

REFRAMING GLOBAL BUSINESS AMID DISRUPTION: A RESILIENCE-BASED SUSTAINABLE PROSPERITY FRAMEWORK FOR EMERGING ECONOMIES

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Abstract

The contemporary global business environment is shaped by persistent and interconnected disruptions spanning technological change, geopolitical instability, climate-related pressures, and macroeconomic volatility. These conditions expose the limits of efficiency-driven strategy, particularly in the institutionally fragile settings of emerging economies. Although organisational resilience and dynamic capabilities are each extensively theorised, the way in which internal firm capabilities interact with external institutional conditions to generate sustained, multidimensional performance remains insufficiently integrated and not yet fully theorised. This conceptual article addresses that gap by developing the Resilience-Based Sustainable Prosperity Framework for Emerging Economies (RBSPF-EE). Drawing on Dynamic Capabilities Theory and Institutional Theory, the framework positions dynamic capabilities as the driver, organisational resilience as a central mediating mechanism, sustainable prosperity as a multidimensional firm-level outcome, and the institutional environment as a moderating force, together forming a moderated partial mediation model expressed through six propositions. Nigeria is used as an illustrative analytical context rather than as an empirical case. The framework offers firms and managers a diagnostic logic for converting capabilities into resilience and prosperity, and offers policymakers and emerging-economy institutions a rationale for reforms that raise the returns to private capability investment. A structured agenda for empirical testing concludes the paper.

Keywords: dynamic capabilities, emerging economies, global disruption, institutional environment, organisational resilience

Introduction

The foundational premises of global business strategy—that markets tend towards stability, that integration yields efficiency, and that incremental adaptation suffices for sustained competitive advantage—have been challenged by a decade of accelerating systemic disruption. The convergence of the COVID-19 pandemic, the rapid diffusion of artificial intelligence (AI), geopolitical fragmentation, climate-related physical risks, and macroeconomic volatility has produced what the World Economic Forum (2024) terms a ‘polycrisis’: a condition in which multiple, interdependent crises amplify one another beyond the adaptive capacity of individual firms, institutions, and governance frameworks. The central argument of this paper is that, under such conditions, the firms most likely to prosper

are not the most efficient but the most resilient, and that resilience itself is conditioned by the institutional environment in which firms operate.

The economic dimensions of this disruption are substantial. The International Monetary Fund (IMF, 2022) estimated cumulative global output losses of close to USD 13.8 trillion through 2024 relative to pre-pandemic forecasts, with developing and emerging economies bearing a disproportionate share owing to limited fiscal space and weaker institutional buffers. The World Bank (2023) documents a structural shift from efficiency-maximising towards resilience-oriented supply-chain architectures as firms respond to pandemic-era disruptions and geopolitical realignment. The OECD (2023) further notes that AI adoption is advancing faster than regulatory frameworks and workforce adaptation, creating asymmetric pressures between digitally capable large firms and resource-constrained small and medium-sized enterprises (SMEs). These figures are best read as indicative of the scale and direction of change rather than as precise measures.

For emerging economies, these global disruptions interact with pre-existing structural vulnerabilities—institutional fragility, infrastructure deficits, exchange-rate instability, and limited financial inclusion—to produce conditions of compounding adversity (Hoskisson et al., 2000; Wright et al., 2005). In Nigeria, Africa's largest economy by gross domestic product, successive episodes of currency depreciation, persistent energy-infrastructure inadequacy, and regulatory inconsistency have created an operating environment of chronic volatility in which conventional efficiency-oriented strategy is often insufficient. Yet the same environment has produced considerable entrepreneurial dynamism, expressed most visibly in the growth of the financial-technology (FinTech) sector, suggesting that resilience is achievable under institutional constraint when its enabling conditions are understood.

Despite the urgency of these developments, existing theory offers an incomplete account of how firms in emerging economies build and sustain resilience under continuous disruption. Three gaps are evident. Theoretically, Dynamic Capabilities Theory (Teece et al., 1997) and Institutional Theory (DiMaggio & Powell, 1983; North, 1990) have largely been applied in isolation, leaving the explanatory power of their integration underdeveloped (Cantwell et al., 2010; Peng et al., 2009). Contextually, the resilience literature remains weighted towards developed-economy settings (Bullough & Renko, 2013; Linnenluecke, 2017), so that the institutional specificities of emerging economies receive insufficient attention. Practically, few frameworks translate these insights into strategy and policy prescriptions calibrated to emerging-economy realities.

This article addresses all three gaps by developing the Resilience-Based Sustainable Prosperity Framework for Emerging Economies (RBSPF-EE). The framework advances a moderated partial mediation model in which dynamic capabilities drive organisational resilience, resilience partially mediates the pathway to sustainable prosperity, and the institutional environment moderates both the capability-to-resilience and the resilience-to-prosperity relationships. It is grounded in a critical synthesis of Dynamic Capabilities Theory and Institutional Theory, extended and contextualised for emerging-economy application.

