

Report on

Innovation focused on sustainability is made possible by dynamic capacities of
British American Tobacco and Chevron in Bangladesh

Submitted by

Md Sakibur Rahman

Student id: 16104175

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

Md Sakibur Rahman
16104175

Supervisor's Full Name & Signature:

Dr. Nusrat Hafiz
&
Dr Md Mizanur Rahman

Brac Business school, Brac university

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Abstract

This study examines how dynamic capacities within British American Tobacco (BAT) in addition to Chevron operations in Bangladesh. Besides, how it can improve sustainability-oriented innovation. In particular, it examines the active skills essential for developing sustainable practices in the tobacco in addition to energy industries as multinational corporations. The study increasingly acknowledges the significance of environmental and social responsibility. It should be noticed that the research reveals BAT's dedication to sustainability through dynamic characteristics, together with strategic agility, corresponding with UN Sustainable Development Goals. Predominately, the study uses qualitative techniques that consist of thematic analysis and secondary data. In addition, the emphasis on renewable fuel generation by the Chevron Renewable Energy Group demonstrates the company's 25-year commitment to Bangladesh's economic development and sustainable energy sources. These businesses demonstrate their capacity for sustainable innovation through emphasizing market responsiveness, organizational learning, in addition to flexibility. Apart from this, the study concludes that dynamic capabilities. In general, these are critical to the advancement of sustainability-oriented innovation in addition to that BAT and Chevron in Bangladesh. Above and beyond, it gives leading examples of how organizations can navigate complexity while promoting environmental responsibility, market responsiveness, in addition to continuous learning in the service of sustainable innovation.

1. Introduction

Organizations now confront difficulty coordinating their operations with environmental in addition to social responsibility as global businesses. Moreover, it increasingly recognizes the need for sustainability (Vajpeyi & Oberoi, 2015). Apart from this, this paradigm change is especially notable in fields corresponding energy and tobacco. It has traditionally influenced the environment. Two major companies that operate in Bangladesh, British American Tobacco or (BAT) in addition to Chevron, are perfect examples of this revolutionary path toward innovation focused on sustainability. In the particular context of Bangladesh, this overview examines the dynamic capacities that have grown to be crucial in promoting sustainable practices and innovation.

British American Tobacco or BAT is one of the major companies in the world of tobacco has always struggled with the moral implications of its products (Hirschhorn, 2004). It is found that Bangladesh has a high tobacco usage rate (Tobacco Tactics, 2023). In addition, BAT's sustainability strategy goes beyond just following the law (Baumgartner & Ebner, 2010). It can be found that the corporation has embraced dynamic capabilities to promote innovation that lessens the adverse effects of its operations on the environment as well as society (Liao et al., 2009). Most importantly, these dynamic capabilities are related to strategic quickness that enables BAT to quickly adjust to shifting regulatory environments in addition to market needs. In particular, by way of doing this, the firm is committed to minimizing its environmental impact in addition to advancing ethical business practices. Subsequently, it is positioning itself to tackle sustainability issues.

To focus on Chevron, it is a global oil company. It must carefully balance Bangladesh's energy necessities with environmental responsibility. There is pressure on the energy industry to switch to greener, more sustainable options. Chevron's adaptability is demonstrated by its capacity to

successfully manage this shift through investments in technology, renewable energy sources, and community involvement (Affairs, n.d.). To adopt sustainable practices, the firm has strategically reorganized its operations. It includes investing in renewable energy projects that support Bangladesh's energy diversification objectives and lowering carbon emissions (Alli, 2022).

The innovation that BAT and Chevron are pursuing with a focus on sustainability is made more challenging by the backdrop of Bangladesh. This South Asian country has unique issues, such as poverty, high population density, and susceptibility to climate change (Miyan, 2015). As a result, these multinational companies' dynamic capacities go beyond the discourse on global sustainability and include a localization plan that addresses the unique requirements and vulnerabilities of the Bangladeshi setting. The dynamic interplay between sustainability-oriented innovation and emotional capacities in BAT and Chevron in Bangladesh highlights the changing role of businesses in tackling urgent global issues. According to academic definitions, an organization's ability to incorporate, progress, in addition to reconfigure internal in addition to external skills in response to quickly changing circumstances is called its dynamic capacity (Teece & Pisano, 2003). Above and beyond, these flexible skills are crucial for BAT in addition to Chevron to survive in a changing business climate in addition to positively impact the communities and surroundings in which they do business.

It should be noticed that this investigation of the dynamic capacities supporting sustainability-focused innovation at British American Tobacco in addition to Chevron in Bangladesh. Besides, it covers the way for a thorough analysis of particular tactics, programs, in addition to results. Most importantly, we can learn a great deal about how companies are changing as agents of sound change in the fight for sustainable development using exploring the multifaceted strategies these companies have chosen.

1.1 Problematization

While British American Tobacco (BAT) in addition to Chevron in Bangladesh have made admirable strides in innovation focused on sustainability, their efforts have difficulties in addition to complications. It is found that their efforts' problematization highlights essential points that require serious thought and investigation, illuminating possible roadblocks and opportunities for

development. It should be noticed that ignoring the ethical issues raised by the tobacco industry's fundamental nature is impossible (Brownell & Warner, 2009). Even though BAT has attempted to integrate sustainability into its business strategy, its principal product, Tobacco, is still intrinsically associated with health concerns in addition to societal harm (Chaiton, 2023). The conflicting interest of profit and social responsibility in this moral quandary presents a severe obstacle to BAT's sustainability-focused innovation (British American Tobacco, 2019). A more thorough investigation is required since the product's nature calls into question the company's commitment to sustainability.

Similarly, Chevron's energy industry activities deal with the ongoing conflict between environmental preservation and energy needs (Tillotson et al., 2023). Fossil fuel production and consumption are factors in climate change, a worldwide emergency requiring immediate attention and forceful action. The size of Chevron's hydrocarbon activities in Bangladesh raises concerns about the speed and scope of the shift, even though the company has shown a commitment to renewable energy initiatives (Affairs, n.d.). The trade-off between the short-term necessity for energy and the long-term requirement for environmental sustainability is where the problematization occurs. It is essential to closely examine Chevron's approach to resolving this conflict and how well its policies work to promote sustainable energy in Bangladesh (Ilias, 2021).

Furthermore, adjusting BAT's as well as Chevron's localization policies to Bangladesh's particular socioeconomic and environmental circumstances takes much work. Most importantly, the nation needs help with poverty, a dense population, in addition to climate change susceptibility (Ashrafuzzaman, 2023). Apart from this, it is a complex undertaking for BAT and Chevron to modify their sustainability programs to address these issues successfully. When their localization efforts are questioned, it calls into question how inclusive and thorough their policies are. Above and beyond, it leads to a deeper look at how effectively these multinational firms match their sustainability objectives with the needs in addition to vulnerabilities of the local people.

Most importantly, it is apparent that British American Tobacco or else BAT in addition to Chevron's problematization of sustainability-oriented innovation in Bangladesh highlight the complex moral, environmental, in addition to socioeconomic issues. In particular, it should be

noticed that critically evaluating these obstacles, we need to decode the tones surrounding these programs. Besides, we can emphasis on how businesses make a balance between turning a profit in addition to making a significant contribution to a sustainable future.

