Fortunate Business Review
ISSN 2777-0834

KEY DRIVERS FOR THE GREAT PATHWAY TO SUSTAINABLE BUSINESS: A MULTIDIMENSIONAL FRAMEWORK

Didi Sundiman[1], Fatma Satyani[2]
[1]Department of Management, Business Faculty, Universitas Universal
[2]Business Management, School of Business, Nanjing University of Information Science & Technology
[1]sundimand@gmail.com, [2]fatmasatyani58@gmail.com

ABSTRACT

This research aims to provide a comprehensive understanding of the pathways to business sustainability by recognizing the growth of Knowledge Management and Sustainable Supply Chains, the study aims to identify key trends and intellectual structures in this field. Employing a qualitative approach, the research utilizes content analysis on a sample of 48 prior research studies from reputable academic databases. The AI tool notebookLM aided in the organization and thematic analysis of the data. The findings reveal that achieving enduring business sustainability requires a multifaceted approach encompassing six interconnected factors. These include the strategic integration of sustainability into core business strategy and purpose, often guided by the triple bottom line; the implementation of sustainable operations and supply chain management, including developing a green supply chain; the establishment of effective performance measurement and reporting of sustainability using relevant performance indicators; the fostering of knowledge and innovation for sustainability through effective knowledge management; meaningful stakeholder engagement and collaboration considering stakeholder value; and the development of organizational capacity and adaptation for sustainability, including business model adaptation. These elements collectively enable organizations to navigate the complexities of achieving a truly sustainable business model and drive long-term value creation.

Keywords: *Business Sustainability; Supply Chain; Innovation; Knowledge Management; Adaptation*

INTRODUCTION

The escalating global focus on environmental and social imperatives has pressured organizations to embrace sustainability as a core tenet of their operations and strategic direction (Araújo et al., 2023; Barroso-Méndez et al., 2024; Girma et al., 2025). This growing awareness, coupled with increasing stakeholder expectations and regulatory scrutiny, necessitates a fundamental shift in how businesses approach value creation and long-term viability. Consequently, the pursuit of organizational sustainability has transcended mere corporate social responsibility initiatives, evolving into a critical determinant of competitive advantage and resilience in today's dynamic landscape (Chong & Kaliappen, 2025; Gozali et al., 2023; Nakra & Kashyap, 2023). Organizations increasingly recognize that integrating sustainability

into their core functions mitigates potential risks and unlocks new opportunities for innovation, efficiency, and enhanced stakeholder trust (Anzivino et al., 2024; Aziz et al., 2024).

Within this evolving context, the field of knowledge management in sustainable supply chains (KMSSC) has witnessed substantial growth over the past two decades, indicating a heightened recognition of the crucial role of knowledge in achieving sustainability objectives. Despite this significant expansion, a comprehensive understanding of the primary trends and intellectual structures within KMSSC research remains vital for both academics and practitioners. The increasing adoption of the sustainable development goals (SDGs) in 2015, alongside a strategic orientation of academic journals towards sustainability topics, has further propelled the evolution of KMSSC research, signifying a transition from modest beginnings to its current substantial growth (Aboelmaged et al., 2023; Samuel et al., 2011). This evolution underscores the growing scholarly and practical recognition that effective knowledge management is integral to addressing the complex challenges inherent in building sustainable supply chains and organizations.

The strategic integration and robust governance of sustainability have emerged as paramount factors in driving organizational transformation (Annesi et al., 2024; Qadri et al., 2024). Embedding sustainability into core business strategies and objectives ensures that environmental, social, and economic considerations are central to decision-making processes (Annesi et al., 2024; Beheshti et al., 2023). Moreover, the establishment of strong supply chain governance mechanisms that prioritize sustainability performance is essential for effectively managing the multifaceted impacts of organizational activities (Aboelmaged et al., 2023). The imperative of top management commitment and leadership cannot be overstated, as it provides the necessary direction, resource allocation, and cultural foundation for fostering a genuine commitment to sustainability across all levels of the organization (Jiang et al., 2023). Furthermore, aligning corporate purpose with overarching sustainability goals and transparently communicating this purpose to both internal and external stakeholders serves as a powerful catalyst for meaningful and impactful sustainability actions (Barroso-Méndez et al., 2024; Gil-Gomez et al., 2020; Xia et al., 2024).

Acknowledging the interconnected nature of sustainability challenges, a multi-stakeholder perspective and active collaboration have become increasingly critical. Organizations are recognizing the importance of considering the diverse needs and potential impacts on a wide array of stakeholders, including customers, employees, suppliers, communities, and investors, to achieve a truly holistic approach to sustainability (Niranjan et al., 2025; Oyinlola, 2025). Engaging in collaborative relationships with various actors across the value chain, such as supply chain partners, competitors, governmental bodies, and academic institutions, facilitates the diffusion of sustainable innovations, the sharing of best practices, and the collective pursuit of broader sustainability goals. Moreover, the integration of sustainable procurement practices, which incorporate environmental and social criteria into supplier selection and material sourcing decisions, extends the organization's sustainability commitment throughout its external relationships (Anzivino et al., 2024; Kumari & Joshi, 2023; Tommaso & Borini, 2024).

Driving tangible progress toward organizational sustainability necessitates a strong emphasis on knowledge management, continuous learning, and the adoption of innovative solutions. Implementing comprehensive knowledge management practices across the organization and its supply chain enables the effective capture, storage, and dissemination of crucial information for optimizing resource utilization and addressing sustainability challenges. Investing in and strategically leveraging green innovation and technologies in areas such as product design, operational processes, and distribution networks offers significant potential for reducing environmental footprints and enhancing overall sustainability performance.

Cultivating a culture of organizational learning around sustainability issues, best practices, and emerging technologies fosters continuous improvement and adaptability in the face of evolving challenges. Developing eco-dynamic capabilities further empowers organizations to integrate, build, and reconfigure essential skills and competencies needed to proactively respond to environmental changes and enhance their sustainability performance (Aboelmaged et al., 2023; Asumah et al., 2024; Trizotto et al., 2024).

Ultimately, the journey toward greater organizational sustainability requires robust performance measurement, a commitment to continuous improvement, proactive risk management, and the cultivation of resilience. Employing precise and accurate methods for measuring and reporting sustainability performance, utilizing established standards and frameworks, ensures accountability and provides valuable insights for identifying areas of improvement. A focus on continuous improvement, driven by systematic performance evaluation, target setting, and feedback mechanisms, is essential for sustained progress toward ambitious sustainability goals. Furthermore, building organizational resilience enables businesses to withstand and recover from various disruptions, a capability increasingly intertwined with long-term sustainability in an era of growing environmental and social volatility. By proactively addressing environmental and social risks, adhering to ethical practices, and conducting thorough due diligence across all operations, organizations can safeguard their long-term sustainability and contribute to a more sustainable future (Damtoft et al., 2024; Florez-Jimenez et al., 2024; Holgado et al., 2024).

