, 1997), which posits that firms must sense opportunities, seize them, and reconfigure resources to maintain competitiveness in changing environments. CE also resonates with the *Resource-Based View* (Barney, 1991), as entrepreneurial capabilities represent unique, valuable, and hard-to-imitate resources that drive sustainable competitive advantage.

1.2.Organizational Resilience

Organizational resilience refers to a firm's capacity to anticipate, absorb, adapt, and recover from disruptions while maintaining critical functions and seizing opportunities for transformation (Sutcliffe & Vogus, 2003; Lengnick-Hall et al., 2011; Duchek, 2020). Resilience in hospitality is multidimensional:

- *Adaptive Resilience*: Immediate, real-time responses to shocks, such as process adjustments, staff reallocation, and operational flexibility (Vogus & Sutcliffe, 2007; Somers, 2009).
- *Regenerative Resilience*: Learning from crises and transforming operations, business models, and partnerships to enhance long-term sustainability (Bhamra et al., 2011; Jones et al., 2016).
- *Anticipatory Resilience*: Foresight and proactive planning to prepare for potential disruptions, including scenario planning, energy efficiency investments, and supply chain diversification (Ivanov, 2020; Marchet et al., 2018).

Resilience is supported by *Organizational Learning Theory* (Argyris & Schön, 1978), which explains how organizations adapt and evolve through knowledge acquisition and feedback. It also draws on *Systems Theory* (Von Bertalanffy, 1968; Katz & Kahn, 1978) emphasizing the interdependence of organizational components and supply chain networks in responding to environmental turbulence.

1.3.Sustainability in Hospitality Supply Chains

Sustainability encompasses environmental, social, and governance (ESG) considerations, integrating ecological responsibility, social inclusion, and ethical management into strategic

decision-making (Alnasser et al., 2025; Bux & Amicarelli, 2024). In hospitality supply chains, sustainability practices include:

- *Environmental Management*: Energy efficiency, water conservation, waste reduction, circular economy adoption, and green procurement (Alreahi et al., 2023; Rodriguez-Antón & Alonso-Almeida, 2019).
- *Social Responsibility*: Fair labor practices, community engagement, employee well-being, and inclusive economic participation (Rodrigues et al., 2025; Karvounidi et al., 2024).
- *Governance and Compliance*: Embedding ESG criteria in strategic decisions, performance metrics, and certification standards such as ISO 14001 and LEED (Martin-Rios, 2024; Rodriguez-Antón & Alonso-Almeida, 2019).

Sustainability is underpinned by *Stakeholder Theory* (Freeman, 1984), which emphasizes the management of relationships with diverse actors including regulators, customers, suppliers, and local communities. It is also framed by *Institutional Theory*, which explains how external norms, regulations, and expectations shape organizational practices toward sustainability (DiMaggio & Powell, 1983).

1.4. Integrative Perspective: Linking CE, Resilience, and Sustainability

The interplay between CE, organizational resilience, and sustainability suggests that these domains are mutually reinforcing:

- **CE** equips firms with entrepreneurial capabilities to innovate, venture, and renew strategies, directly enhancing adaptive, regenerative, and anticipatory resilience.
- **Resilient organizations** can maintain and extend sustainability initiatives during crises, ensuring continuity of ecological and social practices.
- **Sustainability** pressures act as a catalyst for CE behaviours, driving experimentation, green innovation, and strategic renewal.

This integrative perspective aligns with *Dynamic Capabilities Theory*, *Organizational Learning*, *Stakeholder*, and *Institutional Theories*, collectively explaining how hospitality firms can convert crises into opportunities for sustainable transformation and long-term competitive advantage.

2. Conceptual Framework: Linking Corporate Entrepreneurship, Resilience, and Sustainability in Hospitality Supply Chains

The hospitality sector operates in an increasingly volatile and resource-intensive environment, characterized by global crises, climate change, fluctuating customer demands, and rising

sustainability expectations (Ruiz-Fernández et al., 2024; Alnasser et al., 2025). These conditions demand that organizations develop integrated capabilities to adapt, learn, and transform sustainably. While Corporate Entrepreneurship (CE), organizational resilience, and sustainability have often been studied separately, emerging scholarship highlights their interdependence as key drivers of long-term competitive advantage (Chen et al., 2025; Weaver, 2021).