1.2 Purpose and Research Question

This study aims to thoroughly analyze as well as assess the innovative activities focused on sustainability that British American Tobacco (BAT) in addition to Chevron has implemented in Bangladesh. Besides, this study seeks to comprehend these global firms' dynamic capacities to promote sustainability in sectors historically presenting severe ethical and environmental issues. Apart from this, the research aims to provide significant insights into the changing role of businesses in solving global sustainability concerns within the particular context of Bangladesh by examining the strategies, actions, and results of BAT and Chevron. It should be noticed that the main goal is to highlight the efficiency, difficulties, in addition to moral issues related to sustainability-oriented innovation in the energy and tobacco industries. Moreover, this study offers a comprehensive knowledge of how these companies manage the intricate relationship between environmental stewardship, ethical responsibility, and profitability (Chukwu et al., 2023).

Research Question

- ? How may dynamic skills enable British American Tobacco's operations in Bangladesh successfully execute and adapt sustainability-oriented innovation initiatives, given the unique opportunities and limits the tobacco company in the area presents?
- ? What extent do Chevron's sustainability initiatives in Bangladesh align with global best practices for the energy sector, and how does the company's flexibility facilitate Bangladesh's transition to renewable energy sources while taking into account the nation's distinct socioeconomic and environmental conditions?
- ? How can two global firms, British American Tobacco and Chevron, balance local norms and expectations with the ethical complexity inherent in their respective industries? What moral questions and difficulties are raised by their innovative projects in Bangladesh that are focused on sustainability?

2. Theory

The Sustainability Oriented Innovation (SOI) theory challenges the linear paradigm and promotes a revolutionary strategy by fusing sustainability with innovation (Rubio-Andrés & Abril, 2023). With a focus on disruptive technologies, user participation, and cooperation, the triple bottom line, and governance, SOI aims to create a resilient, regenerative, and balanced society (Taneja et al., 2023). Simultaneously, theories of dynamic capacities, which date back to the late 1990s, offer a new perspective on strategic management (Posen et al., 2022). Dynamic capabilities put constant learning, creativity, and adaptability first. In addition, even though drawbacks, dynamic capabilities, or DC, provide an insightful viewpoint for managing changing markets as well as encourage a proactive, continuous approach to strategic management choices (Liboni et al., 2022).

2.1 Sustainability-Oriented Innovation

It is found that the Sustainability Oriented Innovation (SOI) theory offers a revolutionary method for solving global concerns (Little et al., 2023). According to this idea, achieving a more robust future requires a critical balance between economic, social, in addition to environmental factors. Profoundly, SOI theory questions the conventional linear innovation model. In general, it frequently ignores long-term effects in favor of short-term profits (Gil Saura et al., 2023). As a replacement for places a strong emphasis on an all-encompassing. Apart from this, it has a revolutionary strategy that combines innovation with the objectives of sustainable development.

The multiple bottom lines, which incorporates social, environmental, in addition to economic aspects. Above and beyond, it is a central tenet of SOI theory. Moreover, innovations should be environmentally sustainable, socially conscious, in addition to commercially feasible (Wang et al., 2023). For getting these phenomena, one must abandon a perspective primarily focused on profits as well as adopt a broader definition of success that considers social in addition to environmental factors. Furthermore, it should be noticed that taking a product or else service's whole life cycle into account is a critical component of "sustainability-focused innovation" (Harsanto & Permana, 2019). It is found that innovative leaders may find ways to eliminate waste, reduce resource use,

and improve sustainability by means of taking a life cycle approach (Paul, 2021).

SOI theory shows the convolution of sustainability issues promotes multidisciplinary cooperation between different stakeholders like corporations, governmental bodies, nonprofits, in addition to educational institutions (Klewitz & Hansen, 2014). Apart from this, the SOI hypothesis facilitates the flow of knowledge, skills, and resources to better address complex issues. It is related to build a collaborative ecosystem. In addition, disruptive technologies are essential to innovation focused on sustainability (Harsanto et al., 2018). Apart from this, these technologies can completely transform current structures as well as provide more environmentally friendly options. Most importantly, examples consist of using circular economy principles, renewable energy sources, in addition to cutting-edge materials with little environmental effect. Consequently, the studies in addition to application of disruptive technologies are encouraged by SOI theory to promote change (Harsanto & Permana, 2020).

It should be noticed that the SOI theory accepts the significance of user empowerment as well as involvement (Brun & Ciccullo, 2022). It is found that innovations that include end users in the planning in addition to execution phase. Moreover, it has a higher chance of satisfying actual requirements and winning over communities. Frameworks for governance and policy are also essential for encouraging innovation focusing on sustainability. Apart from this, sustainable behaviors may be encouraged by governments in addition to international organizations through rules, grants, in addition to other policy tools. According to SOI theory, behaviors that damage the environment or else take advantage of vulnerable groups should be discouraged in favor of developing an environment that supports responsible innovation (Ortiz-Avram et al., 2023). In particular, the idea of sustainability-oriented innovation is a paradigm change in how we see as well as approach innovation. Predominately, the integration of economic, social, in addition to environmental factors is prioritized in SOI theory. Besides, it aims to address urgent global issues and advance a more just and sustainable future (Khurana et al., 2021).

2.2 Dynamic Capabilities

Dynamic capabilities theories provide a unique dimension of dynamic markets. Additionally, it shows a paradigm change in strategic management (Gupta et al., 2020). These ideas, which date back to Teece, Pisano, as well as Shuen's work in the late 1990s, contend that a firm's ability to adapt, learn, as well as innovate over time. Besides, it continuously gives it a sustained competitive edge rather than just having static resource benefactions (Teece et al., 1998). The concept emphasizes how organizational routines in addition to procedures are critical in determining a firm's capacity. It needs to recognize environmental changes, take advantage of opportunities, in addition to reallocate resources (Kapoor & Aggarwal, 2020).

Businesses must be skilled in identifying changes in the external environment like technological advancements, market dynamics modifications, and regulation changes. Likewise, businesses may remain aware of new possibilities in addition to hazards through continuously scanning, analyzing, also interpreting signals (Laaksonen & Peltoniemi, 2016). Shaping emphasizes proactive activities to alter the environment via creativity, teamwork, in addition to strategic initiatives, a complementary approach to sensing. By way of combining sensing with shaping, businesses become active builders of their strategic environments beyond simple adaptation and improving their flexibility (Zahra et al., 2006).

On the other hand, reconfiguring comprises the dynamic reallocation in addition to integration of resources to conform to shifting market needs (Katkalo et al., 2010). This constant act of grabbing hold of in addition to rearranging things enables businesses to maintain an advantage over rivals in turbulent and fast-paced situations. On the other hand, there are several reasons why dynamic capacity theories have been criticized. It should be noticed that some who criticize the framework claim that it needs to be more specific and specific, making it difficult for managers to apply the theory to practical tactics. Apart from this, dynamic capabilities are conceptual and comprehensive, which might make it challenging to use them in some situations and cause implementation uncertainty. In addition, not all businesses or industries functioning in stable settings would value flexibility and adaptation as highly as others; certain businesses or industries can prioritize efficiency more (Ambrosini & Bowman, 2009).

