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Innovative Strategies That Enhance Competitiveness and Profitability Within Global Economies

Nadine Elestina McClain
Walden University

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Walden University

College of Management and Technology

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Nadine Elestina McClain

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Walden University
June 2022

Abstract

Innovative Strategies That Enhance Competitiveness and Profitability Within Global

Economies

by

Nadine Elestina McClain

MBA, Nova Southeastern University, 2007

BS, Southern Arkansas University, 2001

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

June 2022

Abstract

Changes in customer expectations, technological advancement, and intense competition exacerbate uncertainty, and executives are motivated to develop strategies for implementing innovative solutions to gain a competitive advantage. Anchored in the conceptual lens of the resource-based view and transformational leadership theories, the purpose of this qualitative multiple case study was to explore strategies five c-suite executives in The Commonwealth of The Bahamas used to remain competitive and profitable. Data were collected using semistructured interviews via Zoom videoconferencing, observations, human resource manuals, publicly available materials from government websites such as financial records, and journal notes. Through thematic analysis, five themes emerged: (a) knowledge acquisition, (b) human capital development, (c) effective communication, (d) stakeholder engagement, and (e) information technology and digitalization. A key recommendation for executives is to cultivate an environment that empowers innovativeness. The implications for positive social change include the potential to enhance competitiveness and profitability while also contributing to gross domestic product and creating employment opportunities within local communities.

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Dedication

My parents, Ephraim A. McClain (*D.O.D. May 2017*) and Christine Collie-McClain, deserve special acknowledgment and dedication for the innumerable sacrifices. Your unwavering support and encouragement you made to ensure that my siblings and I received the best quality of life. You always encouraged me to be a life-long learner because you saw the value and understood the power of knowledge. Daddy, you are not physically here to celebrate with me, but I feel your love and support daily. A special dedication to my family especially my sister Portia McClain-Miller and friends for their constant prayers and support. Most importantly, I dedicate this to my niece Jordyn-Kristina Miller our future scientist; I want you to grow and learn beyond your wildest dreams while tenaciously and passionately pursuing your God-given purpose. Thank you for all the hugs and kisses you gave to your NayNay as an expression of your love; they were the encouragement I needed to continue.

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Section 1: Foundation of the Study

Significant resources are being invested by executives, and scholarly research is being conducted on innovative business management strategies. Some executives prioritize innovation as a business model to achieve a competitive edge (Foss & Saebi, 2018). Executives must adopt innovative initiatives to catalyze their organizations' progress toward cutting-edge growth, which results in enhanced competitiveness and efficiency in their respective markets (Costa & Matias, 2020). Executives use innovative strategies to secure a competitive position in a given market and increase income in the current global economy. The purpose of my research was to explore innovative strategies that some chief suites (C-suite) executives employ to enhance organizational competitiveness and profitability in global economies.

The following section will include the background of the problem, a problem statement describing the specific business problem, the purpose of exploring innovative strategies used by some executives in The Commonwealth of The Bahamas (The Bahamas) to remain competitive and profitable. I address the significance of the study, highlight its relevance to business practice, present the social impact of my qualitative study, and present a review of the professional and academic literature linked to my research problem.

Background of the Problem

As executives practice, traditional management has experienced a shift toward modern business management methods, emphasizing innovative management approaches. Sjodin et al. (2018) undertook a qualitative study and discovered that

organizations' management strategies must prioritize innovation to remain competitive. Some executives could implement digital technologies, including artificial intelligence and automation (Sjodin et al., 2018). Executives must innovate their products, services, processes, and business models in response to competitive and institutional pressures, as well as increased customer knowledge and expectations (Broekhuizen et al., 2018). As a result, adopting innovative strategies and practices has become a necessity. The dynamic business environment and global competition have placed businesses under immense pressure to become more innovative with their products, services, processes, and business models.

Executives can implement innovative strategies to ensure the business success. By recognizing innovation's positive influence on social progress, economic growth, and corporate profitability, executives can help their organizations succeed (Gallardo-Vazquez et al., 2019). Companies must adopt leadership styles and tools that foster innovation and employee engagement (Ahmed et al., 2018). The Bahamas' gross domestic product (GDP) expanded by 1.6% in 2018; the gain was primarily due to increased economic activity in the private sector (Commonwealth of The Bahamas, 2019). On a local and global level, executives confront increased pressure to enhance performance and sustain competitiveness (Liu & Atuahene-Gima, 2018). The Bahamas' private sector firms must focus on innovative strategies that enhance organizational competitiveness and profitability to maintain economic growth. In my study, I explored strategies some executives in The Bahamas employ to remain competitive and profitable.

Problem Statement

Organizations face immense pressure to develop, adapt, and implement strategies that enhance their competitive advantage (Szymanski et al., 2019, p. 308). The failure rate of projects for implementing strategic initiatives for remaining competitive is estimated to be between 50-90% (Ugonna et al., 2017, p. 4). The general business problem was that the ineffective development of innovative strategies for improving competitive advantage adversely affects organizational profitability. The specific business problem was that some executives lack the innovative strategies necessary to develop and implement innovations to remain competitive and profitable.

Purpose Statement

The purpose of this qualitative multiple case study was to explore innovative strategies that some executives use to develop and implement strategies to remain competitive and profitable. The target population for this study consisted of chief suite (c-suite) executives, with a minimum of 10 years of experience in leadership, from five organizations located in The Bahamas, who successfully implemented innovative strategies that enhanced organizational competitiveness and profitability. The contributions for positive social change are that this study's results could be used to improve The Bahamas' social and economic development by creating more business opportunities and decreasing its dependence on the tourism industry while adding to its GDP.

Nature of the Study

When conducting research, scholars can choose from three different approaches: (a) qualitative, (b) quantitative, or (c) a combination of both. According to Saunders et al. (2015), qualitative methodology studies are conducted to understand participants' meanings and relationships using data collection techniques and analytical procedures using several analytical systems and methods. Researchers use the qualitative approach to expand and apply their subjectivity and interpersonal skills to the exploratory process (Yin, 2018). By using the qualitative method, a scholar enhances their flexibility. A quantitative method is a deductive approach designed to examine variables' characteristics and relationships through statistical analysis (Khaldi, 2017). The mixed methodology requires qualitative and quantitative methods and analyses (Gibson, 2017). The quantitative and mixed methods were inappropriate for my research because I did not need to study variables' characteristics or relationships to address the study's purpose.

I chose a qualitative multiple case design rather than phenomenology or narrative research designs for my research. According to Yin (2018), researchers use a case study to gain an extensive and in-depth understanding of the phenomenon in its real-world context and is therefore suitable for my research. Phenomenology is used to develop a comprehensive personal description of lived experiences and choices (Cypress, 2018). I did not study the personal meanings of my research population's experiences; therefore, the phenomenological design was not ideal for my research. The narrative design is used to obtain and analyze the personal stories of the study's participants. I did not analyze my

research population's personal life stories. Instead, I provided an in-depth understanding of a phenomenon; therefore, the narrative design was inappropriate for my study.

Both single case and multiple case studies are used to elicit information about the organizational phenomenon. A qualitative multiple case study enables the exploration of both similarities and differences among cases (Saunders et al., 2015, pp. 186-187). Additionally, researchers who employ a multiple case design have greater flexibility and can analyze data within and across situations (Guetterman & Fetters, 2018a) to ensure the findings are more robust and reliable. In single case studies, a group, situation, or individual is studied over time (Mohajan, 2018). As a result, the single case study was inappropriate for my study, as I evaluated and assessed the experiences of multiple organizations.

Research Question

What innovative strategies do some executives in The Bahamas employ for remaining competitive and profitable?

Interview Questions

I asked the following open-ended questions in semistructured interviews.

1. What innovation strategies have you used to remain competitive and profitable in your company?
2. Please explain how the strategies facilitated your organization's generating knowledge of creative activities that helped your company remains competitive and profitable?
3. How did you assess the strategies' effectiveness?

4. What innovation strategies and methods did you find worked best to increase profitability in your company?
5. How did you adapt your strategy to changes in your industry?
6. What were the key challenges to implementing the innovative strategies for your organization?
7. How did your organization address key challenges?
8. What other insights would you like to provide that we have not already discussed regarding your organization's innovative strategies to remain competitive and profitable?

Conceptual Framework

The composite conceptual frameworks I chose for my study included Wernerfelt's (1984) and Barney's (2001a) resource-based view (RBV) theory and Burns (1978) and Bass, B (1985) transformational leadership theory (TLT). Wernerfelt focused on business leaders understanding the basis of an organization's competitive advantage and its financial performance effectiveness. Barney (2001a) asserted that the RBV theory is used to focus on the firm's ability to control resources and competencies that are precious, uncommon, and imitable but not substitutable, giving it a competitive advantage. The RBV theory was applied to my study because firms use the RBV theory to assess their internal resources because diverse resources form the basis for differentiated and superior market advantages and improved profits (Barney, 1991). By exploiting resources and producing new ones, firms use the RBV theory to build on heterogeneity. Hitt et al. (2016) revealed that organizations strengthen their ability to achieve a sustainable

competitive advantage when their resources, capabilities, and competencies are identified and effectively managed with the potential to deliver superior competitive advantages. I used the RBV theory to explore competitive organizational strategies that contribute to achieving financial viability. Moreover, executives may use RBV to understand strategic leadership's role in improving and sustaining organizations' profitability.

James V. Downton introduced the term transformational leadership theory (TLT) in 1973, and leadership specialist James MacGregor Burns expanded on it in 1978. Bernard Bass advanced TLT in 1985. Using the TLT leaders focus on influencing personal change and social systems (Bass, B. 1985). Burns's TLT conceptual framework was appropriate for my study because I used it to understand the participating executives' strategies to foster innovation and creativity to attain a competitive advantage and profitability. Burns's TLT could also be used by executives to understand how to initiate and adopt innovative approaches within their organizations (Khan, H. et al., 2018). By employing TLT, firms encourage employees to be creative problem solvers and work autonomously to pursue the organizational purpose. Bass, B. (1985) made significant contributions to the TLT and identified the five key aspects of TLT: (a) idealized influence attributed (IIA), (b) idealized influence behavior (IIB), (c) individualized consideration (IC), (d) inspirational motivation (IM), and (e) intellectual stimulation (IS). The TLT could be used by executives to identify innovative strategies to help their organizations become more competitive and profitable.

Operational Definitions

I used the following definitions and terms in this study.

Ambidexterity in business innovation: Ambidexterity in business innovation refers to combining traditional business concepts while exploring different avenues to produce innovative products or services (Fiset & Dostaler, 2017).

Design thinking: Design thinking is a management process applied by organizational leaders utilizing innovative methodologies combined with advanced technology to develop alternate or new solutions to existing problems (Liedtka, 2018).

Organizational competitiveness: Organizational competitiveness is an organization's ability to produce and or market products or services superior to its competitors at a lower unit cost in a globalized market economy across geographical borders (Obloj, 2019).

Organizational profitability: Organizational profitability is achieved when an organization generates more returns than its operating costs (Alarussi & Alhaderi, 2018).

Strategic leadership: Strategic leadership is managements' potential to effectively convey future organizational vision while motivating and engaging others to believe the vision to develop a sustainable competitive advantage (Shao, 2019).

The resource-based view: The resource-based view is an organizational framework that utilizes the organizations' resources to exploit to achieve sustainable competitive advantage and increase profitability (Barney, 2001a).

Transformational leadership: Transformational leadership motivates followers to place the organization's interests above their self-interests (Khalili, 2016).

Assumptions, Limitations, and Delimitations

Assumptions

An assumption is a reasonable expectation that a researcher who lacks substantial evidence accepts as plausible. According to Gomez et al. (2020), assumptions are unvalidated facts that are believed to be accurate. In my research, I made four assumptions. My first assumption was that I would be able to access the study's participants easily. My second assumption was that the participants' knowledge and experience would make them knowledgeable about the research topic. Thirdly, I assumed the interview questions would be answered transparently and honestly by the research participants. My fourth assumption was that the participants would satisfactorily represent the study's population and offer innovative strategies for enhancing competitive advantage and profitability.

Limitations

The limitations of a study are those variables over which the researcher has no influence. Staller (2014) asserted that limitations are impediments and potential weaknesses that may hinder the study's legitimacy, and the researcher cannot resolve them. The first limitation in this study was that the sample size may not have adequately portrayed c-suite executives in The Bahamas. The second limitation was that participants' availability for detailed interviews may have restricted my study's timetable. The third limitation was that business confidentiality may have presented limitations with data collection. The fourth limitation was that I was the sole researcher for the research, and certain uncontrollable subconscious biases may have arisen during the execution phase.

Delimitations

Delimitations refer to the study's limits determined by the researcher's choice of what to include and exclude. They are uncontrollable characteristics of the study design or methodology that impact the research findings (Theofanidis & Fountouki, 2019). According to Alpi and Evans (2019), delimitations are characteristics that define the boundaries of research. The first delimitation of this study was that the research participants had a minimum of 10 years' experience implementing innovative strategies that enhanced organizational competitiveness and profitability. The second delimitation was the organization licensed and registered with the Department of Inland Revenue Central Revenue Administration in The Bahamas. The participating organizations' third delimitation was that they were from one of The Bahamas' islands; therefore, the study location defined the geographical scope.

Significance of the Study

The research findings could be used by executives to develop innovative strategies that could help their organizations remain competitive and profitable. This study's findings could also be used by executives to maintain a competitive advantage and remain profitable for effecting general beneficial change.

Contribution to Business Practice

Executives may benefit from the themes and innovative strategies derived from my study. Euchner (2017) claimed that when innovation is welcomed, energy and creativity are unleashed. My study's findings may further contribute to innovative solutions that global corporations could use to increase their companies' profit margins

and competitiveness. According to Gierczak-Korzeniowska and Gołembski (2017), one of the most sustainable competitive advantages is created through innovation, enabling rapid progress and profitability through improved business practices.

Implications for Social Change

Executives may use my qualitative multiple case study findings to increase and maintain local communities' support, creating positive social change. Hao et al. (2018) shared that social change initiatives contribute to employees' development and positively influence businesses' communities. Furthermore, organizations that foster developmental improvements through positive social initiatives make positive social contributions by shaping job security, increasing living standards, and affecting communities' economic development (Vanclay, 2020).

Executives could use the research findings to develop strategies to help their organizations remain competitive and profitable. Executives could also use this study's findings to maintain a competitive advantage and remain profitable for effecting general beneficial change.

Review of the Professional and Academic Literature

It is increasingly critical for organizations to design viable and innovative strategies. Organizations use innovation to increase their competitiveness and profitability in the dynamic global business environment (Ferreira et al., 2020). Businesses can increase profits and maintain a competitive advantage by implementing innovative strategies (Haseeb et al., 2019). The purpose of my qualitative multiple case study was to explore innovative strategies employed by some c-suite executives with a

minimum of 10 years of experience in The Bahamas who have successfully implemented innovative strategies that enhanced organizational competitiveness and profitability. The articles that I used in this research included a thorough exploration of the study's conceptual frameworks, which include Wernerfelt's (1984) and Barney's (2001a) resource-based view (RBV) theory, and Burns (1978) and Bass, B.' (1985) transformational leadership theory (TLT). I reviewed existing literature on the subjects and established a foundation for expanding knowledge about some executives' strategies to enhance innovation to remain competitive and profitable.

In this research section, I included a thorough review of peer-reviewed literature directly related to my research topic. I concentrated on innovative strategies that could enhance organizational competitiveness and profitability in the literature review. I used Google Scholar as the primary search engine in this section of my study. The extensive search capabilities of Google Scholar allowed me to access many peer-reviewed journals. I used the improved feature to link to the Walden University Library for article retrieval. Walden University Library was also essential for accessing numerous databases, notably ABI/INFORM Complete, Business Source Complete, Sage Premier, and the Thoreau Multi-Database Search engine.

I searched the various databases using the following keywords and phrases combinations: *organizational profitability, transformational leadership, transformational leadership theory, resource-based view theory, organizational competitiveness, leadership, business innovation, business sustainability, technological innovations, competitiveness, competitive advantage, knowledge transfer, and learning organizations.*

These terms were relevant to the research problem and the conceptual frameworks used to support my research.

I upheld Walden University academic standards by using a minimum of 85% of peer-reviewed articles collected dated within 5 years of the anticipated publication of this study. Specifically, this review of academic and professional literature currently contains 113 references. Of the 113 references, 111 were published within 5 years of the estimated year of program completion. I used older references to support the conceptual frameworks.

Table 1*Total Percentages of References Used*

References	Total	% of references	% of references less than 5 years	% of references more than 5 years
Scholarly and peer-reviewed articles	113	95%	98%	2%
Other sources (seminal work & gov. sites)	0	0	0	0
Total	113	98	98	2%

Note. The term "seminal works" refers to books.

Application to the Applied Business Problem

My multiple-case qualitative study explored innovative strategies some c-suite executives in The Bahamas used to enhance competitiveness and profitability. My target population consisted of five c-suite level executives from The Bahamas who successfully developed and implemented innovative strategies that enhanced their organizations' competitiveness and profitability. I used the conceptual frameworks of Wernerfelt's (1984) and Barney's (2001a) RBV theory and Burns's (1978) and Bass B.'s (1985) TLT in the literature review of my research. I organized my study around a central research question: What strategies do some executives in The Bahamas employ to remain competitive and profitable? I reviewed existing academic literature to understand better

executives' innovative strategies that enhanced their organizational competitiveness and profitability.

Relevant Theories

I based my study on two models: Wernerfelt's (1984) and Barney's (2001a) RBV theory and Burns (1978) and Bass B.'s (1985) TLT. In this section, I describe the two models in detail. I synthesized recent research based on these two frameworks, focusing on leadership style and innovative organizational strategies for competitiveness and profitability. I also included some alternative models and some models that contrasted with Wernerfelt's and Burns' models.

Resource-Based View Theory

The resource-based view is based on Wernerfelt's (1984) and Barney's (2001a) research that internal resources distinguish organizations from their competitors and result in a competitive advantage. The RBV theory incorporates various performance characteristics to achieve a competitive advantage (Haseeb et al., 2019). Wernerfelt (1984) developed the RBV theory to assist executives in determining a firm's competitive advantage and financial performance effectiveness. Barney (2001a) proposed that organizations could have organizational heterogeneity that enabled organizations to maintain a competitive advantage. Organizations benefit from irreplaceable resource components by gaining a competitive advantage and generating above-average profits.

The RBV theory was developed as a strategic tool for assessing an organization's internal resources that contribute to an organization's performance. The RBV theory's proponents used it to explain how firms might attain long-term competitive advantage

and increase their chances of success (Donnellan & Rutledge, 2019). When a firm adopts value-creation strategies that neither current nor future rivals can replicate, it establishes a sustainable competitive advantage (Cruz & Haugan, 2019). Internal capabilities and competitive advantage are components of the RBV theory.