The remainder of the article proceeds as follows. Section 2 sets out the research approach. Section 3 provides a critical conceptual review of the five constructs central to the framework and synthesises their relationships. Section 4 develops the theoretical foundations and justifies the choice of core theories. Section 5 presents the RBSPF-EE, its graphical model, and six propositions. Section 6 applies the framework to the Nigerian context. Section 7 sets out the paper's contributions, Section 8 presents a structured research agenda, Section 9 discusses implications, and Section 10 concludes.

Research Approach

Nature and justification of the conceptual approach

This paper adopts an integrative conceptual review approach, which is distinct from a systematic literature review and is appropriate to its theory-building objective (Gilson & Goldberg, 2015; Torraco, 2005). Whereas systematic reviews privilege comprehensive coverage, integrative conceptual reviews purposively engage with selected theoretical streams to construct frameworks that explain phenomena existing theories address only partially (Baumeister & Leary, 1997; Weick, 1995). The RBSPF-EE is a theory-building contribution: its purpose is not to report what is known, but to integrate existing knowledge into a novel, testable, and generative framework. The approach is further warranted by the state of the specific literature: although dynamic capabilities (Eisenhardt & Martin, 2000; Teece et al., 1997) and institutional environments (DiMaggio & Powell, 1983; North, 1990) are each well developed, their joint application to resilience-mediated pathways to sustainable prosperity in emerging economies remains underdeveloped.

Literature search, selection, and integration logic

To improve transparency without converting the paper into a systematic review, the literature underpinning the framework was identified through a purposive, theoretically driven search. Sources were drawn from Scopus, Web of Science, and Google Scholar, supplemented by foundational monographs and reports from credible institutions (including the IMF, the World Bank, the OECD, the World Economic Forum, the Central Bank of Nigeria, the National Bureau of Statistics, and EFInA). The search spanned foundational works from the 1970s through to recent publications up to 2024–2025. Searches combined keyword clusters reflecting the framework's constructs: dynamic capabilities; organisational resilience; institutional theory and institutional voids; sustainable prosperity and the triple bottom line; emerging economies; global disruption; and Nigeria.

Inclusion was guided by conceptual relevance to the framework's constructs, theoretical authority, journal quality (with priority given to peer-reviewed articles in ABS-ranked outlets), citation influence, and relevance to emerging-economy contexts. Sources were excluded where they lacked conceptual relevance, advanced non-scholarly or weakly supported claims, or were purely descriptive. Selection was purposive rather than exhaustive and was not based on PRISMA protocols. Consistent with the logic of conceptual saturation, the search continued until the principal theoretical constructs and their hypothesised relationships were adequately represented and additional sources yielded diminishing conceptual returns.

Role of Nigeria as an illustrative context

Nigeria is used throughout as an analytically rich illustrative context, not as an empirical case study. An empirical case study would generate or test propositions through structured data collection and analytical protocols (Eisenhardt, 1989; Yin, 2018). Here, by contrast, the Nigerian context is used to render the framework's abstract mechanisms tractable and to show that its causal logic is coherent when mapped onto observable conditions. Nigeria is well suited to this role: as Africa's largest economy it combines institutional heterogeneity, entrepreneurial dynamism, infrastructure deficits, and a fast-expanding digital economy. Its FinTech sector illustrates the framework's enabling pathway, while its manufacturing and agri-processing SMEs illustrate its constraining conditions, together exposing both the enabling and constraining roles of the institutional environment (Propositions P5 and P6).

Critical Conceptual Review

Rather than offering descriptive definitions, this section engages the conceptual debates and limitations associated with each construct in order to justify the paper's choices.

Global business in an age of systemic disruption

Classical accounts of international business—transaction-cost economics (Williamson, 1985), internalisation theory (Buckley & Casson, 1976), and the eclectic paradigm (Dunning, 1988)—presupposed relative institutional stability and deepening integration. Those presuppositions have weakened. Buckley (2020) argues that the theoretical foundations of international business require revision in response to deglobalisation and digital transformation, and the institution-based view (Peng et al., 2009) treats institutional conditions as a primary strategic variable rather than as background context. The shift from globally optimised, efficiency-maximising value chains towards regionally diversified, resilience-oriented networks appears structural rather than cyclical (Verbeke & Hutzschenreuter, 2021), and emerging-economy firms face strategic imperatives distinct from those of their developed-economy counterparts (Luo & Tung, 2007). The RBSPF-EE accordingly conceives of global business as a dynamic, adaptive system in which firms continuously reconfigure strategies, capabilities, and boundary-spanning relationships in response to disruption (Teece et al., 1997).