All the same, despite these objections, dynamic capacities theories are popular in addition to well-recognized in strategic management (Green et al., 2008). It should be noticed that the framework's focus on resource reconfiguration and flexibility offers a valuable viewpoint for comprehending how businesses may successfully navigate and prosper in unpredictable and dynamic situations. In particular, it pushes businesses to adopt a more dynamic in addition to ongoing approach to strategic management. In addition, applying dynamic capacities theories to management decision-making is applicable in multidimensional phenomena (Vogel & Güttel, 2012). It should be noticed that through concentrating on developing and utilizing dynamic capabilities that align with their company's strategic objectives, managers may utilize the framework to inform their strategic decision-making. Above and beyond, it might entail making technological investments, encouraging innovation inside the company, and forming strategic alliances. It has to regularly reviewing in addition to modifying the organization's resource allocation.

It is found that dynamic capacities theories highlight the significance of flexibility in addition to resource reconfiguration in addition to mark substantial progress in strategic management thought (Wójcik, 2015). Even though the framework's abstract character and wide application have drawn criticism, its effect on how academics and practitioners see and address the difficulties presented by dynamic markets endures. It should be noticed that Organizations looking to prosper in a constantly shifting business environment may benefit significantly from the viewpoint that dynamic capabilities provide, which promotes a proactive in addition to ongoing approach to resource management and planning (Fernandes et al., 2017).

2. 3 Analytical Framework

The resource-based view of organizations is being advanced through new research investigating how dynamic capabilities might revitalize empirical investigations. It should be noticed that it refutes misconceptions regarding dynamic capabilities because of importance their applicability to all types of businesses. The link between global strategy and dynamic capabilities is examined, emphasizing their crucial role. Furthermore, attention is paid to the notion of sustainability-oriented innovation, the function of blockchain, and organizational dynamics. The study

emphasizes how crucial dynamic capacities are for forming competitive advantage and promoting innovation with a sustainability emphasis.

Dynamic capacities have rejuvenated empirical research, improving the organization's resource-based view. In addition to clarifying dynamic capacities and addressing conceptual ambiguities, this study outlines three firm-wide standard variables for future measurement constructs. It suggests a research approach that integrates antecedents and consequences. The review emphasizes the value of empirical advancement and offers guidance for future studies and management applications (Wang & Ahmed, 2007). Fallacies regarding dynamic capabilities, claiming—contrary to ideas of vagueness—are particular activities like product development and strategic decision-making. These skills show 'best practices' across organizations, notwithstanding their unique characteristics. They become more straightforward and experiential in high-velocity marketplaces but still resemble old procedures in moderately dynamic markets. Different learning processes are used, with selection in high-velocity markets and variation in moderately dynamic ones. The classic resource-based paradigm, according to the report, overemphasizes leverage, misidentifies long-term sources of competitive advantage in dynamic markets, and has limits in high-velocity settings (Eisenhardt & Martin, 2000).

The relationship between global strategy and dynamic capabilities (DCs) highlights the critical role of perceiving, acting on opportunities, and rearranging resources. The study examines the body of knowledge, identifies gaps, and suggests a conceptual framework for more study. In the context of multinational businesses (MNEs), it examines the dynamic capabilities view (DCV). It highlights the significance of management qualities, entrepreneurial inventiveness, and the co-creation of markets and business ecosystems. The abstract emphasizes the importance of including DCs in our understanding of global strategy and offers ideas for future theoretical and empirical investigations (Pitelis et al., 2023). The requirement for a more comprehensive theory of competitive advantage goes beyond the conventional "resource-based strategy" and emphasizes "dynamic capabilities." Resource-based strategies place a strong emphasis on building up significant technical assets.

In contrast, dynamic capabilities stress the value of quick product innovation, prompt reactivity,

in addition to efficient internal and external competency coordination. It should be noticed that it makes the case that competitive advantage stems from dynamic capabilities based on high-performance customs ingrained in the firm's operations and shaped by its past. Apart from this, drawing from several disciplines and industrial research, this method presents an emerging paradigm for modern business enterprises by integrating current information in addition to offering a logical framework (Teece & Pisano, 2003).

The conceptualization of sustainability-oriented innovation (SOI) through arranging and incorporating relevant empirical material. The authors suggest mapping SOI activities and procedures using a conceptual framework that has been synthesized. Moreover, SOI refers to deliberate modifications to an organization's ideology, values, products, processes, or practices. So, a survey of the sustainability and environmental management literature finds that SOI needs more attention thus far. Above and beyond, the authors use a framework synthesis technique to solve gaps in the knowledge of SOI, which advances theoretical growth in the subject (Adams et al., 2016). This study looks into how blockchain technology may help with sustainability issues in international food supply systems. The study investigates the potential contributions of blockchain technology to sustainable changes within various supply chains, utilizing sustainability-oriented innovation and innovation resistance theory. Based on 18 expert interviews, blockchain could be used as a tool for sustainability in addition to a way of thinking about sustainability issues. Besides, reasonable supply chains, improved food traceability, in addition to environmental sustainability are among the opportunities found. The research also reveals opposition to blockchain, including a propensity to defend the existing quo and cooperative, psychological, and functional obstacles. This study adds to the knowledge of innovation resistance theory and sustainability-focused innovation (Friedman & Ormiston, 2022).

The organizational dynamics for sustainability-oriented innovation (SOI) expands on the notion of dynamic capacities, and these are examined in this article. The authors define three stages of dynamic capacities (adapting, growing, and changing) associated with strategic sustainability characteristics through a multiple case study of seven top organizations involved in SOI. They put forward a developing framework that clarifies how two interrelated logics—time-evolving transformation and organizational changes that strengthen self-reinforcement—underlie inventive

change and adaptability within SOI dynamics. The study advances knowledge of how SOI modifies dynamic capacities and adjusts the strategic sustainability of businesses. The study shows several paths depending on industry, size, in addition to business commitment and finds emerging logic, such as path dependency and self-reinforcement (Inigo & Albareda, 2019). To better understand the essential factors (CF) in addition to dynamic capacities (DC) affecting sustainability-oriented innovation (SOI), this research undertakes a thorough assessment of the literature. It should be noticed that the conceptual framework that has been suggested emphasizes how the formation of SOIs depends on certain DCs, such as absorptive, environmental, competency, in addition to networking capacities (Rodrigues & Gohr, 2021).

3. Method

This study takes a broad approach to look into the dynamic capacities that British American Tobacco (BAT) in addition to Chevron in Bangladesh use to drive innovation focused on sustainability. Apart from this, the study design incorporates qualitative research methodologies, secondary data analysis, theme analysis, theoretical frameworks (based on sustainability-focused innovation theories and dynamic capacities theory), in addition to research methods (Johnston, 2014). The study thoroughly examines earlier research and industry publications to provide a theoretical framework. Besides, recurring patterns are found through thematic analysis, in addition to conclusions are cross-referenced with the theoretical framework. Moreover, secondary data sources contain scholarly publications, business records, and industry reports, news media, and websites. It should be noticed that this multipronged strategy assures a comprehensive investigation of the dynamic capacities. It is fostering sustainability-focused innovation inside these establishments.

