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Navigating Disruption: Sustainable Entrepreneurship and Competitive Strategies for the Global Economy

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Abstract- The current economic context is characterized by rapid transformations driven by capitalism, resulting in significant technological advancements and innovations. In this scenario, new concerns and demands arise, such as the pursuit of socio-environmental sustainability and the need to address social inequality, which directly influence entrepreneurship. While these challenges are often seen as obstacles to business profitability, sustainable entrepreneurship emerges as a relevant strategic approach, enabling organizations to adapt and thrive in the era of disruption. In exploring this issue, the following research question arises: How can sustainable entrepreneurship become a facilitating issue for the global leaders in a disruptive environment? It is a descriptive, bibliographic research, qualitative approach, and secondary data source collection. The main research results point that sustainable entrepreneurship: (i) emphasizes innovation and the pursuit of creative solutions for social and environmental challenges; (ii) can provide direct benefits to society, such as improved working conditions and promotion of social equity; (iii) can offer a competitive advantage to entrepreneurs. Thus, this study contributes to understanding the strategies that entrepreneurs can adopt to face challenges and promote sustainable competitiveness.

Keywords: *sustainable entrepreneurship, disruption, technological innovation, socio-environmental responsibility.*

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Navigating Disruption: Sustainable Entrepreneurship and Competitive Strategies for the Global Economy

Lucas Oliveira Lima [α], Sarah Silva Ferreira [σ], Clemilda Gonzaga dos Santos [ρ] & Solange Rodrigues dos Santos Corrêa [ω]

Abstract- The current economic context is characterized by rapid transformations driven by capitalism, resulting in significant technological advancements and innovations. In this scenario, new concerns and demands arise, such as the pursuit of socio-environmental sustainability and the need to address social inequality, which directly influence entrepreneurship. While these challenges are often seen as obstacles to business profitability, sustainable entrepreneurship emerges as a relevant strategic approach, enabling organizations to adapt and thrive in the era of disruption. In exploring this issue, the following research question arises: How can sustainable entrepreneurship become a facilitating issue for the global leaders in a disruptive environment? It is a descriptive, bibliographic research, qualitative approach, and secondary data source collection. The main research results point that sustainable entrepreneurship: (i) emphasizes innovation and the pursuit of creative solutions for social and environmental challenges; (ii) can provide direct benefits to society, such as improved working conditions and promotion of social equity; (iii) can offer a competitive advantage to entrepreneurs. Thus, this study contributes to understanding the strategies that entrepreneurs can adopt to face challenges and promote sustainable competitiveness.

Keywords: sustainable entrepreneurship, disruption, technological innovation, socio-environmental responsibility.

I. Introduction

Since the 18th century, capitalism has been the dominant economic system at a global level, characterized by the search for profit and the guarantee of the right to free competition, which has been pursued in the context of international trade (Hart; Milstein, 2003, p.65). According to this thinking, technological innovation is stimulated to create an environment in which companies are motivated to compete, differentiate themselves and meet the constantly evolving needs of consumers (Calazans; Silva, 2016, p. 117).

Thus, the business scenario has been marked by accelerated transformations, driven by rapid technological evolution, changes in consumption patterns, and the growing interconnection of global markets (Hart; Milstein, 2003). However, along with these developments, new challenges have arisen as a result of the intense exploitation of natural resources. This scenario has contributed to an exponential increase in socio-economic disparity and has given rise to environmental problems (Hart; Milstein, 2003).

New concerns and demands, such as sustainable growth, ESG (environmental, social equity, and governance) permeate the entrepreneur's universe, generating more responsibilities and duties towards society (Andrade; Russo, 2023).

According to Crisóstomo and Gomes (2018, p. 773) "research in strategy has proposed that there is a set of new pressures on companies, regarding their actions in the context of the community and not only as creators of wealth for their shareholders". This scenario is still seen by many companies as an obstacle to their profitability (Souza; Francisco, 2023, p. 2). However, sustainable practices mean a more efficient use of inputs and a reduction of waste, ultimately resulting in an increase in the revenue generated by the company (Porter; Linde, 1995 apud Calazans; Silva, 2016, p. 119, Hart; Milstein, 2003, p. 70).

