International Journal of Business and Management Review, 13 (5), 49-70, 2025
Print ISSN: 2052-6393(Print)
Online ISSN: 2052-6407(Online)
Website: https://www.eajournals.org/
Publication of the European Centre for Research Training and Development-UK

A Framework for Sustainable Strategic Management Practices (SSMP) In The Food Industry in Zimbabwe: A Case Study of the Food Producers, Suppliers and Distributors in Harare Zimbabwe

Spy Mukonori
Graduate School of Business,University of Zambia, Lusaka, Zambia

Abubaker Qutieshat
University of Dundee, Nethergate, Dundee, DD1 4HN, Scotland, UK

doi: https://doi.org/10.37745/ijbmr.2013/vol13n54970 Published June 09, 2025

Citation: Mukonori S. and Qutieshat A. (2025) A Framework for Sustainable Strategic Management Practices (SSMP) In The Food Industry in Zimbabwe: A Case Study of the Food Producers, Suppliers and Distributors in Harare Zimbabwe, International *Journal of Business and Management Review*, 13 (5), 49-70

Abstract: *Sustainable strategic management (SSM) has emerged as a pivotal concern for global companies, as enterprises strive to reconcile economic advancement with environmental conservation and social accountability. This is predominantly appropriate in the Zimbabwean food industry (FI) owing to its substantial influence on the national economy and its potential effects on food security along with environmental sustainability. The stakeholder framework, encompassing SSM practices, SSM drivers and Dynamic Capabilities, is vital for the effective execution of justifiable plans. The Zimbabwean food sector encounters food scarcity which is caused by distinct difficulties, such as lack of strategic management, economic volatility, climate change, and resource depletion, which require a comprehensive stakeholder structure to guarantee sustainability. This study seeks to provide a stakeholder framework for SSM in the Zimbabwean food sector, offering insights on enhancing the alignment of strategic management with sustainability objectives. This linkage is necessary for the business's long-standing sustainability and its role in national development goals and global sustainability objectives. This project enhances the knowledge base in Zimbabwe by identifying potential areas for revitalizing food production and sustainability. The study will employ equally qualitative and quantitative methodologies. The quantitative exploration approach utilized stratified random sampling, whereas the qualitative research strategy will employ purposive sampling. Thematic analysis was employed to detect and interpret patterns in qualitative data analysis. The framework developed in this study targets at enhancing policy formulation and development within the food industry in the long run.*

Key words: Stakeholder framework, strategic management, sustainability goals, food industry

INTRODUCTION

The advent of technological development has brought about a paradigm shift in various industries in the developing. The developing world has been on a trail with regards to the implementation of technologically oriented systems in the diversity of industries. The food industry cannot be left behind with regards to the adoption and implementation of technologically oriented systems in their diversity. The food industry has been implementing various frameworks that were targeted at conveying the much-needed sustainability in their execution of various activities and duties. Apart from the adoption of such frameworks, it has been noted that the food industry has been significantly failing to sustain their operations in the long run. The aspect of technological adoption and implementation therefore has been regarded to as a unique approach that has the capacity and capability of enhancing the adoption of sustainability within the food industry. Several studies have been undertaken with the zeal to unearth the best Sustainable Strategic Management Practices (SSMP) and frameworks that can be adopted and implemented within the food industry in Zimbabwe. This research study therefore addresses the state of SSMP in the food industry, its impacts as well as the current mechanisms and approaches that are being implemented in order to enhance sustainability within the food industry. Considerably, this study contributes to a robust comprehension of the institutional frameworks that can be implemented in order to enhance sustainable strategic management practices within the food industry in Zimbabwe.

According to Mkodzongi & Lawrence, (2019) Zimbabwe was regarded as the “Bread Basket of Africa” concerning food manufacture and food sustainability. The country has adhered to conventional food sources to the degree that foodstuff is at the present inadequate to meet countrywide demand. Foodstuff poverty and insufficiency have compelled the government to import essential grains and additional vital food items from surrounding nations like South Africa, Zambia, and Mozambique, (Mkodzongi & Lawrence, 2019).