The existing literature presents several notable results across the domains of sustainability, knowledge management, innovation, and organizational performance within supply chains and businesses. One significant gap lies in the lack of comprehensive and integrative reviews, particularly in the burgeoning field of Knowledge Management in Sustainable Supply Chains (KMSSC). While the literature on KMSSC has grown, a scientometric review consolidating its primary trends and clusters was notably absent until a recent study. Similarly, there is a need for literature mapping that unifies different perspectives at the intersection of sustainability, innovation, and business strategy, as much of the current research focuses on specific gaps, leading to fragmentation of knowledge. Furthermore, in the context of corporate sustainability performance (CSP) and firm performance, a mapping of the intellectual structure and identification of significant research trends and gaps was missing until recently (Aboelmaged et al., 2023; Kumari & Joshi, 2023; Trizotto et al., 2024).

Another key research gap involves the need for a deeper exploration of specific relationships and underlying mechanisms. For instance, the potential synergy between knowledge management and the sustainability of supply chain practices has yet to be thoroughly explored. While previous reviews focused on knowledge management in mainstream supply chain management, they often fell short in integrating this with the distinct research stream of sustainability. There is also limited research on how supply chain governance enhances sustainability performance, particularly from the perspective of Small and Medium Enterprises (SMEs). Moreover, the role of Performance Measurement and Management (PMM) in sustainability performance within supply chain governance and its implications for SMEs requires further investigation. Additionally, despite the acknowledged value of Big Data Analytics (BDA), there is a knowledge gap regarding the organizational features and challenges essential for successful BDA implementation and how Big Data Analytics Capabilities (BDAC) specifically affect an organization's capacity for innovation and corporate sustainability across its economic, social, and environmental dimensions (Aziz et al., 2024; Saunila et al., 2024).

The sources also highlight a scarcity of research in certain contexts and employing specific methodologies. Qualitative investigations into the nuanced relationship between

Intellectual Capital (IC) and Sustainability Practices, particularly in least-developed countries (LDCs), are lacking, with most studies prioritizing quantitative methods. Furthermore, empirical research is needed to validate proposed frameworks, such as the integration of Digital Transformation (DT) in social sustainability practices. Research on the Corporate Sustainability Performance (CSP) and firm performance relationship towards SMEs is limited, especially concerning the financial dimensions of performance. Sector-specific research and field studies on sustainability performance measurement are also lacking, with many measurements not tested in case studies or across multiple organizations. In the context of circular economy (CE), there is a dearth of research on the applicability of frameworks like the quintuple helix model (5HM) and regional motivation strategies for new environmental agents (Alinda & Wakibi, 2025; Damtoft et al., 2024; Qadri et al., 2024).

Furthermore, there is a limited understanding of the moderating and mediating factors that influence sustainability-related outcomes. For instance, how external collaboration moderates the impact of sustainable business model innovation on the corporate environmental performance of social enterprises requires further exploration. The literature on the relationship between sustainability disclosure and reputation reveals a lack of consensus, indicating the need to investigate moderator variables such as company size, ownership, stock listing status, and activity sector. The mediating role of Green Intellectual Capital (GIC) in the relationships between environmental management accounting (EMA) and supply chain agility (SCA), as well as between green organizational identity (GEO) and SCA, is also an area that has not been previously explored. Additionally, the moderating effects on the relationships between Sustainable Knowledge Management (SKM), Green Innovation (GI), and Corporate Sustainable Development (CSD) require further examination, considering factors like industry regulation and organizational sustainability priorities. The application of Necessary Condition Analysis (NCA) to understand fundamental necessities in sustainable supply chain performance remains remarkably underexplored (Barroso-Méndez et al., 2024; Girma et al., 2025; Martínez-Falcó et al., 2024).

There is a need to develop conceptual frameworks to guide future research on KMSSC, managing paradoxical tensions in Sustainable Supply Chain Management (SSCM), and the intersection of resilience and sustainability in operations and supply chain management. Longitudinal studies are suggested to examine the evolution of sustainable innovation strategies over time. More empirical research, including cross-national data, is warranted to enhance the credibility and generalizability of findings, particularly concerning CSP-firm performance in SMEs. Further research should also focus on the social dimension of sustainability in the context of Digital Transformation (DT) and on developing actionable strategies for its effective integration. Exploring the ethical dimensions of reputation management and the impact of impression management on stakeholders' perceptions is also highlighted as a future research direction (Aboelmaged et al., 2023; Cichosz et al., 2025; Kumari & Joshi, 2023).

Drawing on the identified research gaps, a significant overarching research problem concerning the great pathway to business sustainability centers on how organizations, particularly Small and Medium-sized Enterprises (SMEs) which often face resource constraints, can effectively integrate sustainability principles into their core business strategies and operations, and simultaneously develop and implement practical performance measurement and management (PMM) systems that go beyond mere reporting to actively drive sustainable decision-making and incentivize behaviors that lead to long-term value creation across economic, environmental, and social dimensions. This encompasses understanding the necessary organizational changes, leadership roles, and the alignment of economic objectives with broader sustainability goals, as well as addressing the unique challenges SMEs encounter

in adopting and utilizing sustainability-focused PMM to navigate the complexities of achieving a truly sustainable business model.

The research focus centers on understanding the organizational transformations and the practical implementation of performance measurement and management systems that facilitate the journey along the great pathway to business sustainability, particularly for Small and Medium-sized Enterprises (SMEs), enabling them to deeply integrate sustainability into their core business and operations, and to drive sustainable decision-making towards long-term value creation across economic, environmental, and social dimensions by also considering the crucial interplay with innovation and overall business strategy.

The pursuit of business sustainability has garnered significant attention across various scholarly domains, recognizing the imperative for organizations to integrate environmental, social, and economic considerations into their operations and strategies. The increasing stakeholder awareness of the societal and environmental impacts of business activities further underscores the urgency of this transition. Consequently, academic research has explored diverse facets of this overarching theme, aiming to delineate the pathways that lead to long-term viability and positive contributions beyond mere profit generation. The literature emphasizes that business sustainability is not a static endpoint but rather an ongoing process of adaptation, innovation, and commitment to sustainable development goals. Understanding the multifaceted nature of this journey requires a comprehensive review of existing research to identify key concepts and emerging trends (Holgado et al., 2024; Jiang et al., 2023; Zgrzywa-Ziemak et al., 2024).

Several theoretical frameworks underpin the understanding of business sustainability. The Triple Bottom Line (TBL) framework, encompassing environmental, social, and economic pillars, is frequently used to characterize corporate sustainability and emphasizes the need for companies to ensure their activities do not harm society or the environment. The focus on Environmental, Social, and Governance (ESG) factors also highlights the growing interest in businesses' performance in these areas. Furthermore, the integration of sustainability into business strategy and innovation is recognized as crucial, moving beyond traditional economic responsibilities. This integration involves incorporating sustainability principles into corporate objectives and innovative practices to achieve competitive advantages in an era marked by escalating demands for sustainability (Aboelmaged et al., 2023; Annesi et al., 2024).