In this scenario, sustainable entrepreneurship has emerged as an extremely relevant strategic approach for organizations that want to adapt and flourish in the age of disruption. According to Calazans and Silva (2016) "to be sustainable is no longer an option, but a requirement for perpetuity in the face of governmental, legal, social and market demands" (Barbieri et al., 2010 apud Calazans; Silva, 2016, p. 117). By adopting this approach, companies can translate their actions into generating well-being and positive advantages for both society as a whole and the local community, obtaining additional benefits that reverberate in their own sphere (Porter; Kramer, 2007, p. 8). These benefits include building a good reputation, attracting skilled labor, differentiating products in the

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market, and extracting premium prices (Pessoa et al., 2009, p. 82).

However, the relevance of sustainable entrepreneurship in the era of disruption transcends economic aspects (Cohen; Smith; Mitchell, 2008; Cohen; Winn, 2007; Shepherd; Patzelt, 2011 apud Orsiolli; Nobre, 2015). The search for sustainable competitiveness demands from organizations the ability to reconcile their growth and profitability objectives with social and environmental responsibility. Global entrepreneurs can create business models that not only generate profit, but also contribute to preserving the environment, promote social inclusion and encourage sustainable development.

Companies like Tesla, Amazon, and Spotify are emblematic examples of how disruption can redefine entire sectors, transforming the way people consume products and services. However, it is important to highlight that these companies represent only a small fraction of the businesses that possess the capital and resources necessary to implement sustainable practices. While these companies stand out for their innovations and significant impact, many others, particularly startups, face significant challenges in adopting socioeconomically sustainable business models (Souza; Francisco, 2023, p. 2). In fact, the majority of startups, despite being recognized for driving innovation and creating jobs, struggle to balance rapid growth with the commitment to sustainability, especially when it comes to integrating ESG practices into their operations. According to recent data, only a small percentage of startups have successfully implemented ESG initiatives across all areas, underscoring the need for greater efforts to encourage the adoption of sustainable and responsible practices. This difficult situation, characterized by intense competition and rapid changes, presents a significant opportunity for entrepreneurship and the emergence of new companies that can address both economic growth and sustainability challenges, particularly in the evolving startup ecosystem.

Therefore, it becomes extremely important to explore the concept of sustainable entrepreneurship, which according to WCED (1987, p. 54) cited by Orsiolli and Nobre (2015, p. 504) is "one that which meets the needs of the present without compromising the ability of future generations to meet their own needs". By adopting a sustainable entrepreneurial approach, companies can stand out by offering innovative solutions to social and environmental problems, while achieving profitability and economic viability (Pessoa et al., 2009, p. 82). Thus, global entrepreneurship in the age of disruption not only drives economic development, but also paves the way for building a more sustainable and socially responsible future.

In this situation, this article aims to analyze the challenges and opportunities faced by executives in global entrepreneurship in the age of disruption, considering the technological, motivational and social transformations that influence the business environment; identify the emerging opportunities that arise for global entrepreneurs in an era marked by constant changes, such as new business models, technological innovations and market trends; explore the path to achieving sustainable competitiveness in the context of global entrepreneurship in the age of disruption, considering the strategies and practices adopted by successful entrepreneurs.

Through a literature review and analysis of case studies, the aim is to understand the strategies adopted by global companies and entrepreneurs to face challenges, seize opportunities and promote sustainable competitiveness in the current global economic situation.

With this comprehensive analysis, it is hoped to offer valuable insights into how entrepreneurs can face the present challenges and exploit emerging opportunities strategically, adapting to the constantly evolving environment and achieving lasting success on the global business stage in disruptive times.

a) The Age of Disruption and Its Impacts on Global Entrepreneurship

According to Heraclitus, a pre-Socratic Greek philosopher, the notion of flux and constant change is a fundamental essence of reality. In this sense, as society evolves and faces significant transformations, new concerns emerge, gaining prominence and directly influencing the sphere of entrepreneurship (Calazans; Silva, 2016, p. 117). Thus, the environmental degradations that have occurred in recent years have given ways to new issues (Hall; Vrendenburg, 2003 apud Orsiolli; Nobre, 2015, p. 504) such as socio-environmental sustainability and social inequality, which have come to occupy a central place in discussions and practices entrepreneurial, reflecting a more comprehensive understanding of contemporary challenges (Hart; Milstein, 2003).