An organization's strategic resources are varied and distributed throughout the organization. According to Barney (2001b), an organization achieves a sustained competitive advantage when it implements strategies that generate value in methods that neither present nor potential competitors can reproduce. Firm resources can be classified as tangible or intangible. When a firm's resources are diverse and challenging to transfer, it can preserve a competitive advantage (Nwachukwu & Chladkova, 2019). Without differentiation, products can quickly become commoditized, and competitors can easily acquire or manufacture equivalent products, resulting in the loss of competitive advantage.

A basic tenet of the resource-based theory is that competitive advantage is a function of firm resources and capabilities. As a result, when rivals' resources are not distinct, they may easily acquire or produce comparable items, resulting in commoditization and loss of competitive advantage (Alexy et al., 2018). Rare, challenging to duplicate, or nonsubstitutable resources give organizations competitive advantage and above-average profits (Barney, 2001a). Corporations gain a competitive advantage by controlling and exploiting unique resources.

The RBV theory emphasizes the organization's heterogeneity as a source of competitive advantage. The RBV theory includes the unique resources of an organization

and places a premium on the influence of internal resources on an organization's strategy and performance (Ding et al., 2020). Mishra et al. (2019) conducted an exploratory study using RBV highlighting that firms receive a competitive advantage over competitors by controlling and using a unique collection of resources that creates risk exposure and provides organizations with another competitive advantage. Executives who use the RBV theory can use risk as a resource that would be adjusted to make the firms' customers perceive the products or services as valuable.

Executives can ascertain a business's sustainable competitive advantage by examining the essential components of the resource-based model. As a result, RBV advantages can be better understood by identifying the underlying organizational capabilities that enable firms to reorganize and leverage resources as a source of competitive advantage (Hussain et al., 2018). Organizations that use the RBV can attain a competitive advantage only if they manage their valuable resources effectively (Donnellan & Rutledge, 2019), enabling an organization to seize opportunities and counter threats deemed valid. Thus, these resources should enable executives to meet the business environment's success elements.

Executives assess resource heterogeneity as a source of competitive advantage. Internal resources are critical factors in determining a firm's competitive advantage and survival (Dubey et al., 2019). From an RBV perspective, executives can achieve a sustainable competitive advantage by leveraging internal resources to outperform competitors and other external market forces that may negatively affect performance

(D'Oria et al., 2021). RBV theory is unique in that Wernerfelt also pioneered the approach for exploring imitation constraints that affect the company's success.

Executives employ RBV theory to amass and manage resources to maintain a competitive advantage. Inimitability develops when a business has exclusive rights that restrict copying, learning, and development costs, making it challenging to produce the same result and causal uncertainty (Teece, 2018). Executives achieve a competitive advantage by integrating a unique combination of resources and competencies (Donnellan & Rutledge, 2019). Executives leveraging a diversity of abilities and adapting various competing strategies are deemed competitively successful.

According to Wernerfelt's RBV theory, executives use various resources to accomplish their objectives. Hoskisson et al. (2018) posited that RBV concentrates on an organization's internal resources to manage processes and achieve a competitive advantage. Executives prioritize distinct internal resources that enable them to compete more effectively against other businesses in the same industry or sector, according to Wernerfelt's RBV theory (Mishra et al., 2019). The resource-based view ideology emphasizes that an organization's distinctiveness is established on its resources.

In the RBV, an organization's internal resource capabilities are used to gain a competitive advantage. An organization's internal resources and competencies take precedence over external factors such as industry structure and trends based on internal resources and capabilities (Saeidi et al., 2019). A quantitative investigation by Kori et al., (2021) revealed that RBV theory was conceptually unclear due to its failure to account for the competitive and dynamic global environment. Executives that successfully

implement organizational strategies that leverage internal and external resources gain a competitive advantage and can differentiate their organization from competitors.

Transformational Leadership Theory

The transformational leadership theory TLT is another conceptual framework I used in my research. Executives can use TLT to understand better how leaders increase their competitiveness and profitability by implementing innovative management practices (Rajapathirana & Hui, 2018). Transformational leaders exert a relatively prolonged and specific influence on their followers, which explains why leaders favor organizational outcomes (Siangchokyoo et al., 2020). Executives in leadership roles who implement TLT cultivate followers' commitment to company goals and equip them to achieve those goals.

Leaders use the TLT as a framework to facilitate organizational transformation. Leaders adopt the TLT to embrace and capitalize on new information to alter their companies' long-term competitiveness (Madi Odeh et al., 2021). Leaders who inspire, excite, and intellectually stimulate their workforce positively impact the development and transformation of their followers (Siangchokyoo et al., 2020). Executives can use the TLT to develop behaviors that can positively impact their organization by inspiring, exciting, and intellectually stimulating their employees.

Transformational leaders evoke specific changes in their followers. As Burns (1978) envisioned, transformational leadership is a sound theory that has been a part of organizational science for decades. Due to the brevity of its sentiment, leaders can transform followers, ultimately aligning their goals with the collective organization's

goals to inspire more extraordinary performance at the individual, group, and organizational levels (Steinmann et al., 2018). Executives who use TLT can change their followers into qualitatively superior employees by aligning their aspirations with the collective organizational goals.

Transformational leaders educate their staff on primary challenges and how to address problems responsibly. Bass B. (1985) states that TLs demonstrate charm, inspiration, intellectual stimulation, and personalized attention to their subordinates' interests and concerns. The TL concept is based on the belief that encounters with self-assured leaders transform followers (Steinmann et al., 2018). TL exude confidence, which enhances their followers' performance and, as a result, organizational effectiveness.

Transformative leadership drives followers to go above and beyond their leader's expectations. When TL is applied, the leader and the follower develop a trusting commitment that culminates in a beneficial outcome (Louw et al., 2018). TL entails exerting significant influence to enable followers to accomplish long-term goals (Northouse, 2019). Executives who use transformation leadership theory build trusted relationships, empower, mobilize commitment to a new direction, and excite people to action.

A crucial element of transformational leadership is influencing people to achieve long-term objectives. TLT requires both the leader and the follower to establish a trusting commitment that results in a favorable outcome when transformational leadership is used (Louw et al., 2018). Fourie and Hohne (2019) argued that the transformational leadership

paradigm seems irreconcilable with human fallibility. Transformational leaders are aware of, receptive to, and concerned about their people's development and advancement.

Transformational leaders may be viewed as a resource to assist followers in meeting their specific performance objectives. To elicit favorable responses from followers, transformational leaders engage these crucial attributes. (Liu et al., 2020). TL exhibits specific characteristics that are aligned with distinct determinants of leader trust (Yue et al., 2019); followers will be more likely to trade increased trust in their leaders for increased loyalty (Keskes et al., 2018). Executives benefit from TLs because their charm and authority foster favorable work environments that increase employee performance and well-being by building trust and loyalty in their followers.

Organizations require compelling leadership to succeed. Transformational leadership has the authority to influence both the leader and the follower (Puni et al., 2018). Employees are reminded of the importance of their jobs by transformational leaders, who create positive attitudes and increase employee engagement while also serving as role models, coaches, and mentors for their colleagues. (Gao et al., 2020). Through the motivational component of TLT, executives can assist employees in reframing their existing, resulting in employees becoming more productive and improving overall performance.

Transformational leadership entails inspiring or elevating followers' emotions. Leaders who practice transformational leadership empower their followers to explore, discuss, and make their own decisions about the approaches to employ, the challenges to solve, and the tasks to complete (Liu et al., 2020). TLs are more likely to foster

innovative work behaviors because they directly impact their followers' creativity and performance by empowering them and fostering trust and engagement (Gao et al., 2020). Executives benefit from transformative leaders because they empower their followers and encourage trust and involvement through developing innovative work behaviors.

Transformational leaders change employees' morale so they can perform better than expected. According to Yang et al. (2020), TLs are viewed as more trustworthy, realistic, and pragmatic, which may assist in completing their tasks and stimulate innovative work behavior. Transformational leaders are expected to provide tangible and intangible incentives to their subordinates to motivate them to perform above and beyond expectations (Li et al., 2019). Executives implementing transformation leadership help transform the organization's culture and strategy by motivating employees to perform above expectations.

According to the paradigm of transformational leadership's optimistic outlook, TL may also encounter adverse workplace events. Leaders who lack a robust ethical foundation may have difficulty adhering to the transformational leadership philosophy (Bass, B., 1985). As a result, TL face challenges that may impair their capacity to explain why there was prejudice or bias between them and their followers (Thompson et al., 2021). Leaders are imperfect human beings who will make mistakes; therefore, not all leaders can meet the standards of TLT.

Alternative and Contrasting Theories on Transformational Leadership Theory

An organization's leadership style directly impacts its success or failure. According to Phong et al. (2018), an in-depth analysis of multiple leadership theories

relevant to my research helps me comprehend the occurrences. While transformational leadership is the most researched leadership style (El Toufaily, 2018), a grasp of different theories enhanced the usefulness of the findings from my research. The first section highlights what I have learned about alternative theories, such as authentic and charismatic leadership theories. The second section highlights what I have learned about contrasting theories, such as servant leadership and laissez-faire leadership styles, from reading the literature.

Authentic Leadership Theory

Authentic leadership style emerged as a remedy for business morality and transparency. According to du Plessis and Boshoff (2018), current corporate difficulties ranging from ethical breakdowns to terrorism, quickly evolving technologies, and shifting markets and customer expectations have refocused attention on the importance of authentic leadership. With the increased focus on the importance of authentic leadership, academicians were motivated to create innovative leadership techniques that were more appropriate for the contemporary business environment (Gao et al., 2021). The quest to develop leaders capable can address the business world's demands resulted in authentic leadership.

Authentic leadership is concerned with developing genuine relationships. Trust in the leader by followers can be considered one of the most crucial aspects influencing leadership effectiveness (Manzoor et al., 2019). Authentic leaders are aware of their strengths and shortcomings and are willing to disclose their actual selves, ideas, and feelings to their followers to foster mutual trust in the workplace (Manzoor et al., 2019).

Self-awareness, including strengths and shortcomings, is a necessary component of authentic leadership.

Because of their self-awareness, authentic leaders have become less susceptible to moral disengagement and moral compromises. According to Swain et al. (2018), authentic leaders exhibit management integrity. Furthermore, authentic leaders' values are founded on high moral ideals and ethical standards; they communicate candidly and transparently (Qu et al., 2019). Authentic leaders develop confidence with their followers, resulting in increased performance and profit.

The authentic leadership theory evolved from positive organizational behaviors. According to Liu et al. (2020), authentic leadership theory comprises four components, self-awareness, internalized moral perspectives, balanced processing, and relational transparency. These components distinguished authentic leadership theory from previous leadership theories in that authentic leadership theory incorporated an internalized moral perspective (Miao et al., 2018). Authentic leadership requires high levels of honesty and commitment to the company's principles.

Authentic leadership emerged in response to workplace morale breakdowns. The authentic leadership paradigm provided academics with a positive and moral reason for assessing the components of authentic leadership (Gao et al., 2021). According to Zhou and Wu (2018), aspirations, knowledge, and skills are all part of a person's potential. Authentic leadership acknowledges one's skills, weaknesses, and limitations.

Authentic leaders assist others in achieving a common goal. Laguna et al. (2019) described authentic leadership as a leadership practice that combined a well-developed

organizational setting with good psychological abilities. Gardner et al. (2021) asserted that authentic leaders might put followers under pressure to compromise their authenticity to align their values with the leaders. While employment duties and authenticity may conflict, authenticity can help leaders and followers grow and be explored openly.

The concept of authentic leadership is appealing and has gained traction in management. The rising demand for authentic and accountable leaders facilitated the development of theories about leaders' moral character, such as authentic leadership (Ribeiro et al., 2020). While authentic leadership may be necessary to accomplish desired goals in difficult and tumultuous times (Megheirkouni & Mejheirkouni, 2020), authentic leaders' inability to establish compelling visions and inspire innovation among followers within an organization was a disadvantage. As a result, the authentic leadership style was not suitable for my research's conceptual framework.

Charismatic Leadership Theory

Charismatic leaders elicit potent feelings in their followers. Weber (1947) introduced the concept of charismatic leadership, comparable to transformational leadership. According to Sy et al. (2018), charismatic leaders have characteristics that distinguish them from other leaders. Charismatic leadership behaviors are adaptable and visible to followers.

The notion of charisma is self-contained and unambiguous. Charismatic leaders are affable, hospitable, strong, energetic, and powerful (Zhang et al., 2020). According to Weber (1947), charismatic leaders possess exceptional characteristics, and inspiring

behaviors entail the leader exerting influence on followers due to their outstanding characteristics and inspirational behavior. The emotions evoked by charismatic leaders mediate charisma and its effects.

Charismatic leaders elicit positive emotional reactions from their followers. A charismatic leader is a highly effective communicator who is more likely to empower and support the development of those under their leadership (Li et al., 2019). Charismatic leaders are more likely to rely on their followers (Zhang et al., 2020). As a result, followers have greater regard for and confidence in their leaders.

Charismatic leaders demonstrate a strong desire to change the current quo. Charismatic leaders push for change through creative and unconventional means (Tuan & Thao, 2018). Chang (2018) argued that charismatic leaders present captivating and focused activities to achieve organizational goals. Individuals who are charismatic leaders are persons who have excellent attributes and who are seen as possessing exceptional qualities by their followers.

A charismatic leader's ability to persuade others is reflected in the relationships between such leaders and their followers. Weber (1947) was the first to demonstrate that a charismatic leader influences their followers, arguing that charismatic leadership was critical for continuity and change. Unlike transformational leaders, charismatic leaders are dominant, and followers have minimal input in what leaders impose (Northouse, 2019). The charismatic leadership style was not optimal for my study's conceptual framework.

Contrasting Theories on Transformational Leadership Theory

Servant Leadership Theory

Servant leadership theory prioritizes the needs of others. Servant leadership is a holistic approach to leadership that engages followers on various levels, encouraging them to develop to their full potential (Eva et al., 2019). According to Hartnell et al. (2020), servant leaders prioritize cultivating followers to attain operational goals. Servant leaders accomplish their objectives by nurturing their followers.

Servant leadership integrates stewardship as a component of good leadership. According to Eva et al. (2019), the primary objective of servant leaders is to cultivate followers who reflect their leaders' humanitarian and ethical dispositions. Greenleaf (1977) further stated when followers' well-being and development are prioritized; they become more committed and productive at work. Servant leaders place a premium on long-term performance.

Servant leaders regard themselves as stewards of their organizations. Servant leaders demonstrate interest, concern, appreciation, and support for employees and the organization's needs before their own (Hartnell et al., 2020). Hartnell et al. also posited that servant leaders could contribute to workplace goals and prioritize the needs of their followers through development. Servant leaders' altruistic approach improves organizational performance.

Servant leadership benefits both employees and organizations. Tanno and Banner (2018) asserted that servant leaders are imaginative, empathetic, intuitive, and perceptive. Servant leaders also offer foresight, awareness, observation, and persuasion (Jang &

Kandampully, 2018). Executives that implement the servant leadership theory develop their followers professionally and personally by empowering and nurturing them.

Influential servant leaders inspire their followers through their ability, compassion, and fortitude. However, Sharma et al. (2019) observed that servant leadership characteristics are not exhaustive and that servant leader makes a concentrated effort to uphold personal values such as honesty and integrity. Tanno and Banner (2018) discovered that delegating authority and power to subordinates and followers improved cognitive aspects of life enjoyment. Servant leadership theory is a comprehensive approach to leadership that combines ethical, relational, and outcome-oriented components.

Servant leaders place a premium on followers' development. According to Hameiri (2019), servant leadership is an understanding and practice of leadership that places a premium on the well-being of followers, ultimately focusing on follower growth and minimizing the leader's exaltation. As a result, servant leadership benefits employees' well-being and job satisfaction (Khan, M. et al., 2021). Consequently, a servant leader must make personal sacrifices for the general good.

The servant leadership theory was not ideal for my research because, while servant leaders share some qualities with transformational leaders, they place a greater emphasis on serving their followers than guiding them toward desired corporate goals. As a result, the servant leadership theory was deemed unsuitable for the purpose of my research.

Laissez-faire Leadership

In the laissez-faire leadership approach, employees have complete authority to make decisions. Kurt Lewin pioneered the laissez-faire leadership approach, where management entrusted decision-making authority to employees without consulting the supervisor (Liu et al., 2020). Breevaart and Zacher (2019) asserted that an organization's laissez-faire leader is inert. Laissez-faire leadership styles are ineffectual and damaging to follower performance.

Laissez-faire leaders do not provide employees the guidance needed to enhance organizational profitability. Bormann and Diebig (2020) contended that their absence and non-involvement characterize laissez-faire leaders. According to Itzkovich et al. (2020), laissez-faire leaders are the most ineffective leadership style. Laissez-faire leadership is characterized by a lack of accountability and a willingness to delegate legitimate responsibilities.

Laissez-faire leadership styles are often regarded as ineffectual and damaging to the performance of those who follow them. Furthermore, Bormann and Diebig asserted that laissez-faire leadership necessitates the absence and non-existence of leadership; the leader abdicates all decision-making and accountability. As a result, the laissez-faire leader permits employees to do their obligations regardless of the outcome and refrains from providing feedback to subordinates (Wong & Giessner, 2018). Laissez-faire is a passive leadership style where interaction with followers is avoided.

The laissez-faire leader had an unsatisfactory influence on employee performance, leader effectiveness, and organizational performance. As a result, laissez-faire leaders

may have inefficient, unproductive, and dissatisfied employees. A transformational leader serves as a role model for their followers, inspiring and motivating them to accomplish organizational goals. Laissez-faire leaders lacked vision and direction for their followers and were therefore unsuitable for my suggested research.

Organizations Core Competency and Capability

Firms' core competencies are crucial to the profitability of an organization's strategies. Core competencies are a series of strategically understood business processes (Li et al., 2019). Capability is defined as organized operations in a firm's standard set of procedures that regulate how resources are allocated to establish a sustainable competitive advantage (Chang et al., 2019). An organization's core capabilities enable high performance and are critical to its competitiveness and profitability.

Core competencies are critical to an organization's competitiveness and profitability. The business strategy establishes objectives and goals and allocates the necessary resources and skills to accomplish those goals (Maritan & Lee, 2017). An organization's competitiveness is determined by its fundamental technological capabilities (Nuruzzaman et al., 2019). Customers' expectations of high-quality creative outputs can be exceeded when a company's capabilities include a diverse group of people with a wide range of skills, expertise, and experience.

Competitive Advantage

Executives can achieve a competitive advantage by utilizing resources that improve an organization's performance. An organization gains a competitive advantage by employing organizational resources to surpass competitors (Donnellan & Rutledge,

2019). Mahdi et al. (2019) emphasized the concept of a sustainable competitive advantage, which refers to an organization's ability to maintain a competitive advantage over time. Leaders can optimize their resource utilization by assessing vital resources to capture market share.