This framework positions CE as a *strategic driver* that fosters adaptive, regenerative, and anticipatory capacities, which together enhance resilience and promote sustainability. Sustainability, in turn, reinforces CE and resilience by reducing reliance on volatile resources and stabilizing supply chain performance. The model emphasizes a reciprocal, reinforcing system: CE → Resilience → Sustainability, and Sustainability → CE & Resilience.

2.1. Corporate Entrepreneurship as a Driver of Sustainable Resilience

CE equips hospitality firms with the entrepreneurial capabilities needed to manage crises while pursuing sustainable objectives (Zahra, 1996; Guth & Ginsberg, 1990; Chen et al., 2025). Drawing on *Dynamic Capabilities Theory* (Teece, 1997), CE enables firms to sense opportunities, seize them, and reconfigure resources strategically.

CE operates through three interrelated mechanisms:

- **Innovation** refers to the implementation of new products, processes, or organizational practices that enhance adaptability and reduce environmental impact (Sakhdari, 2016; Urbano et al., 2022). In the hospitality context, this includes digitalized workflows, energy-efficient technologies, low-waste operations, and circular economy practices. Innovation strengthens *adaptive resilience* by enabling hotels to quickly reorganize their operations during crises and enhance operational flexibility (Vogus & Sutcliffe, 2007; Chen et al., 2025). Simultaneously, it contributes to sustainability by promoting eco-efficiency, optimizing resource use, reducing carbon footprint and waste, and supporting long-term environmental performance (Alnasser et al., 2025; Haerul et al., 2024).
- **Corporate Venturing** involves investing in or collaborating with initiatives beyond the firm's core activities, including green startups, renewable energy projects, and circular economy platforms (Weaver, 2021; Ruiz-Fernández et al., 2024). In hospitality, this enables firms to diversify revenue streams, explore new business models, and build strategic partnerships that support sustainable practices. Corporate venturing enhances *regenerative resilience* by allowing organizations to evolve rather than merely recover

from disruptions (Bhamra et al., 2011). It also drives sustainability by fostering green innovation, promoting partnerships for sustainable value creation, and embedding environmental responsibility into strategic initiatives.

- **Strategic Renewal** refers to the intentional transformation of strategies, structures, and routines to embed environmental, social, and governance (ESG) principles within the organization (Guth & Ginsberg, 1990; Chen et al., 2025). In hospitality, this may involve revising long-term strategies to incorporate sustainability criteria, restructuring operations to prioritize responsible sourcing, or establishing cross-functional teams dedicated to green innovation. Strategic renewal supports *anticipatory resilience* by aligning organizational strategy with future regulatory, environmental, and market changes (Duchek, 2020). At the same time, it strengthens sustainability by ensuring that ESG principles are embedded in governance systems, performance metrics, and organizational culture, enabling coherent and enduring sustainable transformation (Martin-Rios, 2024; Rodriguez-Antón & Alonso-Almeida, 2019).

Collectively, these mechanisms position CE as a *dynamic capability* that simultaneously strengthens resilience and accelerates sustainability.

2.2. Organizational Resilience as an Enabler of Sustainability

Resilience is a proactive system that supports and reinforces sustainable outcomes in hospitality supply chains. Its three dimensions contribute differently to sustainability:

- *Adaptive Resilience → Environmental Efficiency*: Rapid operational adjustments, supplier switching, waste reduction, and energy-saving measures (Alnasser et al., 2025).
- *Regenerative Resilience → Green Innovation and Value Creation*: Learning from crises to redesign business models, implement circular economy practices, and pursue regenerative tourism (Jones et al., 2016; Novelli et al., 2018).
- *Anticipatory Resilience → Strategic Sustainability Alignment*: Foresight and planning to anticipate environmental risks, regulatory changes, and supply chain vulnerabilities (Ivanov, 2020; Marchet et al., 2018).

Resilience thus not only protects the firm but actively drives sustainability through efficiency, innovation, and strategic foresight.

2.3. Sustainability as a Stimulus and Reinforcer

Sustainability pressures serve both as constraints and catalysts:

- *Stimulus for CE*: Stakeholder expectations, ESG regulations, and SDG commitments push hotels to engage in green experimentation, innovation, and strategic renewal (Ruiz-Fernández et al., 2024).
- *Enhancer of Resilience*: Sustainable supply chains with local sourcing, circular processes, and resource-efficient practices reduce reliance on fragile suppliers, strengthen adaptive and anticipatory resilience, and stabilize operational continuity (Martin-Rios, 2024; Rodrigues et al., 2025).