Disruption: from episodic event to systemic condition

Christensen's (1997) account framed disruption as technological, sector-specific, and episodic. Subsequent work has broadened it: Tushman and Anderson (1986) distinguished competence-destroying from competence-enhancing change; Ansari et al. (2016) extended disruption to ecosystem-level dynamics; and Nambisan et al. (2019) showed that digital transformation introduces continuous, layered reconfiguration rather than discrete shocks. The contemporary condition is therefore better characterised as systemic than as episodic: technological, economic, institutional, and environmental disruptions co-occur and reinforce one another, so that point-in-time adaptation is insufficient. The framework treats disruption as operating simultaneously across these four dimensions and as demanding continuous adaptive response.

Organisational resilience: recovery, adaptation, or transformation?

Organisational resilience is extensively theorised yet definitionally contested (Linnenluecke, 2017). The engineering tradition (Holling, 1973; Wildavsky, 1988) conceives of resilience as a return to equilibrium—analytically tractable but problematic under continuous disruption (Vogus & Sutcliffe, 2007). The ecological tradition (Holling, 1973; Weick, 1993) emphasises sensemaking, improvisation, and the preservation of core identity under pressure. Most productive for this framework is the transformational tradition (Duchek, 2020; Hamel & Välikangas, 2003), which defines resilience as the capacity not merely to recover but to evolve and reconfigure in response to disruptive pressures. Conz and Magnani (2020) find that transformational resilience generates superior long-run outcomes relative to merely recuperative resilience, while Duchek (2020) identifies anticipation, coping, and adaptation as its constitutive micro-processes—mapping onto the operational, financial, and strategic dimensions adopted here. Resilience is thus treated as a multidimensional strategic capability rather than a binary state (Bhamra et al., 2011).

Sustainable prosperity: construct boundaries and the triple bottom line

Sustainable prosperity draws on sustainable-development theory (Brundtland Commission, 1987) and organisational-performance theory, and is commonly expressed through the triple

bottom line (TBL) of economic, social, and environmental performance (Elkington, 1997). The construct's boundaries require clarification. This paper conceptualises sustainable prosperity primarily as a firm-level, multidimensional outcome—the sustained achievement of economic, social, and environmental performance across disruption cycles—while recognising that firm-level prosperity carries wider ecosystem and societal implications. It is therefore neither a purely firm-level nor a purely ecosystem-level construct, but a firm-level outcome with systemic spillovers.

The TBL is not unproblematic, and the paper does not treat its measurement as straightforward. Norman and MacDonald (2004) argue that economic, social, and environmental performance cannot be meaningfully aggregated without incommensurable trade-offs; Milne and Gray (2013) caution that the TBL can become a legitimization device; and Montiel and Delgado-Ceballos (2014) find that social and environmental dimensions are routinely subordinated to economic metrics in practice. The paper's position is that sustainable prosperity is best understood not as a point-in-time aggregation of three separate accounts, but as the strategic and organisational capacity to sustain performance across all three dimensions over time. In the African context, Lashitew et al. (2019) show that firms embedding sustainability in their strategic orientation gain superior access to international capital and partnerships, making sustainable prosperity a commercial as well as a normative concern.

The institutional environment: a dynamic moderating force

Institutional environments have been theorised through sociological institutionalism (DiMaggio & Powell, 1983; Meyer & Rowan, 1977), emphasising legitimacy, and economic institutionalism (North, 1990; Williamson, 1985), emphasising rules and enforcement. Both traditions tend to treat institutions as relatively stable—an assumption difficult to sustain in emerging economies marked by rapid institutional change. The institution-based view (Peng et al., 2009) positions institutional conditions as primary determinants of firm behaviour; Khanna and Palepu (2010) elaborate institutional voids (absent credit markets, weak contract enforcement, unreliable regulation) that create both challenges and distinctive opportunities; Scott (2014) distinguishes regulatory, normative, and cultural-cognitive pillars; and Webb et al. (2009) show that informal institutions often substitute for formal ones in emerging-economy contexts. The RBSPF-EE treats the institutional environment as a dynamic moderating force: strong institutions amplify the resilience returns to capability investment and the prosperity returns to resilience, whereas weak or unpredictable institutions attenuate them.

Synthesis: connecting the five constructs

Taken together, the five constructs form a coherent causal narrative that the RBSPF-EE formalises. Systemic disruption is the exogenous condition that raises the strategic value of adaptation. Dynamic capabilities are the firm-level engine of that adaptation; organisational resilience is the strategic state those capabilities produce; and sustainable prosperity is the multidimensional, long-run outcome that resilient firms are positioned to achieve. The institutional environment conditions the entire sequence, governing how efficiently capabilities convert into resilience and how fully resilience converts into prosperity. The remaining sections specify and justify these relationships.