The ability of leaders to differentiate strategies or resources is critical to a firm's competitive advantage. A competitive advantage enables executives to leverage the marketplace and develop a long-term, sustainable position for their organization (Prieto-Sandoval et al., 2019); it is crucial for achieving a competitive advantage. Executives must protect the business's competitive advantage through novel methods (Papadas et al., 2019). When a firm's economic profit margin exceeds its competitors, it acquires a strategic advantage.

Executives who achieved a competitive advantage pursued distinct strategies. Yang et al. (2020) showed that competitive advantage significantly impacts society, the natural environment, and global economic development. According to Jones et al. (2018), associations between organizational leaders and stakeholders are a significant source of persistent competitive advantage. Executives are strongly encouraged to develop and implement strategies to enhance the firm's values and performance.

Executives must leverage expertise and resources to acquire a competitive advantage. Business leaders compete based on their industry's structure and the money available to obtain an advantage (Liu & Atuahene-Gima, 2018). A leader's ability to comprehend technology to create and retain a competitive advantage is crucial to a business's success (Grover et al., 2018). For economies that rely on technology and

knowledge, the ability of leaders to generate and maintain competitive advantage is essential for growth and profitability.

Agility has a significant impact on an organization's competitiveness. Executives who contribute to expanding an innovative market through developing novel products or services increase their worldwide competitiveness due to customer interest (Santos-Vijande et al., 2018). Obtaining a competitive advantage for organizations with marketing capabilities necessitates the development of massive data processing capabilities (Cao et al., 2019). Executives must adapt to evolving economic conditions, forecast market developments, and take the necessary steps to prepare for them to increase their global competitiveness.

Information Technology. Executives must constantly assess and improve resource advancements to maintain a competitive advantage. Information technology (IT) is one resource that contributes to a competitive advantage (Soto-Acosta et al., 2018). According to Papadas et al. (2019), information technology improves organizational processes and boosts the efficacy of organizational performance. Therefore, IT is crucial for businesses since it allows executives to take advantage of new technology at a lower cost and makes organizations more competitive.

Information technology aims to increase employee productivity and overall business performance. As technology advances and innovates, executives may leverage IT to improve organizational efficiency in various ways, including the capacity to standardize processes and enable quick access to information (Hock-Doepgen et al., 2021). Rapid access to information enables firms to enhance their business processes and

collaboration between sections or divisions (Chen, 2019). Executives must identify and seize new and innovative business possibilities to thrive and expand their companies' competitiveness.

Executives recognize the need for IT skills and invest in information technology solutions. Ravichandran (2018) concluded that executives construct IT infrastructures that enable sophisticated information sharing between organizational divisions and departments when businesses implement IT. Organizations that want to attain the highest level of profitability and sustainability should ensure that their information systems are synchronized with their business strategies (Gupta et al., 2020). The quality of an enterprise's information sharing is directly related to its ability to execute its business strategy, remain competitive, and achieve financial sustainability.

Information Technology and Business Strategy. The advent of information technology has made businesses more competitive and profitable. The importance of alignment between business strategy and the use of IT rests in the growing attention on technology as part of business value creation (Grover et al., 2018). Business strategy and IT align when IT systems enable the translation, implementation, and support of business strategies and objectives (Ilmudeen et al., 2019). Executives can improve their data processing and information exchange efficiency by establishing successful information technology systems, which is critical for a business's growth, innovation potential, and operational efficiency.

Organizations are assessed for how they can compete and grow. Ilmudeen et al. (2019) argued that in today's hypercompetitive corporate environment, business and IT leaders are concerned about integrating IT and business strategies. According to Dubey et al. (2019), aligning IT with business strategy entails implementing IT solutions that complement overall business priorities. Higher alignment between IT and business strategy leads to better performance.

Implementation of Information Technology

Executives must appreciate the importance of IT adoption to obtain a competitive advantage. The use of information technology systems defines the success and value of information technology in ensuring the sustainability of competitive advantage (Khalil & Belitski, 2020). Proper control of information technology systems is critical for ensuring the transparency and efficiency of operational activities (Haseeb et al., 2019). Incorporating IT leads to an organization's growth and success.

Executives should use IT portfolio management to evaluate and manage IT systems. According to Ravichandran (2018), one of the most complex organizational executives' challenges is using IT effectively. Failure to deploy IT successfully can result in resource waste and a decline in the value of an asset (Ghobakhloo & Azar, 2018). Integrating information technology into business strategy consistently significantly impacts a company's success and, in most cases, results in greater sustainability.

Organizational Performance and The Resource-Based View Theory

Executives must continually change their strategies to the changing external environment in today's competitive global market. The notion of strategy is closely tied

to firms' success, as strategy is the overarching issue that guides businesses' decision-making processes (Aydiner et al., 2019). According to Chatzoglou et al. (2018), executives must adapt to change, develop new competitive advantages, and bolster their strategic position with competitors. Executives must articulate strategies that connect innovation activities to corporate objectives and use effective ways to promote organizational alignment, adapt to change, and clarify goals to assist in concentrating resources on developing new competitive advantages.

The resource-based view examines a firm's resource base rather than the industry's structure. The resource-based perspective is intra-organizational, arguing that enhanced performance results from firm-specific resources (Zhang et al., 2020). According to Nason and Wiklund (2018), firms with valuable and limited resources enjoy a competitive edge and perform better in the short term. As competition intensifies, executives must reconsider how they compete and thrive.

Internal resources are used to achieve a competitive advantage and improve performance. As a result, researchers examined the relationship between organizational resource usage and organizational performance using the resource-based view (Chatzoglou et al., 2018). Abubakar et al. (2019) describe the organizational performance as an organization's capacity to implement business strategies to achieve organizational goals. The onus of achieving performance within an organization rests squarely on the leadership, as they are responsible for making and implementing decisions/strategies that achieve the organization's goals and objectives.

Organizational performance has been a primary focus of efforts to assure competitiveness and profitability. Performance is fundamental to all organizational activities because it determines their longevity (Hoe & Mansori, 2018). As a result, Abubakar et al. (2019) argued that executives must manage their finances, energy, and time effectively and efficiently to maximize their return on investment. Executives could gain a competitive advantage by having quantifiable goals and implementing strategic business strategies to achieve those goals.

Executives now must place a premium on both innovation and inventive growth strategies. Organizational performance and the emergence of a strategic orientation are the outcomes of internal resources devoted to achieving a competitive advantage and long-term success (Rahman et al., 2018). Without relying on external resources, executives can influence an organization's strategic direction by utilizing internal resources to obtain a competitive advantage (Gupta et al., 2019). Executives place a premium on developing distinct product strategies, establishing core competencies, and amassing intellectual property to compete in competitive marketplaces.

By utilizing new technologies, talents, and assets, businesses profit. Executives can establish the foundation for profitability by the resources available to an organization to determine its level of success in terms of performance (Cruz & Haugan, 2019). Executives should recognize internal firm-specific assets that maximize business capabilities and eventually result in organizational sustainability over the long term (Chatzoglou et al., 2018). By establishing a framework for profitability, leaders can convert technological innovation, expertise, and asset into profits.

Executives are compelled to adopt new technologies and reorganize their operations. Implementing IT portfolios can establish a more direct link between IT and business strategy (Yablonsky, 2018). According to Ghobakhloo and Azar (2018), organizational executives can reduce the cost of IT integration by enforcing IT governance and modifying business practices. Executives should thoroughly review to evaluate whether specific business processes will benefit from new information technology and increased overall productivity.

Innovation Ambidexterity. Ambidexterity in innovation is balancing exploitative and explorative initiatives to maximize long-term returns. Exploratory innovations are significant changes to new products that benefit new customers and markets, whereas exploitative innovations are incremental enhancements to existing products that benefit existing customers and markets (Lee et al., 2019). While exploratory innovation improves the efficiency and effectiveness of production, it is also linked to flexibility (Ardito et al., 2018). Ambidextrous innovation necessitates strategic resource allocation to ensure that innovation efforts are balanced. Executives can utilize exploitative innovation to satisfy the demands of existing consumers or markets by increasing present knowledge and capabilities, and exploratory innovation can be used to meet changing client or market demands.

Organizations with unlimited internal and external resources can afford to invest in both activities heavily. Ambidexterity in innovation is challenging due to the inherent contrasts between the activities regarding flexibility, timeliness, and resource requirements (Chen & Liu, 2020). According to Hughes et al. (2021), businesses with

limited internal and external resources are more likely to struggle to balance several innovative endeavors; therefore, ambidexterity may be seen as a point of convergence on a continuum connecting the two activities. Instead, organizations' ability to simultaneously build different internal capacities and respond fast to external forces such as environmental dynamism may be required.

Through exploitation and exploration, ambidextrous companies can successfully outperform their non-ambidextrous competitors. Ambidexterity in innovation is a complex dynamic capability that enables new capabilities and resource configurations (Bozic & Dimovski., 2019). According to Berraies and El Abidine (2019), corporate survival requires effectively leveraging existing competencies and assets while exploring new technologies, markets, and consumers. Executives are dynamically compelled to be ambidextrous and pursue both types of creativity concurrently by the competitive environment.

Differentiation Through Innovation. Globalization and technological advancements have enhanced competition and dynamism in the marketplace. The key to innovation is devising new goods, markets, and services that produce customer value (Mariani & Fosso Wamba, 2020). Developing new or enhanced products is essential for organizations seeking to remain ahead of the competition (Pappas et al., 2018).

Organizations are increasingly confronted with increased market competitiveness and dynamism because of globalization and technological advancements.

Businesses must constantly innovate to maintain a competitive advantage. Organizations must simultaneously bring incremental and radical breakthroughs to

survive today's dynamic and hyper-competitive economic world (Wirtz, 2019). At the same time, it is well acknowledged that business intelligence and analytics (BI&A) may aid innovation and add value to an organization (Bordeleau et al., 2020). BI&A offers a broader knowledge search by integrating additional information resources, producing radical breakthroughs, and providing potentially feasible solutions to problems.

The Circular Economy and Innovation

A sustainable circular economy is gaining traction in global economies. The circular economy (CE) is a regenerative and economically viable system that minimizes waste and increases resource utilization (Pappas et al., 2018). The underlying goal of the circular economy is to provide long-term economic, environmental, and social advantages to a more extensive societal system (Ranta et al., 2020). The circular economy can simultaneously strengthen an organization's environmental sustainability and economic viability through systematic resource efficiency improvements.

Sustainable consumption and public and private investment are encouraged by the circular economy. The circular economy is an economically viable and regenerative system that maximizes resource utilization while minimizing waste (Pappas et al., 2018). The underlying goal of the CE is to provide long-term economic, environmental, and social advantages to a wider societal system (Ranta et al., 2020). Through systemic resource efficiency improvements, the circular economy can potentially improve an organization's environmental sustainability and economic competitiveness simultaneously.

A circular economy business model comprises a value proposition that encourages customers to choose a company over competitors. The circular economy is built on technologies that promise to deliver more excellent value to businesses and society than the linear economy (Ranta et al., 2021). As a result, agile businesses adapt more quickly to changes, generate new opportunities, and maximize current ones (Oliva et al., 2019). Digital technologies are essential enablers of increasing circulation, which is required for CE business models to function correctly.

Product and Process Innovation

Some companies must choose between product and process innovation for financial and market benefit. While product innovations involve developing and marketing new products or services wholly, process innovations entail the transformation of a product or service's manufacturing process through adopting new technologies and innovations (Ayllon & Radicic, 2019). Product innovation can introduce new products or services, increase the market value of existing products, or enter new markets (Kuncoro & Suriani, 2018). As a result, executives can prioritize innovation following the organization's objectives and physical resources.

Product innovation is the launch of new or enhanced products or services. According to Thornton et al. (2019), product innovation introduces new products and successfully commercializes novel combinations based on new materials. Najafi-Tavani et al. (2018) asserted that product innovation introduces new components, and novel processes, expands new markets, or adopts novel organizational forms. Executives

introducing new products may assist businesses in developing market presence, allowing them to enter foreign marketplaces.

Process innovation seeks to improve efficiency. Process innovations refer to transforming the manufacturing process of a product or service by adopting new technologies and innovations (Sjodin et al., 2018). Efficiency is a fundamental goal of process innovation, with cost savings being a primary target (Carvalho et al., 2018). Executives that implement process innovation are concerned with advancing the facilities, capabilities, and technologies.

Organizations Entry into Foreign Markets. Foreign market entry strategies translate into profitability for organizations. Successfully entering overseas markets allows firms to broaden their customer base beyond their immediate geographic area, resulting in increased profitability (Dhir et al., 2020). Businesses may seek to enter foreign markets to evade growing competition in their home markets (Powell, 2019). Globalization and competition forced many executives to expand into international markets.

When competing forces in a particular market become excessive, it becomes critical to expand into adjacent markets. Businesses that expand into new markets expose their products to a new consumer base and may benefit from a less saturated market than their core location (Watson et al., 2018). According to Qu et al. (2019), the modern business environment is defined by globalized markets, competition, technology, and innovation, and firms must design and implement strategies to address business

challenges. Any organization seeking to expand internationally must choose a strategic entry technique for entry that enhances its competitiveness.

Executives should time their expansion into international markets accurately to ensure organizational success. According to Baloch et al. (2018), time is a critical component of the internationalization process since it directs structural changes inside organizations while initiating and directing future changes. The failure rate of organizations that choose a late, gradual, and methodical sequential international expansion strategy is significantly lower than that of organizations that pursue alternative internationalization strategies (Baloch et al., 2018). While the decision to enter a worldwide marketplace may be evident at times, executives must carefully consider the timing of their external business entry.

Innovation. For innovation to take place, organizations must possess the necessary capabilities. Frequently, innovation is characterized as the application of available technologies and resources that rely on a specific knowledge and information system (Ferreira et al., 2020). In the last decade, demographic shifts, financial reforms, growing markets, communication, information technology advances, and changing consumer behavior influenced organizations' efficiency, productivity, and structure (Rajapathirana & Hui, 2018). Executives must recognize the critical role of innovation as a driver of economic growth and global transformation.

Executives who have successfully differentiated their firms through value innovation have created a new competitive landscape. Technological advancements have facilitated organizations' active customer relationships with their clients (Wright et al.,

2019). Innovation becomes essential when markets become more international due to new technology and increased competition (Genc et al., 2019). Executives must constantly research and adapt to developments to sustain a strategic advantage.

Through strategy procedures, executives' ability to innovate significantly impacts organizational success. Organizations' strategies must be devised and implemented (Najafi-Tavani et al., 2018). Technical capabilities, market penetration, competition, and marketing capacity can all act as constraints on the rate of innovation (Falahat et al., 2020). Executives' ability to innovate substantially impacts organizational success through the strategy processes.

Innovation is the determining factor in achieving and sustaining a competitive advantage and growth. Wright et al. (2019) highlighted that innovation does not have to manifest itself as ground-breaking innovations but can instead take the form of addressing a firm's inefficiencies. Technological advancement and its relationship to innovation capabilities and strategies are becoming increasingly relevant as economic growth engines (Najafi-Tavani et al., 2018). As a result, understanding the innovative competencies necessary for integrated services is crucial.

In innovation, disruptive technology, goods, or services create new markets. Executives who implement comprehensive strategies gain a competitive advantage through rapid innovation and novel business models (Zhao et al., 2019). The executive's capacity to elicit customer knowledge should stimulate innovation in services and goods to generate new ideas and enhance the quality of enterprises' products and service

providers (Beckers et al., 2018). Executives must increase their knowledge and implement holistic initiatives that provide a competitive edge.

Competitive Business Strategy

A business strategy is a framework in which executives operate to compete in the marketplace and accomplish goals. Firms can employ sustainable strategies to enhance the market reputation and profitability performance, including returns on sales, equity, and assets (Lee et al., 2018). Porter (1980) identified three distinct types of business strategies that organizations might employ to increase their competitiveness and continue operations: (a) cost leadership strategy, (b) differentiation strategy, and (c) focus strategy. Executives should develop strategies to ensure sustainability, increase profitability, and extend market share.

Globalization and the internationalization of businesses accentuate the critical importance of having a strategy. As a result, executives focused on establishing a competitive advantage by formulating appropriate strategies and successfully adapting to technical and industrial developments (Paek & Lee, 2018). Porter's (1980) generic strategy framework stressed the financial performance benefits of cost leadership, differentiation, focus, and combination approaches. Executives can gain a competitive advantage and long-term profitability by establishing and implementing competitive strategies that benefit their customers.

Low-Cost Strategy

Low-cost strategies improve a business's performance, most notably its financial performance. Organizations can provide superior value by offering lower-priced products

than competitors or by offering compelling features for which consumers are willing to pay a premium (Libai et al., 2020). The pursuit of a cost leadership strategy through economies of scale and proprietary technology may be pursued by executives (Hossain et al., 2021). A low-cost approach focuses on achieving low-cost goods and services and requires productivity improvements across all critical processes.

Focus Strategy. The focus strategy involves exploring and accessing a niche market with a unique product or service. Executives can implement a focus strategy by taking precise measures that are directed toward a single service, product line, or customer base (Kitchens et al., 2018). The focused approach enables businesses to achieve cost leadership or differentiation in a specific segment of the market or purchase group (Keiningham et al., 2020). The rationale for following a focus strategy enables organizations to be more efficient and generate higher results.

Differentiation Strategy. Organizations are limited in their financial and managerial resources. By enabling businesses to adapt their products to the requirements of a given market, product differentiation may be a valuable resource and source of competitive advantage (Chen, 2019). Organizations that emphasize differentiation rely on product customization, enabling them to leverage the strong relations they have developed with their customers (Gupta et al., 2019). Differentiation strategies have a significant impact on a company's financial performance.

Financial and managerial resources are limited in organizations. Product differentiation may be a helpful resource and source of competitive advantage for firms since it enables them to modify their products to the requirements of a particular market

(Chen, 2019). Businesses that place a premium on distinctiveness rely on product customization, enabling them to capitalize on the strong relationships with their customers (Gupta et al., 2019). Executives can gain a competitive advantage by competing on customer service or quality.

Innovation Management in Information Technology

Developing and implementing innovative solutions is critical to the overall development of a business. Due to the technical advancements in manufacturing, businesses integrate industrial production with information and communication technology (Matthiae & Richter, 2018). The critical factor remains the ability of the leaders to convey the long-term strategic advantages of active, innovative work, both for each employee individually and for the team (Zia, 2020). A novel idea might originate either within or outside an organization. If important organizational decision-makers approve of the concept, they will develop it into a fully-fledged invention. Executives must be receptive to all ideas, even those that have not been proven in practice.

The current global environment is continuously changing, the ability to generate new products is vital. While innovation management in information technology is primarily concerned with generating innovations and introducing them into the market (Mardani et al., 2018), the scope of these duties varies significantly. Recognizing and resolving obstacles like market uncertainty, inconsistency in the competitive environment, and technological ambiguity are critical components of successful innovation (Soto-Acosta et al., 2018). Innovative enterprises contribute to global and

national economic growth. Innovative organizations must also have executives prepared to express their vision for innovation and willing to participate in the innovation process.