In summary, this system produces **sustainable resilience**, a dynamic capability enabling hospitality firms to not only survive crises but leverage them for ecological, social, and strategic transformation (Urbano et al., 2022; Ruiz-Fernández et al., 2024).

3. Theoretical Propositions

Building on the conceptual framework, this section develops theoretical propositions that elucidate the reciprocal relationships between Corporate Entrepreneurship (CE), organizational resilience, and sustainability in hospitality supply chains. Each proposition is introduced with a discussion of the underlying theoretical rationale, connecting CE dimensions to resilience capacities and sustainable outcomes (as shown in Figure1). This approach provides a structured foundation for future empirical studies and demonstrates how CE operates as a dynamic capability in high-uncertainty environments.

3.1.CE Innovation and Adaptive Resilience

Innovation is a central dimension of CE, representing the firm's ability to develop new products, processes, and organizational routines that enhance adaptability and operational flexibility (Sakhdari, 2016; Urbano et al., 2022). From a Dynamic Capabilities perspective (Teece, 1997), innovation enables firms to sense changes in their environment, seize emerging opportunities, and reconfigure resources to respond rapidly to disruptions. In hospitality, technological and operational innovations—such as digitalized workflows, energy-efficient systems, and waste-reduction technologies—improve flexibility, reduce resource consumption, and stabilize operations.

Proposition 1 (P1): *Innovation-oriented Corporate Entrepreneurship positively influences adaptive resilience, which in turn enhances environmental and operational sustainability in hospitality supply chains.*

3.2.Corporate Venturing and Regenerative Resilience

Corporate venturing allows firms to explore opportunities outside their core business, fostering learning, diversification, and strategic renewal (Zahra, 1996; Weaver, 2021). In sustainability

contexts, venturing includes partnerships with green startups, investments in renewable energy, or engagement in circular economy platforms. Drawing on Organizational Learning Theory (Argyris & Schön, 1978), such venturing activities enhance the firm's capacity to evolve from crises rather than merely recover, generating regenerative resilience. By developing new green capabilities and sustainable business models, hospitality firms can strengthen long-term performance while reducing vulnerability to supply chain disruptions.

Proposition 2 (P2): *Corporate venturing positively influences regenerative resilience, facilitating green innovation and supporting long-term sustainability initiatives in hospitality organizations.*

3.3.Strategic Renewal and Anticipatory Resilience

Strategic renewal involves the reconfiguration of strategies, structures, and routines to align with emerging environmental and societal imperatives (Guth & Ginsberg, 1990; Chen et al., 2025). Through Institutional Theory (DiMaggio & Powell, 1983), firms engage in strategic renewal to comply with regulatory pressures, adopt ESG practices, and anticipate stakeholder expectations. In hospitality, embedding sustainability into governance structures, risk monitoring, and long-term planning strengthens anticipatory resilience, enabling proactive preparation for future environmental risks, regulatory shifts, or market changes.

Proposition 3 (P3): *Strategic renewal positively influences anticipatory resilience, enhancing hotels' capacity to align with sustainability objectives and prepare for future environmental and supply chain disruptions.*

3.4.Combined CE Dimensions and Sustainable Resilience

While each CE dimension contributes independently to resilience and sustainability, their combined effects form a higher-order capability. Innovation supports adaptability, venturing drives diversification and regenerative learning, and strategic renewal embeds sustainability in organizational identity. This integration aligns with Dynamic Capabilities Theory and the Resource-Based View (Barney, 1991), suggesting that the interplay of CE dimensions generates unique, non-substitutable capabilities that enhance sustainable transformation.

Proposition 4 (P4): *The combined effects of innovation, corporate venturing, and strategic renewal create a higher level of sustainable resilience than any CE dimension in isolation.*

3.5.Sustainable Resilience and Hospitality Supply Chain Performance

Sustainable resilience, as an integrated capability, strengthens performance by enabling operational continuity, stabilizing supplier relationships, and enhancing resource efficiency. Drawing on Contingency Theory (Lawrence & Lorsch, 1967), resilient and sustainable supply

chains can better align internal capabilities with external environmental demands. Green practices such as local sourcing, circular operations, and renewable energy adoption further reduce vulnerabilities and reinforce long-term value creation.