In the year 2000, Zimbabwe implemented the land reform program. The land reform program and command agriculture are referenced as essential initiatives for sustainable food supply administration which were instituted in Zimbabwe with the desire for the development of enhanced food sustainability, (ZDI Report, 2020). However, they did not succeed in mitigating food scarcity in Zimbabwe (ZDI Report, 2020). For over twenty years, Zimbabwe has failed to satisfy the nation's food requirements. Food production has been extremely inconsistent throughout nearly all districts, comprising the rich Mashonaland region. The primary context is that the land reform initiative predominantly distributed land to rustic agriculturalists lacking substantial acquaintance of commercial farming, resulting in the majority reverting to subsistence agriculture. This eventually led to a diminished capability in foodstuff enterprises and the eventual shutting of numerous food processing, storing, and dissemination entities (FAO-GIEWS Report, 2019).

Conversely, the Command Agriculture Initiative, instigated in the 2016/17 fiscal year, yielded 1.149 million tonnes during the 2018 to 2019 period, falling short of a goal of two million tonnes from 400,000 hectares of land. The inability to achieve the desired grain capacity was generally ascribed to resource deficiencies, exploitation, insufficient shareholder

responsibility, inadequate farming expertise among stakeholders, and poor shareholder rendezvous (ZDI Report, 2020). The legislative instrument that served as the foundation for command agriculture failed to incorporate several SSM practices within its stakeholder framework; rather, it emphasized the safety of inputs and outputs, along with the prescribed affiliations amid the government and agriculturalists (Agriculture Marketing Authority, 2017).

The food business is fundamentally intertwined with sustainability challenges stemming from various natural resources utilized, the essential human need for food, the expenses associated with acquiring diverse food categories, and societies reliant on food manufacture for their survival (Minnens, Luijckx & Verbeke, 2019; Saeed & Kersten, 2019). To enhance sustainability in the food industry, it is essential to involve all stakeholders in addressing the encounters of inadequate possessions, customer preferences, ecological concerns, global warming, and international regulations and policies (Caniato, Veronica, & Caridi, 2017). The environment is on a trail of changing and the stakeholders within the food industry need to remain operating in route with the modifications happening within the environs for enhanced sustainability. In this perspective, SSMP in the food business has turned out to be a subject of intense controversy, (Accorsi & Manzini, 2019).

Rawlikowska, Majewski, Was, and Borgen (2019) as well as Rodrigue (2020) illuminated that a justifiable food sector is typically characterized by its management of commercial, ecological, and societal influences while promoting decent governance across the merchandise or life span phase. The primary aim of SSM is to safeguard, establish, and enhance sustainable value for all stakeholders engaged in processes that culminate in the availability of goods and facilities in the marketplace (Rodrigue, 2020). Evaluating the sustainability of food companies is a perplexing endeavour, particularly in a sector that necessitates the highest standards of superiority and well-being, (Accorsi, 2019).

Concentrated on the philosophies of SSM, many organizations have benefited from incorporating sustainability into their strategic management procedures. Nevertheless, copious challenges persist regarding the planning, implementation, and evaluation of SSM systems, leading many organizations to adopt a haphazard approach in their pursuit of sustainability in food manufacture, dispensation, and dissemination (Zeinstra & Van der Haar, 2020). Li and Ye (2014) in the same notion contended that while many companies have gained advantages from sustainable practices in their operations, challenges persist in comprehending how to implement sustainable frameworks across many industrial sectors, particularly the sensitive foodstuff segment. Chkanikova (2016) and Tsolakis (2018) indicated that the optimal approach to achieving this purpose is to ensure that all stakeholders comprehend and uniformly comply with environmental and social elements. Stakeholders are key and they have to be massively engaged so that there the attainment of sustainability in the food sector.