The journey toward business sustainability is facilitated by various organizational capabilities and considerations. Knowledge management in sustainable supply chains (KMSSC) is identified as playing a pivotal role in optimizing organizational capacities to address strategic challenges related to sustainability. Furthermore, organizational learning (OL) is increasingly recognized for its importance in enabling a business shift toward sustainability, although the relationship between OL and business sustainability is still being defined. Intellectual capital, encompassing human, relational, and structural capital, is also highlighted as a driver of sustainability practices within manufacturing firms. Navigating paradoxical tensions that often emerge when pursuing sustainability in complex supply chain systems is another critical aspect, requiring dynamic capabilities such as paradoxical leadership and strategic agility (Aboelmaged et al., 2023; Cichosz et al., 2025).

Effective performance measurement and management (PMM) are essential for guiding and assessing progress in sustainable practices. Research indicates that PMM systems need to evolve to incorporate sustainability dimensions alongside traditional business performance measures, particularly within small and medium-sized enterprises (SMEs). Supply chain governance also plays a mediating role in the relationship between PMM and business performance, highlighting the importance of managing company relationships with customers and suppliers to advance sustainability values. The development of comprehensive frameworks

for measuring corporate sustainability performance (CSP) acknowledges the complexities and trade-offs involved in different measurement approaches, with Sustainable Performance Measurement Systems (SPMS) identified as an ideal but methodologically challenging approach (Damtoft et al., 2024; Saunila et al., 2024).

The literature portrays the pathway to business sustainability as a multifaceted and dynamic endeavor, driven by evolving stakeholder expectations and a growing recognition of the interconnectedness between business success and sustainable development. Key themes include the adoption of comprehensive sustainability frameworks, the strategic integration of sustainability into core business functions, the cultivation of organizational capabilities that support sustainable practices, and the implementation of robust measurement and governance mechanisms. Ongoing research continues to explore the nuances of these themes, particularly within the context of SMEs and across diverse industries, aiming to provide practical guidance and theoretical advancements for navigating this critical pathway toward a more sustainable future. This research states a Proposition: The strategic and integrated development of organizational dynamic capabilities, facilitated by knowledge management and sustainable innovation, and underpinned by a corporate purpose that embraces the triple bottom line (economic, social, and environmental performance), constitutes a great pathway for achieving enduring business sustainability by fostering resilience and strong stakeholder relationships.

METHODS

The research methodology underpinning this study adopts a qualitative approach to explore the existing scholarly landscape concerning the great pathway to business sustainability. This methodological choice is appropriate for synthesizing diverse perspectives, identifying recurring themes, and developing a comprehensive understanding of the subject matter as presented in prior academic research. By focusing on the content and interpretations within published works, a qualitative approach allows for a nuanced exploration of the multifaceted nature of business sustainability, moving beyond statistical correlations to uncover deeper conceptual relationships (Jr et al., 2023).

The primary method of data analysis employed in this study is content analysis. This systematic research technique is used to objectively and methodically analyze the content of selected documents. The process involves a careful examination of a sample of 48 prior research studies focusing on business sustainability. These studies have been chosen from reputable publishers and indexed in recognized academic databases, ensuring a foundation of credible and scholarly work for the analysis. The content analysis will involve identifying key concepts, definitions, theoretical frameworks, and research findings related to the pathways to achieving business sustainability as discussed within these selected publications.

To facilitate the data analysis process, this study will utilize the AI tool notebookLM. This tool will assist in the organization, coding, and thematic analysis of the textual data extracted from the 48 selected research articles. By leveraging the capabilities of notebookLM, the research aims to enhance the efficiency and thoroughness of the content analysis, allowing for the identification of patterns and insights that may emerge from a large volume of text. The use of an AI tool in this context supports a systematic and rigorous approach to qualitative data analysis, aiding in the identification of core themes and the synthesis of knowledge across the selected literature.

Ensuring the validity and reliability of the findings is paramount in this research. To address validity, the study will employ principles of triangulation by seeking convergence and corroboration of findings across the 48 selected studies. The systematic nature of the content analysis process, with clearly defined categories and coding procedures, will further contribute to the internal validity of the study. Researcher reflexivity, involving the researcher's awareness

of their own potential biases and assumptions, will also be maintained throughout the analysis to ensure an objective interpretation of the literature.

Regarding reliability, the coding scheme used for the content analysis will be developed with clarity and precision to ensure consistency in its application across all selected articles. If feasible, inter-coder reliability measures may be employed, involving multiple researchers independently coding a subset of the articles and comparing their results to ensure a high degree of agreement in the interpretation of the content. The detailed documentation of the coding process, the evolution of themes, and the rationale for the interpretations will further enhance the dependability and trustworthiness of the findings derived from this qualitative content analysis of prior research (Jr et al., 2023).

RESULTS AND DISCUSSION

Based on the analysis of 48 research articles, this section presents an overview of the collected data and discusses the key findings reflected in the prominent keywords. The articles likely encompass a range of empirical studies, conceptual frameworks, and literature reviews, employing diverse methodologies such as qualitative case studies, in-depth interviews, quantitative surveys using questionnaires or pre-existing databases, and mixed-methods approaches. The focus of these studies centers predominantly on the intricate relationship between various factors and business sustainability, as evidenced by the high frequency of this keyword in the earlier analysis. This broad area of investigation likely explores how organizations integrate sustainability into their strategies, operations, and overall performance.

The methodologies employed in the analyzed research are varied, indicating a multifaceted understanding of business sustainability. Empirical studies often involve data collection and analysis to test specific hypotheses or explore emerging themes. Conceptual papers contribute by proposing new models, frameworks, or theoretical perspectives on sustainability. Literature reviews synthesize existing research, identify gaps, and suggest directions for future inquiry. The use of multiple data collection sources and methods, such as triangulation, suggests an effort to provide a comprehensive and robust understanding of the phenomena under investigation. This methodological diversity enriches the body of knowledge on business sustainability by offering insights from various lenses and contexts.