Theoretical Foundations: Critique, Synthesis, and Integration

Dynamic Capabilities Theory

Dynamic Capabilities Theory (Eisenhardt & Martin, 2000; Teece, 2007; Teece et al., 1997) explains sustained competitive advantage under environmental change as a function not of

static resource possession (Barney, 1991) but of higher-order capabilities that enable firms to reconfigure their resource base. Teece (2007) specifies three micro-foundational capability clusters—sensing, seizing, and transforming—which provide the operational basis for the framework's independent construct. The theory faces well-documented limitations relevant here: its firm-centric orientation underplays external institutional conditions (Zahra et al., 2006); the capability–performance relationship is moderated by environmental conditions the theory does not fully specify (Drnevic & Kriauciunas, 2011); its emphasis on managerial cognition (Helfat & Peteraf, 2015) presupposes a strategic autonomy that institutional unpredictability may constrain; and Winter (2003) notes the risk of infinite regress in capability hierarchies. These are boundary conditions rather than refutations: the theory explains firm-level resilience mechanisms but cannot explain why identical capability investments produce different outcomes across institutional contexts.

Institutional Theory

Institutional Theory, in its sociological (DiMaggio & Powell, 1983; Meyer & Rowan, 1977; Scott, 2014) and economic (North, 1990; Williamson, 1985) variants, supplies the complementary lens for the external conditions that enable or constrain performance. North's (1990) distinction between formal rules, informal constraints, and enforcement is well suited to capturing institutional heterogeneity across emerging economies; the institution-based view (Peng et al., 2009) treats institutional conditions as primary strategic variables; Khanna and Palepu (2010) identify specific forms of institutional failure; and Kostova et al. (2008) show that institutional multidimensionality produces complex, non-linear moderation effects. The theory's limitations are also relevant: its emphasis on isomorphism underplays strategic agency (Battilana & Lee, 2014; Battilana et al., 2009); it offers limited purchase on performance differences within the same institutional field; and its assumption of institutional stability sits uneasily with rapidly evolving emerging economies (Luo, 2002).

Why Dynamic Capabilities Theory and Institutional Theory are the core lenses

Several theories could inform a framework of this kind, so it is important to state why Dynamic Capabilities Theory and Institutional Theory are treated as primary and others as complementary. The Resource-Based View (Barney, 1991) is foundational to both, but its focus on the possession of valuable, rare, and inimitable resources is less able to explain the continuous reconfiguration that disruption demands—precisely the limitation Dynamic Capabilities Theory was developed to address. Stakeholder Theory (Freeman, 1984) is highly relevant to the social and environmental content of sustainable prosperity and informs the dependent construct, but it does not explain how firms build and deploy capabilities under institutional constraint, which is the framework's central mechanism. Contingency Theory offers a general logic of environment–strategy fit, yet it is less specific than Institutional Theory about the conditions that matter most in emerging economies—institutional voids, regulatory instability, weak enforcement, and the substitutive role of informal institutions. Dynamic Capabilities Theory and Institutional Theory are therefore retained as the core anchors because, between them, they address both the firm-level generative mechanism and the contextual conditions that govern its returns; the other perspectives enrich particular constructs but cannot, alone or together, supply that combination.

Synthesis: why integration generates new explanatory power

The limitations of the two core theories are complementary. Dynamic Capabilities Theory explains why firms differ in resilience and performance within a given institutional context; Institutional Theory explains why those outcomes are systematically moderated by institutional quality. Prior integration efforts advance part of this logic but stop short of the mechanisms the RBSPP-EE specifies: Peng et al. (2009) integrate industry structure with

institutional conditions but do not develop capability micro-foundations; Helfat and Peteraf (2015) link capabilities to managerial cognition but not to institutional moderation; and Cantwell et al. (2010) begin to integrate the perspectives in international business but do not extend to specific emerging-economy conditions. Felin and Foss (2005) frame the micro–macro integration challenge the framework addresses. The RBSPF-EE specifies precise mechanisms—capabilities as the proximal driver of resilience, the institutional environment moderating both the capability-to-resilience and resilience-to-prosperity transitions—producing a moderated partial mediation architecture unavailable from either theory alone.

The Resilience-Based Sustainable Prosperity Framework for Emerging Economies (RBSPF-EE)

Framework architecture and conceptual logic

The RBSPF-EE is a multi-level conceptual model relating four constructs: dynamic capabilities (independent variable), organisational resilience (mediating variable), sustainable prosperity (dependent variable), and the institutional environment (moderating variable). It is a moderated partial mediation framework. Dynamic capabilities are expected to influence sustainable prosperity both indirectly, through organisational resilience, and directly, through innovation, strategic renewal, and adaptive resource reconfiguration. Organisational resilience therefore functions as a central, but not exclusive, explanatory mechanism: it carries much—but not all—of the effect of capabilities on prosperity. The institutional environment moderates both transitions in the indirect pathway, so that the efficiency of the capability-to-resilience conversion and the prosperity returns to resilience both depend on institutional quality. Figure 1 presents the model.

