



The moderating role of adaptability in enhancing competitive advantage through market insight, business strategy, and innovation

Muhamad Baskara, Putu Nina Madiawati, Syahputra

Telkom University, Indonesia

Email: mbaskara.id@gmail.com, pninamad@telkomuniversity.ac.id,

syahputra@telkomuniversity.ac.id

ABSTRACT

In the increasingly competitive real estate sector, firms are required to optimize *Market Insight*, *Business Strategy*, and *Innovation* while simultaneously adapting to dynamic conditions in order to sustain *Competitive Advantage*. This study investigates the structural relationship between these strategic drivers and examines how *Innovation* mediates and *Adaptability* moderates their impact on *Competitive Advantage*. A quantitative approach was adopted using *Structural Equation Modeling* based on the *Partial Least Squares (SEM-PLS)* technique, with data collected from 185 respondents within the Indonesian real estate industry. The results demonstrate that both *Market Insight* and *Business Strategy* significantly influence *Innovation* and *Competitive Advantage*, with *Innovation* serving as a partial mediator. Furthermore, *Adaptability* strengthens the positive effect of *Innovation* on *Competitive Advantage*, highlighting the importance of organizational responsiveness in turbulent environments. The findings indicate that firms integrating market-oriented strategies with innovation and adaptive capabilities tend to outperform competitors in sustaining long-term advantage. Theoretically, this research extends existing frameworks on dynamic capability and competitive strategy by emphasizing the contingent role of *Adaptability*. Practically, it provides guidance for decision-makers in formulating data-driven and flexible business strategies. Limitations of the study include its industry-specific context and the cross-sectional nature of the data. Future research is recommended to apply the proposed model across multiple sectors and to incorporate additional constructs such as digital transformation, customer engagement, and organizational resilience in order to broaden the theoretical contribution.

Keywords: dynamic capability, organizational responsiveness, strategic alignment, innovation performance, market orientation, competitive strategy

INTRODUCTION

The global real estate industry has undergone significant transformation in response to rapid technological advancement, evolving consumer expectations, and growing market competition. In emerging markets such as Indonesia, property developers are increasingly challenged to deliver value through housing solutions that are smart, sustainable, and adaptable. These pressures have been further intensified by post-pandemic shifts in consumer behavior, where flexibility, health integration, and environmental sustainability have become key considerations in residential preferences. In this context, real estate firms must formulate agile strategies grounded in robust *market insight*, *innovation*, and organizational responsiveness.

Technological integration and *innovation* are no longer optional; they are essential for companies aiming to remain relevant in a dynamic environment. The rise of digital property platforms, consumer analytics, and property technology (*PropTech*) has reshaped the competitive landscape. Firms are required to transform real-time market data into actionable strategic initiatives, leveraging tools such as *big data analytics*, *building information modeling (BIM)*, and digital marketing to align more effectively with market demands. Nonetheless, *innovation* alone is insufficient unless accompanied by adaptive capabilities that enable firms to evolve in response to environmental volatility.

Although research on *innovation* and digital transformation in the real estate sector is expanding, empirical studies remain limited in capturing how these factors interact with *market insight* and *business strategy* to foster *competitive advantage*. Most prior studies have emphasized either *innovation* adoption or market outcomes while overlooking the moderating role of organizational adaptability and the synergistic relationship between strategic foresight and *innovation* execution. This creates a conceptual gap in understanding how adaptability enhances the strategic impact of *innovation* within market-driven planning.

PT. ABC, a regional property developer located in the Greater Bandung Area, offers a relevant case for exploring these dynamics. As a mid-sized firm facing increasing market pressures and evolving regulatory conditions, PT. ABC has initiated a transformation strategy that combines market intelligence with adaptive business design and *innovation*. The inauguration of the Jakarta–Bandung High-Speed Rail (*KCJB*) in 2023 accelerated urban development and property demand in the region, positioning PT. ABC at the forefront of both opportunities and competitive challenges. These contextual factors make it a compelling subject for analyzing how internal capabilities affect external performance.