3.1 Research Design

It should be noticed that the study will use a comprehensive approach incorporating thematic analysis, theoretical frameworks, and secondary data analysis, in addition to qualitative research methodologies. It is fully to understand the complex connections between dynamic capacities in addition to sustainability-oriented innovation (Mohajan, 2018). Most importantly, the study will

begin with a thorough analysis of previous studies on BAT in addition to Chevron's operations in Bangladesh, and the industry publications in addition to corporate papers.

It is found that the research will utilize a theoretical framework derived from dynamic capacities theory. It is highlighting a company's capacity to modify as well as refill its resource pool in reaction to evolving surroundings. In addition, a comprehensive framework for comprehending the mechanisms guiding innovation in the context of corporate sustainability will be provided through integrating innovation theories. Qualitative research methodologies will be used to provide better insights into the dynamic capacities supporting innovation that are focused on sustainability. Above and beyond, key players, such as senior executives, managers of sustainability, in addition to innovators at BAT and Chevron, will be interviewed in-depth. A detailed examination of the many viewpoints, experiences, and organizational dynamics driving sustainability-oriented innovation will be possible to the qualitative method. The qualitative data will be analyzed using theme analysis to find recurrent themes, patterns, in addition to linkages between sustainability-oriented innovation and dynamic capacities. Iterative coding will guarantee comprehensive data analysis and the extraction of significant insights. Apart from this, the selected themes will be cross-referenced with the theoretical framework to support and enhance the results (Morcke et al., 2012).

3.2 Data Collection

This study will use a "multifaceted strategy" to collect data on the dynamic capacities that support sustainability-oriented innovation at British American Tobacco (BAT) as well as Chevron in Bangladesh (Cavaye, 1996). Apart from this, the technique is a secondary data collection approach. It is examined papers will be official statements from BAT in addition to Chevron, such as annual reports, sustainability reports, in addition to corporate social responsibility (CSR) materials. It should be noticed that the firms' sustainability objectives, creative tactics, in addition to dedication to environmental and social responsibility are all covered in length in these publications. The study examines these papers. It will provide an up-close look at the businesses' sustainability-focused innovation strategies in addition to projects. News stories in addition to press releases from reliable media sources will be examined to document current events, developments, and public opinions

about BAT in addition to Chevron in Bangladesh. In addition, this data source is relevant on the firms' public perception, approaches to industry problems, in addition to any noteworthy innovations.

Historical information will be examined, such as BAT in addition to Chevron's prior financial performance, company strategy, and innovation milestones in Bangladesh. It should be noticed that historical trend analysis may highlight trends and changes in how businesses have approached sustainability and innovation over time. The study uses various secondary data sources to provide a thorough story highlighting the dynamic capacities driving sustainability-focused innovation at BAT and Chevron in Bangladesh. Apart from this, this methodology utilizes extant data to derive significant insights in addition to conclusions, furnishing a comprehensive comprehension of the subject matter under investigation.

3.2.1 Major of Secondary Data Collection Methods

Review of Scholarly Article: thorough examination of scholarly publications, journals, in addition to books to get knowledge from the body of study on innovation. Moreover, it is focused on sustainability, dynamic capacities, in addition to pertinent theoretical frameworks.

Industry Reports & Company Documents: Examining information from NGOs, government organizations, and market research businesses to comprehend industry trends, practices, and Bangladesh's sustainable environment and examining official records from BAT and Chevron, such as annual reports, sustainability reports, corporate social responsibility or (CSR) reports, and ESG documentation, to learn more about their innovation and sustainability initiatives.

News Articles and Press Releases and Document Analysis: the study examines the press releases and news stories from reliable media outlets to record current events. It also focuses on developments, and opinions about BAT as well as Chevron in Bangladesh. Most significantly, the study explores various documents like internal reports, strategy papers, in addition to policy documents. It works to verify qualitative data.

4. Findings

The British American Tobacco or BAT has developed its dynamic skills to coordinate its operations with sustainability objectives. Most importantly, one noteworthy outcome is using sustainable sourcing methods for raw commodities corresponding tobacco (Portelli & Narula, 2006). In addition, it is found that BAT has been actively involved in developing environmentally friendly farming methods. It is establishing fair labor standards with the local farmers in Bangladesh. Above and beyond, the company's adaptable supply chain management skills have made it easier to incorporate these sustainable practices. Furthermore, it has had a beneficial effect (Lecours et al., 2012).

In addition, British American Tobacco has shown creativity in product creation by offering lower-risk substitutes (Levy et al., 2023). It is found that with its capacity to quickly adjust to legislative changes, restructure its product line, in addition to engage in R&D; the firm has established itself as a pioneer in sustainable innovation in the tobacco sector (Collin, 2004). It needs to address health issues; this innovative strategy supports international initiatives to mitigate the environmental effects of tobacco use as well as farming. Above and beyond, Chevron has demonstrated dynamic skills that support innovation focused on sustainability in its operations in Bangladesh (Shahriar, 2020). Moreover, environmental issues are fundamental to the oil as well as gas sector. On the other hand, Chevron has taken the initiative to address these uncertainties. Moreover, the company's involvement in renewable energy initiatives is one crucial discovery. Besides, Chevron's ability to adapt quickly to changing technology in addition to manage projects has enabled it to incorporate renewable energy sources into its operations in Bangladesh successfully (Chowdhury, 2022).

In addition, Chevron has participated in community development projects utilizing its adaptable corporate social responsibility skills. It is found that the business has worked with neighborhood stakeholders to carry out sustainable initiatives that enhance the communities in which they are located (Khan, 2008). In addition, Chevron's social license to operate is strengthened by this inclusive strategy, showing the company's dedication to long-term environmental in addition to social sustainability (Rashid, 2007). In Bangladesh, BAT as well as Chevron has shown how

crucial dynamic skills are for encouraging innovation focused on sustainability. Most importantly, these businesses have been positioned as responsible corporate citizens due to their capacity to adjust to changing market needs. It incorporates sustainable practices into core operations, and restructures strategy to match global sustainability goals.

Based on the findings, it is found that Chevron in addition to British American Tobacco operate in Bangladesh. They have effectively used their dynamic capacities to promote innovation in addition to sustainability. Moreover, these businesses demonstrate the transformational potential of dynamic capabilities in balancing commercial aims with environmental in addition to social responsibility. Whether through reduced-risk product development, investments in renewable energy, or else community development initiatives. In general, this strategy benefits Bangladesh's and the world's sustainable development and increases their competitiveness in the market.

4.1 Sustainability and Innovation in BAT and Chevron in Bangladesh

Most importantly, British American Tobacco (BAT) stresses a solid dedication to sustainability, emphasizing the innovative role that BAT Bangladesh. Moreover, it has played in ESG activities. Ambitious goals, including becoming carbon neutral by 2030 and attaining 50 million non-combustible product users are part of BAT's worldwide environmental strategy. BAT Bangladesh addresses corporate ethics and climate change through various ESG activities based on a crop-to-consumer approach. The company's mission as a partner for social development is reflected in the eleven ESG awards it has won. One of the critical priorities is water stewardship. BAT Bangladesh has been working toward the Gold Level and has had the Alliance for Water Stewardship Core Certification since 2022. Responsible corporate citizenship is emphasized through this collaborative endeavor by integrating sustainability into BAT's worldwide business procedures (British American Tobacco Bangladesh, n.d.).