Businesses should diversify their product portfolios to attract new clients and retain current ones. Organizations may pursue a differentiation strategy centered on providing a specific product and delivery method, or they may pursue a different marketing strategy (Liu & Atuahene-Gima, 2018a). Diversification of product portfolios enables businesses to attract new clients and retain old ones (Kuncoro & Suriani, 2018). Differentiation techniques have a significant financial impact on a business.

Information Technology and Competitive Strategy

Effective information technology (IT) management has become critical for an organization to maintain a competitive advantage. Executives can use information technology to their advantage, notably through innovation and rapid scalability (Chalmers et al., 2021). Hughes-Cromwick and Coronado (2019) stated that companies utilize information technology to store, process, and disseminate data. IT is radically transforming the structure of organizational operations and the economy.

Transition

Section 1 briefly discussed the conceptual frameworks that guided my approach to conducting the literature review. I thoroughly assessed the existing literature on my chosen subject to establish the study's frameworks. I expounded by stating how previous studies' content relates to my research; this was crucial to ensuring that the research question, specific business problem, and my ultimate conclusions were aligned.

In Section 2, I addressed the study process, including ethical concerns, the researcher's role, the categorization of participants, and the data collecting techniques. Section 2 was completed with a review on reliability and validity, as it is critical to maintain the highest standards, so that study participants comprehend the entire research process. In Section 3, I summarized the study's findings and analyses, discussed the implications for social change, offered suggestions for implementing innovative strategies that enhance organizational competitiveness and profitability, identified areas for further research, and concluded the study.

Section 2: The Project

Section 1 discusses the two conceptual frameworks used for my research, as well as the findings of the literature review. Section 2 includes: (a) a restatement of the purpose statement, (b) a description of the research method and design, (c) the participants, and (d) a description of the research method and design. Section 2, I also discussed the population and sampling procedure, the ethical foundation for research, the equipment and procedures used to gather data, the data organization procedures and analysis, and the study's reliability and validity. In the third section, I provided an overview of the study, a presentation of the research findings, applications to professional practice, implications for social change, recommendations for action, recommendations for more research, reflections, and the conclusion.

Purpose Statement

The purpose of this qualitative multiple case study was to explore innovative strategies that some c-suite executives used to develop and implement strategies to remain competitive and profitable. The target population for this study consisted of chief suite (c-suite) executives with a minimum of 10 years of experience in leadership from five organizations in The Bahamas who have successfully implemented innovative strategies that enhanced organizational competitiveness and profitability. The contributions to positive social change are that this study's results could improve The Bahamas' social and economic development by creating more business opportunities and decreasing its dependence on the tourism industry while adding to its gross domestic product (GDP).

Role of the Researcher

As the primary researcher, I was responsible for collecting data through semistructured indepth interviews. A researcher's function in qualitative research is to authenticate the data collection's legitimacy (Moser & Korstjens, 2018). Participant selection and interviewing, data collection and analysis, and coordination of the interview process are all responsibilities of qualitative researchers (Bansal et al., 2018). The researcher's responsibility is to ultimately enlighten participants on various aspects of the research in an easily understandable manner.

I collected data on the innovative strategies employed by some c-suite executives in The Bahamas to remain competitive and profitable. In qualitative multiple case studies, researchers gather information from various sources (Yin, 2018). The interpretive function of the researcher is essential to the process (Alsharari & Al-Shboul, 2019). I used semistructured interviews, observation, human resource manuals, publicly available materials from government websites, such as financial reports, and my journal notes.

My professional experience includes over 15 years of senior management experience within the private sector. I have experience implementing digital innovations and have significantly integrated innovative technological solutions into private sector businesses. To mitigate personal bias, I excluded organizations for which I worked or owned stock. I was honest and forthright with the research participants concerning my understanding of the research subject.

Adopting ethical principles throughout the research is crucial when interacting with participants. Before initiating the research, I completed the Collaborative

Institutional Training Initiative (CITI) program with a score of 100% (Certification Number: 38440325). The CITI program was founded on the *Belmont Report*, which established ethical guidelines for the selection and protection of human subjects in research (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). Along with the CITI accreditation, I adhered to the *Belmont Report's* ethical guidelines and regulations for the Protection of Human Subjects in Research.

According to the *Belmont Report*, study participants must be treated with dignity and respect, and researchers must respect their opinions. I was not disrespectful to participants in any way. Researchers and participants must maintain a professional relationship, and participant confidentiality must be protected (Yin, 2018). Specific protocols and ethical principles in the Belmont Report must be followed to protect research integrity. I was committed to upholding the *Belmont Report's* three principles, namely (a) respect for individuals, (b) beneficence, and (c) justice. As a result, I established an interview protocol (Appendix A) and informed consent and treated study participants fairly to maintain the research's quality. I adhered to (a) participants' right to privacy by informing participants of their right to confidentiality regarding the study's findings and their interview responses; (b) voluntary participation without consequences or repercussions; participants are free to withdraw at will; and (c) as the researcher, I ensured that I respected all participants and adhered to *the Belmont Reports'* research criteria about beneficence and justice to safeguard the rights of all participants.

I adhered to all relevant research and ethical guidelines to ensure the quality of this study. Ethics and moral conflicts can emerge even in the most rigorously conducted investigation (Karagiozis, 2018). Observing ethical standards in research is critical to the integrity of research efforts (Shaw & Satalkar, 2018). Qualitative researchers may enhance the quality of their studies by addressing issues of validity and reliability, which were described in detail in my study.

As the primary instrument for data collection, it was vital to be conscious of potential personal bias. Bias can emerge at any point during the research process, and the researcher must be cognizant of personal perceptions that may influence participant replies (Bergen & Labonte, 2020). I refrained from preconceived opinions based on prior experiences and maintained an interest in the participants' responses.

Mitigating bias is one of the researcher's inherent responsibilities. Bias among researchers has a substantial impact on data quality since it can influence the information collected and recorded and the interpretation of any data obtained (Johnson et al., 2020). To ensure the integrity of the study, researchers must disclose any prior affiliations that could influence the findings and any prior involvements that could cause a bias (Sanders et al., 2020). Throughout the research process, researchers should endeavor to mitigate personal biases.

I preserved objectivity by strictly adhering to the interview protocol (Appendix A), using member checking and triangulation, and ensuring data saturation was achieved. Researchers can confirm validity by cross-referencing different data sources (Jordan, 2018). Through member checking, researchers strive to improve the accuracy,

trustworthiness, and validity of their findings (Abdel Latif, 2019). Member checking is a technique used in research to obtain input and ensure the accuracy of data interpretation.

Researchers must optimize communication flow, identify cues, and acclimate subjects. According to Shi et al. (2019), active listening, which includes clarifying responses and follow-up questions, is another technique for bias avoidance. Researchers should exercise purposeful mindfulness to decrease bias during qualitative interviews (O’Kane et al., 2021). I exercised caution when communicating with participants during the interviewing process to avoid personal biases.

I used analytical journaling to mitigate systematic bias to ensure that my perceptions did not influence my assessment of a participant's contribution. To further eliminate bias, researchers should listen closely to participant responses and use member checking to increase the research's reliability and validity (Caretta & Perez, 2019). Throughout the research process, I safeguarded confidentiality. I presented all participants with identical open-ended questions (Appendix A). I performed and recorded all interviews using Zoom to facilitate the transcription, interpretation, and analysis of the collected data. I conducted my research from an unbiased viewpoint. In this qualitative multiple case study, I aim to conduct interviews and collect data through semistructured interviews. I also analyzed peer-reviewed documentation, assessed the data, and organized the interview procedure while respecting participants' confidentiality. I minimized my biases by using various strategies, including protocol development, mindfulness practices, data triangulation, and member checking.

Semistructured interviews with each study participant were conducted videoconferencing while adhering to COVID-19 parameters. According to Surmiak (2018), confidentiality should be preserved during all interactions between researchers and participants. Before conducting interviews, I addressed any concerns.

A study's replication is made more accessible by interviewing participants. An interview protocol is a checklist that researchers use during the interview process (Yeong et al., 2018). The interview protocol contains questions, processes, and general guidelines that researchers must follow to ensure reliable findings (Castleberry & Nolen, 2018). I ensured that the interview protocol checklist was rigorously adhered to during the interviewing process (see Appendix A).

To ensure ethical research while conducting my doctoral research, I complied with Walden University's Institutional Review Board (IRB) regulations and procedures on ethical research. I adhered to the code of conduct and refrained from facilitating or recruiting participants until IRB approval. After receiving approval from the IRB, I began the recruitment and selection process for the participants. In semistructured interviews, I interviewed chief suite (c-suite) executives who have effectively executed innovative strategies that enhanced their organizations' competitiveness and profitability. In this qualitative multiple case study, my purpose was to facilitate interviews, present pertinent and probing questions, listen attentively, and elicit further insight and clarity from participants regarding their responses. I used the interview protocol (Appendix A) to guide the semistructured interviews and to ensure the data collection was accurate.

Participants

Eligible participants for this research were c-suite executives from The Bahamas with a minimum of 10 years of experience successfully implementing innovative strategies that enhanced their organizations' competitiveness and profitability. According to Yin (2018), qualitative studies require participants to have real-world experience with the subject matter. Researchers must identify participants with the most expertise and knowledge to provide accurate information (Archibald et al., 2019). I identified qualified individuals who have successfully catalyzed and deployed innovative strategies.

I contacted c-suite executives from five organizations in The Bahamas who have successfully employed innovative strategies that enhanced their organizations' competitiveness and profitability. Researchers must ensure that the data collected from the target population's participants can assist the researcher in addressing the research problem (Yin, 2018). I engaged participants directly through my professional network, informed them about the study's objective, and formally invited them to participate by presenting an informed consent.

I emailed a letter of invitation (Appendix B) to executives in my professional network, inviting them to participate in the study. Researchers must establish a strong working relationship with participants (Azungah, 2018). Once the potential participant agrees, email "I Consent" to me, <mailto:> indicating their approval and agreement with the research process requirements. I began establishing rapport with each participant by telephone to explain the purpose of the study and address any concerns they may have regarding the research. The informed consent form noted that I would securely store any

information gathered during the interview on a password-protected external hard drive, a password-protected personal laptop, and encrypted cloud storage.

All stored information from the interviews will be destroyed after 5 years by erasing all stored data.

Research Method and Design

Methodology refers to the tactics used by researchers to investigate a topic. The research topic and objectives determine the research design (Yeong et al., 2018). Data collection methods and the researcher's epistemological and ontological beliefs influence the research methodology (Vogl et al., 2019). Following, I analyze the various research methods and designs to determine the most appropriate one for my assessment of strategies that c-suite executives employ to remain competitive and profitable.

Research Method

Qualitative, quantitative, and mixed methods are the primary research methodologies. Qualitative researchers employ open-ended inquiries to unearth hidden insights contributing to the research's depth and breadth (Sibeoni et al., 2020). Du Plessis and Boshoff (2018) discussed how quantitative researchers test hypotheses utilizing closed-ended questions. Mixed methods research combines quantitative and qualitative methodologies and is well suited to complicated matters that cannot be solved solely by qualitative or quantitative methods (Hewlett & Brown, 2018). Each research method presents an alternative approach to data collection and analysis.

I adopted the qualitative method for my research to observe the participants in their natural environment. By listening to the viewpoints of my research participants, I

gained a deeper understanding and elicited evidence regarding how and why the chosen strategies were implemented. The qualitative methodology is the most effective method for understanding what, how, and why phenomena (Mohajan, 2018). According to Saunders et al. (2015), qualitative methodology studies facilitate understanding participants' meanings and relationships using data collection techniques and analytical procedures by utilizing several analytical systems and methods. I was able to gain insight into the participants' perceptions, experiences, and behaviors through my interactions with them, and I accumulated comprehensive data from their responses and observations.

Quantitative research is theoretical and deductive. Researchers use the quantitative method to test hypotheses about the relationship between variables and extrapolate results from small samples to larger populations (Villiers et al., 2019). The researcher investigates approaches that rely on quantifiable qualities in quantitative research and uses instruments to evaluate hypotheses (Hosseini et al., 2019). A quantitative approach was not appropriate for my study because I concentrated on the experiences of c-suite executives rather than on the correlations between and among one or more independent and dependent variables

Researchers use a mixed-method approach to evaluate and explore complex topics by combining qualitative and quantitative approaches. Through a combination of qualitative and quantitative methodologies, researchers analyze and explore complicated topics using a mixed-method approach (Onghena et al., 2019). The mixed approach enables researchers to eliminate the constraints of a single research method and conduct in-depth analyses of both qualitative and quantitative data (Crane et al., 2018). The

mixed-method approach was inappropriate for my research since I explored innovative strategies some executives in The Bahamas used to remain competitive and profitable. I did not analyze numerical data or conduct experiments to test hypotheses.

Research Design

Qualitative researchers choose from various methodological approaches to explore or clarify a subject or phenomenon. Qualitative research employs a range of approaches, including (a) case study, (b) phenomenology, and (c) ethnography (Mohajan, 2018). A multiple case study compiles information from various relevant research subjects utilizing various data sources to explore a real-world phenomenon (Yin, 2018). I employed a qualitative multiple-case study to connect to a diverse group of participants to understand better c-suite executives' effective, innovative strategies that maintained their organizations' competitiveness and profitability.

Case study research is an approach used to comprehend complex natural phenomena better. The case study design is appropriate for elucidating a specific concern during a specific period or geographic region (Honig, 2019). A case study is a detailed assessment of a sociological phenomenon or activity to ascertain what, how, and why behavior occurs in a specific environment (Mohajan, 2018). I used the case study technique to collect textual data through interviews, observations, and open-ended questions to acquire a more comprehensive understanding of the sociocultural background, allowing me to discover and comprehend multiple phenomena essential to my research.

Phenomenological research delves into participants' subjective interpretations of their lived experiences or recollections and interpretations of their experiences. To better gain insight into events, phenomenology research examines participants' subjective perceptions of their lived experiences (Philipsen et al., 2019). Phenomenological research is used to generate interpretations and insights into phenomena by conducting in-depth studies of a community's culture, people, or sociological phenomena and delving into participants' subjective interpretations of their lived experiences or their recollections and interpretations of their experiences (McNarry et al., 2019). A phenomenological technique was inappropriate for this study because my objective was not to expound on the social and psychological viewpoints of culture, people, or sociological phenomena.

Ethnographic studies are appropriate when illustrating a culture's shared traits. Mohajan (2018) and Saunders et al. (2015) described ethnography as observations used to study the culture, people, or social reality, describing and analyzing a culture's shared behaviors, patterns, and language over an extended time. According to research, ethnography is the method by which ethnographers focus their efforts on a single cultural group over an extended period, primarily through observation and interview data (Bass & Milosevic, 2018). The ethnographic design is inappropriate for my study because I did not attempt to comprehend a group's culture or observe the cultures of specific persons or groups. My research objective was to explore c-suite executives' innovative strategies that aided their organization's competitiveness and profitability.

Saturation of data is essential in case study design. Researchers employ data saturation to indicate that the interview is complete and at the point where no new

evidence is discovered, allowing the researcher to establish category properties (Guest et al., 2020). Data saturation occurs when no additional themes, groupings, or concepts materialize from the final interview participant (Aguinis & Solarino, 2019). To accomplish data saturation, I conducted in-depth interviews with all participants until all thoughts or themes had been thoroughly explored and no new data could be obtained.

To achieve data saturation, I interviewed five participants. Researchers have attained data saturation when interviews with participants and documentary analysis cannot yield new information (Moser & Korstjens, 2018). When researchers obtain no additional data, they have attained data saturation (Weller et al., 2018). After assessing the data, and as the primary purpose of member checking, I requested participants to assess the information to confirm accurate and comprehensive data.

I analyzed the data obtained during the interviews, observation, human resource manuals, publicly available materials from government websites, such as financial reports, and my journal notes. I evaluated the data obtained from semistructured interviews. For a case study to be valid and accurate, the researchers must ensure that they attain data saturation (Yin, 2018). Data saturation occurs when the sample size elicits sufficient perspectives and information from the research participants (Tamblyn et al., 2018). Data saturation and data triangulation can ensue when there is sufficient information from several perspectives to connect the study with the research purpose and phenomenon being examined.

Population and Sampling

The caliber of the selected population determines the number of participants required to reflect the research phenomenon accurately. According to Yin (2018), there is no standard for determining the sample size in qualitative research. Researchers select a research design based on the research questions and analyze the population sample based on the research criteria (Abutabenjeh & Jaradat, 2018). Before collecting data, I selected participants with characteristics that correlate with the research question.

The targeted population consisted of five c-suite executives with a minimum of 10 years' experience in The Bahamas who employed innovative strategies to remain competitive and profitable. The sampling strategy employed is critical for ensuring the quality of the research. I identified participants using the purposive sampling technique. According to Doyle et al. (2020), purposive sampling identifies individuals with knowledge and competence about the studied phenomena. Purposive sampling enables researchers to collect rich data from participants to address the research question (Johnson et al., 2020). I limited the participant population to c-suite executives with experience implementing innovative strategies that helped their organizations remain competitive and profitable.

For this study, I collected data from five c-suite executives who successfully developed and employed innovative strategies in their organizations to remain competitive and profitable. According to Yin (2018), the validity of a study is measured by the volume of data supplied by the participants. Sufficient sample size is critical to qualitative research design (Larsen, 2018). Purposeful sampling is frequently employed

in qualitative research to identify individuals who can provide in-depth and valuable information on the researched phenomena.

By using purposeful sampling, participants most likely to provide appropriate and pertinent information were selected. According to Yin (2018), a case study design with a smaller sample size facilitates in-depth data collection. A minimum of three participants is required to achieve data saturation in a case study design (Yin, 2018). I obtained data from five c-suite executives who had established and managed successful innovative strategies that enhanced their organizations' competitiveness and profitability.

I obtained data saturation through video conferencing interviews with research participants. To safeguard confidentiality, the informed consent form was emailed to participants and followed by a conversation to ensure they understood the material thoroughly. In password-protected files, I stored electronic records, interview recordings, participant information, and the organization's identification. For 5 years, all data acquired from participants will be password-protected and stored in a secure location. After 5 years, I will delete all research-related documents and delete all data on my computer, external storage devices, and cloud-based storage.

Ethical Research

Researchers must safeguard research subjects by implementing ethical research practices. Ethical issues are critical when conducting research, particularly with human beings (Navalta et al., 2019). Research ethics reinforce ethical principles and behaviors while conforming to regulatory requirements (Ko et al., 2018). As a researcher, I used

ethical strategies to reinforce the interview process, promote open discussion, increase subject awareness and comprehension, and mitigate personal biases.