Likewise, entrepreneurship is called upon to respond to these changes, adapting and seeking innovative solutions that consider both economic, social and environmental impacts, with the aim of promoting sustainable development and equity.

In view of this, studies highlight the importance of creating values between companies and their stakeholders as a necessary condition for business sustainability (Schlange, 2009 apud Orsiolli; Nobre, 2015, p. 504).

Thus, stakeholders, who consist of people or groups of people who can be affected by or affect a company's activities (Freeman, 1984 apud Orsiolli; Nobre, 2015, p. 508), have their roles accentuated in the entrepreneurial ecosystem (Correia; Pereira, 2023, p. 1-2), as the global connectivity provided by the internet

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allows interconnect between them and enables a great exchange of information, perceptions and demands between the various actors involved (Hart; Milstein, 2003, p. 68).

Consumers are increasingly connected and informed about companies' business practices and social and environmental impacts (Hart; Milstein, 2003, p. 68). They have access to a constant flow of information and can express their opinions and preferences quickly and widely. This puts additional pressure on companies to meet the expectations and demands of consumers, who are looking for brands lined with their values and concerns.

Furthermore, there are other essential elements in the context of entrepreneurship that exert significant influence. For example, the significant consumption of raw materials stands out, driven by industrial growth. The emergence of new technologies is another determining factor, as they make it possible to reduce the negative impacts caused by humans on the environment (Hart; Milstein, 2003, p. 68-69).

Regardless, companies are encouraged to adopt sustainable policies, ethical practices and contributions to the community (Ethos, 2007 apud Pessoa et al., 2009, p. 82), in addition to disclosing sustainability reports to stakeholders (Kolk, 2008, Cormier; Magnan, 2007 apud Duda et al. 2022, p. 3). This stance not only meets the growing demands of consumers, but also strengthens the companies' reputation and their relationship of trust with stakeholders. Customers are increasingly aware of their power of choice and tend to engage with companies that share their values and have a positive impact on society (Hart; Milstein, 2003, p. 72). They look for brands that demonstrate commitment to social-environmental sustainability, reducing inequalities and creating value beyond the economic sphere (Hart; Milstein, 2003, p. 71). Therefore, companies that manage to position themselves in an ethical and sustainable way have a significant competitive advantage, gaining customer loyalty and establishing long-lasting relationships.

In short, the age of disruption brings with it an imperative for companies to compete sustainably. This implies adopting business practices that consider not only maximizing profits, but also the social and environmental impacts of their operations. Companies that can understand and respond to these changes, seeking innovative and sustainable solutions, are better placed to achieve long-term success and contribute to a more equitable and sustainable future.

Integrating sustainability into business strategies can lead to cost reduction, resource optimization, product and service innovation and greater competitive advantage

b) The Age of Disruption as an Opportunity for the Global Entrepreneur: Strategies for Generating Profit and Stability

For the creative director of Disruptive.MBA and CNN Brasil columnist, Luiz Candreva (2022), "the future belongs to those who know how to navigate chaos and still be comfortable in it, the past belonged to those who knew how to navigate chaos and eliminate it ". It is understood through this thought that, while for some the disruption scenario may be a threat, for others it is an opportunity. As a consequence of innovation, companies tend to change the way they relate to the environment and people, thus opening doors for entrepreneurs in search of new opportunities. However, it is noted that some companies still insist on maintaining their old business model, and, as a result, they become outdated.

