



Resource Orchestration in Corporate Social Responsibility Actions: The Case of “Roteiros de Charme” Hotel Association

Luciana Maines da Silva 1, and Paula Maines da Silva 2

¹Business School, Unisinos University, Av. Unisinos, 950, São Leopoldo 93022-750, Brazil

²Business School, Universidade Luterana do Brasil-ULBRA, Av. Farroupilha, 8001, Canoas 92425-900, Brazil

Abstract:

This article aims to identify the factors that generate a competitive advantage, based on resource orchestration, in associated companies in networks with an emphasis on corporate social responsibility (CSR). The “Roteiros de Charme” hotel association was the object of study, deepening the analysis into four hotels and hostels participating in the association, all located in the state of Rio Grande do Sul, Brazil. The method chosen was qualitative comparative analysis (QCA), as it allows for the use of data from a small number of cases. The authors identified that individual CSR strategy, the environmental impact of CSR actions and the structuring of companies’ portfolios of resources cover the possible causality and present consistency in the creation of a

competitive advantage based on resource orchestration. The analysis of the data showed that the companies associated can structure their portfolio of resources through bundled and leveraged resources for capacity building. The study represents an important managerial contribution since it clarifies what they (resources) are and how the resources of the hotel and the association can be orchestrated for a better financial, social and environmental results. The present study makes a unique theoretical contribution when analyzing the effects on the competitive advantage of CSR actions with the use of the QCA method.

(100-500 words)

Biography:

She is a lecturer since 2005, in themes like strategy, innovation and entrepreneurship, and banking. Ph.D. in Business Administration at Universidade do Vale do Rio dos Sinos - Unisinos (Brazil). Her research focuses on



Corporate social responsibility, Responsible innovation, Stakeholder inclusion, Innovation management, Dynamic Capabilities, and Resource Orchestration. She also developed different

researches focused on Innovation Ecosystems and Co-opetition. She participated in several congresses and seminars, presenting her research.

Publication of speakers:

1. Sirmon, D.G.; Hitt, M.A.; Ireland, R.D.; Gilbert, B.A. Resource orchestration to create competitive advantage breadth, depth, and life cycle effects. *J. Manag.* 2011, 37, 1390-1412.
2. Ragin, C.C.; Shulman, D.; Weinberg, A.; Gran, B. Complexity, generality, and qualitative comparative analysis. *Field Methods* 2003, 15, 323-340.
3. Waddock, S.A.; Graves, S.B. The corporate social performance-financial performance link. *Strateg. Manag. J.* 1997, 18, 303-319.
4. Lasker, R.D.; Weiss, E.S.; Miller, R. Partnership synergy: A practical framework for studying and strengthening the collaborative advantage. *Milbank Q.* 2001, 79, 179-205.

[Webinar on Renewable Energy Resources | April 24th, 2020 | London, UK](#)

Citation: Luciana Maines da Silva; Resource Orchestration in Corporate Social Responsibility Actions: The Case of “Roteiros de Charme” Hotel Association; *Renewable Energy* 2020; April 24th, 2020; London, UK