The informed consent form is a prime illustration of the safeguards to protect study participants. I guaranteed that all required precautions were taken to conform to Walden University's code of conduct for research integrity, confidentiality, and anonymity. Researchers face ethical difficulties throughout a study, from conception to conclusion (Pound & Ritskes-Hoitinga, 2018). Concerns surrounding privacy, confidentiality, informed consent, and the researchers' potential impact on the participants are among the difficulties that must be addressed (Falb et al., 2019). It was vital to ensure the ethical protection of study participants.

Throughout the research process, I strictly conformed to the ethical principles and standards established by the *Belmont Report* for protecting human subjects in research. Researchers should respect participants' thoughts and opinions and conduct themselves ethically while ensuring their well-being (Shaw et al., 2020). As a precaution against the possibility of coercion or undue influence, participants were required to offer valid consent by responding to the informed consent form by emailing the phrase "I consent" to me. The informed consent form entails disclosing the research aims and scope to the participants.

My research required Walden University's Institutional Review Board (IRB) approval before performing research work. Obtaining IRB approval guarantees that researchers adhere to the university's ethical principles and federal regulations governing ethical research practice in the United States (U.S. Department of Health and Human

Services, 1979). I ensured that all participants in my study were over 18 and did not belong to any protected groups within the general population. Participants could withdraw from the research at any point by notifying me by email or by phone. There was no incentive or remuneration offered to individuals in exchange for their participation in my study, as participation is voluntary (Appendix B). I offered participants a summary of the research findings and study suggestions.

I adopted the *Belmont Report's* parameters and protocol to support and safeguard participants and preserve the human subject's ethical behavior in research. Participants' thoughts and opinions should be respected, and researchers should take an ethical approach while ensuring the participants' safety (Shaw et al., 2020). According to Yin (2018), education of participants is essential. Participants were emailed an informed consent form before participating. The informed consent form provided critical information regarding the study, a thorough description of the security measures in place, and protections for participants and their organizations' personal information.

Researchers must ensure that personally identifiable information about participants and organizations is secured and protected using codes for confidentiality purposes (Ahlin, 2018). Ensuring the participants' and participating companies' privacy and confidentiality is critical for my research; therefore, I adhered to the three basic ethical principles mentioned in the *Belmont Report*. My study needed to code the genuine names of the interviewees and participating organizations using labels such as P1, P2, P3, P4, and P5 and company C1, C2, C3, C4, and C5. I ensured that the identifying

information of participants and organizations was secured and protected by employing codes to maintain confidentiality.

According to Walden University's ethical requirements, researchers must retain research materials and data for a minimum of 5 years after completing the project (Appendix B). Throughout the study and for 5 years, all electronic materials will be password protected on my laptop, an external hard drive, and an encrypted cloud-based storage system.

Throughout the study process, researchers must adhere to ethical guidelines. The Institutional Review Board (IRB) of Walden University must first grant permission and consent for the research to commence. The IRB regulates the conduct of ethical research. The IRB procedure at Walden University is a system for monitoring researchers' techniques and ethical behavior. The IRB vetting process assures that researchers act ethically and follow only acceptable procedures. Doctoral scholars obtain IRB approval by adhering to the study's ethical guidelines. The IRB must approve before selecting participants and the data collection process. I adhered to the IRB's laws and regulations when seeking authorization and permission to conduct my research. I obtained Walden IRB approval for my research IRB approval number # 04-06-22-1019360.

Data Collection Instruments

Due to my direct engagement in the data collection and interpretation, I was the primary data collection instrument. I conducted a qualitative multiple case study using semistructured interviews, observations, human resource manuals, and publicly available materials from government websites such as financial records and journal notes.

Researchers who use semistructured interviews seek participants' perspectives on a specific subject or, in the case of essential informants, for background information or a unique viewpoint (Ticheloven et al., 2021). According to Gani et al. (2020), researchers employ semistructured interviews to collect data because they allow greater flexibility, accessibility, and proficiency. I developed a clear conception of c-suite executives' innovative organizational competitiveness and profitability strategies by conducting semistructured interviews, observations, human resource manuals, publicly available materials from government websites such as financial records, and journal notes.

Interviews are one of the most effective strategies for eliciting information from participants with divergent perspectives on similar concepts. Semistructured interviews, an analysis of the organizations' official documents, and reflective journaling were additional data collection instruments (Alam, 2021). Triangulating researched data improves the reliability and validity of the study's outcomes while minimizing research bias (Jones & Donmoyer, 2021). I interviewed the participants using open-ended questions in semistructured interviews to elicit evidence about the innovative strategies employed by c-suite executives to enhance profits and competitiveness.

My interview protocol was a guide for conducting the in-depth interviews (see Appendix A). A trusted interview protocol is critical for obtaining high-quality interview data (Yeong et al., 2018). I employed the interview procedure since it is well structured and followed a consistent approach to guide the questions and ensure that I acquired the most accurate data possible from the study participants. I used the interview protocol to

develop a standardized approach and ensure the interview and data acquired during the interview are authentic.

Qualitative research is more reliable and valid when participants are verified and triangulated. Triangulation provides more depth to the data obtained (Jentoft & Olsen, 2019). By routinely authenticating members, accountability mechanisms can foster confidence and cooperation (Rooshenas et al., 2019). I used triangulation and member verification to strengthen the study's validity and reliability. I cross-checked participant interview responses against interviews, my observation, human resource manuals, publicly available materials from government websites, such as financial reports, and my journal notes I also requested that participants examine a one to two-page summary of their semistructured interview to confirm that their interpreted responses were accurate.

I allowed the participants to verify my comprehension by studying a thorough summary of their responses, a process known as member checking. According to Caretta and Perez (2019), researchers must use member checking to authenticate their responses and certify the validity of the data. Researchers must undertake member checking when conducting a qualitative study since it ensures the validity and trustworthiness of the research findings (Yin, 2018). I employed member checking to elicit participants' input and validate responses. By reviewing the summary of their transcription interpretation, I allowed participants to recognize any misinterpretation of the data by examining a synopsis, allowing an opportunity for correction or until no new themes or information emerged.

Data Collection Technique

I obtained data for my study using open-ended, semistructured interviews with five c-suite executives from The Bahamas. When used in qualitative research, semistructured interviews offer researchers an in-depth and accurate picture of the research scenario by posing how and why questions (Mahat-Shamir et al., 2021). Digital interviews with participants enable the researcher to examine the participants' body language and speech tones, which may aid the researcher in developing a more nuanced knowledge of the topic being studied (Moser & Korstjens, 2018). I used interview recordings, my observation, human resource manuals, publicly available materials from government websites, financial reports, and my journal notes because they were essential for collecting qualitative data during interviews.

I was the principal data collector for my study, conducting semistructured video conferencing interviews. Conducting interviews is a crucial component of qualitative data collection (Fritz & Vandermause, 2018). Interviewers follow protocols to maintain uniformity and minimize bias during the interview process (Yin, 2018). I contacted candidates by phone and followed up with emails. After each participant consented to participate, I organized the video conferencing interviews. Each interview was conducted via video conferencing in a convenient and comfortable environment for the individual participant.

I contacted participants directly, informed them of the study's purpose, and invited them to participate via invitation letters (see Appendix B). The invitation letter provided essential details regarding the study. I informed participants that I am a doctoral

candidate at Walden University pursuing a doctorate in International Business.

Invitations letters (Appendix B) were emailed to participants, along with copies of the informed consent form. I used the interview protocol (Appendix A) as a guide for conducting all semistructured interviews. I used semistructured interviews to facilitate open communication with participants, eliciting helpful information on innovative strategies employed by some c-suite executives that enhanced their organizations' competitiveness and profitability. I used virtual interviews as the primary data collection strategy to collect data.

Numerous advantages and disadvantages exist with data collection strategies. Some of the benefits of data collection approaches are: (a) enabling a better understanding of the study through participant experiences, (b) acquiring comprehensive and rich data about a given phenomenon, and (c) obtaining relevant data for the research study (Barrett & Twycross, 2018). Some of the downsides include: (a) lengthy process and time consuming for researcher and participant, (b) bias must be eliminated as much as possible by the researcher, and (c) transcribing, and data processing could be expensive (Barrett & Twycross, 2018). I used member checking to confirm that I had captured the correct interpretative perspective for each participant's interview as part of the study's reliability and validity.

Participants received a summary of their interview responses via email to confirm the accuracy of the participants' comments. It was not essential to conduct follow-up interviews. Member checking is a method that is widely used to verify the accuracy of data obtained and perhaps processed by the researcher (Naidu & Prose, 2018). The data

collection process is comprised of the following steps: (a) data collection, (b) data processing, (c) data reconstruction, (d) data interpretation, and (e) data validation (Yin, 2018). I used NVivo 12 software to analyze the data retrieved from the member checking.

Researchers who conduct interviews may uncover more comprehensive study findings because they can follow up with participants to elucidate their responses. Lawless and Chen (2019) demonstrated that qualitative preliminary inquiries might generate potential learning tools for developing a method for comprehending the participants' viewpoints and ideologies. Effective time management during interviews is crucial in qualitative research (Rettke et al., 2018). I recorded the interviews using Zoom with the consent of the participants while adhering to COVID-19 guidelines. After each interview concluded, I promptly transcribed it.

I used the interview protocol (Appendix A) to demonstrate how I operated as the instrument for data collection. I electronically recorded the interview sessions, used reflective journaling, and transcribed the recordings, to generate a comprehensive record and audit trail of the data gathering process. According to Yeong et al. (2018), the reliability of interview techniques could improve interview data in qualitative research. According to Yin (2018), using an interview protocol assists the researcher in ascertaining the authenticity and trustworthiness of the data. I validated and verified data using NVivo 12 software and identified themes to illustrate the authenticity and dependability of the data collected.

Data Organization Technique

Data organization in qualitative analysis refers to arranging, categorizing, and grouping the obtained data. In qualitative research, data organization is an essential methodical technique that provides an orderly platform for organizing and synthesizing data (Moser & Korstjens, 2018). Utilizing a standardized naming convention simplifies retrieval (Belotto, 2018). I accurately labeled the gathered information to reflect its content and source.

Research participants frequently express concern about confidentiality and privacy during the data collection. According to Stahlke (2018), qualitative researchers employ a filing system to guarantee confidentiality and ensure the integrity of their work. Researchers conducting qualitative multiple case studies must ensure that the data they collect and retain are managed securely and are effectively organized (Cypress, 2018). I organized data using the following categories: (a) initial interviews and follow-up member checking interviews; (b) direct observation; (c) organization documentation and records; and (d) reflective journal.

Due to the emergence of COVID-19, I strictly adhered to safety regulations; I conducted interviews using Zoom videoconferencing software. The videoconferencing recordings guaranteed the data and interview interpretation were authentic. The interview transcriptions of participants were saved as a Microsoft Word document and then categorized and coded using Microsoft Excel, journal notes, and NVivo 12. In a qualitative multiple case study, constant comparison of data and data with codes is critical (Maher et al., 2018). Grouping codes permit the discovery of emerging themes

(Hennink et al., 2019). As a security measure, I protected participants' identification and confidentiality by using unique codes in place of participant names. To safeguard the participants' privacy, I designated the participants as Participant 1 (P1), Participant 2 (P2), Participant 3 (P3), Participant 4 (P4), and Participant 5 (P5) and organizations as Company 1 (C1), Company 2 (C2), Company 3 (C3), Company 4 (C4), and Company 5 (C5). According to LeBel et al. (2018), researchers categorize and code data to provide the study legitimacy and scientific rigor. I categorized the study data and assigned a unique identifier to each file and document.

I kept a reflective journal documenting my observations to allow me to analyze and organize my thoughts critically throughout the study. When conducting qualitative research, journaling enables the researcher to separate personal thoughts from interview data, minimizing bias and ensuring the study's validity (Rutakumwa et al., 2020). A reflective journal was kept and utilized to capture thoughts and observations during and after each interview (Rutakumwa et al., 2020). I used journal notes to document participant interviews and was used as a backup strategy should technical concerns arise, presenting difficulty accessing the video recordings after the interview.

I securely saved all information relating to the research on a password-protected computer, a password-protected external hard drive, and encrypted cloud-based storage. Using the internet to collect data can raise safety issues (Lobe et al., 2020). At every stage of the research process, a researcher should safeguard participant information from unauthorized access (Dimitrios et al., 2018). In accordance with Walden University's IRB

data protection standards, at the end of 5 years, I will delete all electronic and cloud-based materials.

Data Analysis

The fundamental goal of qualitative research is to extract information from the interview process, particularly nuanced or contextual aspects. I analyzed participants' responses endeavoring to convey the participants' perspectives in their statements. My research data were analyzed using Yin's (2011) 5-step process, which entailed: (a) compiling the data; (b) disassembling the data; (c) reassembling the data; (d) interpreting the meaning of the data; and (e) concluding the data. By embracing reflectivity and utilizing multiple data sources, the researcher's personal biases can be eliminated or mitigated (Fusch et al., 2018). Triangulation is critical to ensuring that the case study appropriately portrays the participant's perspective (Yin, 2018). I collected data from interviews, observations, human resource manuals, publicly available materials from government websites, such as financial reports, and my journal notes.

I began my data analysis by examining the interview transcripts and discarding all space fillers, repetitive phrases, incomplete sentences, and irrelevant comments to facilitate member checking. In rigorous qualitative research, member checking is generally and consistently suggested as a validity or trustworthiness check (Molustsky, 2021). I examined each transcript to present evidence and identify codes and emerging themes. I reviewed the supporting documents such as observations, human resource manuals, publicly available materials from government websites, such as financial

reports, and my journal notes to substantiate the emergence of themes related to the fundamental subject of my central research question.

The participants were emailed a summary of the transcripts to verify that their responses were accurately captured. All participants validated the accuracy of the member checking data; therefore, follow-up interviews were unnecessary. I used NVivo 12 software to extract codes from the transcripts. During the research process, NVivo 12 permits the data to reflect iteratively with the formation of codes (Elliot-Mainwaring, 2021). NVivo 12 allows the researcher to categorize and generate themes from the codes (Alam, 2020). Using the NVivo 12 software, I structured and coded the data to facilitate data analysis.

I used Yin's (2011) 5 step process for my thematic analysis. According to Yin (2011), data analysis entails a researcher working with research data to identify significant themes, patterns, and descriptions that address the fundamental research question. I began with compiling data from the transcribed interviews, observations, human resource manuals, publicly available materials from government websites, such as financial reports, and my journal notes. In the second step, I disassembled the data by coding for themes, categorizing, and classifying the compiled data following the keywords and themes established in the conceptual frameworks of Wernerfelt's (1984) and Barney's (2001a) RBV theory and Burns (1978) and Bass, B. (1985) TLT and significant subjects identified throughout the study's literature review. The goal of substantiating the themes using literature was to correlate and validate the findings with the methodology and conceptual frameworks.

In the third phase, I used NVivo 12 software to reassemble the data to uncover patterns, themes, relationships, and trends. According to Elliott-Mainwaring, (2021), a researcher can utilize NVivo 12 to correlate and categorize interview data according to essential themes, generate significant correlations between participant responses, and discover themes. The researcher studies the data during the thematic analysis process to uncover common themes, recurring subjects, concepts, and meaning patterns (Guest et al., 2020). I reassembled the data into meaningful sequences to identify patterns or themes to address the central research question and to establish an in-depth understanding of the main phenomena.

In the fourth phase, I interpreted the findings by comparing patterns against the interview transcripts, observations, human resource manuals, publicly available materials from government websites, such as financial reports, and my journal notes to understand the data's significance. In step 5, I evaluated and interpreted the material to build a coherent concept to present a personalized structural account of my experiences. The final step in the data analysis process involves forming conclusions based on interpretations and meanings derived from the complete data analysis process and should strengthen the conceptual framework (Johnson et al., 2020). The conceptual frameworks of Wernerfelt's (1984) and Barney's (2001a) RBV theory, as well as the Burns (1978) and Bass, B. (1985) frameworks employed for this study, were compared to the common conceptions to determine whether they supported or contradicted the conceptual frameworks.

Reliability and Validity

Assuring the data's trustworthiness and validity is critical during the data collection process. As Hedge et al. (2018) defined, reliability is a measure of consistency in study findings, including accounting for potential personal and research method biases. Validity relates to the conclusions accurately reflecting the data (Noble & Heale, 2019). I ensured consistency in my study was achieved through quality research, allowing for an accurate portrayal of the investigated phenomenon.

Reliability

Reliability is defined as the consistency and repeatability of research methodologies. According to Courel-Ibáñez et al. (2019), reliability in a research study refers to the ability of a technique, instrument, or measure to be repeated under identical conditions and give the same results. Castleberry and Nolen (2018) suggested that researchers must confirm consistency in their research results to ensure the dependability of the findings. When compiling my data, I strictly adhered to my interview protocol (Appendix A). I used a standardized interview methodology to ensure the study's trustworthiness and meticulously collect all participant data.

The interview methodology guided how I conducted interviews. According to Yin (2018), a qualitative researcher's reliability is established by documenting the data collection and analysis process, establishing the study plan, describing participant selection, and emphasizing the researcher's participation. According to Li et al. (2019), member checking enhances reliability and trustworthiness. I used standard interview

questions using language consistent with the foundation of my study, which strengthened my study's reliability.

I used member checking to ensure reliability. The reliability of qualitative research is predicated on a large volume of data, which enables researchers to demonstrate consistent analysis among participants (Hayashi et al., 2019). Researchers establish reliability when they provide consistent and replicable results (Rose & Johnson, 2020). I maintained dependability by using the same interview method with each participant. Data saturation was attained when no additional themes emerged.

Validity

Validity determines if the research measures what it intends to measure. Validity is a term that refers to the degree to which the findings of a study accurately represent the data (Johnson et al., 2020). When researchers consistently conduct their research, they can establish the validity of their findings (Fusch et al., 2018). My study exhibited a high level of authenticity in its literature search, data collecting, organization, and analysis. I interviewed participants and reviewed official documents from five c-suite executives to verify legitimacy.

Credibility

The reliability of study findings is referred to as its credibility. Akinyode and Khan H. (2018) stated that credibility is the accuracy with which data is expressed and analyzed through participant views persuasively. In the context of research findings, credibility refers to the validity and plausibility of the findings, which determines the

veracity of the data (Kleinberg et al., 2018). I established credibility by recording interviews and methodically documenting each participant's question and response.

To confirm the study's legitimacy, the participants reviewed the interview transcripts to ascertain the authenticity of the initial interview. Corrective action was not necessary during the member checking process. Member checking, interview protocol, peer-reviewed findings, purposeful sampling, and methodological triangulation are essential factors in determining the legitimacy of a research study (Natow, 2020). Purposeful sampling entails the deliberate selection of study participants to maximize the data sources available to address the research topic (Johnson et al., 2020). Purposeful sampling and interview methodology were used to minimize bias throughout the interview process. I validated member checking by citing peer-reviewed sources to demonstrate the literature's validity and transparency.