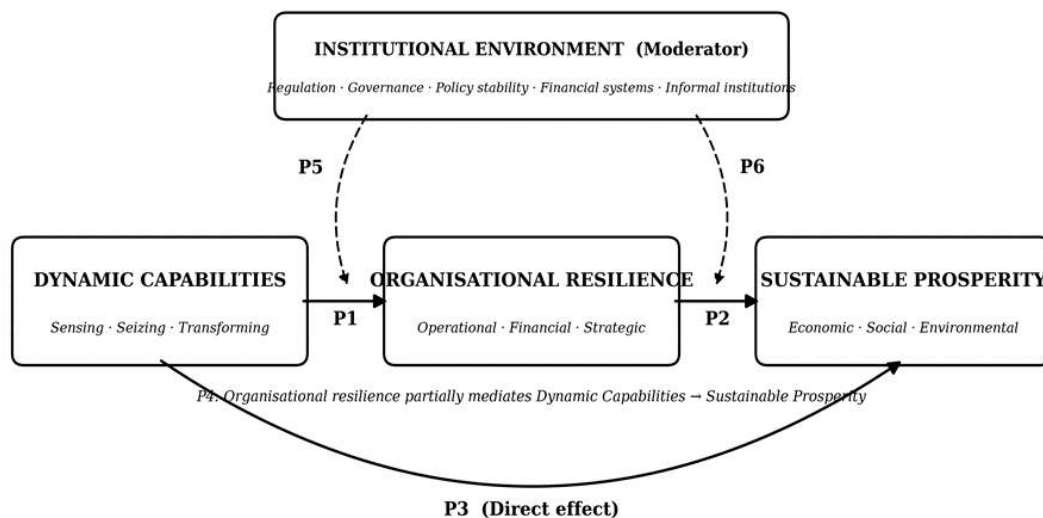


Figure 1. The Resilience-Based Sustainable Prosperity Framework for Emerging Economies (RBSPF-EE): a moderated partial mediation model.

Proposition development

Six propositions formalise the framework. Each is stated concisely; the supporting logic precedes it.

P1 (capabilities → resilience). Firms with stronger dynamic capabilities are better able to sense early disruption signals, mobilise responses, and reconfigure operations to absorb shocks (Eisenhardt & Martin, 2000; Teece, 2007). The anticipation–coping–adaptation sequence of resilience maps onto sensing–seizing–transforming (Bhamra et al., 2011; Duchek, 2020), and entrepreneurial orientation is associated with resilience in resource-constrained firms (Anwar et al., 2023; Kunz & Sonnenholzner, 2023). A boundary condition is that routinised capabilities may become inertia-inducing where they lag disruption velocity (Newey & Zahra, 2009).

P1. Dynamic capabilities (sensing, seizing, and transforming) are positively associated with organisational resilience, such that greater capability investment yields higher operational, financial, and strategic resilience; the relationship is expected to be especially pronounced under the compounded disruption typical of emerging economies.

P2 (resilience → prosperity). Transformationally resilient firms do not merely recover prior performance; they emerge with reconfigured capabilities and enhanced learning that support superior long-run performance across economic, social, and environmental dimensions (Conz & Magnani, 2020; Hamel & Välikangas, 2003). Resilience-related capabilities—adaptability, learning, and stakeholder trust—are theoretically connected to all three TBL dimensions (Lashitew et al., 2019; Montiel & Delgado-Ceballos, 2014). The relationship may be temporally non-linear, with short-run investment costs preceding long-run benefits.

P2. Organisational resilience is positively associated with sustainable prosperity across its economic, social, and environmental dimensions, with strategic and transformational resilience contributing most strongly to long-run multidimensional performance.

P3 (capabilities → prosperity, direct). Beyond the mediated pathway, capabilities can generate prosperity directly through capability-driven innovation—new products, services, and business models that create economic, social, and environmental value independently of resilience mechanisms (Nambisan et al., 2019; Teece, 2018). The relative magnitude of the direct and indirect effects is an empirical question; the direct effect is expected to be larger in digitally intensive sectors and smaller in institutionally fragile contexts where a resilience foundation is a prerequisite for prosperity.

P3. Dynamic capabilities exert a direct positive effect on sustainable prosperity through innovation, strategic renewal, and adaptive resource reconfiguration, independent of organisational resilience; this direct effect is expected to be larger in digitally intensive sectors and smaller in institutionally fragile contexts.