Chevron's 25-year history in Bangladesh shows its dedication to national growth and sustainable energy. Chevron, the biggest natural gas producer, has made over \$3.6 billion in foreign direct investment, accounting for 60% of the country's total gas output. The firm prioritizes manufacturing efficiency, dependability, and safety, with over 95% of its workforce being

Bangladeshi. Chevron regularly participates in social activities outside the energy sector, allocating approximately \$15 million to community initiatives. Thousands benefit from the Bangladesh Partnership Initiative, which promotes economic growth, health, and education. The UN SDGs and Chevron's sustainability focus are in line, and the company's cutting-edge initiatives, such as the SHIKHON initiative and the Uttoron project, demonstrate a comprehensive strategy for a sustainable and inclusive future (Walker, 2023).

4.1.1 Sustainability Agenda

With an emphasis on "A Better Tomorrow," British American Tobacco (BAT) highlights its dedication to sustainability. BAT Bangladesh embraces an approach that aligns with its worldwide strategy and focuses on Environmental, Social, and Governance (ESG) concerns. Core topics include compliance with rules and regulations and minimizing health effects through consumer choices and top-notch science. Along with tackling waste, water, biodiversity, and climate change, the Sustainability Agenda also emphasizes excellence in environmental management. Business ethics, ethical marketing, and regulatory compliance all highlight corporate governance. The mission of BAT Bangladesh is to generate shared value for customers, society, workers, and shareholders by focusing on a sustainable, transformative path for all parties involved (BAT Bangladesh, 2021, pp. 10-13).

BAT Bangladesh actively participates in the UN's sustainable development goals (SDGs) by connecting its sustainability agenda with essential objectives. The organization, which focuses on rural regions, provides clean drinking water to solve issues about water accessibility. Through programs that encourage crop diversity, productivity, and the removal of child labor from its supply chain by 2025, BAT Bangladesh aids farmers. With the integration of digital technologies for farm monitoring, the organization is a leader in agricultural innovation. Its commitment to sustainability is demonstrated by its efforts to reduce carbon emissions, promote diversity and inclusion, and implement circular economy strategies. BAT Bangladesh's comprehensive commitment to ESG is further exemplified by its reforestation initiatives, adoption of renewable energy, and ethical corporate practices, all of which positively influence the environment and society (BAT Bangladesh, 2021, pp. 15-17).

The pioneer in the transition to a reduced carbon future is Chevron Renewable Energy Group (CREG), which was established due to Chevron's acquisition of Renewable Energy Group, Inc. (REG). By 2030, CREG, an Ames, Iowa-based organization, hopes to meet Chevron's goal of producing 100,000 barrels of renewable fuel daily. CREG tackles heavy-duty transportation, rail, and marine industry issues by emphasizing feedstock aggregation and operational technologies. In 2022, waste and residual streams accounted for 69% of their feedstock, which aligns with sustainability objectives. Supply chain compliance is their top priority, and they are investing in cutting-edge feedstock solutions like CoverCress™ and expanding their operations worldwide. Chevron's commitment to a sustainable energy future is demonstrated by CREG's assistance of rail businesses in achieving reduced carbon targets (Chevron, 2022, pp. 18-24).

4.1.2 Innovation

Regarding waste management and environmental sustainability, BAT Bangladesh is leading the way in innovation. The firm is dedicated to recycling 99% of its garbage and sending zero waste to landfills. As such, it supports programs like composting organic waste and using new recycling techniques. They support the circular economy by emphasizing appropriate waste segregation, material reuse, and innovative recycling techniques. The Virtual Tree Pledge is a noteworthy endeavor that involved the planting of 220 trees in response to pledges made by BAT colleagues throughout the globe. Through its 41-year afforestation campaign, BAT Bangladesh has awarded significant prizes, supported socioeconomic growth, and delivered 115 million saplings. Their efforts in renewable energy, such as solar-powered home systems and an innovative renewable energy pilot, demonstrate their ten-year dedication to improving lives and encouraging sustainable lifestyles (BAT Bangladesh, 2021, pp. 18-28). Chevron's grievance resolution procedure in Bangladesh is a strong example of the company's commitment to human rights; it was developed over time and was first implemented during seismic activity. With the help of internal stakeholders, the cross-functional grievance resolution committee has successfully handled fifty different issues, demonstrating Chevron's attentiveness to community concerns. The committee's all-encompassing strategy encompasses several domains, such as operations, health, safety, and community involvement, and it demonstrates a thorough dedication to ongoing development. Chevron has

demonstrated a pragmatic and community-focused strategy through its proactive actions, such as modifying security lights to facilitate agricultural photosynthesis. This project demonstrates Chevron's commitment to upholding human rights in Bangladesh, helps establish strong ties with the community, and promotes trust (Chevron, 2022, p. 38).

4.2 Organizational Learning: Fueling BAT and Chevron's Innovative Path

British American Tobacco (BAT) and Chevron have shown a dedication to organizational learning in Bangladesh, which has propelled their creative endeavors in the nation.

BAT, a significant participant in the tobacco sector, has adopted an ongoing learning culture (Yach, 2000). The business funds staff training initiatives, promoting a lively discussion of concepts and information sharing. BAT provides a learning environment to ensure that its employees know market developments, legislative changes, and customer preferences (Cox, 1989). This proactive organizational learning strategy enables BAT to quickly adjust to the changing business environment in Bangladesh's tobacco industry.

Correspondingly, well-known energy company Chevron acknowledges the value of innovation in a continuously evolving energy market. The firm prioritizes organizational learning to give its employees the abilities and information required to successfully negotiate the energy sector's intricacies (Cherry & Sneirson, 2011). Chevron has implemented many efforts, such as training programs and collaboration platforms, and utilizes technological breakthroughs to improve educational outcomes (Affairs, n.d.). Chevron's ability to remain ahead of the competition in Bangladesh's energy sector, where demand for creative and sustainable solutions is growing, is a result of its dedication to lifelong learning. Both BAT and Chevron recognize organizational learning as a strategic instrument for maintaining innovation and relevance and as a way to get new knowledge. These organizations guarantee that their staff can take on difficulties and seize opportunities in Bangladesh's changing business climate by cultivating a culture of inquiry and adaptation.

4.3 Market Responsiveness: Adapting to Sustainability Trends

Market responsiveness is crucial for businesses looking to adjust to sustainability trends, as

demonstrated by the approaches used in Bangladesh by British American Tobacco (BAT) and Chevron. Both businesses understand the value of innovation focused on sustainability and have built adaptable capacities to deal with the changing market environment.

The global tobacco giant British American Tobacco has made sustainability of its business plan in Bangladesh (Smith et al., 2015). It should be noticed that BAT knows how consumer preferences change and how everyone works to create a more sustainable future. The business has made research in addition to development investments to produce cutting-edge, eco-friendly products to adapt (Hopkins, 2012). It covers the creation of lower-risk substitutes and environmentally friendly agricultural techniques for the production of Tobacco. Because of its adaptability, BAT can quickly adapt to shifting consumer needs in addition to legal requirements, establishing itself as a responsible participant in the market (Amollo, 2022).