Table 1 Bigram/Trigram keywords frequency

Keywords (Bigram/Trigram)	frequency	keywords (Bigram/Trigram)	frequency
supply chain	high	organizational agility	medium
organizational performance	high	circular economy	medium
quality management	high	intellectual capital	medium
business strategy	high	management decision	medium
competitive advantage	high	knowledge sharing	medium
dynamic capability	high	market linkages	medium
digital transformation	high	resource efficiency	medium
environmental performance	high	organizational capabilities	medium
social responsibility	high	green IT	medium
organizational value	high	corporate purpose	medium
financial performance	high	triple bottom line	medium
firm performance	high	stakeholder value	medium
organizational resilience	high	value capture	medium
organizational learning	high	long term	medium
knowledge management	high	big data	medium
resource management	high	corporate governance	medium
value creation	high	food loss	medium
market value	high	management performance	medium
human capital	high	corporate culture	medium
performance management	high	resource based view	medium
corporate social responsibility	high	circular business models	medium
stakeholder value creation	high	sustainability disclosure reputation	medium
economic performance revenues	high	environmental social governance	medium
value appropriation process	high	measuring business excellence	medium
supply chain management	high	sustainable production indicators	medium
		small and medium sized enterprises	medium
		green information technology	medium
		key performance indicators	medium
		performance measurement system	medium

The thematic analysis of the 48 articles, reflected in the most frequent keywords, reveals several core areas of focus. "supply chain", “corporate social responsibility”, and “knowledge management” emerged as significant bigrams/trigram, indicating a substantial body of research dedicated to understanding and improving the sustainability performance of organizational value chains. The prominence of "firm performance", “financial performance”, "performance measurement system", “key performance indicators”, and "management performance" highlights the critical need for businesses to not only implement sustainable practices but also to effectively measure and evaluate their impact on various aspects of organizational success, including social and environmental dimensions. The frequent occurrence of "knowledge management", "knowledge sharing", and “intellectual capital” underscores the importance of

organizational learning and a long-term perspective in achieving meaningful sustainability outcomes.

The combined insights from the methodological diversity and the prevalence of specific keywords like "corporate sustainability", and "sustainable development", and themes around supply chain and performance measurement suggest that the 48 research articles collectively aim to provide a comprehensive understanding of how businesses can and do integrate sustainability. The emphasis on measurement indicates a move towards accountability and demonstrating the value of sustainable practices. Furthermore, the focus on supply chain sustainability highlights the growing recognition of the interconnectedness of businesses and their wider ecosystem in achieving broader sustainability goals. The underlying objective across these studies appears to be the development of knowledge and frameworks that can guide organizations in their journey toward more sustainable and responsible operations.

Based on the analysis of the data from research articles, this section provides a detailed discussion for identified six pathway for business sustainability: Strategic Integration of Sustainability; Sustainable Operations and Supply Chain Management; Performance Measurement and Reporting of Sustainability; Knowledge and Innovation for Sustainability; Stakeholder Engagement and Collaboration for Sustainability; Organizational Capacity and Adaptation for Sustainability; each factor, highlighting relevant keywords and drawing inferences from the provided data.

The first pathway, Strategic Integration of Sustainability: The strategic integration of sustainability into the core business strategy is paramount for long-term organizational viability and impact. The concept of sustainable development inherently necessitates a strategic long-term view, urging businesses to balance economic growth with environmental stewardship and social equity. This integration goes beyond mere compliance and requires a fundamental shift in how organizations define their purpose and create value (Sengupta et al., 2024). The alignment of business strategy with sustainability principles ensures that environmental and social considerations are not treated as peripheral issues but are central to decision-making and resource allocation. An articulated corporate purpose that explicitly incorporates sustainability can act as a guiding principle, shaping organizational culture and driving initiatives across all levels. Furthermore, the triple bottom line framework, which emphasizes performance across economic, social, and environmental dimensions, serves as a strategic lens through which organizations can assess their impact and set integrated goals. The ability of a firm to strategically embed sustainability considerations within its overarching objectives differentiates it from those merely reacting to external pressures (Annesi et al., 2024; Niranjan et al., 2025).

ISSN 2777-0834

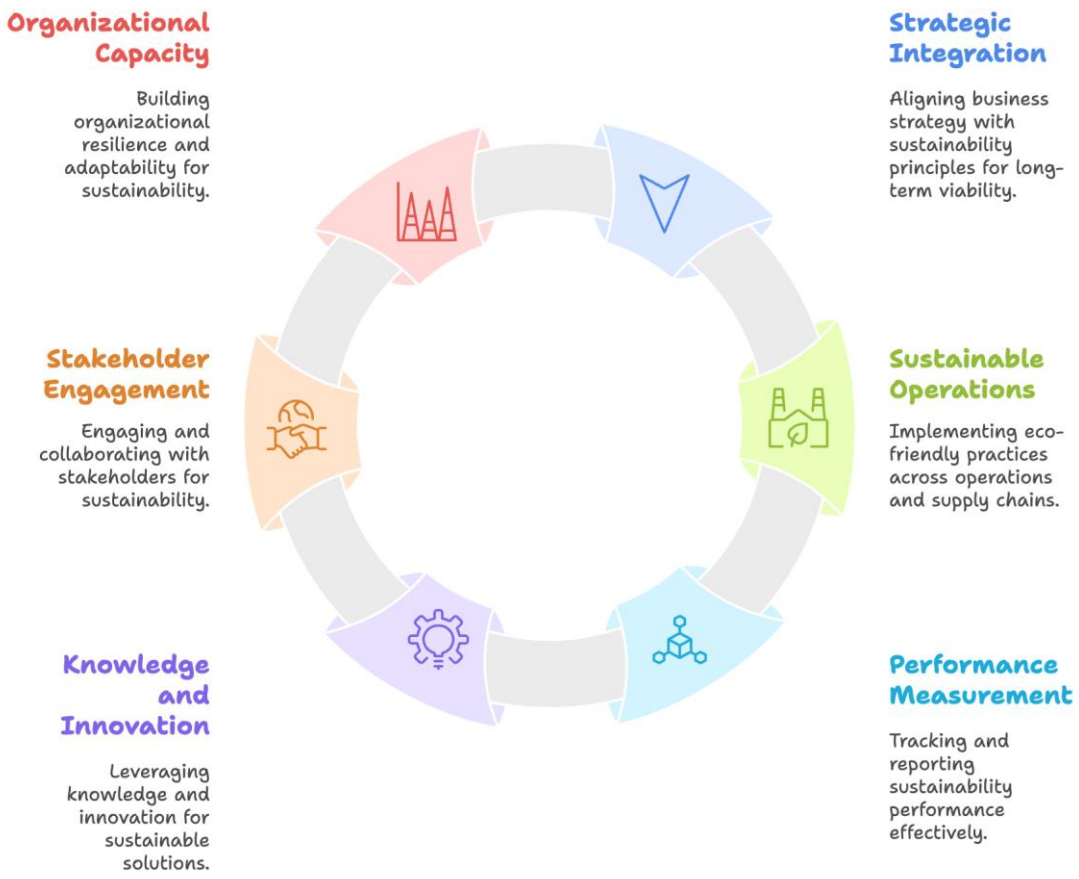

Figure 1 Pathways to Business Sustainability

A strategic approach to sustainability often involves the development of long-term plans and targets that reflect the interconnectedness of economic, environmental, and social outcomes. This requires a holistic understanding of the business ecosystem and the potential impacts of organizational activities across various dimensions. For instance, considering the triple bottom line not only informs reporting but also guides strategic choices regarding product development, resource utilization, and stakeholder engagement (Nabais & Franco, 2024). The integration of sustainable development goals into the business strategy can provide a clear roadmap and framework for action, aligning organizational efforts with broader societal objectives. Companies that strategically prioritize sustainability are likely to foster a culture of innovation, identify new market opportunities, and build stronger relationships with stakeholders who increasingly value responsible business practices. The absence of a strong strategic foundation for sustainability initiatives can lead to fragmented efforts and a lack of meaningful progress towards long-term goals (Annesi et al., 2024; Niranjan et al., 2025; Trizotto et al., 2024).