P4 (partial mediation). Because capabilities affect prosperity both directly (P3) and indirectly via resilience (P1–P2), organisational resilience is theorised as a partial—not full—mediator. This resolves the apparent tension between the mediated and direct pathways: both operate, and resilience is the central but not exclusive conduit. In institutionally fragile emerging economies, where performance without resilience is precarious, the mediated route is expected to dominate (Conz & Magnani, 2020; Duchek, 2020).

P4. Organisational resilience partially mediates the relationship between dynamic capabilities and sustainable prosperity: capabilities raise sustainable prosperity both indirectly, by building resilience, and directly (P3); the mediated pathway is expected to be the dominant route in institutionally fragile emerging economies.

P5 and P6 (institutional moderation). The institutional environment determines the effectiveness of both transitions in the indirect pathway. Drawing on the institution-based

view (Peng et al., 2009) and the institutional-voids literature (Khanna & Palepu, 2010), capability investment converts into resilience more efficiently under regulatory stability, functional financial systems, and reliable infrastructure, and less efficiently under institutional fragility (P5). Extending the logic to the resilience-to-prosperity transition, strong institutions amplify performance returns through market access, contract enforcement, and investor confidence, while informal institutions can partially compensate where formal institutions are weak (P6; Kostova et al., 2008; Webb et al., 2009). A scope condition for both is that, under extreme institutional instability, even strong capabilities and resilience may be insufficient to generate sustainable prosperity.

P5. The institutional environment positively moderates the relationship between dynamic capabilities and organisational resilience, which is stronger where institutional quality is high and weaker where it is low; the attenuating effect is most acute under severe institutional voids.

P6. The institutional environment positively moderates the relationship between organisational resilience and sustainable prosperity, which is stronger in supportive institutional contexts; informal institutions (relational capital, community networks, and trust-based exchange) are expected to exert a partial compensating effect where formal institutions are weak.

Analytical Application: The Nigerian Context

Nigeria is used here as an illustrative analytical context rather than as an empirical case study. The examples below show that the framework's causal logic is coherent when mapped onto observable conditions; they illustrate, suggest, and are consistent with the propositions rather than testing them, and no causal claims are inferred from the illustrations themselves.

The institutional environment: structural dualism (P5, P6)

Nigeria's institutional environment displays a structural dualism that makes it both challenging and instructive for the moderation propositions. On the constraining side, the naira lost the majority of its value against the US dollar following the liberalisation of the official exchange rate in June 2023, ending 2024 at roughly ₦1,535 per US dollar, and the World Bank (2024) listed it among the worst-performing Sub-Saharan African currencies of that year. Foreign-exchange constraints are consistently cited as a leading barrier to business expansion (World Bank, 2023), and persistent electricity-supply shortfalls oblige many firms to rely on costly self-generation, raising operating costs relative to better-resourced economies (USAID, 2023). These conditions illustrate the constraining face of institutional moderation (P5, P6).

On the enabling side, the Nigeria Startup Act (Federal Republic of Nigeria, 2022) provides a more supportive framework for technology ventures, and the growth of the Lagos financial ecosystem and digital-payments infrastructure suggests that capable firms can actively reshape their institutional environment—institutional entrepreneurship in the sense of Battilana et al. (2009). Survey evidence on financial access (EFInA, 2023) points to rising but uneven inclusion, consistent with the framework's expectation that institutional improvements raise the returns to capability investment.

Dynamic capabilities, resilience, and prosperity: Nigeria's FinTech sector

The FinTech sector provides illustrative evidence of capability-driven resilience under institutional constraint. Flutterwave illustrates the capability-to-resilience pathway (P1) and the role of institutional moderation (P5). Its sensing capability was expressed in identifying pan-African payment fragmentation as a continental-scale opportunity; its seizing capability

in mobilising venture funding (the company had raised approximately USD 475 million by early 2022) and building payment infrastructure across 34 African countries; and its transforming capability in reconfiguring from a developer-focused interface towards broader commerce infrastructure (Flutterwave, 2022). Its diversified continental footprint helped it maintain operations when it faced regulatory scrutiny and legal challenges across jurisdictions in 2022—an episode consistent with the proposition that capabilities can generate resilience even amid institutional headwinds, though such headwinds impose real operational and reputational costs.