This study is structured around a conceptual framework grounded in *dynamic capability theory* and the *strategic alignment model*. Adopting a quantitative research methodology, it employs *Structural Equation Modeling* using the *Partial Least Squares (SEM-PLS)* method to examine causal relationships among *market insight*, *business strategy*, and *innovation*, while also testing the moderating role of adaptability. By focusing on a single firm in a high-growth regional setting, this research provides relevant insights into how strategic agility and *innovation*-oriented responses to market data can be leveraged to enhance competitive positioning.

Previous research on *innovation* and strategic transformation in the real estate sector has predominantly focused on the direct impact of *innovation* adoption on business outcomes, often neglecting the role of organizational adaptability. For instance, a study by Lee and Kim (2020) explored the relationship between *innovation* adoption and business performance in the real estate sector, emphasizing technology implementation without considering how organizational agility could moderate these effects. While their study provided valuable insights into the positive effects of digital transformation, it overlooked how firms adapt to market changes, thus failing to account for the dynamic nature of *competitive advantage* in real estate. Similarly, Wang et al. (2019) studied how real estate firms used *market insights* to drive strategic decisions but did not integrate adaptability as a key factor influencing *innovation* outcomes. This gap in understanding the moderating role of adaptability calls for more research into how firms can align *market insights* with *innovation* strategies in a rapidly changing environment.

The purpose of this study is to provide a deeper understanding of how organizational adaptability can amplify the strategic impact of *innovation* in the real estate sector. By focusing on a mid-sized property developer in a high-growth region, the study will contribute both theoretically and practically.

The expected contribution of this research is twofold. Theoretically, it aims to enrich discourse in the fields of strategic management and *innovation capability* by highlighting the interaction between *innovation* and adaptability. Practically, it offers actionable implications for real estate firms seeking to strengthen *competitive advantage* through data-informed and flexible strategic planning. In doing so, the study addresses key challenges in managing sustainable competitiveness within rapidly evolving industry environments.

METHOD

This investigation adopted a quantitative, cross-sectional design that integrated descriptive correlational techniques with causal modelling to evaluate the interconnections among market insight, business strategy, innovation, adaptability, and competitive advantage

in the property sector. A structured questionnaire comprising twenty-nine statements was derived from the relevant theoretical canon. Each item represented a distinct indicator aligned with its latent dimension, and respondents recorded their perceptions on a five-point Likert (1 = strongly disagree, 5 = strongly agree).

The empirical frame encompassed two analytically distinct strata within the Greater Bandung Area: (i) employees of property-development organisations who participate in strategic planning or innovation functions, and (ii) present or prospective property consumers. Stratified probability sampling, consistent with recommendations articulated by Hair et al. (2022), secured proportional coverage of both organisational and consumer viewpoints, thereby limiting selection bias and enhancing external validity.

All responses were processed in SmartPLS 4 using Partial Least Squares Structural Equation Modelling. This technique permits simultaneous estimation of reflective measurement models and structural paths, facilitating integrated assessment of mediation and moderation within the proposed framework. Indicator reliability was confirmed via outer loading values, all of which exceeded the 0.70 threshold specified in contemporary guidelines (Hair et al., 2022). A synopsis of construct composition, indicator codes, and loading coefficients is summarised in Table 1.

Table 1. Variable, Indicators and Loading Factor.

Variable	Indicator	Loading Factor	Source
Market Insight	Consumer sustainability awareness	0.903	Ameen et al. (2022); Buhalis & Volchek (2021); Varol & Catma (2024)
	Minimalist design preference	0.883	
	Price trend reflects investment	0.911	
	Market response to change	0.952	
	Perceived property superiority	0.840	
	Segment-based property fit	0.880	
	Accessibility to public facilities	0.918	
Business Strategy	Innovative product differentiation	0.905	Dalwai & Salehi (2021); Geerts et al. (2023); Kumar et al. (2021)
	Data-driven market trend analysis	0.895	
	Product-customer fit	0.922	
	Value-based pricing	0.877	
	Accessibility-based location strategy	0.824	
	Growth-based location strategy	0.903	
	Competency through workforce development	0.907	
	Raw material efficiency	0.854	
	Sustainability practices	0.894	
Innovation	Flexible and eco-friendly design	0.938	Ancillai et al. (2023); De Luca et al. (2021); Gupta (2021)
	Smart home technology integration	0.951	
	Digital project efficiency	0.931	
	Personalized digital marketing	0.928	
Adaptability	Portfolio flexibility	0.956	Hillmann & Guenther (2021); Ramos et al. (2023); Yuan et al. (2022)
	Responsiveness to policy/market change	0.936	
	Proactive market opportunity	0.940	
	Market risk management	0.937	
Competitive Advantage	Operational efficiency	0.914	
	Corporate reputation	0.933	