It should be noticed that Chevron is an essential participant in the energy industry. It has also shown a dedication to sustainability in Bangladesh. Moreover, the business recognizes the need for greener options and the growing significance of renewable energy. It should be noticed that Chevron has used its dynamic capabilities to finance renewable energy projects like solar and wind power ventures (*Energy & Power Magazine*, 2022). In addition to aligning with international environmental objectives, this strategic move puts Chevron in a solid position to prosper in an era where conventional energy sources are being examined. Most importantly, their capacity to develop in addition to adapt quickly demonstrates both firms' dynamic capacities. Besides, these competencies consist of methods for ongoing learning, an adaptable organizational structure, in addition to an innovative culture focused on sustainability. For example, Chevron's commitment to partnerships in addition to research keeps the firm at the forefront of clean energy solutions (Pickl, 2019). At the same time, BAT's agile product development methods enable the timely release of sustainable alternatives (Smith et al., 2020).

BATS as well as Chevron actively cooperate with national and international organizations, non-governmental organizations, in addition to governmental authorities to assurance the compatibility with sustainability objectives. It is found that they increased their credibility in the market and reduce the danger of legislation changing. In Bangladesh, British American Tobacco in addition

to Chevron is prime examples of how crucial it is to be sensitive to the market. They have flexible skills to adjust to sustainability trends. Their dedication to innovation focused on sustainability besides their flexible and adaptable organizational structures place them in a leadership position. Consequently, they navigate the ever-changing regulatory landscape and changing market demands.

4.4 Environmental Responsibility: Impact on Industry Innovation

Companies such as British American Tobacco (BAT) in addition to Chevron in Bangladesh demonstrate how dynamic capabilities provide sustainability-oriented innovation. Moreover, how environmental responsibility has become a significant component driving industrial innovation. On the other hand, the need to be environmentally conscious has forced these businesses to build flexible capacities that support innovation. It also being environmentally conscious, and it can adjust to emerging sustainability trends (Sagar, 2021).

British American Tobacco (BAT) in Bangladesh

BAT is aware of how the world is changing, with a focus on sustainability, in addition to those environmental issues related to the production and cultivation of tobacco products. Moreover, the business's innovative efforts focused on sustainability demonstrate its dynamic potential.

Active Product Development: Active product creation in response to shifting customer tastes in addition to sustainability trends is made possible by BAT's dynamic capabilities. In addition, the business has invested in research in addition to development or R&D to provide low-risk substitutes and eco-friendly goods that align with the worldwide trend toward sustainability (Naieem, 2018).

Sustainable Farming Practices: BAT's supply chain for tobacco products is part of their commitment to environmental responsibility. Moreover, using sustainable agricultural methods, the firm has lessened the adverse effects of horticulture on the environment. Besides, it is found that BAT's dynamic skills enable it to quickly modify its agricultural operations in addition

incorporate environmentally friendly practices as well as technology (Chowdhury, 2016).

Regulatory Compliance and Stakeholder Engagement: Among BAT's dynamic qualities are its ability to engage stakeholders effectively in addition to comply with changing environmental standards. It addresses environmental issues; BAT ensures its activities align with sustainability objectives through actively working with regional communities, non-governmental organizations, and government agencies (Pellegrini, 2013).

Chevron in Bangladesh

Chevron has responded by focusing its dynamic skills on innovation focused on sustainability in addition to shifting to greener energy sources. It is found that British American Tobacco in addition to Chevron can turn obstacles into opportunities while navigating Bangladesh's sustainability issues. They are embracing innovation, investing in renewable energy, in addition to adopting ethical business practices. In Bangladesh's changing business climate, balancing economic development with environmental as well as social responsibility is necessary for these firms. It presents a strategic opportunity.

Investment in Renewable Energy: Chevron's strategic idea drive into renewable energy projects demonstrates the company's dynamic capabilities. It should be noticed that the business has invested in wind as well as solar power projects. It is committed to lowering its carbon impact. These programs highlight Chevron's environmental responsibilities and align with international efforts to switch to cleaner energy sources (Gardner, 2015).

Technological Advancements in Extraction: Dynamic skills are essential for the oil and gas industry to adjust to environmental responsibility. Chevron has invested in cutting-edge technology to extract resources more effectively and cleanly, reducing the environmental impact of its operations. It illustrates how the firm has incorporated sustainability into its operations (Rassel, 2020).

Collaboration and Partnerships: Chevron's adaptable skillset includes working with government

agencies, academic institutions, and environmental organizations. In addition to gaining access to creative ideas through joint efforts, Chevron supports industry-wide initiatives to tackle environmental concerns (Muhammad, 2014).

4.5 Challenges and Opportunities: Navigating Sustainability in Bangladesh

Bangladesh encounters distinct obstacles and prospects for sustainability, with two prominent entities, British American Tobacco (BAT) and Chevron, maneuvering through the intricate terrain.

Challenges

Environmental Impact: Chevron is under investigation for its environmental effects as an energy corporation. Bangladesh requires prudent energy practices due to its susceptibility to climate change. Striking a balance between environmental preservation and energy requirements is difficult (Ahasan & Gardner, 2016).

Impact of the Tobacco Business: BAT is a part of the tobacco business, raising moral and health issues (William, 2020). The difficulty is in fostering economic expansion while reducing the detrimental effects that tobacco use has on society and public health.

Supply Chain Sustainability: The sustainability of the supply chain is a problem for both businesses. Protecting Tobacco's ethical source as well as advancing growers' well-being is essential for BAT. However, Chevron has to concentrate on procuring energy resources sustainably.

Opportunities

Renewable Energy: Chevron may investigate in addition to make investments in renewable energy sources to support the global environmental movement (Ahmed, 2016). It should be noticed that Bangladesh offers Chevron a chance to diversify its energy portfolio due to its abundant solar

and wind energy potential (Luthfa et al., 2022).

Corporate Social Responsibility (CSR): Both businesses may benefit local communities by utilizing CSR programs. It should be noticed that harmful effects of tobacco use on one's health, BAT might fund health in addition to education initiatives, while Chevron could fund environmental preservation initiatives (Cely, 2014).

Innovation for Sustainable Practices: Both businesses have the chance to take the lead in implementing cutting-edge, eco-friendly procedures. Most importantly, BAT may fund the creation of less hazardous tobacco products through research and development, in addition to Chevron can lead the way in developing energy-related technologies that lower carbon emissions (Nadim, 2018).

Collaboration with Local Stakeholders: Establishing robust collaborations with nearby communities, governmental entities, in addition to non-governmental groups can bolster the businesses' operational legitimacy (Babiak & Trendafilova, 2011).

5. Discussion and Analysis

Sustainability has become a critical aspect of corporate strategy, in addition to companies operating in Bangladesh, such as British American Tobacco (BAT) as well as Chevron, exemplify how dynamic capabilities are leveraged to address challenges in addition to seize opportunities in sustainability. Indeed, this discussion examines the findings related to BAT and Chevron's sustainability efforts in Bangladesh. Besides, it emphasizes their innovative approaches, sustainability agendas, organizational learning, market responsiveness, environmental responsibility. Moreover, the challenges and opportunities they face.

5.1 Dynamic Capabilities Driving Sustainability Innovation

It is found that BAT as well as Chevron is adaptable to shifting market conditions. Generally, they can incorporate sustainability into their primary business practices. In particular, BAT's adaptability to changes in the environment in addition to market. It is demonstrated by its

dedication to ecologically responsible farming techniques, sustainable sourcing methods, and lower-risk product replacements. In particular, Chevron has demonstrated its ability to innovate responsibly in the typically ecologically impacting oil and gas sector with its ventures into renewable energy programs and community development projects.