According to a survey by the Economist Intelligence Unit (2017), there is only one chance for companies that want to grow in today's global environment: embrace disruption. In one of the editions of The Economist Disrupters program (2016), the EIU's executive report questioned 1,000 senior executives in three global markets about how the age of disruption is transforming their businesses, as well as the opportunities it brings. The results of the survey show that six out of ten executives believe that their top management considers disruption to be a threat rather than an opportunity to take advantage of. This shows that, despite the countless profits that disruption promises to bring, most companies are afraid of it. Global entrepreneurs should view this disruptive era not as a source of fear, but as an opportunity to ensure their success. Rather than passively waiting to see what happens, it is essential that they understand disruption as a means of leveraging their growth in the global entrepreneurial environment. By adopting this proactive and visionary mindset, entrepreneurs can find new openings to innovate, adapt quickly to technological changes and market demands, and identify promising niches to exploit. Disruption can be the catalyst for the implementation of new business models, the search for creative solutions and competitive differentiation.

So, rather than retreating from the challenges posed by change, entrepreneurs should embrace disruption as an opportunity to reinvent themselves, learn from ongoing transformations and find ways to create value in the ever-changing business landscape. From this perspective, understanding disruption as a path to growth and success is fundamental if global entrepreneurs are to thrive and stand out amid the dynamics of modern global entrepreneurship. The ability to embrace change and innovate becomes a crucial differentiator for those seeking to consolidate and thrive in the age of disruption in global entrepreneurship.

According to digital media expert Jay Samit (2019), "the way of thinking must be changed to a model

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focused on innovation and creativity". This is the disruptive thinking used to generate personal transformation and new opportunities for entrepreneurship (Samit, 2019). In a meeting with (INSPER), a non-profit institution dedicated to teaching and research, the author of the book Be Disruptive: Master Personal Transformation, Seize Opportunities and Thrive in an Age of Incessant Innovation, published in (2015), warned: Only those who are afraid of failure are not disruptive. He uses the case of Blockbuster as an example. The DVD rental company that previously dominated the market, but which disappeared with the arrival of streaming services (online subscription services for transmitting films, series and documentaries) because it insisted on its outdated business model. With this example, it can be concluded that in order to stand out in a disruptive world, it is necessary to change and innovate alongside it, because the security that many cling to is illusory (Samit, 2019). Samit's (2019) perspective, which emphasizes that failures should not be seen as problematic, but rather as steps towards success, gains prominence. A clear illustration of this approach is YouTube, an audiovisual content platform that serves as a vivid example. If its founders had not adopted a pregnant woman, they could have given up prematurely. In the first attempt, when the original idea was to create a dating website, which was unsuccessful, perseverance proved to be essential (Samit, 2019), reinforcing the need to be creative and persistent in an era full of technological and digital innovations.

This demonstrates how the ability to embrace change and seek new ways to stand out is fundamental to success amid the constant disruptions in the business environment. The current scenario demands flexibility, creativity and resilience from entrepreneurs, and the YouTube story highlights how the willingness to face challenges and learn from failures can lead to lasting success in a world in constant transformation.

However, in addition to the components mentioned above, it is also necessary to adopt specific strategies to obtain competitive advantages, generate profits and prosper in this environment of constant change. According to Andrews (1987), ethics is an extremely important issue when it comes to making strategic decisions, since strategists and entrepreneurs have the duty to take society's expectations into account in their choices, this is because some alternatives they may prove to be more attractive when the public good is considered (Andrews, 1987 apud Pessoa et al., 2009). From the same perspective, Cadbury (1987), cited by Kuroski (2002), highlights that a company's largest decision system is the social system, which, if contradicted, can result in negative consequences on the economic level itself (Cadbury, 1987 apud Kuroski, 2002). In this way, Andrews (1987) highlights four significant tools in strategic formulation and decision-making, namely: market opportunity, corporate resources and competencies, values and aspirations and understanding of obligations towards society and shareholders.

As can be seen, strategic decision-making in a company is constantly linked to the public good. Husted and Salazar (2005) emphasize that companies must put social responsibility strategies into practice, aiming to improve both economic and social performance. The aforementioned authors developed research, analyzing firms with the objective of maximizing profit and social performance. Regarding the conclusions of this study, it is reinforced that companies can add value and acquire competitive advantages through their socially responsible actions, while acting strategically (Pessoa et al., 2009).