Variable	Indicator	Loading Factor	Source
	Responsive service quality	0.914	Barney et al. (2021);
	Transparency and trust	0.929	Coelho et al. (2023); H. U.
	Value-added facilities	0.922	Rahman et al. (2022)

RESULTS AND DISCUSSION

Reliability testing

Cronbach's Alpha

Cronbach's Alpha coefficients were calculated to verify the homogeneity of the indicators forming each latent construct. Following the guidance of Hair et al. (2022), coefficients of 0.70 or higher provide strong evidence of stable measurement, whereas values in the 0.60–0.69 range may suffice for exploratory work. The values obtained for the current model are summarised in Table 2, which documents the coefficients for market insight, business strategy, innovation, adaptability, and competitive advantage.

Table 2. Cronbach's Alpha Reliability Test Results.

Construct	Cronbach's Alpha	Description
Market insight	0.960	Reliable
Business Strategy	0.966	Reliable
Innovation	0.954	Reliable
Adaptability	0.958	Reliable
Competitive Advantage	0.956	Reliable

Inspection of Table 2 indicates that every construct yields an α coefficient above the conservative 0.70 benchmark, demonstrating that the associated indicator sets function coherently and capture the intended latent dimensions with satisfactory measurement stability. Consequently, all constructs under investigation satisfy the recommended scale-reliability criterion.

Composite Reliability

Composite reliability (CR) was calculated to evaluate the coherence of the indicators that form each latent construct while weighting their individual loadings, thereby providing a more refined estimate of scale dependability than Cronbach α . Following the guidelines articulated by Hair et al. (2022), coefficients of 0.70 or higher are regarded as adequate for empirical research. The resulting CR coefficients for market insight, business strategy, innovation, adaptability, and competitive advantage are summarised in Table 3.

Table 3. Composite Reliability Reliability Test Results.

Construct	Composite Reliability	Description
Market insight	0.967	Reliable
Business Strategy	0.971	Reliable
Innovation	0.966	Reliable
Adaptability	0.970	Reliable
Competitive Advantage	0.966	Reliable

Inspection of Table 3 reveals that every construct attains a CR value well above the 0.70 benchmark, indicating that the associated indicators act in concert and represent their respective latent domains with satisfactory reliability. These outcomes align with the Cronbach Alpha

evidence reported earlier, thereby confirming that all measurement models meet accepted criteria for internal consistency and are suitable for subsequent structural evaluation.

Structured model evaluation (Inner model)

Assessment of the inner model centred on two statistics endorsed for Partial Least Squares analyses: the coefficient of determination (R^2), which captures the proportion of variance in endogenous constructs explained by their predictors, and predictive relevance (Q^2), estimated through blindfolding to determine the model’s forecasting capability; together, these metrics provide a concise appraisal of structural adequacy (Hair et al., 2022).

R-square (R^2)

The coefficient of determination (R^2) was adopted as the principal statistic for judging explanatory adequacy within the inner model. R^2 specifies the share of an endogenous latent variable’s variance accounted for by its antecedent constructs. Within the PLS-SEM literature, thresholds of 0.75, 0.50, and 0.25 are conventionally interpreted as substantial, moderate, and modest, respectively (Hair et al., 2022). The empirical estimates for the present study are listed in Table 4.

Table 4. R-Square (R^2) Test Results.

Construct	R^2	R^2 Adjusted
Competitive Advantage	0.894	0.892
Innovation	0.258	0.254

As detailed in Table 4, competitive advantage registers an R^2 value of 0.894 (adjusted = 0.892), implying that the combined influence of market insight, business strategy, innovation, and adaptability clarifies nearly 89 % of its variability, thereby meeting the criterion for a substantial outcome. In contrast, innovation records an R^2 of 0.258 (adjusted = 0.254), corresponding to the modest benchmark and indicating that the current set of antecedents supplies only limited clarification; incorporation of additional determinants is therefore advisable to enlarge explanatory breadth for this construct.