Transferability

When an individual or group in one scenario contemplates adopting something from another, this is referred to as transferability. Transferability occurs when readers of a study can determine the significance of the research findings in different contexts (Sundler et al., 2019). Transferability is the extent to which qualitative research is applied in different contexts (Moser & Korstjens, 2018). I explained the context, the data collection process, and the participants' evidence. Each study participant was interviewed using the same technique, including videoconferencing and member checking.

I increased the transferability of my study to enable future researchers to establish the study's relevance to other research investigations. As Hayashi et al. (2019) defined,

transferability relates to the extent to which a study's findings are relevant to multiple locations or scenarios. Transferability occurs when a researcher can construct a credible study using multiple data types (O'Kane et al., 2021). I used an audit trail to transparently outline steps involved in conducting the research, from the interview protocol (Appendix A) to the development and reporting of the findings. I triangulated each participant's interview responses with pertinent company documentation.

Confirmability

The coherence and fairness of the data analysis and interpretations are referred to as confirmability. Confirmability is the authentic reflections of participants' perspectives independent of the researchers' beliefs (FitzPatrick, 2019). Qualitative researchers achieve confirmability when their findings reflect those documented by the researcher and those reviewed by the participants (Abdalla et al., 2018). I provided thorough details regarding the study methodology and audit trail techniques to ensure confirmability. I asked all participants the same interview questions (Appendix A) to ensure consistency and employed validation procedures such as member checking and triangulation to demonstrate my comprehension of the phenomenon.

Data Saturation

To strengthen the credibility of their research, qualitative researchers rely on data saturation. Researchers have achieved data saturation when no new information or new ideas emerge (Saunders et al., 2015). Data saturation occurs when the amount of data collected is insufficient to provide further information (Yin, 2018). The concept of data saturation was employed to strengthen the study's findings. I conducted member checks

following the interview protocol (Appendix A). I inferred that data saturation had resulted when I did not receive any new themes or material from the participants.

Transition and Summary

In my study, I explored innovative strategies employed by some executives in The Bahamas that enhanced organizational competitiveness and profitability. I repeated my purpose statement in Section 2. The research question and conceptual frameworks were the foundation for Section 2 data collection methodologies. A detailed exposition of each phase, corroborated by peer-reviewed academic sources, streamlined the research process. I discussed the instruments used to collect data, the organization technique, the analysis, and the rationale for using NVivo 12 software for data organization and analysis. I discussed the methodology, the research design, and the population and sample methodologies used in the study. I discussed how I maintained ethical norms regarding the research instruments, the methodologies used to collect information, the structuring of the data, and the data analysis. I outlined how I established the reliability and validity of my study findings after Section 2.

In Section 3, I discussed the innovative strategies employed by some executives in The Bahamas that enhanced their organizations' competitiveness and profitability. I discussed applying my results to professional practice and the consequences for social change. Based on my findings, I discussed the study's findings and explained how the findings related to the specific business problem, research question, and purpose statement. I made recommendations for future study and reflected on my research

experiences on this project. Finally, I provided the research study's summary and conclusion.

Section 3: Application to Professional Practice and Implications for Change

Introduction

My qualitative multiple case study aimed to explore innovative strategies that some executives used to develop and implement to remain competitive and profitable. While The Bahamas is a leader in the Caribbean region, executives must emphasize innovation and technological adoption more. Executives can generate revenue and encourage further investment prospects in The Bahamas by investing and becoming more innovative. I conducted semistructured interviews with five c-suite executives from five leading organizations in The Bahamas. The five c-suite executives interviewed were instrumental in their organization's development and implementation of innovative strategies. The findings in this section include strategies to assist executives in understanding how to use their critical competencies to accelerate and implement innovation into their fundamental business operations. The findings included the following themes: (a) knowledge acquisition, (b) human capital development, (c) effective communication, (d) stakeholder engagement, and (e) technology and digital transformation. I addressed applications to professional practice and the implications for social change. I also provided recommendations for action and future research. Finally, I reflected on my research experience and conclusions.

Presentation of the Findings

The overarching research question for this study was: What innovative strategies do some executives in The Bahamas employ to remain competitive and profitable? I conducted research using the RBV and TLT conceptual frameworks. I obtained data by

conducting semistructured virtual interviews with five c-suite executives in The Bahamas. I identified five distinct themes during the data analysis process: (a) knowledge acquisition, (b) human capital development, (c) effective communication, (d) stakeholder engagement, and (e) information technology and digitalization. I supplemented information and triangulated data using observation, human resource manuals, publicly available materials from government websites, such as financial reports, and my journal notes. I employed member checking to confirm the validity and accuracy of the information and my interpretations of participants' responses to the interview questions. I used member checking and methodological triangulation to enhance my research's credibility and reliability. I undertook member checking to authenticate the accurate interpretation of the data. Member checking is frequently used to confirm the validity of the data collected and may be analyzed by the researcher (Naidu & Prose., 2018). Member checking also entails providing facts and interpretations to participants for them to confirm credibility (FitzPatrick, 2019). All participants confirmed the interpretations of the participants' summary interview responses.

After accumulating the interview responses, I transcribed and assessed the audio/video recordings. I further conducted an analysis and identified pertinent and frequent themes by uploading the transcripts of the interviews into the NVivo 12 software. I used the NVivo 12 software to assist in categorizing, defining, and identifying the frequency of codes during thematic analysis. I categorized the data according to the themes.

I presented a detailed analysis of each theme and participant contributions in the subsequent section. For this research, the word "pandemic" referred to the COVID-19 pandemic and is used interchangeably throughout my research. Table 1 summarizes the criteria for participation in this study. Thematic categories and their associated references are shown in Table 2.

Table 2

Participant Eligibility

Participant codes	P1	P2	P3	P4	P5
Organization codes	C1	C2	C3	C4	C5
Participants nationality	Bahamian	Bahamian	Bahamian	Bahamian	Bahamian
Participant experience (years)	>25	>20	>30	>15	>38

Table 3*Thematic Categories with Participant Count and References*

Emergent themes	Number of occurrences	Number of participants
Knowledge acquisition	53	5
Human capital development	43	5
Effective communication	36	5
Stakeholder engagement	33	5
Information technology & digitalization	78	4

Table 4*Internal Organization Resources Classifications*

Physical Capital	Human Capital	Organizational Capital
Technology	Employees	IT Infrastructure
Furniture	Competencies: Knowledge, Skills, Creativity, Innovation, Qualifications.	Policies
Buildings and office spaces Inventory		Processes and procedures Communication

Theme 1: Knowledge Acquisition

All five participants emphasized the critical role of data in accurately evaluating, analyzing, and assessing the competitive intensity of a market is crucial for making knowledgeable choices. Because competition is multifaceted and is not immediately discernable, to provide practical solutions, knowledge acquisition has become an essential concept in obtaining a competitive advantage through providing distinctive products or services (Asrafi, 2018). As a result, data acquisition is essential to operations and competitiveness (Mikalef et al., 2020). Consistent research has benefited all organizations significantly in developing a complete awareness of market trends and forecasts. Throughout the data, from interview responses to Questions 2, 3, 4, and 5, the five participants identified knowledge acquisition as a crucial component of the success of their organizations' operational and financial strategies.

The first theme generated was knowledge acquisition. The business leaders expressed dependence on data as a critical tool in implementing successful innovative initiatives to improve organizational performance. I inferred from the statements of participants that successfully implementing innovative strategies required accurate and timely data collecting to support organizational competitiveness. According to P1, due to their industries' volatility, the ability to access accurate data and quickly analyze it is critical to their operations and competitiveness. P1 further stated that their industry is constantly involved in a dynamic competitive process, and the ability to access and manage data is vital to their success. P5 explained that:

We conduct a great deal of big data analytics to make decisions about our many products and services. I believe that how effectively we recognize and grasp the value of data will enable us to become more competitive and lucrative in the future.

P3 expressed similar sentiments and shared the necessity of information for their industry, “Data collection and technology provided us with the opportunity to recognize that there are always opportunities to develop and improve our offerings, which will contribute to the growth and allow us to stay ahead of competitors.” According to P2, “a critical organizational objective of increasing their companies' competitiveness necessitated continual replenishment of industry data.” P1 indicated that “knowledge generation and data collecting from diverse industry sources such as financial reports, and industry publications were critical in ensuring their organization's continued daily operations, competitiveness, and profitability.” P1 noted that obtaining, managing, and analyzing information is a critical competitive and revenue-generating strategy for their operations. P1 stated:

Honestly, I found that innovative strategies have helped us increase profitability heavily relies on the exorbitant time spent deliberating about reports. The analysis contained in these reports enables us to decide if our business operations will have a material impact on the future.

According DiViao et al. (2022), organizations that use a data-driven decision-making method are more profitable on average and generate larger revenues than their competitors.

P4 stated, “There are always new entrants and companies rising the hierarchy, strengthening, and developing their brands. That is why research is critical to our success.”

P1 and P3 commented on the relevancy of information in identifying what was required to remain competitive. At the same time, P1 and P4 emphasized that information from multiple sources significantly influenced decision-making and assisted in identifying organizational profitability. P1 supported P4’s sentiment with the statement, “data is collected from a variety of industry sources, such as profit margins, competitors’ financial statements, and historical data, which enables future decisions to be made.” P1’s statement corroborated my observation of C1 historical financial statements and a competitor’s financial statement, revealing C1 financial position for future innovative investments compared with the competitor. Through my observations, I understood how important data positively influenced decision-making regarding one of their current strategies. P1 shared that “in this industry, we cannot remain static, information is constantly changing, and we need to be able to adapt and change accordingly.” All five executives emphasized the necessity of systematic data collection and management for their firms' survival and competitiveness.

The first document I analyzed for Theme 1 was C1's historical financial records, followed by one of its major competitors' historical financial reports. The financial records demonstrated how information aided C1 in developing strategic financial goals and deciding whether initiatives have the potential to generate revenue. The information observed from C1's financial statements corroborated my journal notes on the critical

nature of understanding how firms use financial report data to determine which innovative strategies to pursue. The information I obtained revealed how knowledge acquisition positively influenced obtaining and managing data accurately to support the deployment of innovative strategies.

Alignment to the Literature

The findings from Theme 1 emphasized knowledge acquisition. Acquiring relevant information results in accurate data and improves decision-making (Akhaven et al., 2018). The findings corroborated prior research emphasizing the critical requirement for companies to have accurate financial data to ensure decision-making legitimacy (Purba & Africa, 2019). The participants' sentiments confirmed that accumulating and managing knowledge is crucial for achieving sustainable economic growth in a competitive global economy.

Alignment to the Conceptual Framework

Theme 1 findings regarding knowledge acquisition were compatible with the RBV theory; the primary premise underlying the resource-based view strategy is the importance of understanding an organization's environment. The RBV methodology manages information procurement (Behl, 2020). Participants shared that knowledge acquisition allowed them to use and design strategies that enabled their businesses to operate effectively and create a significant competitive advantage. Executives that employ RBV theory use intangible resources such as data to make data-driven decisions, optimize talent potential, and maximize revenue. (Akhtar et al., 2019). The participants'

responses sufficiently corroborate the RBV theory's principles by emphasizing the importance of utilizing data as an intangible resource to sustain a competitive advantage.

The findings from Theme 1 were consistent with my second conceptual framework TLT where leaders have a relatively long-lasting and focused influence on their subordinates and positively impact organizational outcomes. TLT impacts organizational performance by generating competitive advantage through innovation and knowledge stimulus (Knezović and Drkić, 2020). Executives could use TLT to help devise innovations to enhance their firms' competitiveness (Khan et al., 2018). According to participants, leadership's ability to effectively use the information to influence employee outcomes significantly contributes to the innovative process in their respective organizations. Intellectual stimulation was evident in the findings of this study. The participants encouraged their staff to acquire information to help, which could help with promoting imagination and ingenuity.

Theme 2: Human Capital Development

The second theme from all participants was the importance of human capital development when constructing an organization's strategy. All participants stressed the importance of training for employees whose roles or responsibilities may be altered because of the initiative. The participants were adamant that firms might significantly benefit from investing in their employees' skill development and professional growth. Organizational documentation such as human resource manual and interviews demonstrated the participants' organization's commitment to employee training and development.

P3 stated, "An additional area that we have used to remain competitive and profitable is leveraging talent management, including recruitment, training, and development opportunities." P5 explained, "Our task is to motivate them to take advantage of the training and development opportunities available to them to maximize the effectiveness of their jobs." P1 echoed the same sentiments of P3 and P5 by explaining, "We have realized that continuous training empowers our staff but also gives them the confidence in their work while keeping them abreast of the industry." The participants' responses were consistent with the findings of Attia and Eldin (2018), which stated that employee training is the foundation for developing internal capabilities that will enable organizations to gain a competitive advantage while improving their overall performance. Employers use training and development programs to assist employees in achieving desirable skills, knowledge, and competence.

Conversely, the findings from a study by Milner et al. (2018) argued that leaders do not receive sufficient training for operational efficiency. Sendawula et al. (2018) corroborated that leadership skills training is an excellent approach for managers of all levels to strengthen their capabilities, motivate their teams, and produce exceptional financial results. By comparison, the participants in my research study, except for P5 and P2, did not discuss the critical nature of leadership training. Instead, the participants expressed the need to ensure that employees were well trained for the impending changes. Whereas P5 shared, "Our organization offers a variety of training opportunities for both management and employees." P2 asserted that:

Our industry relies heavily on technology; therefore, it is mandatory that all staff are trained. Our employee handbook states that two compulsory training annually is required, whether conducted internally or through external vendors. Training is mandatory and employees are evaluated on their training programs.

Training and development programs can significantly influence organizational profitability through increased productivity (Taufek & Mustafa, 2018). Executives strive to educate and develop employees through a variety of educational approaches and programs. Because of the competitive nature of our present global market, executives must provide the resources needed and a variety of training platforms for their employees. The findings from Theme 2 revealed that participants underscored the need to have adequate resources on hand. According to P5, " Our personnel have the opportunity to grow their abilities because of new technologies and new initiatives." P3 shared C3's commitment to learning for its staff, "Our organization is strategically moving to a culture of lifelong learning where we promote different facets of development opportunities." All participants indicated throughout their interviews that training their employees was a critical strategy to consider when developing and implementing strategies.

During the interview, I asked participants whether employees appeared to benefit from the training and whether employees appeared to be prepared for the new duties and skills following the training. P3 highlighted that supplementary training was required during some initiatives due to employee feedback indicating a lack of readiness for the new processes. When there was a shortage of training, new training was conducted. Both

P3 and P5 stated that their staff appeared to be prepared for the new tasks and that the training provided were adequate and well-planned to address the new skills required.

According to P4:

Our output is the evidence that trainings are effective. When we can quantify the reduction in errors and projects are being completed more quickly and efficiently and of course our customer feedback. That's how we measure the success of trainings. That is when we can determine if the trainings were a good investment or not.

All participants concluded that training was critical to their organizations' competitiveness and profitability because it educated employees about the importance of innovative strategies to the organization's overall performance. I reviewed C3 and C5 human resource manuals, which mandated training and development for specific job responsibilities such as information technology and engineering and made them widely available to employees. P3 and P5 both disclosed that their employees have unrestricted access to their internal online training portals. P3 noted that "Some general training is offered throughout the year, and there are specialized courses. We allow our employees to upgrade their skills for different job functions through our internal training portal."

P5 stated:

Our company believes that an educated workforce produces unique ideas that are valuable to innovation and positively contribute to our bottom line. To maximize our output, we encourage our staff to pursue industry-recognized certifications and training, many of which we offer free through collaboration with external vendors.

P5 claimed that online training platforms have always been a part of their organization's business strategy, whereas P3 stated that the pandemic significantly hastened the deployment of online training portals. All participants indicated that the training programs taught necessary competencies and equipped employees with the requisite abilities for increased creativity and innovation.

Alignment to the Literature

The findings of this study corroborated previous research on TLT's relationship with training and development. According to the literature on transformational leadership strategies, innovation and creativity may be critical for c-suite executives because these activities often result in increased profitability (Zaman et al., 2020). The findings of this study validated prior research on training and development, in which transformational leadership is defined by an emphasis on task performance at the highest level of professionalism (Khan & Khan, 2019). As a result, the findings suggest that c-suite executives must capitalize on its human capital development initiative to maximize employees' cognitive capabilities and improve performance, ultimately increasing profits.

Alignment to the Conceptual Framework

The theme of human capital development and training as a competitive advantage is consistent with the RBV theory. Training and development have been shown to significantly improve performance (Iyanda et al., 2020). Executives must concentrate on their internal resources and competencies to survive and acquire a strategic competitive advantage in today's increasingly turbulent economic environment

(Assensoh-Kodua, 2020). The findings from Theme 2 satisfactorily aligned with the RBV theory.

Skills and knowledge, according to RBV, can give a firm an advantage over competitors. RBV defines organizational resources as all internal assets, capabilities, and competencies controlled by the organization and used to achieve strategic goals. Barney (1991) distinguishes between physical, human, and organizational capital. Table 3 highlights the business resources within each category. According to the RBV, a firm's internal resources can serve as a direct source of competitive advantage if they satisfy specific requirements: a) are heterogeneous, b) are immobile, and d) are expertly deployed and exploited. As a result, Wernerfelt (1984) assessed internal resource competitiveness, including employee skills and knowledge enhanced to become a competitive advantage through training and development programs.

Participants have established that transformational leaders' influence positively influences performance and profitability, which aligns with my second TLT conceptual framework. Individual consideration and intellectual stimulation are components of TLT, including training and development and allocating duties based on individual competencies (Khan & Khan, 2019). Executives collaborate to construct human resource development and training programs that align with their organizations' goals (Abu-Rumman, 2021). All five participants emphasized the importance of human capital development all levels of the organization's strategy.

Individualized consideration aptly aligns with Theme 2 because of TLs desire to serve as mentors and coaches to their subordinates to help them grow and develop, which

are also components of human capital development. The findings also relate to the TLT through the intellectual stimulation of employees. All participants expressed the importance of educating employees and encouraging them to view challenges as opportunities to promote creative and innovative solutions without criticism, as adamantly expressed by P5.

Theme 3: Effective Communication

Communication emerged as a theme during participant interviews and review of organizational documents such as emails. All participants expressed the importance of effective communication using multiple modes of communication during the onset of the COVID-19 pandemic. Interview data analysis revealed that effective communication was a critical strategy development and implementation component.

The study's first documents observed were organization-wide emails from C2, C3, and C5 sent to notify their employees of the impending changes and included information about the pandemic as they knew it. The email highlighted the impending organizational structure changes and informed the employees to expect more updates from their department managers and supervisors. COVID-19 significantly impacted communication systems and procedures, disrupting workplace routines. P3 shared:

Communication was essential during the pandemic as we had to collaborate with different departments continually. We had to ensure that our communications were precise, candid, and frequent. This was crucial because we were communicating with a workforce of over 21000 employees.