The stakeholder framework for SSM has been widely researched international. However, in the background of developing nations such as Zimbabwe, this framework has not comprehensively incorporated SSM practices that guarantee long-term sustainability. The FAO-GIEWS-Zimbabwe Report (2019) indicated that, currently, there are little initiatives focusing on attaining SSM within Zimbabwe's food sectors. This inconsistency is apparent despite numerous programs being implemented, such as the land reform program and command agriculture, which were aimed at improving sustainability. Unfortunately, these attempts have

not yield substantial advantages within the food industry. The emphasis has frequently been limited, lacking a holistic strategy that includes the full food supply chain from production to consumption.

Naik and Suresh (2018) noted that preceding study devours commonly on ecological and commercial sustainability, predominantly within the retail food sector. This emphasis is relatively antiquated and inadequate for tackling the overarching concerns of sustainability in the food subdivision. Effective SSM in the foodstuff division need to encompass the full value chain, beginning with manufacturing and culminating at the final customer. Previous research, by concentrating predominantly on foodstuff merchants, has neglected the interdependence of different phases within the food supply chain, resulting in an inadequate holistic perspective on sustainability.

Equally, concentrating just on conservational and commercial aspects neglects the societal dimension, hence failing to satisfactorily encompass the comprehensive conception of sustainability in the food segment. Chkanikova (2016) and Tsolakis (2018) highlighted the increasing apprehension regarding SSM in the food industry, attributed to several factors compelling attention; these include aspects such as food value and safety, the imperative for traceability in the food supply chain, inadequate communiqué amongst stakeholders, escalating costs, fluctuating customer favorites, and the inability to monitor and manage portfolio in distribution centers and warehouses. Caniato et al. (2017) articulated that the adoption of SSMP in the food industry has proliferated, and research has examined their effects on performance, particularly with enhancements in superiority efficacy, receptiveness, and suppleness. Nonetheless, there is minimal recognition of SSM practices throughout various phases of the foodstuff supply-chain within the context of developing nations particularly Zimbabwe.

Problem statement

The main cause of the increased food timidity is the shortage of grain making, the exorbitantly exorbitant costs of food, and the inefficiencies of the supply chain. Additionally, macroeconomic challenges have worsened the situation (FAO- GIEWS-Zimbabwe Report, 2019). The current issue in the food industry, as Accorsi and Manzini (2019) further expounded, is a consequence of stakeholders' failure to adhere to SSM preeminent practices. Accorsi and Manzini (2019) similarly clarified that the only way to surmount this challenge is to design a blueprint, for instance a shareholder charter that guides the execution of SSM practices in the Zimbabwean foodstuff business. The entire system is being driven through marketplace powers of demand and supply, which are predominantly cautiously enthused, superseding SSM practices. Currently, there has been substantially less research piloted on the comprehension of SSM, predominantly in developing nations like Zimbabwe (Borsellino, Schimmenti & Hamid, 2020).

Purpose of the research

The purpose of the study is to articulate a framework for Sustainable Strategic Management Practices (SSMP) in the food industry in Zimbabwe, leading to the development of an SSMP model that can be implemented in the food business in Zimbabwe and beyond.

Specific Objectives

1. To ascertain the key drivers for SSMP within food industry.
2. To identify SSM practices implemented within food industry.
3. To establish the influence of stakeholder dynamic capabilities on sustainable food industry performance.
4. To determine challenges encountered by stakeholders in executing SSMP.

METHODOLOGY

The current research study employed a combination of descriptive and exploratory investigation strategies to comprehend justify supply networks and food security in Zimbabwe. Exploratory study is employed for ambiguously defined problems, aiming to enhance acquaintance and comprehension of an occurrence or acquire different insights, thereby facilitating the formulation of a more detailed delinquent proclamation or the development of suppositions (Howell, 2013). Descriptive exploration is categorized by its emphasis on unfolding the features of an occurrence or population devoid of manipulating variables or establishing causality (Neuman, 2019). This strategy allows academics to systematically collect and analyze statistics to gain acumens into prevailing circumstances, inclinations, or relationships in a particular perspective. Saunders et al (2017) noted that a study that is undertaken under an exploratory research design is undertaken when little is known concerning the issues and the problems which have to be well clearly defined by the study.