Paystack illustrates the resilience-to-prosperity dimension (P2) and the enabling role of institutional moderation (P6). It sensed the need of Nigerian SMEs for reliable, developer-friendly online payments and seized it through precise market positioning; its acquisition by Stripe in 2020, reported at over USD 200 million, and subsequent expansion illustrate transformation over an extended horizon (TechCabal, 2020). The international partnership provided legitimacy and financial strength that plausibly amplified the prosperity returns to its resilience, illustrating the enabling rather than merely constraining role institutions can play. Moniepoint (formerly TeamApt) illustrates the adaptive dimension of resilience and partial mediation (P1, P4): positioned as a digital payments and business-banking platform, it was well placed when the early-2023 currency-redesign episode disrupted cash-based commerce, and its capacity to sustain service during a surge in digital transactions—supported by a USD 50 million round raised in 2022—illustrates how resilience can translate capabilities into market-share gains.

Interswitch offers a longitudinal illustration. Founded in 2002, it transformed repeatedly—from card processing towards broader digital-banking infrastructure—across successive disruption cycles, and reached a valuation of approximately USD 1 billion following a strategic investment by Visa in 2019. Its trajectory illustrates the temporal dimension of the framework: resilience built and reinforced over time supports the kind of sustained, multidimensional performance that sustainable prosperity describes (P2, P4).

Manufacturing and agri-processing SMEs: institutional voids as constraints (P5, P6)

The SME landscape illustrates the constraining operation of the moderation propositions. Manufacturing SMEs in import-dependent segments typically lack the reserves and infrastructure to absorb simultaneous shocks from exchange-rate instability, energy costs, and regulatory change. Where firms must self-generate a large share of their electricity, they face a structural cost disadvantage that capability investment alone cannot fully offset—an institutional void that imposes a floor on resilience returns largely independent of firm-level capability (P5). Identical capability profiles are therefore expected to generate lower resilience in such settings than in cloud-based FinTech operations less exposed to physical-infrastructure deficits.

This is evident in agri-processing, where firms face input-cost inflation, energy-price volatility following the 2023 removal of fuel subsidies, and climate-related supply disruptions. Entrepreneurially oriented firms have nonetheless developed informal resilience pathways—cooperative input sourcing, incremental solar adoption, and direct-to-consumer digital channels—illustrating how informal institutions and network capital can partially compensate for formal institutional voids (Webb et al., 2009), consistent with the partial compensating effect anticipated in P6.

Contributions

The RBSPF-EE makes five distinct contributions. To avoid repeating arguments developed earlier, each is stated once and connected directly to the framework.

Conceptual contribution. The paper reconceptualises organisational resilience as a generative strategic mechanism—a higher-order capability that converts disruption into advantage—rather than as a recuperative or defensive capacity, and consolidates this reconception into a single, named, referenceable model (the RBSPF-EE). Positioning resilience as a mediator, rather than as an outcome or moderator, is the conceptual move that gives the framework its distinctive structure.

Theoretical contribution. The paper integrates Dynamic Capabilities Theory and Institutional Theory into a moderated partial mediation architecture with explicitly specified mechanisms—capabilities as the proximal driver of resilience, and the institutional environment moderating both the capability-to-resilience and resilience-to-prosperity transitions. This integration yields explanatory power unavailable from either theory alone and extends prior, less mechanism-specific integration attempts (Cantwell et al., 2010; Peng et al., 2009).

Contextual contribution. The paper extends resilience theory from its developed-economy base (Bullough & Renko, 2013; Linnenluecke, 2017) to the institutionally constrained, chronic-volatility conditions of emerging economies, identifying new boundary and scope conditions and generating context-specific propositions for markets in which resilience is built differently from the developed-economy norm.

Methodological contribution. The paper offers a transparent, theoretically driven integrative-review procedure and translates its theory into six operationalisable, testable propositions with candidate measures for each construct (e.g., Duchek, 2020; Kantur & Iseri-Say, 2012; Kaufmann et al., 2010; Montiel & Delgado-Ceballos, 2014; Wang & Ahmed, 2007). This lowers the barrier to empirical validation and specifies a moderated partial mediation design that subsequent studies can estimate directly.

Practical and policy contribution. The paper derives variable-specific guidance for managers, SMEs, and policymakers in emerging economies (Section 9), reframing resilience-building as a deliberate strategic investment and institutional reform as a competitiveness imperative rather than a generic development goal.

Future Research Agenda

The framework generates a structured agenda for converting its propositions into validated knowledge. Theory-development priorities include integrating stakeholder (Freeman, 1984), commons-governance (Ostrom, 1990), upper-echelons (Hambrick & Mason, 1984), and institutional-entrepreneurship (Battilana et al., 2009) perspectives to enrich the dependent construct and the moderation mechanism. The principal empirical and comparative priorities are summarised in Table 1.