Effective business communication is critical to the progress and development of both individual departments and the organization (Kalenda et al., 2020). P5 shared that communication was the cornerstone of C5 operations because of their industry:

The COVID-19 pandemic exemplified the crucial role of our industries' infrastructure played in keeping businesses, governments, and The Bahamian population connected and operational. We had to communicate in a timely and efficient manner with our almost 3000 employees dispersed throughout The Bahamas' archipelago. We immediately realized the pandemic's vulnerabilities in terms of infrastructure and security for both our employees and customers. So, communication was key in this environment.

P4 shared that COVID-19 compelled C4 to experiment with new modes of communication, "Communication was the key challenge we encountered. We realized effective communication was critical in managing this crisis, and we had to use many different communication channels for our business continuity."

All five participants emphasized that communication had become more goal-oriented in the remote working environment. P4 and P1 shared the same sentiments regarding some employees feeling uneasy with the developing new norm. P4 commented on how the executive team had to re-establish trust through communication, "Through our communication, we had to ensure we continue to build trust both internally and externally. Due to the uncertainty of the pandemic, it was challenging to maintain and build trust, but with the constant communication, we endeavored." Whereby P3 commented on the need for clarity in their communications, "As a result, the more we

communicated, the clearer, more succinct, and more complete our communication got over time.”

Nonetheless, during the interviews, all five participants indicated that maintaining open communication with all employees facilitated the rapid implementation of many new innovative strategies. P1 commented that the C1 industry is highly volatile and competitive, so the ability to communicate and adapt to the unpredictability of the pandemic was seamless, P1 noted that:

In our industry, adaptability is vital because it increases productivity and enhances open communication and information exchange. Our staff is instrumental to our success because they can understand and adapt to the rapidly changing environment and are unfazed by unexpected changes.

P3 did not share the sentiments of P1 by sharing that C3 was confronted with several communication challenges during the onset of the pandemic, “Although communication was essential, it presented various challenges with keeping staff abreast while working remotely. Due to the unexpected disruption, we encountered challenges with communicating and disseminating information to our employees.”

Despite numerous obstacles, C3 recognized the critical nature of communication to the performance and continuity of its operations, according to P3:

The need for communication was important because we live in a time where information is crucial and abundant. Therefore, communication was essential to addressing some key challenges. We encountered some difficulties and could have handled some things more effectively; we are learning and adapting. We also

discovered effectively communicating was an area that requires the appropriate level of attention to be at the forefront of all of our change implementation and innovation.

P2 viewpoint was partially aligned with P3. According to P2:

Our industry is so intense and relies heavily on technology; as a result, communication is vital. During the pandemic, we were faced with some unexpected challenges with our communication channels; however, we have since corrected those by upgrading new technologies.

During the pandemic's rollout and implementation of new innovative strategies, P3 and P5 shared that employee and customer feedback was another avenue of communication. P5 shared that communication from the feedback was critical, "Employee perception measurement and feedback collection were more critical than ever in our organization. I believe that simply receiving feedback from all levels of employees was quite beneficial." P3 further elaborated, "To maintain a motivated, productive workforce, we had to identify the most effective methods for gathering and interpreting employee feedback and making appropriate changes." P5 also mentioned feedback's importance: "We collect feedback and leverage technology to keep our employees engaged and maintain competitive and profitable."

However, P2 stressed that customers' feedback was essential because they conveyed timely information about the strategies' effects, the obstacles that needed to be overcome, and potential opportunities. According to P2:

We further assessed the effectiveness of the project by the feedback received from consumers. Our customer survey results yielded highly positive feedback from this new initiative. However, despite the positive feedback, we are continually assessing and engaging with internal and external consumers to improve upon our offerings while maintaining our competitive edge and being profitable.

The COVID-19 pandemic demonstrated the critical nature of effective communication. Transparent communication and collaboration are at the core of successful communication (Ulrich et al., 2019). As such, leadership is accountable for communicating expectations, roles, and responsibilities (Walumbwa et al., 2019). To implement innovative strategies successfully, especially in uncertain times such as the COVID-19 pandemic, c-suite executives must have a holistic, integrated communications strategy that supports a positive organizational culture.

Alignment to the Literature.

Theme 3 was well-aligned with current literature on the critical nature of communicating effectively. Amid the pandemic, communication was used to distribute vital information to all organizational members, analyze the situation and its potential ramifications, and propose remedies (Bolisani et al., 2020). Communication is critical for innovation, particularly between employees, because it fosters innovative thinking (Ahameed et al., 2018). The process of informing employees about their duties, overarching aims, and corporate goals is referred to as communication.

Alignment to the Conceptual Frameworks

The findings from Theme 3 corroborated with the RBV theory concept of competitive heterogeneity and immobility. Under the RBV framework firms' success aligns with executives' ability to restructure, develop, and acquire resources and capacities in response to changing external conditions. (Sharma et al., 2019). In the RBV construct, maximizing the firm's capabilities is necessary for organizational success and sustainability (Wernerfelt, 1984). Each participant in this study incorporated their resources and capabilities into their communications management plan to survive in an unprecedented transitional period.

The findings derived from Theme 3 adequately corroborate with the TLT conceptual framework. Transformational leaders demonstrate idealized influence by communicating collective organizational goals and ideals, exhibiting confidence and resolve, and serving as charismatic role models (Yue et al., 2019). TL also promotes innovation by fostering an environment conducive to intellectual stimulation, creativity, and innovation (Begum et al., 2020). The study's findings corroborated that transformational leaders influenced each participant's workforce's attitudes through effective communication, collaboration, and actions that inspired acceptance of change and innovation initiatives.

Theme 4: Stakeholder Engagement

The pandemic proved to be the catalyst for seizing new innovative solutions for organizations' continuity. The resulting lockdowns forced many executives to reevaluate their operations, including stakeholder engagement. P2 shared how the executive team

from C2 operated, “The pandemic has certainly propelled digitalization forward, and it has accelerated numerous times. As a result, we evaluated our operations when we considered automation. We studied our engagement strategy”. All participants emphasized that successful strategy implementation requires commitment from all stakeholders. P3 highlighted that stakeholder engagement was vital during the pandemic, “This entailed the deployment and recruitment of employees and engagement of various sectors amid the unpredictability and volatility of the pandemic.”

Commitment to a project always requires a team of people who must work together towards a common goal, and constant communication is crucial. P2 shared how important having all stakeholders involved was during the onset of the pandemic when initiating new strategies, “Working on a project, it's critical to establish an understanding of your stakeholders and their expectations. We had to determine which stakeholders were needed for each project so they could be involved”.

P5 commented, “Prior to the pandemic, we incorporated several innovative solutions to engage our employees, suppliers, and investors. Basically, all our stakeholders were engaged, and our policies reflected international industry standards.”

Conversely, P1 did not share the same sentiments. According to P1, the dynamics of their industry are incredibly volatile, and their operations span many geographical locations. Although the pandemic unexpectedly resulted in lockdowns, C1 had a disaster recovery plan already tailored to each region. According to P1:

Our industry is highly dynamic, which puts us in the position of always seeking new strategies to combat the industry changes. The lockdowns forced us to tailor

our DRP, our Disaster Recovery Plan to the current circumstances. Our executive team was able to tailor some aspects of it. Yes, stakeholder input was extremely important, but not at the onset. We were just trying to get our bearings before some of our external stakeholders ever got an opportunity to discuss our next move.

P2 shared that a subset of their stakeholders' engagement strategy had an employee engagement strategy. The executive team recognized the need for technical implementation; however, most notably was ensuring that their employees were engaged, “The engagement of staff across multiple departments was a critical component to the successful implementation of our digital transformation strategy. The success of the digital transformation strategy required full engagement from everyone.”

Certain organizational decisions will impact and interest a wide range of stakeholders. However, not all stakeholders will require total commitment. P3 shared that ensuring employees were engaged was critical, mainly due to the organization's size. “My team of professionals has been in the forefront of our organization's swift response to the COVID-19 crisis, performing a fundamental part in maintaining our workforce engagement, productivity, and resilience.”

P2 and P4 shared the sentiment that technology aided in making engagement more efficient. P5 summed it up by stating:

Digitalization and technology have affected every level of our operation and enable us to utilize data to help us function more efficiently. It has revolutionized how we engage with our customers and partners while modifying internal processes and creating changes for opportunities to monetize our services.

P4 expressed how employee engagement was vital to their operations:

Our employees are more engaged, and our operations are more efficient as a result.

We collect feedback and leverage technology to keep our employees engaged and competitive, and profitable. It's all about the bottom line, and our employees are necessary.

According to Theme 4 findings, stakeholder engagement was critical to the success of innovative solutions. Moreover, the findings demonstrate that a stakeholder engagement plan is necessary for an organization's viability. A stakeholder engagement strategy provides the necessary information and guidelines to ensure efficiency in an unforeseen occurrence such as a pandemic. The participants emphasized the critical nature of assessing stakeholders to ascertain their impact on the project's success. Furthermore, technological relevancy was a crucial factor in effective stakeholder engagement. All participants stressed the critical nature of employee engagement in all organizational units.

Alignment to the Literature

The engagement of stakeholders is critical to the successful implementation of innovative ideas. Investing in the workforce has developed crucial competencies necessary for competitive advantage (Winker et al., 2018). Engaging stakeholders enables executives to navigate the inherent complexity of technological implementation by incorporating external expertise into their innovation processes (Larsson & Larsson, 2020). All participants expressed how the engagement of stakeholders facilitated the efficient implementation of projects.

Alignment to the Conceptual Frameworks

Under the RBV theory, the findings in Theme 4 do not relate. The RBV theory includes a firm's unique resources. The RBV's central proposition is for a firm to achieve sustained competitive advantage; it must acquire and control valuable, rare, inimitable, and non-substitutable resources and capabilities (Barney 1991). Resources are the tangible and intangible assets a company employs to identify and implement its strategies (Barney, 2001a). Stakeholder engagement was proven essential for participants when implementing new strategies, evidenced by the swiftness of obtaining and implementing resources needed to facilitate the deployment of the innovative strategies. However, stakeholder engagement was not a source of competitive advantage because it did not fall under the criteria for RBV.

The findings from Theme 4 are consistent with the TLT required for this research. Transformational leaders engage and inform key stakeholders regarding project goals, progress, and outcomes (Zaman et al., 2020). Following the TLT characteristic of inspirational motivation, transformational leaders encourage their followers to perform far beyond their requirements (Bass, 1995). The findings established that all essential stakeholders were actively engaged in successfully implementing the participating organizations' innovative strategies.

The transformative element of leadership is critical to executing the desired change and fostering organizational involvement. Transformational leaders encourage dialogues and innovations focused on the collective good while remaining attentive to the unique requirements of stakeholders and employees (Siangchokyoo et al., 2020). All

participants disclosed implementing innovative strategies amid the pandemic. As a result, it was critical for executives at participating organizations to inspire, motivate, encourage collaboration, and cultivate teamwork during the deployment process of the strategies.

Theme 5: Information Technology and Digitalization

COVID-19 expedited organizational, technological, and digitalization transformations. All participants emphasized the importance of technology in developing innovative solutions during the COVID-19 pandemic. When addressing the techniques utilized to integrate new technology, four participants concurred on a consistent understanding of the strategic realignment. Participants responded that integrating the project plan with the organization's strategy was critical to successfully implementing IT solutions. The current pandemic highlighted technologies' importance amid rapid technological change. P2 shared:

As part of the digital transformation, we concentrated on several pillars: marketing, process, product, service, and technological innovation. We incorporated digital technology into every aspect of our organization, fundamentally altering how we function and provide value to our customers. This was notably visible during the pandemic.

P2, P3, P4, and P5 all shared how the crisis impeded the emergence of innovative solutions, particularly those that accelerated their adoption of digital technologies.

P3 shared, "Technology has proven to produce more efficient operations and reduced expenses. Technology employment has been one of the most important strategies

we have implemented. We utilized technology to offer information and empower employees to work more efficiently.” P5 sentiments aligned with P3:

As a technology company, we could leverage our in-house technical skills to ensure a seamless transition. Our digital platform is a success, as is our capacity to leverage existing technology, our employees' efficiency in performing their jobs, the training and development opportunities available to our employees, and our social duty to the community.

Adopting new digital technology has played a critical role in these transformations, and organizations will continue to be impacted by COVID-19 technology use. P4 shared:

Technology has been a central component in our business strategy. The use of technology has made it easier to communicate with our customers and viably compete globally. Incorporating technology as a core element in our business operations enables our systems, products, and services to operate more efficiently.

P2 noted, "We used evolving technology to assist us in successfully transitioning manual procedures to digital processes.” Nevertheless, all four participants recognized how critical digital transformation and new technology implementation were to them in gaining a competitive advantage. The strategic alignment originated from a general perception that such technologies would provide critical support to the entire organization. According to P5 seizing market opportunities and obtaining a competitive advantage were significant reasons for C5 to convert to an automated work environment. “We thrive at technology and digital automation, but we must transcend technology...we leverage technology to keep our employees engaged and remain competitive and

profitable”. P3 added that technology and digitalization significantly impacted other functional areas. “Intense technological progress and rapid change significantly impacted our work environment, inclusive of approaches utilized in employee training and development.” P3 sentiments aligned with P5 regarding the organization-wide impact of technology and digitalization. According to P5:

The uncertainty and ambiguity of the pandemic resulted in the rapid use of digital technologies that influenced the way we delivered various services to our employees. We incorporated a diverse range of training techniques. We discovered that this has aided in enhancing our staff abilities, expanding their knowledge bases, and reinforcing their relationship with the company. The success of implementing new digital automation programs and training a workforce of over 21000 was challenging and presented several obstacles, but the pros outweighed the cons tremendously.

Conversely, P1 shared that although C1 relied heavily on technology for its daily operations, C1 focused on technology from data acquisition and management perspective. According to P1:

Advanced technologies in our industry have resulted in massive datasets throughout the industry's numerous sectors. By extension, our industry and C1’s emphasis on big data is the technology that enables us to manage and process these enormous amounts of data. I’m aware the pandemic forced many businesses and industries to adapt their business models. However, for us, it was and continues to be all about acquiring and managing information and the technology that facilitates this process.

According to the findings of Theme 5, automation of the work environment is crucial for success since it accelerates the innovation process. Executives who used automation introduced innovative solutions and fostered a productive organizational climate (Valamede et al., 2020). As technology demonstrates, automation is crucial in applying new procedures (Miethlich et al., 2021). The five participants discussed the critical role of technology and digitalization in their organizations' competitiveness and how it supported their organizations amid a moment of considerable uncertainty.

Alignment to the Literature

Theme 5 is relevant to the literature because executives must explore and capitalize on new business opportunities to thrive and increase their organizations' competitiveness. A company's competitiveness is defined by its inherent technological capabilities (Nuruzzaman et al., 2019). A leader's capacity to grasp technology to build and maintain a competitive advantage is critical to an organization's growth (Grover et al., 2018). The five participants revealed that the capacity to build and retain a competitive advantage is critical for organizations that rely on technology and information.

Alignment to the Conceptual Frameworks

The results of Theme 5 are consistent with the RBV theory. According to the RBV, organizations are heterogeneous because of their managed resources (Barney 1991). The RBV for strategy considers internal and external competencies (Bindra et al., 2019). A corporation's capabilities are derived from its resources, which are the primary source of its competitive advantage.

IT and digitalization are potent catalysts of countless technological advancements and organizational transformation. RBV's central theme is that a firm's performance is determined by its resource assets. The organization that controls more valuable scarce resources has a more substantial chance of generating long-term competitive advantages. The research's findings approach information technology as a valuable organizational resource capable of enhancing organizational capacities, resulting in increased performance and ultimately resulting in increased revenues.

Theme 5 findings did not align with TLT. Unquestionably, the benefits of utilizing IT and digitalization consist of reducing the time required for disseminating or processing information as needed and reducing expenses. Adopting new technologies, their deployment, and continuous use are critical for promoting an organization's understanding of the need for innovation. However, the findings did not reveal an association of TL influence on implementing and deploying new technologies as a source of innovation or competitive advantage.

Application to Professional Practice

This subsection aims to provide a thorough overview of how and why the study findings are relevant to the effective implementation of innovative strategies. The findings of this study could apply to professional practice because it demonstrated the innovative strategies used by some c-suite executives to remain competitive and profitable. Innovative strategies assist executives in increasing their firm's competitiveness on a domestic and international scale (Kneipp et al., 2019) and retaining and expanding their competitive advantage (Salunke et al., 2019). I utilized the research

findings to highlight the innovative strategies employed by five c-suite executives for enhancing competitiveness and profitability in their organizations. The findings from this research may be valuable and provide substantial knowledge and insight for other businesses seeking to implement innovative strategies into their organizational structure. Executives from various industries and organizations can utilize the research's conclusion to advocate for innovation as a feasible addition to their firms' strategies.

The results corroborate that integrating innovation as a fundamental principle and implementing effective innovation strategies are critical for a business's long-term competitiveness and profitable growth. For businesses to compete in today's information economy, leaders must change organizational structures and resource management strategies (Moşteanu, 2020). When industry executives examine the characteristics that contribute to the success of some leaders' initiatives, the knowledge obtained can assist other business leaders in developing their strategies (Nguyen & Phan, 2020). The study findings revealed that organizations must have a current and relevant innovation strategy to be competitive and profitable.

The findings demonstrated the critical nature of knowledge acquisition in advancing innovative strategies. Data acquisition was critical to the functioning and viability of innovation, according to the findings in the literature (Ghasemaghaei & Calic., 2020). As a result, acquiring internal or external stakeholder information is critical for enhancing a firm's innovative resource configuration and establishing a long-term competitive advantage (Rajhans et al., 2018). Furthermore, the findings confirmed the

critical significance of maintaining accurate financial records in ensuring the legitimacy of decision-making.

All five participants unanimously expressed the significance of data to achieving or maintaining a competitive advantage and profitable growth. As a result, innovation strategies must remain current and relevant to contend with the dynamic nature of the business, enhance the firm's competitiveness, and sustain profitable growth (Bogers et al., 2019). Firms' willingness to share information with their stakeholders has been extensively utilized to evaluate business behavior to increase value co-creation within organizations (Giacomarra et al., 2019). This research suggests that executives employ innovative strategies to improve efficiency, differentiate products and services from the competition, and sustain profitable growth.

The study's findings may benefit firms seeking to expand innovative techniques to obtain a competitive advantage in today's competitive market. All five participants agreed that executives should incorporate training and development programs into the organization's structure to facilitate the dissemination of knowledge (Stachová et al., 2019). Executives that continue to invest in human capital development through training, recruitment, and development initiatives are in the best position to empower their employees by transferring cutting-edge knowledge and experience (Broken & Geradts, 2020). Firms that invest in their human capital are more innovative than others, which gives them an uncomplicated competitive edge.