The current research made use of the quantitative research technique through the utilization of the stratified random sampling technique to identify participants from the various stakeholder categories. Stratified random sampling is more precise when the populace is heterogeneous and comprises a variety of groups that are relevant to the subject matter (Cresswel & Guetterman, 2018). The researcher employed purposive sampling to pick twenty participants from the five classifications listed below for the qualitative research approach. The literature that was reviewed for the purpose of this research study emanated from journals, textbooks; newspapers as well as business write ups which were found on various websites on the internet as well as in the library. Primary facts were attained from the respondents which constitute the management of Food industry organizations, as well as the employees within food industry in order to ensure a superior and heightened conception of the impact of SSMP in the food business in Zimbabwe.

In this research, mutually SPSS package (Statistical Package for the Social Sciences) and Microsoft Excel is employed for quantitative statistics analysis. SPSS affords students with the tools to explore relationships amongst variables, test hypotheses, and produce statistical synopses and graphical representations of the data. Its user-friendly interface and vigorous analytical capabilities make it compatible for analyzing quantifiable statistics. Additionally, Microsoft Excel was utilized for statistics exploration in this study owing to its versatility, accessibility, and familiarity among researchers. Excel bids an array of purposes and outfits for statistics management, calculation, and conception, making it appropriate for uncomplicated statistical analysis and data processing tasks (Albright & Zappe, 2017).

With regards to the qualitative data there was the massive utilization of content exploration and thematic analysis in the exploration study, for the purposes of having a better and enhanced understanding of the influence of SSMP in the food industry in Zimbabwe. Inductive assessment encompasses that the trends and subjects emerged from the statistics instead of being predetermined even before to gathering and analyzing it (Dana & Dana, 2015). Satu and Kyngäs (2017) defined textual analysis as an analytical technique for documented, oral, or graphic message content. According to Krippendorff (2012), content analysis is a qualitative data processing methodology being used for data analyses in particular situations based on the variables and factors by respondents. Content analysis is a widely used method in qualitative studies (Hsieh & Shannon, 2005); it is employed to analyses data in particular situations based on the meanings assigned by study participants (Krippendorff, 2012). All these approaches were embraced in this study in order to offer a superior appreciative of the gathered data.

RESULTS AND DISCUSSIONS

Prior to the development of a framework for SSMP in the food industry, the study has to look at various aspects that are impacting on the food industry. These includes such critical components as the drivers of SSMP in the food industry, the challenges encountered by stakeholders in the implementation of SSMP as well as the stakeholder dynamic capabilities found within the food industry.

Drivers of SSMP in the Zimbabwean food industry

The business environment is never static, it constitutes of a whole lot of changes and as organizations, there is much need as well as much desire to make sure that the is massive adoption as well as massive link with regards to the changes that are happening in the internal and external business environment. For the adoption of SSMP within the Zimbabwean food business fraternity, there are a whole lot of drivers that are imperative in imploring the business as well as driving the business to reach the much-needed goals and objectives.

Drivers of SSMP in the food industry in Zimbabwe

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Regulatory Influence	30	32.3	32.3	32.3
	Technology Adoption	29	31.2	31.2	63.5
	Stakeholder Influence	25	26.8	26.8	90.3
	Education and Awareness	5	5.4	5.4	95.7
	Government Incentives	4	4.3	4.3	100.0
	Total	93	100.0	100.0	

Primary data (2025)

The current research study indicated that the major drivers of SSMP within the food industry include such critical issues as the regulatory aspects. This denotes to the fact that for businesses to function, they need to be guided and controlled by certain rules and regulations. Without the rules and regulations, it becomes very difficult for the businesses to carry out their mandates. The findings of the current research study can be linked to the findings by Markiewicz (2011) who indicated that regulatory frameworks, such as the European Union's Common Agricultural Policy, play a pivotal role in promoting sustainable practices by enforcing environmental standards. This means therefore that in order for the businesses to effectively function and implement various forms of strategies they need to be guided by certain regulations; these regulations guide the strategies as well as the approaches that which are being adopted by the businesses and eventually leading to the effectiveness in terms of attainment of the goals as well as the vision of the organizations in both the long and short run for the business. In the same notion, Bansal and Roth (2000) highlight the impact of regulatory forces on sustainability initiatives. Regulation is an important aspect in the business environment, without the regulations, businesses will not be able to achieve their set goals, businesses will not provide the much-needed aspects, and regulations remain imperative and pivotal for the attainment of goals and objectives of the organizations within the food industry