The role of leadership in championing the strategic integration of sustainability cannot be overstated. Leaders who articulate a clear vision for sustainability and embed it within the organization's strategic priorities send a powerful message to employees, customers, and investors alike. This commitment from the top is crucial for driving the necessary changes in organizational culture, processes, and decision-making (Esangbedo et al., 2024; Zgrzywa-Ziemak et al., 2024). Moreover, a strategic approach to sustainability often involves the use of frameworks and tools, such as the triple bottom line or alignment with sustainable development goals, to guide the development and implementation of sustainability initiatives. By strategically embedding sustainability into the fabric of the organization, businesses can

enhance their resilience, improve their reputation, and create long-term value for all stakeholders.

Second pathway, Sustainable Operations and Supply Chain Management: The operationalization of sustainability principles and their integration into supply chain management are critical for minimizing environmental impact and ensuring responsible practices throughout the value chain. The prevalence of supply chain as significant keywords underscores the extensive research and practical focus on this area. A green supply chain specifically aims to incorporate environmentally friendly practices, such as reducing waste, conserving resources, and minimizing emissions, across all stages of the supply chain, from raw material sourcing to product delivery and end-of-life management. Achieving sustainable supply necessitates a focus on the environmental and social sustainability of resource acquisition, ensuring that materials are sourced responsibly and with minimal negative impact. Furthermore, achieving green performance within operations and the supply chain requires the implementation of specific practices and technologies aimed at reducing the ecological footprint of organizational activities (Aboelmaged et al., 2023; Jum'a et al., 2024; Niranjan et al., 2025). The interconnectedness of operations and the supply chain means that sustainability efforts in one area can have significant ripple effects across the entire value network .

Implementing sustainable operations often involves adopting cleaner production technologies, improving energy efficiency, and reducing waste generation. In the context of the supply chain, this includes engaging with suppliers to promote sustainable practices, ensuring fair labor standards, and reducing the environmental impact of transportation and logistics. The challenges in achieving a truly green supply chain are multifaceted, often involving complex relationships with numerous stakeholders and the need for transparency and traceability. However, the potential benefits, including reduced costs, enhanced brand reputation, and improved resilience to environmental and social risks, make it a crucial area of focus for businesses striving for sustainability. The lack of managerial, technical, and infrastructural capacity can hinder the reduction of losses in the food value chain, highlighting the operational challenges in achieving sustainability.

Effective supply chain management that integrates sustainability requires collaboration and communication across all tiers of the supply network. This includes setting clear expectations for suppliers, monitoring their performance against sustainability criteria, and providing support for improvement initiatives. The adoption of digital technologies can play a significant role in enhancing transparency and traceability within the supply chain, marketing, enabling better monitoring of environmental and social impacts (Nyquist et al., 2025). Furthermore, a focus on circular economy principles, which aims to minimize waste and maximize resource utilization, is increasingly being integrated into sustainable operations and supply chain management practices (Cichosz et al., 2025; Niranjan et al., 2025). By focusing on the sustainability of their operations and supply chains, businesses can significantly reduce their environmental footprint and contribute to a more sustainable economy.

The third pathway, Performance Measurement and Reporting of Sustainability: The ability to effectively measure and report on sustainability performance is essential for tracking progress, ensuring accountability, and demonstrating the value of sustainability initiatives. The high frequency of keywords such as "firm performance", "financial performance", "performance measurement system", "key performance indicators", and "management performance" highlights the significant attention given to this aspect of business sustainability. Understanding the relationship between sustainability initiatives and overall firm performance is crucial for making a compelling business case for sustainability and securing buy-in from stakeholders (Damtoft et al., 2024; Saunila et al., 2024). Robust performance measurement systems are necessary to track progress towards sustainability goals, identify areas for

improvement, and assess the effectiveness of implemented initiatives. This often involves the use of specific performance indicators that capture relevant data across environmental, social, and economic dimensions.

Measuring social performance involves assessing the impact of business activities on stakeholders such as employees, customers, and communities. This can include indicators related to human capital practices, community engagement, and product responsibility (Ali et al., 2024). Similarly, measuring environmental performance focuses on the organization's impact on the natural environment, including indicators related to resource consumption, emissions, waste generation, and biodiversity. While economic performance traditionally focuses on financial metrics, in the context of sustainability, it also considers the long-term economic viability of the organization concerning environmental and social factors. The underrepresentation of accounting in sustainability performance measurement is surprising, given its central role in management accounting (Nagiah & Suki, 2024; Pfister et al., 2024).
Effective sustainability reporting goes beyond simply disclosing data; it involves providing stakeholders with a clear and transparent account of the organization's sustainability strategy, performance, and future goals. This can enhance stakeholder trust, improve corporate reputation, and inform investment decisions. Various reporting frameworks and standards, such as the Global Reporting Initiative (GRI) and ISO 26000, guide organizations in their sustainability reporting efforts. The use of these frameworks helps to ensure comparability and consistency in reporting. Furthermore, the integration of sustainability performance data into mainstream financial reporting is an evolving trend, reflecting the growing recognition of the interconnectedness of financial and non-financial performance. Accurate and sufficient data are crucial for effective sustainability research.

The fourth pathway, Knowledge and Innovation for Sustainability: The pursuit of business sustainability is increasingly driven by the effective management of knowledge management and the fostering of innovation. Knowledge management capabilities enable organizations to capture, share, and utilize information and insights related to sustainable practices, technologies, and business models. This organizational learning is crucial for continuously improving sustainability performance and adapting to evolving challenges and opportunities (Anzivino et al., 2024; Rasheed et al., 2024). The transfer of knowledge transfer both within the organization and with external stakeholders, such as suppliers and customers, can accelerate the adoption of sustainable practices across the value chain. Furthermore, innovation plays a vital role in developing new products, services, and processes that are environmentally and socially benign, while also creating economic value.

Organizations with strong knowledge management systems are better equipped to identify and implement best practices in sustainability. This includes learning from past experiences, monitoring industry trends, and leveraging the expertise of employees and external partners (Trizotto et al., 2024; Zgrzywa-Ziemak et al., 2024). The ability to apply experiential knowledge across functional boundaries and to solve new problems using existing knowledge is a key aspect of effective knowledge management. Moreover, a culture of continuous learning and experimentation fosters innovation in sustainability, leading to the development of novel solutions that address environmental and social challenges more effectively. The framework connecting technology invention and business performance considers the effect of technology on firm framework creativity.