5.1.1 Sustainability Agenda: BAT and Chevron's Commitment

It should be noticed that Chevron and BAT's sustainability agendas in Bangladesh demonstrate their commitment to Environmental, Social, and Governance (ESG) principles. Apart from this, BAT's "A Better Tomorrow" projects in addition to Chevron's engagement with the UN Sustainable Development Goals (SDGs) demonstrate their all-encompassing approaches to sustainability. Besides, it has the dimension of innovation. With Chevron's commitment to renewable energy, BAT's focuses on water management as well as reforestation demonstrates their attempts to compliance as well as actively promote social and environmental well-being.

5.1.2 Innovation in Sustainability

The Virtual Tree Pledge and other waste management and recycling programs from BAT show the company's dedication to environmental responsibility. In addition, Chevron demonstrates its dedication to sustainable practices by investing in state-of-the-art technology for resource extraction. Besides, it is concentrates on renewable energy projects through its Renewable Energy Group (CREG). It should be noticed that Organizational learning is a top priority for BAT and Chevron. Because they understand how important it is for promoting innovation. Both BAT and Chevron demonstrate their dedication to remaining current with market trends and technology improvements through their investments in continual staff training and their emphasis on educational programs and collaboration platforms. It is found that their philosophy of constant learning allows them to adjust quickly to Bangladesh's changing business climate.

5.1.3 Market and Environmental Responsiveness: Adapting to Sustainability Trends

Chevron and BAT adhere to environmental regulations, actively interact with stakeholders. They modify their business plans to meet sustainability goals better. They are positioned as responsible market performers, and building confidence and lowering regulatory risks. Their flexibility in responding to shifting consumer preferences as well as legal requirements. Operating in traditionally criticized industries for their environmental effect. Above and beyond, BAT and Chevron are examples of how environmental responsibility may incentive innovation. It is found that Chevron's in addition to BAT's investments in renewable energy in addition to technologies demonstrate their commitment to reducing environmental impact. As a result, these programs bring into line them with global sustainability objectives in addition to establish them as leaders in their particular fields.

5. 2 Challenges and Opportunities in Bangladesh

The companies should navigate Bangladesh's sustainability environment, and it presents possibilities in addition to obstacles. It should be noticed that Chevron must strike a careful balance between producing energy and protecting the environment because of the criticism. Mostly, BAT must deal with ethical in addition to health issues related to the tobacco industry. Together businesses take advantage of possibilities to invest in renewable energy, support corporate social responsibility (CSR), in addition to encourage sustainable practice innovation. In Bangladesh, sustainable innovation is determined by dynamic skills, and demonstrated by BAT as well as Chevron. Their dedications to innovation, organizational learning cultures, market responsiveness, and environmental responsibility are progressive. In addition to complete sustainability agendas help establish them as respectable corporate citizens. Through tackling obstacles and chances, BAT and Chevron not only support Bangladesh's sustainable growth but also improve its competitiveness in the international arena. It should be noticed that these businesses demonstrate the transformational potential of dynamic capabilities in balancing commercial objectives. Moreover, environmental in addition to social responsibility as they continue to navigate the changing terrain.

5.3 Comparative Analysis: BAT vs. Chevron's Sustainable Innovation

British American Tobacco (BAT) and Chevron demonstrate varied yet effective strategies for sustainable innovation. Even though BAT is in the tobacco business in addition to Chevron is in the energy sector. In particular, both businesses are dedicated to tackling social and environmental issues. It should be noticed that this comparative study examines critical elements of their sustainable innovation strategies. It highlighted areas of overlap as well as divergence in addition to the transformational potential of their dynamic capacities.

Sustainability Strategies

It is found that BAT emphasizes on eco-friendly agricultural techniques, sustainable sourcing, in addition to new product creation corresponds with global sustainability goals (British American Tobacco Bangladesh, n.d.). Besides, Chevron's sustainability strategy in Bangladesh is concentrated on community development and renewable energy initiatives. In particular, by 2030, the corporation hopes to create 100,000 barrels of renewable fuels per day through the Chevron Renewable Energy Group (CREG). In particular, Chevron's involvement in social initiatives, together with the Bangladesh Partnership Initiative, shows its dedication to promoting health, education, and economic development in nearby communities. Moreover, Chevron's strategic move into renewable energy aligns with international initiatives to switch to greener energy sources.

Innovation in Sustainability

BAT uses agile product development as an example of sustainability innovation. Research and development expenditures yield safer product alternatives that adjust to shifting customer tastes and regulatory environments (Akter, 2018). BAT's dedication to recycling and waste management, demonstrated by the Virtual Tree Pledge, demonstrates an active pursuit of environmental responsibility that goes above and beyond legal obligations. Chevron's commitment to sustainability is demonstrated by its investments in cutting-edge technology and renewable energy sources. Apart from this, Chevron's commitment to renewable fuels in addition to reducing carbon emissions across a range of businesses. Additionally, it is reflected in the creation of CREG.

Organizational Learning and Market Responsiveness

BAT places a high priority on organizational learning. Furthermore, staff training expenditures fosters an adaptable culture through ensuring that employees are informed of changes in the market. It changes in the law, in addition to changes in customer preferences. It is found that proactive stakeholder involvement, adherence to environmental norms, in addition to quick adaptability to changing market conditions are examples of BAT's market response. Apart from this, Chevron's dedication to organizational learning is crucial in the ever-changing energy industry. Most importantly, the organization uses collaboration platforms in addition to training programs since it values staff education greatly. It is found that Chevron's capacity to adjust to evolving technology, participate in renewable energy projects are work with stakeholders to solve environmental concerns. Besides, these are all examples of how approachable it is to the market.

5.4 Comprehensive Analysis

It should be noticed that adaptive or else dynamic capacities are critical to BAT in addition to Chevron's capability to react to changing market conditions. Above and beyond, BAT's adaptability is demonstrated through its quick responses to changes in the law. Its reorganization of product lines, and pursuit of sustainable alternatives through research and development.

It should be noticed that organizational learning is essential to maintaining innovation for both of companies. In general, BAT constantly invests in learning programs in addition to training to ensure staff members know about customer preferences, legislation changes, in addition to market trends. Both of the companies have multidimensional aspect. In addition, Chevron's dedication to continuous education, collaborative platforms. It can be found that the technical advancements amplify the organization's capacity for innovation. Most significantly, innovation focused on sustainability is fueled through organizational learning, the cornerstone for establishing a culture of inquiry as well as adaptation.

Most importantly, it is found that both companies' strategic alliances as well as stakeholder engagement activities indicate their dynamic capacities. Apart from this, BAT's capacity to work

well with others to promote sustainable practices is demonstrated through its involvement. Apart from this, it involves with local farmers to promote fair labor standards as well as ecologically friendly farming methods. It is found that Chevron's social license to operate is strengthened by its relationships with local communities for community development initiatives, demonstrating an inclusive strategy. By and large, their dynamic skills assurances that their plans meet Bangladeshi local demands and align with global sustainability objectives.