The current global markets necessitate innovative solutions for the viability of companies. The study's findings may prove advantageous to organizations interested in

improving their human capital training and development strategies to remain competitive while increasing profits. Employee development improves the workforce's overall ability, skills, knowledge, and competency (Fachrunnisa & Hussain, 2020). Training and development strategies have significantly impacted organizational growth (Oh, 2018). Participants revealed that executives might enhance an intangible resource through proper training to improve the organization's competitive advantage.

The study's findings demonstrated the importance of communicating throughout the pandemic and for the long-term viability of businesses. In recent years, communication's important role in company performance has been recognized and emphasized (Tkalac Verčič, 2021). Employee and employer communication is developing and maintaining connectedness between members. It comprises sharing ideas and information and expressing attitudes and emotions (Obrenovic et al., 2020). As a result of the findings, executives must establish and implement customized corporate communications strategies.

The findings may also have implications for professional practice, demonstrating that excellent communication is necessary for success. Effective communication gives businesses a competitive edge (Prieto-Sandoval, 2019). When communication is managed correctly, it can help individuals better understand threats and opportunities (Collins, 2021). The findings highlight that effective communication instills confidence in stakeholders increases productivity, and maximizes revenues.

The study proposed that effective communication is essential for executives to build agility, and improved communication reduces the time required to obtain a

competitive advantage and delivers results. While communication efficacy is critical to an organization's competitiveness and profitability, it must always be consistent with its vision (Van Ruler, 2018). Organizations use communication strategies to achieve synergies and acquire a competitive edge (Nwabueze & Mileski, 2018). Communication fosters partnerships between stakeholders and improves an organization's efficiency and performance, which are critical to success.

Maintaining relationships with current customers and developing new strategies to increase customer value propositions are critical components of increasing sales and profitability (Shukla & Pattnaik, 2019). Executives must understand the critical link between a differentiated customer experience, competitive advantage, and profitability. The primary methods for maximizing profitability are differentiated goods and services that customers purchase, strengthening customer loyalty, and retaining customers through the delivery of differentiated customer experiences. Investing in relevant innovation initiatives is essential to a company's long-term success and profitability.

The findings presented that investing in technical innovation and utilizing new technologies helps businesses maintain a competitive advantage and profitability. Executives must have the necessary innovation capabilities (Schoemaker et al., 2018). Advanced technology allows executives to understand better their customers' preferences (Vrontis et al., 2022). The findings have practical relevance since they remind executives to constantly review resource enhancements to maintain a competitive edge.

All five participants acknowledged that automation is critical and essential in technology development and competitive advantage generation. Technology is

instrumental in digital transformation initiatives because it changes how businesses create consumer value (Tomičić Furjan et al., 2020). The digital future has unfolded more quickly than many had anticipated, and digital technologies have enhanced the ability of businesses to compete globally (Helfat & Raubitschek, 2018). All participants expressed that technology and digitization have moved their firms forward, giving them a competitive advantage while generating substantial revenues.

All five participants discussed how their organizations used technology and digitization to gain a competitive advantage and profit during the pandemic. Executives must employ various strategies to maintain a competitive advantage (Schmidt & Scaringella, 2020). Most c-suite executives have led their companies' digitization efforts to protect employees and customers from the COVID-19 pandemic (Guinan et al., 2019). Participants' findings aligned with the literature and could serve as a reminder that executives must seize market opportunities while modernizing the workplace through digital transformation.

When implementing new strategies, it is critical to employ an effective stakeholder engagement strategy. Executives must develop appropriate strategies to engage stakeholders to impact their organization's financial sustainability (Obrenovic et al., 2020). Executives must engage stakeholders for their organization's financial stability (Sroufe & Gopalakrishna, 2018). To increase their organization's financial sustainability, executives must strengthen relationships with stakeholders in various engagement strategies.

The research's significance may assist executives by identifying multiple approaches to increase stakeholder engagement while providing a competitive advantage. Successful implementation of innovative techniques requires a variety of stakeholders (Lüdeke-Freund, 2020). Stakeholder involvement will increase transparency (Juntunen et al., 2018). Stakeholder engagement is essential, leading to profitability; executives can use various techniques and tools to enhance stakeholder relationships.

The findings prove that stakeholder involvement is necessary to implement innovative strategies successfully. A leader's mission to change the financial stability of their firm requires continual stakeholder engagement (Salvioni & Almici., 2020). The engagement of stakeholders entails involvement throughout the organization's functional sectors (Saraite-Sariene et al., 2019). Executives may use the study's findings to substantially influence their current business practices, the implementation of successful innovative strategies, and the sustainability of their organizations.

Implications for Social Change

The implications for social change are significant. There is the potential to affect developmental changes in the business community, which could improve business performance and profit while encouraging businesses to create opportunities for and contribute to their respective communities. Increased profit for organizations, access to employment, and increased tax revenue to assist local governments in expanding or strengthening community initiatives are possible outcomes of increased organizational growth through innovative strategies. Consequently, social impact entails expanded economic and political influence and communal sustainability. The findings of this study

may catalyze organizations to embrace and implement appropriate innovation strategies, resulting in sustained global expansion and profitability.

Recommendation for Action

Our highly volatile globalized business environment necessitates innovative strategies for organizations to remain competitive and profitable. By adopting the recommended strategies that the participants shared, c-suite executives have an increased opportunity to develop and implement strategies that increase their organization's competitiveness and profitability. This study's evidence-based themes and results support the need for c-suite executives to invest in capabilities and resources that enhance innovation initiatives. The knowledge shared based on the interview responses and document reviews may help more organizations take an innovative approach to their organizational models.

My specific recommendations are for current and future leaders in the business community, government entities, investors, communities, and stakeholders. The study's findings corroborated current research on innovative strategies that enhance competitiveness and profitability in global economies. My current recommendations are associated with the five overarching themes of (a) knowledge acquisition, (b) human capital development, (c) effective communication, (d) stakeholder engagement, and (e) information technology and digitization.

My first recommendation is for c-suite executives to invest heavily in knowledge acquisition. In the new economic landscape, maintaining a competitive advantage is necessary. Knowledge acquisition allows businesses to incorporate information from

various sources into their present knowledge framework (Torres et al., 2018). Identifying knowledge assets that drive an organization's competitive advantage is critical (Orbitz et al., 2018). Knowledge is vital for achieving a sustainable competitive advantage in the changing macroeconomic environment. Firms with the best information dominating it more efficiently have a competitive advantage in this era. The results from this research give evidence acquiring knowledge is a strategic advantage that can offer favorable results and is an asset for organizations operating in a dynamic environment.

My second advice to executives is to invest in human capital. Human capital development is critical in today's business environment because it enables an organization to add value by acquiring skills, knowledge, and expertise. Training and development programs improve performance and efficiency, increasing productivity and revenue. Executives must prioritize developing a competent staff due to the complexity of competition in the knowledge era. Consequently, employers must consistently train and recruit new employees and develop current staff. Human capital development demands a learning environment conducive to applying novel ideas, acquiring new competencies, and developing skills, behaviors, and attitudes.

My third recommendation based on the research is that executives must communicate effectively and with intent. Communication was critical to developing and deploying new solutions and positively correlated with organizational success. Frequent communication kept employees informed of business activities and aided them in achieving predetermined goals. According to my research findings, continual communication was essential during the pandemic, especially in clarifying new processes

and procedures. Furthermore, different communication channels also aided in deploying relevant and timely information and organizational commitment, increasing productivity, fostering new ideas, and increasing profitability.

Global marketplaces today require new ideas to ensure a company's viability. The findings demonstrated how swiftly technology progresses and supports automated corporate operations development. At the same time, implementing new technology increased organizational demands and created new opportunities for expanding or upgrading market operations and services. All participants advocated for significant investment in information technology and digitization because they significantly impacted a business's profits and introduced new avenues for creativity and innovation. The findings indicated that information technology considerably impacts competitive advantage and directly impacts value creation activities by capitalizing on competitive scope changes. The findings demonstrated that the pandemic outbreak allowed executives to implement new technologies and businesses to reallocate assets and reconsider their strategies. The organization can now develop cutting-edge technological skills that will increase long-term market share.

The fifth recommendation is that businesses engage their stakeholders. Through stakeholder engagement, executives can incorporate external knowledge into their innovation processes, which is critical for overcoming complexity and uncertainty. Considering that innovation capability is a significant predictor of firm performance, it could be used as a mediator variable that enables firms to convert all stakeholders' knowledge into financial benefits. Engaging stakeholders in an organization's operations

motivate all members to perform at a high level. Organizations must never overlook that increased stakeholder engagement results in increased productivity, resulting in increased customer satisfaction and, undoubtedly, increased sales and profit.

Recommendation for Future Research

This study aimed to determine the innovative strategies employed by some c-suite executives in The Bahamas to enhance competitiveness and profitability in global economies. The strategies identified in this study are critical for stimulating employees to continue generating unique ideas and innovations necessary for the survival and development of businesses. While the study's findings are instructive, further research is necessary to promote innovative performance, establish how to sustain creative stimulation, and address study limitations. The study's findings indicated that executives responded creatively to the COVID-19 pandemic.

The first limitation of the research is that my reliance on five c-suite executives from five leading industries in The Bahamas may not adequately reflect the strategies and methodologies employed by other industries. I established the interview data's credibility on the expertise and reasoning of five c-suite executives in The Bahamas. The second limitation was obtaining company documentation to support the interviews. Some participants could not provide me with supporting documentation due to rapid changes during the implementation phase, and the documentation process was a work in progress. Based on the findings, the following are recommendations for future research.

Future studies should focus on what motivates innovation. Given the importance of the participating industries to The Bahamas' gross domestic product, the study's

conclusions advocate more research into innovative leadership styles. Scholars can use alternative research methodologies to adopt and promote innovative strategies to achieve organizational goals. A quantitative or mixed-method approach could help future scholars better comprehend innovation strategies, competitiveness, and profitability. Researchers should choose a representative sample of more than five c-suite executives for qualitative research or a larger sample size. Finally, extending the research's geographical scope beyond The Bahamas may alter the study's findings and topics, resulting in unique data.

Reflection

Pursuing a Doctor of Business Administration (DBA) degree was not straightforward and required high self-motivation and determination. This journey posed some unexpected obstacles and was wrought with uncertainty, yet it was one of my best decisions. My country was severely impacted during my first term by the worst hurricane in our history and, a few months later, by the ambiguity surrounding the COVID-19 pandemic. There was mounting uncertainty as I considered whether to proceed. Despite the difficulties, there were numerous rewarding moments. Although the journey was fraught with emotions, difficulties, and frustrations, these experiences challenged and molded me while stimulating and engaging me.

Nonetheless, COVID-19 enabled me to view life differently. I witnessed the global community's overall resiliency. I was intrigued by how innovative global organizations became in preserving operational and financial sustainability amid substantial upheaval. I became invigorated, driven, and devoted to my journey after witnessing the ingenuity of local businesses and the innovative strategies they employed

in their business continuity plans. These findings fueled my desire to understand more about the innovative strategies that have enhanced competitiveness and profitability in global economies.

The prospect of contributing to existing knowledge enticed me. As a doctoral candidate, I began adhering to strict ethical guidelines, which enabled me to develop my research abilities and strengthen my capacity to take an analytical approach to problems. My comprehension of the research processes improved as a result of intensive reviews. My chair gave unflinching assistance and constructive feedback and diligently ensured I presented the highest quality work. I developed time management skills and aroused my curiosity by delving further into unfamiliar topics. This experience has cemented the notion that change is inescapable, but that perseverance is necessary.

This study experience has been valuable since it has enabled me to comprehend new concepts in excruciating detail and maintain awareness of the underlying themes and theories. This research taught me how to conduct scholarly interviews, collect and evaluate data, develop my analytical skills, and apply principles to real-world organizations. When participants demonstrated enthusiasm for sharing innovative strategies for business challenges, I believed my research applied to professional practice.

Additionally, the committee determined that my study was founded on a genuine business problem and that its design was sufficiently complete to yield quality results. I was privileged to interview five c-suite executives from five prominent industries in The Bahamas. The participants in this study provided critical information that enabled me to answer the research question. The information shared by participants increased my

understanding of the issue. I now understand the mechanisms that enable these industries to remain profitable and competitive in today's global environment. Each of the five participants was ecstatic to accompany me on my journey, and I am eternally grateful for their participation in this study.

Conclusion

Establishing a clear plan is the first step in growing an organization; this comprises identifying and capitalizing on one's competitive advantage. Due to the dynamic nature of the global business environment, executives must participate in continual analysis to optimize opportunities and deliver exceptional customer value. Internal resources must be adequately harnessed while leveraging collaboration and alliances to enhance market dominance and implement compelling and diverse processes to maximize opportunities. Utilizing expeditious innovation strategies helps distinguish a brand from its competitors while maintaining and expanding profit margins.

This study's research question was: What innovative strategies do some executives in The Bahamas employ to remain competitive and profitable? This study's participants relied on their knowledge and expertise as c-suite executives to develop and implement strategies that made their organizations more competitive and profitable during the COVID-19 pandemic. The participants recognized how crucial it was for their organizations to remain competitive in this highly dynamic economic landscape by introducing innovative concepts to propel their businesses forward.

Innovations and inventiveness can assist executives in improving their market share and maintaining competitiveness. By optimizing their resources and employing

technology, executives can improve business processes. In today's interconnected world, the participants pursued new opportunities as part of their business strategies, allowing them to establish and maintain competitive positions and expand their businesses. In this study, executives utilized innovative strategies to differentiate their business operations, generate measurable consumer value, and contribute to the organization's profitable growth. Executives must ensure that innovative strategies remain relevant to increase organizations' global competitiveness and profitability.

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Appendix A: Interview Protocol

Participant (Professional Name): _____

Participants Code: _____

Date of Interview: _____

Start Time: _____ End Time: _____

Before the interview, I will:

- Provide the participant with a copy of the interview protocol.
- Schedule an interview session.
- Discuss any concerns the participant might have about the interview process.

Section	Action
1. Welcome the participant and introduce the interview.	I will commence the interview by welcoming the participant and introducing myself, the study's goal, and the potential benefits (economic and societal) as described in the proposal. I will review the consent form with the participant and obtain affirmative consent for the interview to be recorded. I will convey to the interviewee the 45-60 minute time limit for the interview and that they are free to terminate the session at any point.
2. Begin interviewing with the approved research questions. <ul style="list-style-type: none"> • Watch for nonverbal cues. 	1. What innovation strategies have you used to remain competitive and profitable in your company?

<ul style="list-style-type: none">• Paraphrase as needed.• Follow up with probing inquiries to elicit more detailed responses.	<ol style="list-style-type: none">2. Please explain how the strategies facilitated your organization's generating knowledge of creative activities that helped your company remains competitive and profitable?3. How did you access the strategies' effectiveness?4. What innovation strategies and methods did you find worked best to increase profitability in your company?5. How did you adapt your strategy to changes in your industry?6. What were the key challenges to implementing the innovative strategies for your organization?7. How did your organization address key challenges?8. What other insights would you like to provide that we have not already discussed regarding your organization's innovative strategies to remain competitive and profitable?
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3. Conclude the interview, thank the participant and	I will express my gratitude to the participant for their time. I will verify the contact details of the participant.
4. Member checking	I will briefly explain how I will proceed post-interview. I will inform the participant that within 14 days, I will analyze their responses. I will email the analysis for their approval on the fifteenth day or schedule a follow-up interview if needed.
5. Finalize the interviewing process.	Once the participant has verified the interview transcript, the interview process is complete.

Appendix B: Email Invitation to Participants

Dear (Participant),

My name is Nadine E. McClain, and I am a Walden University doctorate candidate. I am writing to invite you to take part in the research study that I am undertaking. My study aims to explore innovative strategies employed by some executives in The Bahamas that increased their organizations' competitiveness and profitability. In this multiple case study, I propose to interview at least four to six chief suite-level (c-suite) executives. The interviews will be performed virtually using Zoom and will be recorded with your permission and consent. Your confidential responses will be stored with the utmost discretion and not be shared or published with any other individual or organization.

I will not compensate you for your participation in this study; however, your contribution may strengthen organizational profitability and competitiveness in The Bahamas. I invite you to read the accompanying consent form thoroughly because it contains information about the criteria for potential participants in this doctoral research. If you agree to participate, please respond by email with "I Consent," within five days addressed to nadine.mcclain@waldenu.edu; kindly include any concerns or questions you may have about this invitation. You may also contact me at my cell phone number (242)-809-5396. I appreciate your consideration of my invitation.

Yours sincerely,
Nadine E. McClain, MBA

Appendix C: Collaborative Institutional Training Initiative (CITI)

COLLABORATIVE INSTITUTIONAL TRAINING INITIATIVE (CITI PROGRAM)

COMPLETION REPORT - PART 1 OF 2 COURSEWORK REQUIREMENTS*

* NOTE: Scores on this [Requirements Report](#) reflect quiz completions at the time all requirements for the course were met. See list below for details. See separate Transcript Report for more recent quiz scores, including those on optional (supplemental) course elements.

- **Name:** Nadine McClain (ID: 9461667)
- **Institution Affiliation:** Walden University (ID: 2906)
- **Institution Email:** nadine.mcclain@waldenu.edu

- **Curriculum Group:** Student's
- **Course Learner Group:** Doctoral Student Researchers
- **Stage:** Stage 1 - Basic Course

- **Record ID:** 38440325
- **Completion Date:** 14-Dec-2020
- **Expiration Date:** N/A
- **Minimum Passing:** 60
- **Reported Score*:** 100

REQUIRED AND ELECTIVE MODULES ONLY	DATE COMPLETED	SCORE
History and Ethical Principles - SBE (ID: 490)	07-Dec-2020	5/5 (100%)
Assessing Risk - SBE (ID: 503)	14-Dec-2020	5/5 (100%)

COLLABORATIVE INSTITUTIONAL TRAINING INITIATIVE (CITI PROGRAM)

COMPLETION REPORT - PART 2 OF 2 COURSEWORK TRANSCRIPT**

** NOTE: Scores on this [Transcript Report](#) reflect the most current quiz completions, including quizzes on optional (supplemental) elements of the course. See list below for details. See separate Requirements Report for the reported scores at the time all requirements for the course were met.

- **Name:** Nadine McClain (ID: 9461667)
- **Institution Affiliation:** Walden University (ID: 2906)
- **Institution Email:** nadine.mcclain@waldenu.edu

- **Curriculum Group:** Student's
- **Course Learner Group:** Doctoral Student Researchers
- **Stage:** Stage 1 - Basic Course

- **Record ID:** 38440325
- **Report Date:** 14-Dec-2020
- **Current Score**:** 100

REQUIRED, ELECTIVE, AND SUPPLEMENTAL MODULES	MOST RECENT	SCORE
Students in Research (ID: 1321)	14-Dec-2020	5/5 (100%)
Assessing Risk - SBE (ID: 503)	14-Dec-2020	5/5 (100%)
Informed Consent - SBE (ID: 504)	14-Dec-2020	5/5 (100%)