Innovation for sustainability can take various forms, including product innovation, process innovation, business model innovation, and social innovation. Product innovation focuses on designing and developing products with reduced environmental and social impacts throughout their life cycle. Process innovation involves implementing more sustainable methods of production and delivery. Business model innovation entails creating new ways of

organizing and delivering value that is inherently more sustainable. Social innovation addresses social and environmental challenges through novel solutions that benefit both the business and society. Collaborative innovation, involving partnerships with other organizations, research institutions, and stakeholders, can also be a powerful driver of sustainability progress.

The fifth pathway, Stakeholder Engagement and Collaboration for Sustainability: A fundamental aspect of business sustainability involves meaningful engagement and collaboration with a diverse range of stakeholders. Considering stakeholder value creation recognizes that businesses operate within a broader ecosystem and that their long-term success is intertwined with the well-being of their stakeholders, including customers, employees, suppliers, communities, and investors. Corporate social responsibility encompasses the ethical and discretionary actions taken by a company to address the social and environmental impacts of its operations and to be responsive to stakeholder concerns. Effective corporate governance structures and practices are essential for ensuring that the interests of all stakeholders are considered in decision-making processes and that the company is held accountable for its sustainability performance (Annesi et al., 2024; Girma et al., 2025; Tommaso & Borini, 2024). Engaging with stakeholders provides valuable insights into their expectations and concerns regarding sustainability, which can inform the development of more effective and relevant sustainability strategies and initiatives. Collaborative relationships with stakeholders can also lead to the sharing of knowledge, resources, and expertise, accelerating progress towards sustainability goals. For example, engaging with suppliers to improve their environmental and social practices can enhance the sustainability of the entire supply chain. Similarly, collaborating with community organizations can help to address local environmental and social issues (Anzivino et al., 2024; Girma et al., 2025).

Transparency and open communication are crucial for building trust and fostering meaningful engagement with stakeholders. Companies that are transparent about their sustainability performance and actively seek feedback from stakeholders are more likely to build strong relationships and enhance their reputation. Furthermore, corporate governance mechanisms, such as the inclusion of sustainability considerations in board-level decision-making and the establishment of stakeholder advisory panels, can help to ensure that sustainability is integrated into the overall management of the company. By prioritizing stakeholder value and engaging in meaningful collaboration, businesses can create shared value and contribute to a more sustainable future.

The sixth pathway, Organizational Capacity and Adaptation for Sustainability: Achieving and maintaining business sustainability requires building the necessary internal capabilities and fostering a culture of adaptation. This includes the ability to adapt the business model to better integrate sustainability principles and respond to evolving environmental and social challenges. Business model adaptation may involve changes in the value proposition, revenue streams, operational processes, and stakeholder relationships to enhance sustainability performance. Overall organizational performance, encompassing financial, social, and environmental outcomes, is closely linked to the organization's capacity to effectively manage sustainability issues (Haleem et al., 2024; Holgado et al., 2024; Qadri et al., 2024; Restuputri et al., 2024). Furthermore, organizational resilience, the ability to withstand and recover from disruptions, is increasingly recognized as an important aspect of business sustainability, particularly in the face of climate change and other environmental and social risks.

Building organizational capacity for sustainability and dynamic capabilities may involve investing in employee training and development to enhance their understanding of sustainability issues and equip them with the necessary skills to implement sustainable practices (Asumah et al., 2024). It also requires developing internal systems and processes for managing environmental and social risks and opportunities. The role of knowledge

management in building organizational capacity by facilitating learning and the sharing of best practices has been previously discussed. Moreover, a supportive organizational culture that values sustainability and encourages employee engagement is crucial for driving the adoption of sustainable practices across the organization.

The need for business model innovation and adaptation is becoming increasingly apparent as businesses face growing pressure to address sustainability challenges. This may involve transitioning to more circular business models, offering sustainable products and services, or developing new revenue streams linked to environmental or social impact. The ability to be flexible and adapt the business model in response to changing market conditions and stakeholder expectations is essential for long-term sustainability. Ultimately, by building strong organizational capacity and fostering a culture of adaptation, businesses can enhance their ability to navigate the complexities of sustainability and create long-term value in a rapidly changing world (Figueiredo et al., 2024; Trizotto et al., 2024).

Based on the discussion above, the six pathway to business sustainability show that the proposition that the strategic and integrated development of organizational dynamic capabilities, facilitated by knowledge management and sustainable innovation, and underpinned by a corporate purpose that embraces the triple bottom line (economic, social, and environmental performance), constitutes a great pathway for achieving enduring business sustainability by fostering resilience and strong stakeholder relationships, is strongly supported. The concept of strategically integrating sustainability is evident in the emphasis on incorporating sustainability into business strategies and defining a corporate purpose that includes these considerations. The triple bottom line framework provides a foundational structure for this integration, ensuring that economic, social, and environmental performance are all central to the business's long-term vision.

Furthermore, the proposition highlights the crucial role of knowledge management and sustainable innovation, which directly aligns with the second identified factor. The result underscore that knowledge management in sustainable supply chain management is driven by knowledge creation and sharing, information technology, and learning organizations. Moreover, innovation capability is seen as a vital element of dynamic capabilities, enhancing a firm's sustainability performance. The development of sustainable innovation strategies, encompassing capabilities, management, and the firm itself, is presented as a means to achieve competitive advantages while addressing sustainability challenges. This iterative process of knowledge acquisition, sharing, and application through innovation enables businesses to adapt and thrive in the face of evolving sustainability demands.

Finally, the proposition's emphasis on dynamic capabilities, resilience, and strong stakeholder relationships resonates with several of the identified factors. Dynamic capabilities are crucial for transforming resources into capabilities that can handle a changing business environment, contributing to organizational resilience. A corporate purpose that includes sustainability can foster stakeholder identification and positive behaviors, strengthening stakeholder relationships. By continuously balancing tensions and adapting to disruptions, businesses can build a resilient foundation for long-term sustainability, aligning their actions with a clear purpose and the needs of their stakeholders across the economic, social, and environmental dimensions.

CONCLUSION

Drawing on the analysis of the research articles data, the understanding of the great pathway to business sustainability centers on a multifaceted approach that integrates sustainability deeply within an organization's core. The research highlights that achieving enduring business sustainability necessitates the strategic integration of sustainability into

business strategy, driven by a clear corporate purpose aligned with the triple bottom line. This strategic embedding must be operationalized through sustainable operations and supply chain management, focusing on practices such as developing a green supply chain and ensuring sustainable supply. Effective performance measurement and reporting of sustainability using relevant performance indicators across economic, environmental, and social dimensions is crucial for tracking progress and ensuring accountability.

The journey along this great pathway is significantly facilitated by fostering knowledge and innovation for sustainability, enabling organizations to learn, adapt, and develop novel solutions to sustainability challenges. Furthermore, stakeholder engagement and collaboration for sustainability, considering stakeholder value, and practicing corporate social responsibility, are essential for building strong relationships and achieving broader sustainability goals. Finally, the development of organizational capacity and adaptation for sustainability, including business model adaptation and building organizational resilience, equips businesses to navigate the complexities of a changing environment and ensures long-term viability.