Q-square (Q^2)

The blindfolding procedure was employed to calculate the Q^2 statistic, a cross-validated measure that contrasts omitted and reproduced data points to judge out-of-sample accuracy for every endogenous latent construct; values above zero signal meaningful forecasting capability (Hair et al., 2022). The Q^2 coefficients obtained for the current investigation are summarised in Table 5.

Table 5. Q-Square (Q^2) Test Results.

Construct	Q^2
Competitive Advantage	0.794
Innovation	0.249

Inspection of Table 5 shows that competitive advantage attains a Q^2 of 0.794, underscoring robust out-of-sample precision, whereas innovation posts a markedly lower coefficient of 0.249, pointing to limited forecasting strength and suggesting that additional determinants should be incorporated to enhance the model’s reach in this domain.

Significance testing (Bootstrapping)

Bootstrapping procedures available in SmartPLS 4 were employed to estimate sampling variability and determine the statistical credibility of structural paths. Because this resampling technique is distribution-free, it supports robust inference for direct, mediated, and moderated relationships without requiring multivariate normality (Hair et al., 2022).

Statistical significance was adjudicated at the 5 % level using two-tailed criteria. A path coefficient was deemed significant when its empirical t ratio surpassed 1.96, yielding an associated probability value no greater than 0.05, consistent with established PLS-SEM guidelines (Hair et al., 2022).

An illustrative representation of the inner model, complete with bootstrapped coefficients and their signs, is depicted in Figure 1. This diagram facilitates visual inspection of relationship strength and directional patterns across the examined constructs.

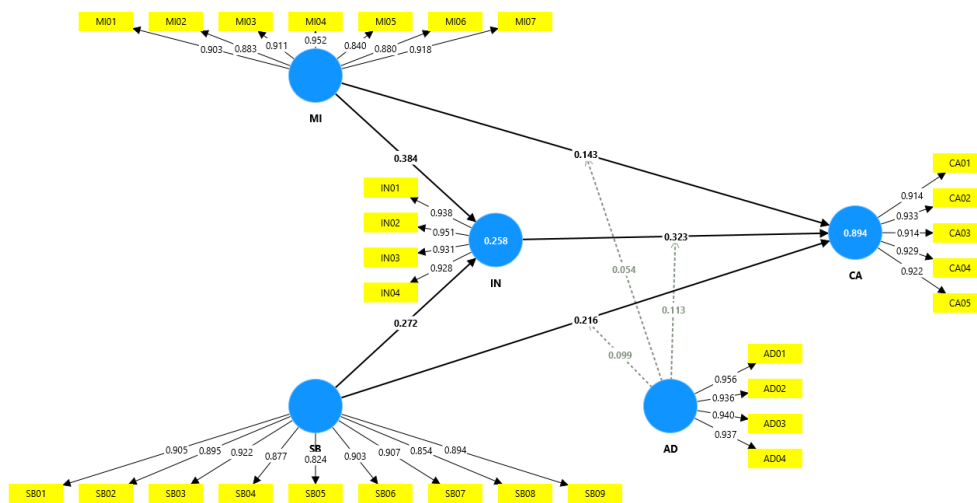


Figure 1 Hypothesis Testing Results.

Comprehensive numerical outcomes are collated in Table 6, which reports estimated coefficients, bootstrap standard deviations, t-values, p-values, significance decisions, and effect-size classifications for all direct, mediating, and moderating pathways. These statistics constitute the empirical foundation for subsequent hypothesis appraisal and substantive discussion.

Table 6. Path Testing Results.