Table 1. A structured future research agenda for the RBSPF-EE

Research theme	Possible research question	Suggested methodology	Proposition(s)	Expected contribution
Empirical testing of the RBSPF-EE	Does organisational resilience partially mediate the capabilities–prosperity relationship under institutional moderation?	PLS-SEM on multi-industry survey data (Hair et al., 2019; Ringle et al., 2020)	P1–P6	First validation of the full moderated partial mediation model
Cross-country comparison	Do the propositions hold across emerging economies with differing institutional quality?	Multi-group SEM across countries (Estrin & Prevezer, 2011)	P5, P6	Establishes generalisability and contextual boundaries
Sectoral comparison	How do the pathways differ between digital and infrastructure-dependent sectors?	Comparative survey across FinTech and manufacturing	P3, P5	Clarifies where the direct versus mediated pathway dominates
Digital transformation and AI	Does AI augment, complement, or substitute for traditional dynamic capabilities?	Mixed methods; longitudinal capability measurement (Nambisan et al., 2019; Teece, 2018)	P1, P3	Updates the capability construct for the AI era
ESG and sustainable prosperity	Do social and environmental dimensions lag economic dimensions in recovery?	Panel analysis of TBL/ESG indicators (Montiel & Delgado-Ceballos, 2014)	P2	Links resilience and sustainability research streams
Institutional quality and informal institutions	How far do informal institutions compensate for formal institutional voids?	Governance indicators (Kaufmann et al., 2010) with qualitative fieldwork	P5, P6	Specifies the compensating role of informal institutions

Research theme	Possible research question	Suggested methodology	Proposition(s)	Expected contribution
Longitudinal capability–resilience–performance dynamics	How do capability, resilience, and prosperity co-evolve across disruption cycles?	Multi-wave panel design addressing endogeneity (Duchek, 2020; Kantur & Iseri-Say, 2012)	P1, P2, P4	Tests the temporal and feedback dynamics of the model

Policy and Managerial Implications

Because the framework is organised around four variables, its implications are most useful when expressed in the same terms.

Building dynamic capabilities. Firms should institutionalise sensing, seizing, and transforming as routine investments rather than crisis responses: systematic environmental-intelligence systems, decision structures that permit rapid resource reallocation, and continuous learning processes that prevent capability obsolescence (Teece, 2007).

Strengthening organisational resilience. Resilience should be treated as a measurable strategic capability spanning operational, financial, and strategic dimensions, deliberately built and regularly assessed; financial resilience in particular warrants attention, since firms without adequate financial buffers cannot sustain the investment horizon resilience requires.

Achieving sustainable prosperity. Managers should pursue performance across economic, social, and environmental dimensions as a sustained capacity rather than a point-in-time target, recognising that embedding sustainability can secure access to international capital and partnerships (Lashitew et al., 2019).

Improving institutional environments. Because institutional quality moderates the returns to capability investment, regulatory consistency—multi-year sector frameworks with transparent enforcement—and public investment in digital and physical infrastructure are the institutional levers with the greatest potential to raise those returns.

For policymakers. Institutional reform should be framed as competitiveness policy. Priorities include regulatory predictability, infrastructure investment (broadband, reliable power, secure payment systems), and financial-inclusion measures—risk-sharing facilities, credit guarantees, and FinTech-enabled credit assessment—that strengthen the financial-resilience dimension of the framework’s primary pathway. The Nigeria Startup Act (Federal Republic of Nigeria, 2022) is a promising template whose value depends on consistent implementation.

For managers and SMEs. SMEs, the most exposed to disruption and the most constrained in resilience capacity, should engage actively with institutional development—through sector associations, regulatory consultation, and public–private partnerships—rather than treating institutions as fixed constraints. Entrepreneurial orientation, relational capital, and collective action (for example, cooperative sourcing and incremental digitalisation) offer accessible resilience pathways that do not require large-firm resources (Webb et al., 2009).

Conclusion and Recommendations

Conclusion

This article has developed the Resilience-Based Sustainable Prosperity Framework for Emerging Economies (RBSPF-EE), a moderated partial mediation model explaining how dynamic capabilities build organisational resilience, how resilience and capability-driven innovation together generate sustainable prosperity, and how the institutional environment moderates both transitions in the indirect pathway. The framework's central contribution is to reconceptualise resilience as a generative strategic mechanism and to integrate Dynamic Capabilities Theory and Institutional Theory into a single, testable architecture calibrated to emerging economies.

Illustrative evidence from Nigeria—its FinTech firms, its manufacturing and agri-processing SMEs, and the structural dualism of its institutional environment—shows that the framework's logic is coherent when mapped onto observable conditions, while underscoring that institutions can be enabling or constraining depending on their quality and stability. In an age of systemic disruption, the task for firms and policymakers in emerging economies is to move beyond efficiency optimisation towards the deliberate construction of resilience. By specifying how dynamic capabilities can be transformed into resilience and sustainable prosperity under institutional constraint, the RBSPF-EE places resilience-based theorising at the centre of emerging-economy strategy research and offers a clear agenda for its empirical advancement.

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