The identified research gaps within the existing literature offer several compelling opportunities for future research. There is a need for more comprehensive and integrative reviews in the field of Knowledge Management in Sustainable Supply Chains and at the intersection of sustainability, innovation, and business strategy. A deeper exploration of specific relationships and underlying mechanisms, such as the synergy between knowledge management and sustainable supply chain practices, and the role of supply chain governance in enhancing sustainability performance, particularly for SMEs, is warranted. Further research should also focus on specific contexts, such as qualitative investigations in least-developed countries, and employ diverse methodologies, including empirical research to validate proposed frameworks and sector-specific case studies on sustainability performance measurement. Exploring moderating and mediating factors influencing sustainability-related outcomes and applying novel analytical techniques like Necessary Condition Analysis in sustainable supply chain performance also present promising avenues for future inquiry.

REFERENCES

Aboelmaged, M., Alhashmi, S. M., Hashem, G., Battour, M., Ahmad, I., & Ali, I. (2023). Unveiling the path to sustainability: Two decades of knowledge management in sustainable supply chain – a scientometric analysis and visualization journey. *Benchmarking: An International Journal*, *31*(10), 3497–3533. https://doi.org/10.1108/BIJ-02-2023-0104

Ali, M., Shujahat, M., Fatima, N., Jabbour, A. B. L. de S., Vo-Thanh, T., Salam, M. A., & Latan, H. (2024). Green HRM practices and corporate sustainability performance. *Management Decision*, *62*(11), 3681–3703. https://doi.org/10.1108/MD-05-2023-0787

Alinda, K., & Wakibi, A. (2025). Cultivating sustainability practices through intellectual capital: A qualitative inquiry of medium and large manufacturing firms within an emerging economy. *Journal of Intellectual Capital*, *26*(2), 469–490. https://doi.org/10.1108/JIC-07-2024-0212

Annesi, N., Battaglia, M., Ceglia, I., & Mercuri, F. (2024). Navigating paradoxes: Building a sustainable strategy for an integrated ESG corporate governance. *Management Decision*, *63*(2), 531–559. https://doi.org/10.1108/MD-10-2023-2006

Anzivino, A., Cantù, C. L., & Sebastiani, R. (2024). Orchestration mechanisms in sustainability-oriented innovation: A meta-organization perspective. *Journal of Business & Industrial Marketing*, *40*(1), 1–18. https://doi.org/10.1108/JBIM-01-2023-0003

Araújo, R. A. de M., Kaczam, F., Lucena, W. G. L., Silva, W. V. da, & Veiga, C. P. da. (2023).

Environmental innovation and corporate sustainability: Evidence-based systematic literature review. *Technological Sustainability*, *3*(2), 212–231. https://doi.org/10.1108/TECHS-04-2023-0018

Asumah, S., Antwi-Boateng, C., & Benneh, F. (2024). Eco-dynamic capability: A surest way to sustainability performance of SMEs? *IIMBG Journal of Sustainable Business and Innovation*, *2*(1), 24–42. https://doi.org/10.1108/IJSBI-08-2023-0043

Aziz, N. A., Mamun, A. A., Reza, M. N. H., & Naznen, F. (2024). The impact of big data analytics on innovation capability and sustainability performance of hotels: Evidence from an emerging economy. *Journal of Enterprise Information Management*, *37*(3), 1044–1068. https://doi.org/10.1108/JEIM-07-2023-0354

Barroso-Méndez, M. J., Pajuelo-Moreno, M.-L., & Gallardo-Vázquez, D. (2024). A meta-analytic review of the sustainability disclosure and reputation relationship: Aggregating findings in the field of social and environmental accounting. *Sustainability Accounting, Management and Policy Journal*, *15*(5), 1210–1254. https://doi.org/10.1108/SAMPJ-04-2022-0168

Beheshti, M., Mahdiraji, H. A., & Rocha-Lona, L. (2023). Transitioning drivers from linear to circular economic models: Evidence of entrepreneurship in emerging nations. *Management Decision*, *62*(9), 2714–2736. https://doi.org/10.1108/MD-02-2023-0279

Chong, S. C., & Kaliappen, N. (2025). Antecedents and consequences for sustainability in Malaysian small and medium-sized enterprises (SMEs). *Social Responsibility Journal*, *21*(5), 987–1008. https://doi.org/10.1108/SRJ-01-2024-0009

Cichosz, M., Aluchna, M., Sońta-Drączkowska, E., & Knemeyer, A. M. (2025). Navigating paradoxical tensions in pursuit of sustainable supply chain management: Review and guidance for future inquiry. *The International Journal of Logistics Management*, *36*(7), 99–136. https://doi.org/10.1108/IJLM-02-2024-0078

Damtoft, N. F., Liempd, D. van, & Lueg, R. (2024). Sustainability performance measurement – a framework for context-specific applications. *Journal of Global Responsibility*, *16*(1), 162–201. https://doi.org/10.1108/JGR-05-2023-0082

Esangbedo, C. O., Zhang, J., Ballesteros-Pérez, P., & Skitmore, M. (2024). Sustainable performance and supply chain leadership in logistic firms: The role of corporate sustainability strategies and digital supply chain. *Supply Chain Management: An International Journal*, *29*(6), 963–977. https://doi.org/10.1108/SCM-02-2024-0131

Figueiredo, N., Patrício, L. D., & Reis, M. (2024). Innovation for environmental sustainability: Business models for SMEs. *Journal of Small Business and Enterprise Development*, *31*(3), 532–551. https://doi.org/10.1108/JSBED-10-2023-0510

Florez-Jimenez, M. P., Lleo, A., Danvila-del-Valle, I., & Sánchez-Marín, G. (2024). Corporate sustainability, organizational resilience and corporate purpose: A triple concept for achieving long-term prosperity. *Management Decision*, *62*(7), 2189–2213. https://doi.org/10.1108/MD-06-2023-0938

Gil-Gomez, H., Guerola-Navarro, V., Oltra-Badenes, R., & Lozano-Quilis, J. A. (2020). Customer relationship management: Digital transformation and sustainable business model innovation. *Economic Research-Ekonomska Istrazivanja*, *33*(1), 2733–2750. https://doi.org/10.1080/1331677X.2019.1676283

Girma, L., Oduro, S., Cucari, N., & Cristofaro, M. (2025). Venturing green: The impact of sustainable business model innovation on corporate environmental performance in social enterprises. *Management Research Review*, *48*(13), 20–44. https://doi.org/10.1108/MRR-07-2024-0534

Gozali, L., Zagloel, T. Y. M., Simatupang, T. M., Sutopo, W., Gunawan, A., Liang, Y.-C., Yahya, B. N., Garza-Reyes, J. A., Irawan, A. P., & Suseno, Y. (2023). The important

role of system dynamics investigation on business model, industry and performance management. *International Journal of Productivity and Performance Management*, *73*(4), 945–980. https://doi.org/10.1108/IJPPM-07-2021-0399

Haleem, F., Ilyas, M., & Jehangir, M. (2024). Driving organizational value through sustainable business processes and green information technology. *Business Process Management Journal*, *30*(7), 2380–2400. https://doi.org/10.1108/BPMJ-01-2024-0011

Holgado, M., Blome, C., Schleper, M. C., & Subramanian, N. (2024). Brilliance in resilience: Operations and supply chain management's role in achieving a sustainable future. *International Journal of Operations & Production Management*, *44*(5), 877–899. https://doi.org/10.1108/IJOPM-12-2023-0953

Jiang, Y., Jamil, S., Zaman, S. I., & Fatima, S. A. (2023). Elevating organizational effectiveness: Synthesizing human resource management with sustainable performance alignment. *Journal of Organizational Effectiveness: People and Performance*, *11*(2), 392–447. https://doi.org/10.1108/JOEPP-03-2023-0111

Jr, J. H., Page, M., Brunsveld, N., Merkle, A., & Cleton, N. (2023). *Essentials of Business Research Methods*. Taylor & Francis.