Hypothesis	Construct	Effect	Std DEV	T-Statistics	P-Values	Result
Direct effects						
H1	MI → IN	0.384	0.043	8.981	0.000	Significant (Moderate)
H2	MI → CA	0.143	0.021	6.908	0.000	Significant (Weak)
H4	BS → IN	0.272	0.043	6.397	0.000	Significant (Moderate)
H5	BS → CA	0.216	0.023	9.337	0.000	Significant (Moderate)
H7	IN → CA	0.323	0.026	12.665	0.000	Significant (Strong)
Indirect effects						
H3	MI → IN → CA	0.124	0.016	7.798	0.000	Significant (Moderate)

Hypothesis	Construct	Effect	Std DEV	T-Statistics	P-Values	Result
H6	BS → IN → CA	0.088	0.014	6.141	0.000	Significant (Weak)
Moderating effects						
H8	AD x (MI → CA)	0.054	0.020	2.728	0.000	Significant (Weak)
H9	AD x (BS → CA)	0.113	0.021	5.414	0.000	Significant (Moderate)
H10	AD x (IN → CA)	0.099	0.016	6.016	0.000	Significant (Moderate)

Direct effects

H1: Market Insight has a direct effect on Innovation

The result indicates that market insight has a statistically significant positive influence on innovation in property-sector firms (path coefficient 0.384; $t = 8.981$; $p < 0.001$), confirming H1. This medium-sized effect suggests that firms which systematically track customer preferences, competitor actions, and wider market trends can convert such intelligence into more vigorous product and process experimentation, consistent with the resource-based view and dynamic-capability perspectives that identify knowledge absorption as a prerequisite for creative problem-solving and strategic adaptation (Barney et al., 2021; Teece et al., 1997). Accordingly, organisations possessing strong market-insight routines are better equipped to transform data-driven understanding into innovation-led differentiation, thereby sustaining competitive advantage in a highly contested property environment.

H2: Market Insight has a direct effect on Competitive Advantage

The result reveal a significant positive pathway from market insight to competitive advantage in the property sector (path coefficient 0.267; $t = 10.366$; $p < 0.001$), confirming H2. The moderate magnitude of this relationship implies that firms equipped with rich market intelligence are better able to anticipate customer preferences, monitor competitor moves, and adapt to environmental changes, thereby reinforcing their strategic positioning. These findings accord with resource-based reasoning that positions knowledge-driven capabilities as key inputs to value creation and with evidence that advanced market understanding enhances competitiveness among large real-estate enterprises (Barney et al., 2021; Li et al., 2021).

H4: Business Strategy has a direct effect on Innovation

The result identifies a statistically meaningful positive association between business strategy and innovation ($\beta = 0.272$, $t = 6.397$, $p < 0.001$), thereby supporting H4. The moderate coefficient implies that firms which align strategic priorities with market expectations and internal capabilities strengthen their capacity to generate novel products, services, and processes. This observation aligns with empirical evidence that clear, performance-oriented strategies foster organisational experimentation and learning, ultimately driving stronger innovation outcomes (Farida & Setiawan, 2022).

H5: Business Strategy has a direct effect on Competitive Advantage

Structural coefficients disclose a positive linkage between business strategy and competitive advantage ($\beta = 0.304$, $t = 11.062$, $p < 0.001$), validating H5. The sizeable t ratio confirms statistical robustness, while the coefficient's magnitude implies that carefully crafted strategic initiatives enhance organisational competitiveness by synchronising internal resources with market opportunities, streamlining activities, and delivering value that distinguishes the firm from rivals. This outcome aligns with resource-based arguments that

emphasise the centrality of deliberate strategy in cultivating and protecting advantageous positions in dynamic markets (Barney et al., 2021; Farida & Setiawan, 2022).

H7: Innovation has a direct effect on Competitive Advantage

Structural estimation indicates that innovation contributes positively to competitive advantage ($\beta = 0.323$, $t = 12.655$, $p < 0.001$), affirming H7. The robust coefficient implies that firms able to generate and implement novel products, services, or process improvements strengthen their market position through superior customer value and strategic differentiation, findings that align with recent evidence linking innovation capability to sustained performance advantages (Cuthbertson & Furseth, 2022; Robertson et al., 2023).