As an example of what was said above, the case of Nike stands out. Previously just a company that produced and sold shoes, today it goes further, providing the use of technology for wellness, ensuring stability in the disruptive environment while promoting social responsibility. Therefore, it is clear that a key strategy for the global executive is to stay up to date with the latest trends and emerging technologies. It is necessary to closely monitor technological advances, as well as artificial intelligence, internet of things (IoT), blockchain, augmented reality, among others, in addition to knowing how to identify how these innovations can be inserted into your business. It is also necessary to be aware of changes in consumer behavior, thus ensuring social well-being in your strategic decision-making, and, in this way, making it clear to identify opportunities for your business ahead of your competitors (Bonilha, 2023).

The director of Corporate Risks at MDS Brasil, Leandro Bonilha (2023), cites artificial intelligence as one of the main trends for the insurance market, being used for data analysis and making more assertive decisions. In this way, it becomes possible to identify customer behavior patterns, predict risks, in addition to offering personalized products and services according to consumer needs (Bonilha, 2023). Another example mentioned is the use of digital platforms to contract insurance in a more simplified and agile way. With the help of digital changes, consumers can hire services at any time or place, eliminating the need to travel. This possibility guarantees profits for the company, as it reduces operational costs, while bringing more comfort and practicality to the customer (Bonilha, 2023).

In summary, strategic investment encompasses social responsibility and positive advantages for the target audience, as well as resulting in additional profits for the company, even more so in a disruptive environment, with new possibilities and opportunities made available by digital transformation and technological innovations. A conglomerate of ethereal resources, such as good corporate governance, the

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efficient execution of innovative social projects and ethical management in business can become differentiators for the company and sources of competitive advantages (Pessoa; Nascimento; Neves; Filho, 2009). These previously mentioned elements, added to the innovation and creativity required of global entrepreneurs in an era full of rapid technological changes, can generate great value and stability for your company in a disruptive environment, allowing you to navigate through the chaos created by disruption without losing your convenience.

c) The Strategic Role of ESG in Global Entrepreneurship

For Elkington (1994), quoted by Hart and Milstein (2004), a sustainable company is one that contributes to sustainable development, generating economic, social and environmental benefits, known as the three pillars of sustainability. In this context, the ESG (Environmental, Social and Governance) approach has stood out as an effective framework for guiding sustainable competitiveness strategies. According to Câmara (2023):

> Institutions understand that in an increasingly globalized, interconnected and competitive world, environmental, social and corporate governance issues are an essential part of the quality management needed for companies to be truly competitive (p. 100).

The adoption of ESG practices reflects the commitment of organizations to face contemporary challenges, meeting the expectations of stakeholders and ensuring long-term business sustainability.

Esterhuizen, Rooyen and D'haese (2008) understand competitiveness as the ability of a sector, industry or firm to compete successfully, seeking sustainable growth and thus obtaining, at the lowest opportunity cost, greater returns on the resources employed (Esterhuizen et al., 2008 apud Soares; Petrini, 2013). With regard to sustainability, the term is understood by Elkington (1998) as the performance of production processes in the business world, based on economic, environmental and social results, referred to by the author as the "triple bottom line" (TBL) (Elkington, 1998 apud Santos et al., 2018). In this sense, sustainable competitiveness can be defined as the ability of companies to achieve stable economic performance while addressing relevant social and environmental issues.

In this context, it is essential to emphasize that companies that adopt sustainable competitiveness gain a number of significant advantages. As well as attracting investment, they gain the trust of consumers, conquer new markets and, at the same time, contribute to building a fairer and more sustainable society. "It is notable that companies with outstanding performance in these areas are able to increase shareholder value through adequate risk management, anticipation of regulations and access to new markets" (THE GLOBAL COMPACT, 2004, p. i apud Câmara, 2023, p. 100).

