



# LEADING FOR ORGANIZATIONAL INNOVATIVENESS: MANAGERIAL PERSPECTIVES FROM SOUTH AFRICA

Prof. Peet Venter, PhD

University of South Africa Graduate School of Business Leadership

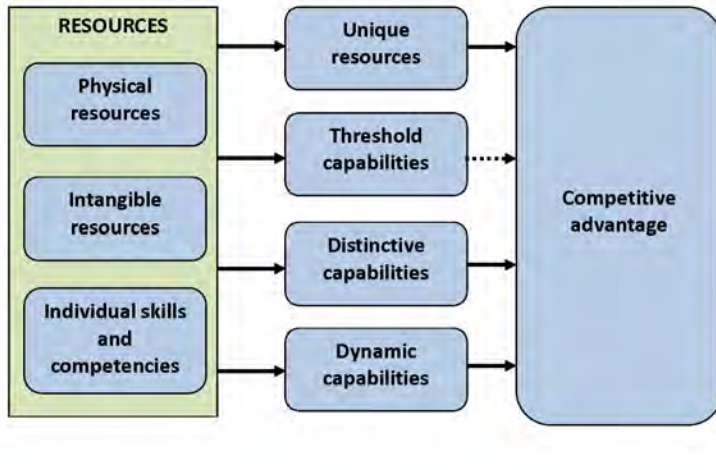


## Purpose of the lecture

- To introduce the resource-based view (RBV)
- To explain the role of resources and capabilities in competitive advantage and sustainability
- To explain the concept of dynamic strategy
- To show how Discovery uses resources and capabilities in achieving success



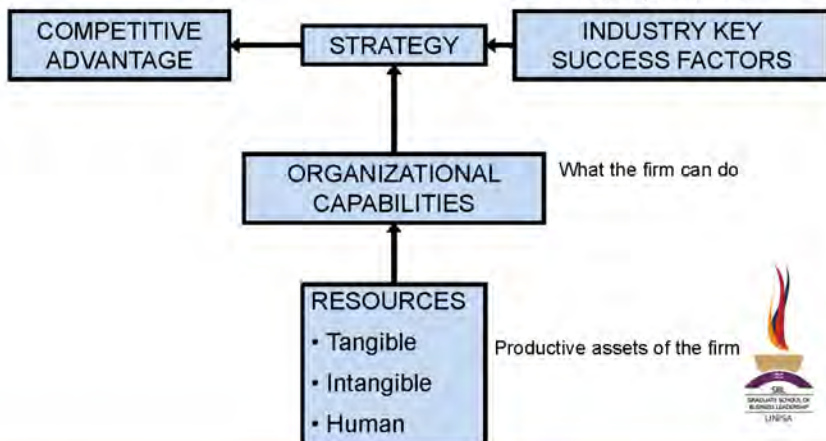
## Identifying resources and capabilities



Source: Louw & Venter, 2014

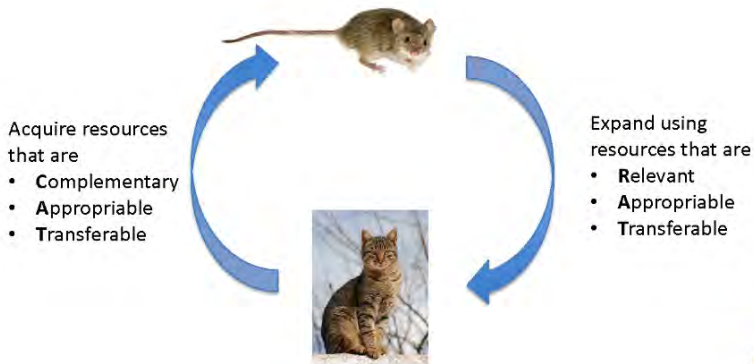
## Resources and competitive advantage

What firms in the industry have to be able to do well to survive competition and satisfy customers



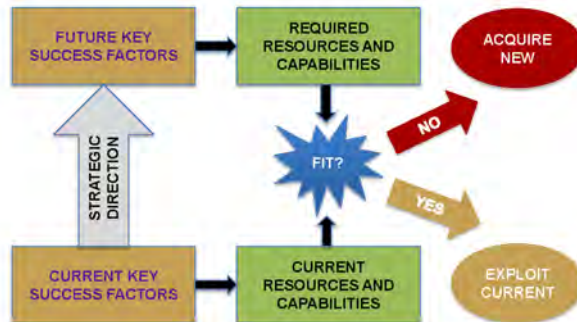
Source: Grant, 2002

## Resources and sustainability



Source: Don Lessard, RAT/CAT framework (Henry Stewart Talks)

## Dynamic strategy - the quest for future competitive advantage



## Discovery’s shared value strategy – the quest for corporate sustainability



## Dynamic strategy in Discovery



Source: Grant, 2002



## Organisational support for innovation