Proposition 5 (P5): Sustainable resilience positively influences hospitality supply chain performance by improving resource efficiency, stabilizing supplier relationships, and enhancing long-term environmental and operational outcomes.

3.6.Sustainability as a Stimulus for Corporate Entrepreneurship

Sustainability pressures act as triggers for entrepreneurial behaviours. Institutional pressures from stakeholders, regulatory frameworks, and global ESG expectations encourage hotels to engage in innovation, venturing, and strategic renewal (DiMaggio & Powell, 1983; Ruiz-Fernández et al., 2024). From a Stakeholder Theory perspective (Freeman, 1984), responding proactively to these pressures enables firms to capitalize on emerging opportunities, creating a feedback loop where sustainability reinforces CE.

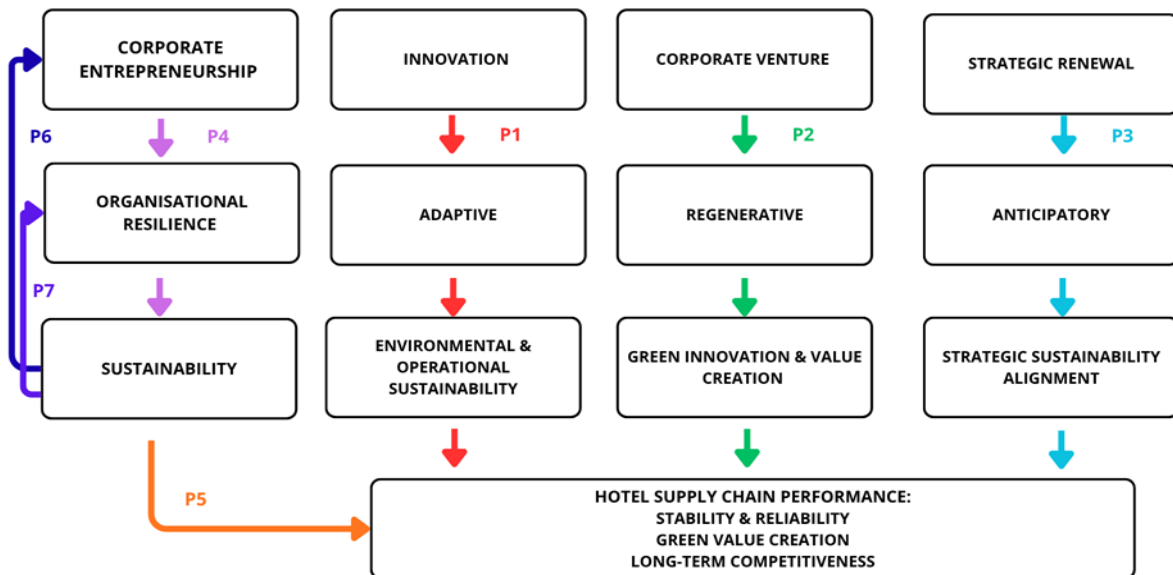
Proposition 6 (P6): Sustainability pressures positively stimulate Corporate Entrepreneurship by fostering innovation, green venturing, and sustainability-oriented strategic renewal.

3.7.Sustainability as a Reinforcer of Organizational Resilience

Sustainability initiatives, such as eco-efficient operations, green procurement, and circular supply chains, reduce dependency on fragile suppliers and enhance operational flexibility. This aligns with Resilience Theory (Holling, 1973), which emphasizes adaptive capacity and robustness in complex systems. By embedding sustainability practices, hospitality firms reinforce both adaptive and anticipatory resilience, ensuring continuity during crises while maintaining ecological and social commitments.

Proposition 7 (P7): Sustainability practices positively reinforce organizational resilience by stabilizing resource flows, reducing environmental vulnerabilities, and enhancing the ability to absorb and anticipate disruptions.

Figure 1. Corporate Entrepreneurship and Sustainable Resilience: A Conceptual Model



Source : Author

4. Discussion

This study positions *Corporate Entrepreneurship (CE)* as a fundamental dynamic capability that simultaneously drives organizational *resilience* and *sustainability* in hospitality supply chains. By integrating the three core dimensions of CE: innovation, corporate venturing, and strategic renewal, into a unified framework, this paper extends existing literature by highlighting how hospitality firms can navigate uncertainty while progressing toward environmentally and socially responsible operations. Unlike prior studies that treat CE, resilience, and sustainability as separate domains, our analysis demonstrates their structural interdependence and identifies CE as a bridge connecting crisis adaptation with long-term sustainable transformation.