As previously started, in a disruptive environment, companies and entrepreneurs have a responsibility to lead change and adopt innovative and responsible strategies. ESG has emerged as an essential tool to guide the actions of companies and entrepreneurs in this context (Câmara, 2023, p. 100). The terms Environmental, Social and Governance, which together form the acronym ESG, are sensitive issues for the contemporary community, as each of them presents a problem to be faced by society (Pereira, 2022, p. 44). Thus, Pereira (2022) emphasizes:

> The acronym ESG alludes to the encouragement given to companies to take on and adopt measures that generate increasingly positive social, environmental and governance impacts. These encouragements are translated into the application of internal and external measures that demonstrate to the public and the market the importance given to the development of a more sustainable system. (p. 43)

Therefore, we can see that it is essential for a company, in the midst of the age of disruption, to adopt ESG as a strategy that is not only innovative, but also responsible, with a view to sustainable competitiveness and the well-being of society. In the environmental pillar, adopting sustainable practices and reducing negative impacts on the environment are crucial. In the social area, inclusion, diversity and the well-being of employees and communities must be prioritized. As for corporate governance, transparency, ethics and good management practices are essential to ensure responsible and efficient management.

Furthermore, incorporating ESG into a sustainable competitiveness strategy offers numerous advantages to companies and entrepreneurs. According to Hall (2017), a company's continued profitability is no longer restricted solely to its internal strategies, but also to how it can give back to society and the environment, generating benefits for both. In this sense, by adopting ESG, the company contributes to attracting new investors with interests aligned with sustainability, as well as improving its image in the eyes of society and stakeholders. *As Jiao (2010), cited by Martins and Cunha (2022), observed*

> Each stakeholder has a different importance to senior management (governance). In addition, improving employee *welfare* (social) and environmental issues (environmental) can increase the company's market value. (p. 3)

Hence, *it appears that the* variety of stakeholders involved in the company's operations, in addition to interactions with the community, governance and the ecosystem, can lead to solid financial performance, as signaled by Brooks and Oikonomou (2018). The emphasis on environmental, social and governance practices strengthens the company's

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resilience in the face of socio-environmental challenges, as well as resulting in greater operational efficiency and risk reduction.

The brazilian telephone company (Vivo) stands out as a clear example of a company that has adopted ESG as an effective framework, achieving success and competitive advantages in the midst of the age of disruption. Recognized for its social projects and contributions to sustainable development, the company addressed the term in its official statements in 2020, demonstrating its intentions to use ESG as an essential tool to guide its strategic and financial vision, thus making its shareholders, investment funds, market analysts and stakeholders perceive this attitude with the recognition that investment in sustainability is extremely important for the business (Telefônica, n.d. apud Silva, 2022). The Telefônica company created long-term goals that seek to improve the consumer experience, in addition to aiming for sustainability in the value chain, highlighting the importance of ESG as a form of engagement with consumers and recognition in the market (Silva, 2022). In this way, Vivo stands out by relating its sector of activity with social bias, resulting in a strong performance focused on digital transformation, as well as standing out in its governance by increasing incentives that relate the remuneration of leadership positions to ESG goals. to be achieved, making the company predominantly inclined towards ethical transparency (Silva, 2022).

From a similar standpoint, ESG also acts as a fundamental guide for continuous innovation in companies. It is observed that, by adopting sustainable practices, companies are encouraged to constantly seek innovative solutions that are environmentally and socially responsible, boosting creativity and differentiation in the market amid a disruptive environment.

Nonetheless, despite advances, there are still challenges to be faced to promote sustainable competitiveness. Collaboration between companies and sectors is essential to face global sustainability challenges. It is through partnerships that companies can share knowledge, resources and best practices, expanding the positive impact of their initiatives and addressing complex issues that go beyond organizational boundaries.

In short, ESG has proven to be a valuable strategic concept for sustainable competitiveness in global entrepreneurship in the era of disruption. By embracing the environmental, social and governance pillars, companies have the opportunity to not only thrive in business, but also to make a difference in the world. Integrating ESG into business strategy not only strengthens competitive position, but also positions companies as agents of positive change in society, contributing to a more sustainable and equitable future.

d) Competing Sustainably in the Age of Disruption: Real Examples of Business Strategies

High-profile companies have demonstrated throughout history that it is possible to act sustainably, bringing significant benefits to the community while generating profits for shareholders (Hart; Milstein, 2003). These companies are outstanding examples of how adopting sustainable practices can result in competitive advantages and environmental benefits.