One of the major drivers that were noted in the current research is the issues of technological adoption. The research indicated that in order for the businesses that are operating in the food industry to attain sustainability, they need to embrace the ever-changing technological space. The capacity of embracing technological changes means that the organization has the capacity and capability of developing technologically oriented strategies that can actually take the organization from where they are in terms of SSMP to the next level. These findings can be linked to Geels (2002) who addresses the role of technological innovation in organizational development. This therefore means that the 21st century activities are mainly hinged on the critical aspects of technological innovation. With the adoption and implementation of technological innovations, organizations and institutions are able to move along with the changes that are happening in the technological space and develop strategies that are attainable and that which can be achieved in a set timeframe. The current findings are linked to what Geissdoerfer et al., (2017) pointed out that technological innovations, including precision agriculture and block chain, have also facilitated sustainable practices, allowing companies to reduce environmental impacts while maintaining profitability. This therefore means that technological adoption has the capacity of enhancing the environment in which businesses are operating leading to the development of sustainability outcomes. Through the technological space, communication is enhanced within the business, interactions amongst the various stakeholders are also enhanced, hence the significance of technology within the food sector in Zimbabwe

Education and awareness are some of the critical drivers that were noted to be of robust importance in the adoption and implementation of SSMP in this research study. It has been noted that for the institutions that are operating in the food sector to be able to implement SSMP that can promote more demand of products from the consumers. These findings can actually be linked to the findings that were presented by Nielsen, (2015) who is of the view that consumer demand for eco-friendly products has surged, with studies indicating that many consumers are willing to pay more for sustainable goods. This therefore indicates that where the food institutions are producing sustainable products and services, there will be the

continuous increase in the demand of the goods and services. Through the adoption of educational and awareness approaches, the several stakeholders also plays an imperative role in the adoption of SSMP. Taking for instance if the shareholders are keen to see their organization implementing SSMP, they will provide everything that is required for the implementation of such. Other stakeholders such as the employees also play an imperative role in the adoption of the SSMP within an organization. This therefore means that in as much as the organization is eager to adopt and implement new strategic approaches, there is need for engaging and getting the support from the various key stakeholders within the business, be they from the external business environment and or the internal business environment. These findings can be linked to the findings by Ottman (2011) who discusses the changing consumer attitudes. This therefore means that as organizations there is need to manages and understand the external and internal stakeholders in order to come up with key strategic decisions that can drive the organization through robust interactions with various stakeholders hence the development of unique SSMP that are applicable for the specific industry and organization.

The implementation of SSMP in the Zimbabwean food industry

The implementation and adoption of SSMP within the food industry calls for a number of issues that have to be taken into consideration for the success adoption of SSMP. According to the literature in the study for the implementation of SSMP to be successful, there is need for the robust planning, this means that the management have to engage all the various stakeholders, they have to be well ahead of time in terms of planning and coming up with unique strategies that have the capacity of taking the organizations into the future. These findings can actually be linked to the findings by Lawal et al. (2012), who is of the view that the methods of strategic management of food industries should incorporate a relatively short preparing horizon, maintain an informal and unstructured approach, promote employee and external stakeholder participation, refrain from prematurely establishing objectives to prevent hindrance to creative thinking, and emphasize strategic thinking rather than mere planning. This means that the planning has to be a well thought out planning approach that can lead to enhanced organizational performance.