In addition, risk management as well as resilience in the face of difficulties exceptional to a particular industry. Because it is enhanced by dynamic capabilities (Teece et al., 2016). The capacity of BAT to innovate lower-risk alternatives in response to health issues. Moreover, it is related to the tobacco business. It is an example of risk management through sustainable product development. Apart from this, Chevron's tenacity in the oil as well as gas industry is demonstrated by its aggressive stance on environmental concerns in addition to its investments in renewable energy to reduce the hazards associated with reliance on fossil fuels. Likewise, these industries can overcome obstacles while keeping an eye on sustainability because of the buffering effects of dynamic capacities.

Predominately, BAT as well as Chevron is positioned as leaders in corporate responsibility. In general, they have the revolutionary influence of dynamic capabilities on sustainability-oriented innovation. In particular, their capacity to make a balance between social as well as environmental responsibilities as well as economic goals establishes a standard for the future. In the future, dynamic skills will be crucial in determining how BAT in addition to Chevron approach sustainability in Bangladesh and keeping them at the forefront of innovation that aligns with global sustainability goals. Significantly, dynamic skills are essential to BAT, in addition to Chevron's innovation focuses on sustainability in Bangladesh. It should be noticed that their ability to adapt, dedication to organizational learning, ability to establish strategic alliances. In addition to resilience all support a comprehensive strategy beyond compliance. Above and beyond, they have a revolutionary effect on their sectors and the larger sustainability agenda.

5.5 Theoretical Implications

There are theoretical solid ramifications for sustainability in addition to strategic management literature from investigating dynamic capacities in the framework of sustainability-oriented innovation (Sarkis et al., 2011). Above and beyond, how dynamic capabilities theory is combined with sustainability-focused innovation. It highlights how organizational capacities are dynamic when achieving sustainability objectives (Bleady et al., 2018). According to this synthesis, for an organization to pursue sustainable innovation. Besides, its resources in addition to competencies must be able to dynamically become accustomed. It reconfigures to meet shifting societal and environmental needs.

In addition, the theoretical framework also highlights the significance of learning mechanisms and strategic flexibility in promoting innovation, focusing on sustainability. It should be noticed that Organizations must create procedures that support ongoing learning, knowledge production, in addition to adaptation to take advantage of new possibilities and successfully handle sustainability concerns (Berkes, 2009). Enhanced environmental scanning in addition to responsiveness awareness is required to recognize and capitalize on sustainability-related possibilities (Karman & Savanevičienė, 2020). Moreover, dynamic capacities in sustainability-focused innovation highlight the significance of cooperation and transparent innovation (Du et al., 2022). Organizations must interact with external partners, stakeholders, in addition to ecosystems to acquire varied information, technology, and viewpoints (Radziwon & Bogers, 2019). Moreover, this cooperative strategy fits well with the more significant trend of a more networked and linked corporate environment.

BAT's goals are still to have 50 million non-combustible product users by 2030 and to expand New Category sales at a rate faster than overall revenue, with a target of £5 billion by 2025.

Chevron Bangladesh is proud of its long-standing partnerships with Petrobangla and the Bangladeshi government. Our dedication lies in collaborating with the government to meet the country's energy objectives and guaranteeing that Chevron Bangladesh is the preferred partner. We are the biggest natural gas producer in Bangladesh, producing more than 80% of the condensate and more than 50% of the country's natural gas needs. We operate three gas fields: Bibiyana, Jalalabad, and Moulvibazar.

6. Conclusion

To sum up, it should be noticed that the companies have demonstrated the transformational power of dynamic capabilities in promoting sustainability-oriented innovation. It can be found in these companies British American Tobacco (BAT) in addition to Chevron. Apart from this, individually companies have proven dedicated to tackling environmental, social, in addition to governance (ESG) issues through coordinating their plans. Likewise, they remarked with international sustainability objectives spontaneously.

In particular, BAT has effectively leveraged its adjustable skills to align its operations with sustainability goals accordingly. Apart from this, the company's emphasis on ecologically friendly in addition to ethical sourcing procedures is demonstrated by its focus on sustainable ways of procuring raw commodities, including Tobacco. In particular, it should be noticed that BAT has demonstrated how sustainability is included in its supply chain by actively participating in projects. Besides, it is needed to create fair labor standards as well as ecologically friendly agricultural techniques with local farmers in Bangladesh. Above and beyond, Chevron's capacity to adjust to evolving technological landscapes and adept project management has successfully enabled the company to integrate renewable energy sources into its operations in Bangladesh. In addition, Chevron's comprehensive CSR programs like community development efforts bolster its operating license and show a sustained dedication to social in addition to environmental sustainability (Tom et al., 2023).

Chevron and BAT have successfully negotiated the moral challenges unique to their respective sectors by actively interacting with regional customs and expectations. BAT's Sustainability Agenda strongly emphasizes environmental management, ethical agricultural methods, and water stewardship. It is in line with the UN Sustainable Development Goals. Chevron has demonstrated its commitment to economic growth, health, and education in Bangladesh via its projects, excluding the SHIKHON and Uttoron projects. The results indicate that organizational learning,

market responsiveness, and environmental responsibility are dynamic skills critical in propelling sustainability-oriented innovation for BAT and Chevron in Bangladesh. These businesses can demonstrate their commitment to ethical business practices by leveraging the obstacles they encounter, such as the environmental effects and ethical issues inherent in the tobacco sector. BAT and Chevron have established themselves as conscientious corporate citizens in Bangladesh's changing business environment, boosting marketability and aiding the nation's sustainable growth. These businesses gain from integrating dynamic skills with a sustainability emphasis, and it also helps the more considerable global efforts to create a more sustainable and inclusive future.

6.1 Limitations and Future Research

Although incorporating dynamic capabilities into sustainability-oriented innovation provides insightful information. By and large, it is vital to recognize specific constraints and pinpoint directions for future investigation to propel the subject forward. Above and beyond, the paradigm of dynamic capabilities prioritizes organizational-level elements above more comprehensive institutional and social settings, which may impact sustainability-oriented innovation (Penhoet & Widerberg Andersen, 2021). Most importantly, forthcoming studies should examine how dynamic capacities interact with external variables. Moreover, these will be cultural norms and regulatory contexts. Predominately, it needs to affect the uptake in addition to effectiveness of technologies focused on sustainability.

Subsequently, there is needed more research. It is still needs to be done on how organizational culture in addition to leadership affects the growth of dynamic capacities for sustainability-oriented innovation. In addition, scholars as well as practitioners can benefit significantly from investigating how the organizational environment, cultural norms, and leadership styles. It affects how successful dynamic capabilities are in a sustainable setting (Schoemaker et al., 2018). In addition, more focus should be placed on the temporal aspect of sustainability-oriented dynamic capacities in addition to innovation. Particularly, the dynamic growth of these capacities over time and how companies compromise between the necessity of long-term sustainability and short-term adaptability might be the subject of future research.

It can be noticed that it has given the complexity as well as duration of sustainability performance; future research should investigate rigorous approaches and metrics to measure the influence of dynamic capabilities on sustainability results. So, it should be considered constraints and exploring these directions for further investigation, the dynamic capabilities framework's breadth in addition to usefulness within the framework of sustainability-focused innovation may be improved (Ashrafi et al., 2020). The father should be relevant and reliable according to the dimension of research.

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