A outstanding exemple is the action of the Toyota company, which *wage* a significant effort to develop and introduce a hybrid vehicle to the market, representing a pioneering innovation in the automobile sector at the time (Porter; Kramer, 2007, p. 12). This strategic initiative allowed Toyota to gain competitive advantages through product differentiation and anticipation of growing environmental concerns. A notable example is the action of the Toyota company, which undertook a significant effort to develop and introduce a hybrid vehicle to the market, representing a pioneering innovation in the automobile sector at the time (Porter; Kramer, 2007, p. 12). This strategic initiative allowed Toyota to gain competitive advantages through product differentiation and anticipation of growing environmental concerns. According to Porter and Kramer (2007, p. 12), thanks to this vehicle model, "Toyota has created a unique position with customers and is well on the way to establishing its technology as the world standard".

Furthermore, the Nike company, faced with the threat of losing its market share due to environmentally damaging practices in the 1990s, adopted a strategic approach and implemented programs such as global monitoring of all its contractors (Hart; Milstein, 2003, p. 72). These actions aimed to guarantee fair working conditions and environmentally responsible practices in its supply chain. This change in positioning and adoption of more sustainable practices contributed to the company's reputation, strengthening its image as a socially and environmentally responsible organization.

Finally, it is worth highlighting the cases of Urbi, a Mexican construction company, Crédit Agricole, France's largest bank (Porter; Kramer, 2007), Britsch Petroleume, a global energy company, Shell, Honda, General Electric, Honeywell and United Technologies (Hart; Milstein).These companies use strategies that have been aligned with society's demands to strengthen the company's competitiveness (Porter; Kramer, 2007, p. 12). Thus, these examples show that by listening to and heeding society's voice regarding pollution concerns, changes are felt immediately and a better relationship with society and brand reputation is built (Hart; Milstein, 2003, p. 72).

These real-life examples all emphasize the importance of pursuing competitiveness in a sustainable way, incorporating environmental and social considera-

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tions into business strategies. Adopting sustainable practices allows companies to create shared value, benefiting both society as a whole and their own shareholders. In addition, these initiatives can drive innovation, differentiate products and services, attract qualified talent and achieve a positive reputation, providing lasting competitive advantages.

In the face of the challenges posed by the age of disruption, competing sustainably is not only a necessity, but also an opportunity for companies to stand out and achieve competitive advantage. The examples of companies presented highlight the importance of business strategies that integrate innovation, social and environmental responsibility, providing significant benefits for both organizations and society in general. By adopting these practices, companies can contribute to building a more sustainable and resilient future.

II. Methodology

The methodology adopted in this study systematically investigates global entrepreneurship in the age of disruption, emphasizing its associated challenges, emerging opportunities, and the trajectory toward sustainable competitiveness. This research follows a bibliographic approach, relying on a systematic review and analysis of secondary sources available in open-access academic repositories. This method was chosen due to its capacity to synthesize existing knowledge, identify theoretical trends, and provide a critical foundation for understanding sustainable entrepreneurship within the context of disruptive changes.

According to Fachin (2017), bibliographic research serves as a fundamental pillar for any study, offering essential theoretical support and guiding further investigation. Even when integrated with other methodologies, such as field, laboratory, or documentary research, it remains valuable both as an independent study and as a preparatory phase for more extensive inquiries. This approach facilitates an in-depth examination of academic debates while also recognizing the inherent limitation of depending solely on pre-existing literature instead of primary empirical data.

To achieve the research objectives, a qualitative approach was employed, emphasizing an interpretative analysis of theoretical frameworks, empirical studies, and relevant literature. The qualitative nature of this study aligns with the perspective of Casarin and Casarin (2012), who stated that qualitative research aims to describe a given phenomenon, characterize its occurrence, and relate it to broader issues. This study adopted a thematic analysis approach to systematically identify, categorize, and interpret key trends, recurring themes, and conceptual discussions on sustainable entrepreneurship in the age of disruption. This process involved coding and organizing relevant literature to discern patterns and theoretical insights that contribute to the field.