Jum'a, L., Alkalha, Z., & Alaraj, M. (2024). Towards environmental sustainability: The nexus between green supply chain management, total quality management, and environmental management practices. *International Journal of Quality & Reliability Management*, *41*(5), 1209–1234. https://doi.org/10.1108/IJQRM-05-2022-0145

Kumari, G., & Joshi, Y. (2023). Corporate sustainability performance and firm performance: The state-of-the-art and future research agenda. *Benchmarking: An International Journal*, *31*(9), 3398–3427. https://doi.org/10.1108/BIJ-03-2023-0195

Martínez-Falcó, J., Sánchez-García, E., Marco-Lajara, B., & Zaragoza-Sáez, P. (2024). Green intellectual capital and sustainable competitive advantage: Unraveling role of environmental management accounting and green entrepreneurship orientation. *Journal of Intellectual Capital*, *26*(1), 104–129. https://doi.org/10.1108/JIC-07-2024-0204

Nabais, E., & Franco, M. (2024). Sustainable development practices in small and medium-sized enterprises: Multiple case studies. *International Journal of Organizational Analysis*, *32*(10), 2494–2516. https://doi.org/10.1108/IJOA-08-2023-3900

Nagiah, G. R., & Suki, N. M. (2024). Linking environmental sustainability, social sustainability, corporate reputation and the business performance of energy companies: Insights from an emerging market. *International Journal of Energy Sector Management*, *18*(6), 1905–1922. https://doi.org/10.1108/IJESM-06-2023-0003

Nakra, N., & Kashyap, V. (2023). Investigating the link between socially-responsible HRM and organizational sustainability performance – an HRD perspective. *European Journal of Training and Development*, *48*(7/8), 687–704. https://doi.org/10.1108/EJTD-02-2023-0019

Niranjan, S., Garg, V., Gligor, D. M., & Hawkins, T. G. (2025). Enhancing supply chain sustainability performance: The pivotal role of emerging technologies. *Journal of Business & Industrial Marketing*, *40*(2), 374–390. https://doi.org/10.1108/JBIM-03-2024-0175

Nyquist, A.-M., Farshid, M., & Brown, T. (2025). Employing digital twin technology in the pursuit to avert sustainable marketing myopia. *Journal of Research in Marketing and Entrepreneurship*, *27*(2), 277–293. https://doi.org/10.1108/JRME-01-2024-0007

Oyinlola, B. (2025). Do CEO and board characteristics matter in the ESG performance of their firms? *Corporate Governance: The International Journal of Business in Society*, *25*(8), 21–39. https://doi.org/10.1108/CG-01-2024-0052

Pfister, J. A., Otley, D., Ahrens, T., Dambrin, C., Darwin, S., Granlund, M., Jack, S. L., Lassila, E. M., Millo, Y., Peda, P., Sherman, Z., & Wilson, D. S. (2024). Performance management in the prosocial market economy: A new paradigm for economic performance and sustainability. *Qualitative Research in Accounting & Management*, *21*(5), 397–443. https://doi.org/10.1108/QRAM-02-2024-0031

Qadri, U. A., Ghani, M. B. A., Abbas, U., & Kashif, A. R. (2024). Digital technologies and social sustainability in the digital transformation age: A systematic analysis and research agenda. *International Journal of Ethics and Systems*, *41*(1), 142–169. https://doi.org/10.1108/IJOES-08-2024-0239

Rasheed, M., Liu, J., & Ali, E. (2024). Incorporating sustainability in organizational strategy: A framework for enhancing sustainable knowledge management and green innovation. *Kybernetes*, *54*(4), 2363–2388. https://doi.org/10.1108/K-08-2023-1606

Restuputri, D. P., Masudin, I., Septira, A. P., Govindan, K., & Widayat, W. (2024). The role of knowledge management to improve organizational performance through organizational ambidexterity within the uncertainties. *Business Process Management Journal*, *30*(7), 2237–2282. https://doi.org/10.1108/BPMJ-08-2023-0614

Samuel, K. E., Goury, M.-L., Gunasekaran, A., & Spalanzani, A. (2011). Knowledge management in supply chain: An empirical study from France. *The Journal of Strategic Information Systems*, *20*(3), 283–306. https://doi.org/10.1016/j.jsis.2010.11.001

Saunila, M., Ukko, J., & Jääskeläinen, A. (2024). The importance of performance measurement and management in sustainable supply chain governance among SMEs. *International Journal of Operations & Production Management*, *44*(13), 229–250. https://doi.org/10.1108/IJOPM-06-2023-0492

Sengupta, S., Choudhary, S., Obayi, R., & Nayak, R. (2024). Reducing food loss through sustainable business models and agricultural innovation systems. *Supply Chain Management: An International Journal*, *29*(3), 540–572. https://doi.org/10.1108/SCM-01-2023-0059

Tommaso, S. F. N. D., & Borini, F. M. (2024). Stakeholder value creation system: Understanding the process. *Sustainability Accounting, Management and Policy Journal*, *15*(4), 777–806. https://doi.org/10.1108/SAMPJ-09-2023-0701

Trizotto, R. C. A., Nascimento, L. da S., Silva, J. P. T. da, & Zawislak, P. A. (2024). Sustainability, business strategy and innovation: A thematic literature review. *Sustainability Accounting, Management and Policy Journal*, *15*(6), 1338–1377. https://doi.org/10.1108/SAMPJ-03-2023-0136

Xia, L., Baghaie, S., & Mohammad Sajadi, S. (2024). The digital economy: Challenges and opportunities in the new era of technology and electronic communications. *Ain Shams Engineering Journal*, *15*(2), 102411. https://doi.org/10.1016/j.asej.2023.102411

Zgrzywa-Ziemak, A. H., Walecka-Jankowska, K. A., & Zimmer, J. (2024). The effect of organizational learning on business sustainability – the role of distributed leadership. *The Learning Organization*, *32*(1), 7–34. https://doi.org/10.1108/TLO-11-2022-0135