4.1.CE as a Driver of Adaptive, Regenerative, and Anticipatory Resilience

A first major contribution lies in reconceptualizing CE as a driver of resilience in volatile, uncertain, complex, and ambiguous (VUCA) environments. In hospitality, where supply chains are fragile, demand is highly variable, and operations are resource-intensive, CE enables firms to respond, recover, and anticipate disruptions.

- *Innovation* supports *adaptive resilience* by enabling rapid operational adjustments. Technological solutions, such as smart energy management, contactless services, and real-time digital monitoring, allow hotels to redesign processes, optimize resources, and

reduce environmental impact during crises. This aligns with Proposition 1 (P1), emphasizing the role of innovation-oriented CE in enhancing operational and environmental performance.

- *Corporate venturing* contributes to *regenerative resilience* by expanding organizational learning and diversification. By partnering with eco-startups, investing in renewable energy, or exploring circular economy initiatives, hotels can transform disruptions into opportunities for green value creation, supporting Proposition 2 (P2).
- *Strategic renewal* fosters *anticipatory resilience*, helping organizations integrate sustainability into governance, long-term planning, and risk anticipation. Through ESG-aligned strategies and proactive environmental assessment, hotels prepare for future regulatory, environmental, and market shifts, supporting Proposition 3 (P3).

Together, these mechanisms illustrate how CE forms a higher-order capability (*sustainable resilience*) that equips hotels to manage crises while pursuing strategic sustainability objectives (Proposition 4, P4).

4.2.CE and Sustainability Integration

CE not only strengthens resilience but also actively drives sustainability outcomes. Innovation, venturing, and strategic renewal enable firms to implement eco-efficient practices, develop green service models, and establish circular operations. These activities reinforce the reciprocal relationship between resilience and sustainability: sustainability initiatives reduce operational vulnerabilities, while resilience ensures continuity of sustainability efforts during crises (Propositions 5–7, P5–P7).

For instance, adaptive resilience allows hotels to maintain energy-efficient operations during disruptions, regenerative resilience facilitates sustainable business model innovation, and anticipatory resilience aligns strategic choices with environmental and social imperatives. By embedding CE within sustainability-oriented practices, hospitality firms can transform their supply chains *into adaptive, green, and forward-looking networks*, capable of withstanding environmental, social, and economic shocks.

4.3.Managerial Implications

The findings highlight several practical implications for hospitality leaders:

- *Cultivating a CE-oriented culture*: Managers should foster experimentation, knowledge sharing, and cross-functional collaboration to enable innovation and green venturing.

- *Investing in green technologies and local partnerships*: Sustainable investments, such as renewable energy adoption or circular supply chain integration, simultaneously enhance resilience and environmental performance.
- *Institutionalizing sustainability governance*: Embedding ESG metrics in decision-making, performance evaluation, and long-term strategic planning ensures that sustainability initiatives persist even under crisis pressures.
- *Strategic supply chain design*: Firms should diversify suppliers, implement resource-efficient operations, and adopt flexible logistics to buffer against shocks, reinforcing both resilience and sustainability.

4.4.Theoretical Contributions

This paper contributes to the literature in several ways:

- It *extends CE theory* beyond its traditional performance-oriented focus by positioning CE as a driver of sustainable transformation and resilience in hospitality supply chains.
- It *integrates resilience and sustainability scholarship*, showing how CE dimensions create adaptive, regenerative, and anticipatory capacities that are mutually reinforcing with sustainability initiatives.
- It introduces the concept of *sustainable resilience* as a higher-order dynamic capability, bridging theoretical gaps between CE, organizational resilience, and sustainability.
- It provides a *conceptual and propositional foundation* for future empirical testing, encouraging research that examines CE-driven sustainable resilience across different cultural, institutional, and technological contexts.