The research process began with a thorough literature review to identify relevant studies, scientific articles, and reports related to global entrepreneurship amid disruptive transformations. The sources were selected based on specific criteria, including relevance to the topic, publication in reputable academic journals or conferences, and methodological rigor. Data was collected through extensive searches in academic databases such as CAPES and Google Scholar, ensuring access to peer-reviewed and high-impact studies.

To strengthen the methodological rigor, clear selection criteria were established for secondary sources. Articles were chosen based on their credibility, relevance, and publication in indexed journals. Furthermore, contemporary digital tools, such as AI-assisted literature review platforms and systematic review databases, were utilized to enhance the efficiency, accuracy, and depth of the review process, ensuring a more comprehensive analysis of existing research.

Recognizing the limitations of bibliographic research, this study acknowledges the potential constraints of relying solely on secondary data, such as the inability to capture firsthand insights, the risk of outdated or biased information, and the challenge of synthesizing diverse perspectives without direct empirical validation. While this approach enables a broad theoretical exploration, it does not include primary empirical data, which may limit the ability to capture real-time entrepreneurial challenges in the current business landscape. However, this limitation is mitigated by the systematic and critical analysis of diverse perspectives from multiple sources.

In conclusion, the methodology employed in this research provided a structured and in-depth examination of sustainable entrepreneurship in the age of disruption. By utilizing a qualitative and bibliographic approach, this study contributed to the academic and practical understanding of the subject, highlighting key challenges and opportunities within global entrepreneurship.

III. Conclusion

This article examined sustainable entrepreneurship and its relevance in the age of disruption, where continuous transformations reshape industries and markets. Sustainable entrepreneurship provides clear advantages, such as economic resilience, social equity, and environmental responsibility, positioning it as an essential approach for long-term business sustainability.

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A central benefit of sustainable entrepreneurship is its ability to balance economic growth with social and environmental commitments. Companies that embed sustainability into their operations enhance efficiency, minimize ecological footprints, and strengthen their relationships with stakeholders. Furthermore, sustainable business models drive innovation and offer competitive advantages. However, despite these merits, various challenges persist, including financial barriers, regulatory ambiguities, and resistance from traditional sectors. Overcoming these obstacles demands strategic actions, such as policy incentives, broader access to sustainable financing, and capacity-building initiatives to encourage the adoption of responsible business practices.

This study also analyzed practical cases of sustainable entrepreneurship. Findings indicate that businesses thriving in sustainability commonly implement circular economy principles, adhere to ESG (Environmental, Social, and Governance) criteria, and leverage AI-based solutions for efficient resource management. These cases underscore the necessity of adaptability, as sustainable entrepreneurship requires ongoing innovation in response to shifting global conditions.

Considering these insights, it is imperative that entrepreneurs, managers, and policymakers actively promote sustainability within business ecosystems. Governments should craft policies that facilitate sustainable entrepreneurship, investors should prioritize funding eco-friendly innovations, and businesses must integrate sustainability at the core of their strategies. Additionally, fostering cross-sector collaboration between government bodies, academic institutions, and industry leaders is crucial for accelerating the shift toward a more sustainable global economy.

This research contributes to the discourse on sustainable entrepreneurship by providing a structured evaluation of its role in disruptive environments. However, limitations exist, particularly regarding the qualitative nature of the study and its reliance on secondary data sources. Future research should employ empirical methodologies, including case studies and field research, to gain a more nuanced understanding of sustainable business dynamics. Potential research avenues include the influence of digital transformation on sustainable enterprises, the role of regional policies in fostering sustainability, and methods to assess the long-term impact of ESG-driven strategies.

Ultimately, sustainable entrepreneurship emerges as a transformative force, fostering innovation, competitive resilience, and inclusive economic growth. As industries continue to face disruptions, businesses that proactively embrace sustainability will be better positioned to navigate uncertainties while contributing to a more responsible and thriving global economy.

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