For the implementation of SSMP to be successful, the findings in this study noted that there is need for enough resources. There will be a lot of activities that will be undertaken and hence the need and desire for enough resources to tackle the problems that which will be happening within the business environment. There is also need for clear communication structures within the organization so that the organization will be able to attain that which it has to attain in the right of times and quantities. Communication is an important business component which must be incorporated within the business for the success of the businesses. Clear communication must also be supported by a committed leadership. Leadership remains a crucial business component, they champion various business initiatives, they lead in the execution of various strategies within the business and hence they remain an important constituency in the business that have to be incorporated as the business is undertaking its several business activities. The leaders have to be on the forefront leading various aspects that are important for the business to be able to attain its set goals and objectives. These findings can be related to the findings by Jones and Hill (2019) who indicated that organizations with strong sustainability policies were more adept at adapting to market fluctuations and regulatory demands, resulting in enhanced financial performance.

The findings of the current study also pointed out that the aspect of consumer demand is also imperative in influencing the adoption and implementation of SSMP within the food industry. These findings can also be linked to the findings by Nielsen, (2015) who indicated that consumer demand for eco-friendly products has surged, with studies indicating that many consumers are willing to pay more for sustainable goods. What the consumers want foster the food industry organizations to come up with strategies that are in situ with the consumer demands and wants, this is so because the various businesses are looking at the consumers and trying to come up with the right products and services that can convey some levels of satisfaction to the consumers in the long run. These findings can also be linked to the findings by Carroll & Shabana, (2010) who posits that research indicates that strong CSR efforts can enhance brand reputation and customer loyalty. Customer loyalty can be built on a brand that is significantly adopting and implementing SSMP in relation to the needs of the customers at the right of times.

Dynamic capabilities within the Zimbabwean food industry

The food industry needs institutions and organizations that are capable to adapt to the various issues and imperatives that are happening within the internal and external business environment. In order for the companies to meet the demands of the consumers, massive research and development has to be initiated and brought into the institutions for enhanced functionality as well as institutional implementation of long term SSMP that have the capacity of transforming the performance and function of the businesses. These findings can be understood to have a clear and categorical linkage with the findings by Teece, Pisano, & Shuen, (1997) who indicated that dynamic capability denotes to an organization's ability to adapt and reorganize its internal and external resources in response to rapidly changing environments, which is particularly vital in the food industry. The participating organizations were of the notion that the external and internal business environment plays a crucial role in the development of SSMP, this means that the organizations have to understand the internal organizational systems in relation to external organizational systems and eventually develop SSMP that can actually transform the organizations into a better institution which responds to the needs of the external stakeholders with efficiency and effectiveness at the right of times as well as with the right quantities that conveys the much needed gratification of the consumers.

According to the findings of the current research, one of the key dynamic capabilities that which are adopted by the organizations within the food sector is to integrate advanced technology to improve production processes and product quality. This means that technology is an important aspect when it comes to convey the much-needed customer gratification. In the same notion Eisenhardt & Martin, (2000) are of the view that SSMP allows organizations to innovate and maintain competitive advantages amidst evolving market conditions. The market conditions are never static and this calls for the various players within the business environment to implement and adopt technological developments that can take the organizations to the next levels in terms of competitiveness as well as customer satisfaction. The current research also pointed out that they have effective systems in place for capturing, sharing, and utilizing knowledge and best practices for enhanced organizational performance in the long run. These findings are close relationship with the findings by Teece, (2007) who is of the understanding that in the sustainable food sector, dynamic capabilities involve recognizing opportunities and challenges, leveraging possibilities, and transforming organizations to remain competitive.

The food industry is comprised with a lot of changing rules as well as regulations. This therefore calls for the various businesses that are operating in the food sector to adopt a system of comprehending the rules and regulations that are governing the functionality of the organizations within the country. The current study findings pointed to the issues that food industry companies effectively adapts to new regulations and compliance requirements in the food industry, these findings are in relation to the findings by Chigwanda, (2016) who is of the notion that dynamic capabilities are recognized globally as vital for SSM in the food industry, allowing companies to navigate complex international markets and regulatory environments. The markets where the businesses are operating are very complex with a whole lot of changing rules, regulations as well as systems.