4.5.Directions for Future Research

The study opens several avenues for further investigation:

- *Cross-sectoral comparisons*: Future research could explore whether CE-driven sustainable resilience manifests differently in luxury vs. budget hotels, resorts vs. city hotels, or tourism destinations with varying regulatory pressures.
- *Digital transformation interactions* : How do digital technologies strengthen CE dimensions and facilitate sustainable resilience in hospitality?
- *Longitudinal studies*: Tracking CE practices over time would clarify how crises shape sustainable transformation trajectories and resilience evolution.
- *Measurement of sustainable resilience*: Developing robust metrics to capture the integrated effects of CE, resilience, and sustainability would enhance practical applicability and theoretical validation.

In summary, this discussion emphasizes that CE, resilience, and sustainability are deeply interrelated and mutually reinforcing. By leveraging CE as a strategic orientation, hospitality firms can develop:

- *Adaptive capacity* to respond to immediate shocks,
- *Regenerative capability* to transform crises into sustainable opportunities, and
- *Anticipatory insight* to prepare for future environmental and operational challenges.

This integrated approach, **sustainable resilience**, ensures not only organizational survival but also long-term ecological stewardship, social responsibility, and competitive advantage in complex and uncertain environments.

CONCLUSION

The hospitality sector is entering an era characterized by continuous turbulence, environmental urgency, and structural fragility, where traditional management approaches are insufficient to address the complexity and scope of emerging challenges. This paper has argued that Corporate Entrepreneurship (CE) constitutes a strategic foundation for sustainable resilience, a multidimensional capability enabling hospitality organizations to navigate crises while simultaneously advancing environmental and social objectives. By integrating CE with resilience and sustainability scholarship, the study provides a forward-looking perspective on how hotels and hospitality supply chains can maintain competitiveness in highly uncertain and resource-intensive contexts.

CE operates as a dynamic, multidimensional capability through its three core components: innovation, corporate venturing, and strategic renewal. Each dimension contributes to different aspects of sustainable resilience. Innovation fosters adaptive capacity by enabling operational flexibility, eco-efficient practices, and rapid process redesign. Corporate venturing strengthens regenerative resilience by diversifying business models, developing green partnerships, and exploring emerging sustainability-driven ecosystems. Strategic renewal embeds environmental and social principles into governance, long-term planning, and organizational culture, supporting anticipatory resilience and proactive preparation for future disruptions.

A key insight of this study is the reciprocal relationship between resilience and sustainability. Sustainability practices, such as circular operations, green procurement, and energy efficiency, enhance resilience by stabilizing resource flows, reducing dependence on vulnerable suppliers, and mitigating operational risks. Conversely, resilient organizations are better equipped to sustain and advance ecological and social initiatives even during crises. This mutual

reinforcement underlines the importance of viewing sustainable resilience as a coherent and integrated strategic posture rather than as isolated objectives.

From a managerial perspective, the study emphasizes the critical need to cultivate CE as a central organizational mindset. Hospitality leaders must encourage experimentation, foster cross-functional collaboration, and institutionalize sustainability governance. Investment in green technologies, local partnerships, and digital capabilities ensures that entrepreneurial behaviours translate into tangible outcomes for both resilience and sustainability. Strategically integrating CE into supply chain management further enhances performance, reduces vulnerabilities, and positions organizations as proactive actors in sustainability-driven markets. Theoretical contributions of this work include bridging three previously fragmented domains, CE, resilience, and sustainability, through a unified conceptual framework and a series of testable propositions. By positioning CE as a driver of ecological transformation and crisis-related adaptation, the study extends CE theory beyond its traditional performance-oriented focus. The concept of sustainable resilience offers a higher-order lens for understanding how hotels can simultaneously respond to disruptions, innovate for sustainability, and realign strategies with long-term environmental and social imperatives.

Finally, the study provides several avenues for future research. Comparative studies across hotel types, cultural contexts, or tourism ecosystems could reveal contextual differences in CE-driven sustainable resilience. Longitudinal research can track the evolution of CE practices over time and examine how crises shape sustainable transformation trajectories. Further exploration of digital technologies, measurement frameworks, and cross-sector applications will deepen understanding of how CE, resilience, and sustainability interact to create long-term value.

In conclusion, sustainable resilience is not an optional strategy but a strategic necessity for hospitality organizations seeking to remain viable, responsible, and competitive in a volatile world. By embedding Corporate Entrepreneurship at the heart of strategy, firms can transform uncertainty into opportunities, reinforce ecological stewardship, and contribute meaningfully to the creation of more resilient, sustainable, and socially responsible hospitality ecosystems.

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