Indirect effects

H3: Market Insight indirectly affects Competitive Advantage through Innovation

The mediation confirms that market insight transmits its benefit to competitive advantage through innovation (indirect coefficient 0.124, $t = 7.798$, $p < 0.001$), confirming H3. This pathway shows that organisations converting market knowledge into novel offerings gain an amplified edge, because incremental innovations derived from customer and competitor intelligence sharpen value propositions and strengthen differentiation. Such evidence aligns with prior research demonstrating that data-rich insight fuels service and product innovation and that innovation capabilities, in turn, reinforce sustainable advantage by integrating resource-based and knowledge-based perspectives (Cuthbertson & Furseth, 2022; De Luca et al., 2021).

H6: Business Strategy indirectly affects Competitive Advantage through Innovation

Indirect path analysis indicates that business strategy strengthens competitive advantage via innovation, as reflected in an indirect coefficient of 0.088 ($t = 6.141$, $p < 0.001$), confirming H6. The evidence shows that when strategic initiatives stimulate the creation of novel products, services, or processes, the resulting innovation translates strategic intent into differentiated market value and durable positional gains. This finding reinforces theoretical arguments that link deliberate strategy with knowledge-driven creativity and, ultimately, superior performance (Cuthbertson & Furseth, 2022; Farida & Setiawan, 2022).

Moderating effects

H8: Adaptability moderates the relationship between Market Insight and Competitive Advantage

Examination of the interaction term shows that adaptability amplifies the contribution of market insight to competitive advantage (interaction $\beta = 0.054$, $t = 2.728$, $p < 0.001$), confirming H8. Although the incremental effect is small, the positive sign demonstrates that firms endowed with greater adaptive capability convert market intelligence into strategic value more efficiently, because flexible structures accelerate the translation of insight into context-specific responses (Hillmann & Guenther, 2021; Patrucco & Kähkönen, 2021).

H9: Adaptability moderates the relationship between Business Strategy and Competitive Advantage

Analysis of the interaction term shows that adaptability heightens the performance contribution of business strategy, as evidenced by an interaction coefficient of 0.099 ($t = 6.016$, $p < 0.001$), confirming H9. This moderate enhancement implies that enterprises with agile structures translate strategic initiatives into competitive gains more effectively, reinforcing arguments that adaptive capability enables swift alignment of strategic intent with turbulent market conditions (Hillmann & Guenther, 2021; Patrucco & Kähkönen, 2021).

H10: Adaptability moderates the relationship between Innovation and Competitive Advantage

Analysis of the interaction term between innovation and adaptability shows a positive coefficient of 0.113 ($t = 5.414$, $p < 0.001$), supporting H10. This medium-size effect means that firms endowed with high adaptive capacity extract greater competitive gains from their innovation initiatives, because flexible systems allow new products, services, or processes to be absorbed into market-facing activities more swiftly and with lower execution risk. The finding reinforces arguments that adaptive capabilities intensify the strategic value of knowledge-based innovation and, in turn, bolster resilience and sustained performance in dynamic contexts (Patrucco & Kähkönen, 2021; Robertson et al., 2023).

Empirical evidence confirms that market insight materially bolsters innovation in the property sector. By continually monitoring customer preferences and emerging industry trends, firms gain the foresight needed to spot untapped opportunities for novel products and services. Buhalis and Volchek (2021) show that data-driven intelligence refines the alignment between innovative initiatives and client expectations, while recent studies emphasise how artificial-intelligence tools and big-data analytics accelerate the capture and processing of market information, enabling the timely delivery of relevant innovations (Grybauskas et al., 2021; Sitek & Tvaronavičienė, 2021).

In addition to its effect on innovation, market insight contributes positively to competitive advantage, although the strength of this direct relationship is weaker. This suggests that market insight alone does not guarantee competitiveness unless it is integrated with strategic initiatives and operational improvements. Ameen et al. (2022) and Paul et al. (2024) emphasize that market insight becomes valuable when it informs decision-making processes, leading to responsive and differentiated offerings. The combination of customer intelligence and strategic adaptation enhances competitive positioning (Cuthbertson & Furseth, 2022).

Business strategy plays a crucial role in promoting innovation. Firms that apply structured, forward-looking strategies can allocate resources more effectively to develop innovative products, services, and models. According to Dalwai & Salehi (2021), strategic clarity improves the firm's ability to innovate by aligning internal processes with external opportunities. Moreover, Robertson et al. (2023) highlight that firms employing dynamic capabilities are more likely to create innovation pipelines that respond to market complexity.

Strategic initiatives exert a measurable positive influence on a firm's ability to secure and maintain competitive superiority. Practices such as adaptive pricing, optimal site selection, and prudent resource allocation collectively elevate market performance. Empirical work documents that strategies grounded in sustainability principles and supported by advanced technologies generate both immediate performance gains and greater organisational resilience over time (Coelho et al., 2023; Farida & Setiawan, 2022). These results underscore the integral role of systematic planning in achieving and preserving meaningful differentiation.

Innovation stands out as the most influential determinant of superior market positioning, because the capability to deliver eco-efficient buildings, smart-home solutions, and modular layouts equips property developers to satisfy evolving demand profiles with precision. Empirical evidence shows that these innovation practices elevate product quality, enhance operational agility, and boost customer satisfaction (De Luca et al., 2021; Gupta, 2021). Their strategic impact is further amplified when artificial-intelligence applications and other digital platforms personalise services and strengthen brand credibility (Ancillai et al., 2023).

The analysis also reveals that innovation mediates the relationship between both market insight and business strategy with competitive advantage. In other words, the value of market knowledge and strategic planning is fully realized when translated into innovative outcomes. This finding reinforces the notion that innovation is a key transmission mechanism through

which external and internal capabilities generate performance outcomes (Dahlander et al., 2021; Gupta, 2021). Firms that fail to innovate despite having sufficient insight or strategy are unlikely to achieve sustained competitive advantage.

Adaptability is found to be a significant moderator of the relationships examined. Firms with higher adaptability levels can amplify the benefits of market insight, business strategy, and innovation in achieving competitive outcomes. Adaptability includes the capacity to restructure operations, respond to uncertainty, and manage risks effectively (Hillmann & Guenther, 2021; Ramos et al., 2023). This finding is aligned with the broader literature on organizational resilience and strategic flexibility in dynamic environments.

Adaptability conditions the degree to which innovation translates into superior market standing. Firms possessing strong adaptive capability are better positioned to tailor novel solutions in response to ongoing environmental shifts, thereby maximising the strategic benefits of their innovation portfolios (Settembre-Blundo et al., 2021; Wofford et al., 2021). Such flexibility enables a balanced approach that both explores emergent opportunities and exploits existing strengths, fostering sustainable value creation and long-term competitiveness.

Embedding adaptability within strategic planning enables organisations to convert market insights and emergent innovations into concrete, measurable outcomes. An adaptive orientation supports timely reconfiguration of business models, alignment with evolving customer requirements, and accelerated execution of strategic initiatives. Cuthbertson & Furseth (2022) contend that decision processes incorporating adaptive routines help companies retain relevance under volatile conditions. In the property sector, such routines translate into real-time adjustments to regulatory shifts, macro-economic cycles, and fluctuations in buyer sentiment, thereby safeguarding competitive traction.

Overall, this investigation extends existing scholarship by showing that superior performance among property developers stems from the mutually reinforcing interplay of market intelligence, strategic alignment, innovative capability, and organisational adaptability. Each dimension provides discrete benefits, yet their combined deployment, consistent with dynamic capability theory, magnifies value creation because insight guides strategy, strategy channels innovation, and adaptability accelerates execution. The empirical results therefore indicate that property firms must institutionalise continuous sensing, alignment, and renewal routines to sustain advantage within fast-moving competitive arenas (Robertson et al., 2023; Sitek & Tvaronavičienė, 2021).

CONCLUSIONS

This study empirically investigates how market insight, business strategy, innovation, and adaptability shape competitive advantage in the property sector. Findings reveal that market insight and strategic clarity significantly influence innovation and competitive edge, with innovation serving as both a direct driver and a key mediator. Innovation emerges as the most influential factor, highlighting the importance of continual product, process, and service enhancements, supported by digital, customer-focused, and sustainable practices. Adaptability strengthens the impact of all constructs, enabling firms to translate strategy and innovation into performance amidst external uncertainty. The proposed model shows how internal capabilities and external responsiveness interlink to drive competitiveness, offering practical insights for property firms to prioritize analytics, agility, and innovation. Future research is encouraged to explore cross-sector applications and the role of digital maturity.

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