For sustainability, the organizations therefore need to makes sure that they understand the demands of the external environment and eventually craft strategies in line with the environmental changes for enhanced business development as well as enhanced sustainability of the businesses. It has also been noted that organizations engage the suppliers and the as well as the distributors with the desire to enhance the effectiveness of the supply chain systems, these findings are in relation to the findings by Winter (2003) who is of the view that in order to ensure sustainability, food companies need to develop capabilities that address local challenges, such as supporting local farmers and reducing food waste. This means that an input has to be well documented with regards to the aspects that are around the supply chain systems within the food industry such that much is attained around the supply chain systems leading to enhanced business functionality and performance in the long and short run.

The markets are never stable, they constitute a whole lot of volatilities and hence the implementation and adoption of dynamic capabilities leads to the creation of supple business environments. According to Eisenhardt and Martin (2000) emphasize that these capabilities not only facilitate adaptability but also create new market opportunities through innovation. New markets are imperative for the businesses and they have the capacity of massively implementing SSMP that can lead to enhanced organizational functionality in the long run. In addition to that, Winter (2003) indicates that firms with strong dynamic capabilities are more effective in implementing sustainable practices, leading to better environmental and economic outcomes. The food industry institutions that took part in this research study were imperative in pointing out that the dynamic capabilities are pivotal in the growth and development of firms within the food industry, however there is much need to makes sure that the implementation and adoption of such is undertaken with the involvement and engagement of the external and internal stakeholders as they play a pivotal role in making sure that the right issues are addressed within the organization.

Challenges encountered in the implementation of SSMP in the Zimbabwean food industry

The business environment that the businesses are operating constitutes a whole lot of challenges which hinder. One of the problems that were noted in the current research study is the issue is the issue around the aspect of stakeholder engagement. The issues regarding SSMP calls for the participation of various stakeholders, failure to engage these stakeholders becomes an issue that can actually lead to poor adoption of SSMP within the businesses. The findings are in relation to the findings that were noted by Freeman et al. (2010) who emphasized that

effective strategic management necessitates the engagement of a varied array of stakeholders, each of whom has distinct interests and goals. This variability may result in conflicts and misconceptions, complicating the attainment of consensus on sustainability objectives and hence affecting the implementation of SSMP within the food industry. In the same notion Hahn et al. (2015), illustrated that effective stakeholder participation is essential for the successful execution of sustainable plans. Stakeholders are very imperative and these could be coming from the internal stakeholder groups and or the external stakeholder groups who have to be engaged in order for the organization to effectively develop strategies that can actually take the organization from where it is to the next level in terms of competitiveness as well as growth.

Knowledge gaps have also been regarded as one of the challenges that the food industry is facing and this tends to have an effect on the SSMP implementation within the food industry. The understanding of the importance of SSMP can be well understood by merely a few individuals and this eventually costs the organization. Lozano (2015) emphasizes that education and training are essential for closing the knowledge gap, allowing stakeholders to make educated choices that match with sustainable goals. Moreover, the intricacy of sustainability, as highlighted by Bansal and DesJardine (2014), can be overwhelming for stakeholders lacking expertise in strategic management, resulting in implementation issues. This therefore denotes that as the organizations are implementing various SSMP, they need to have a robust comprehension of the internal stakeholders and understands their levels of knowledge such that proper educational approaches can actually be implemented and adopted in relation to the levels of knowledge and understandings within the various internal stakeholders.

Regulatory compliance issues have also been noted as challenges that impede the implementation and adoption of SSMP within the food industry. The food industry needs to have massive comprehension of the existing regulations as well as the new regulations that are coming in. these rules and regulations gives a sense of direction to the organizations as they are undertaking their various business activities. Bansal and Roth (2000) assert that uneven and swiftly evolving rules and regulations might generate confusion for organizations striving to implement sustainable strategies. This calls for massive comprehension of the rules and regulations for the purposes of implementing sustaining SSMP in the food industry in Zimbabwe. Delmas and Toffel (2008) conducted a study in the energy sector revealing that corporations frequently encounter challenges in maneuvering through intricate regulatory frameworks, which may impede their capacity to execute successful sustainability initiatives. The regulatory frameworks have to be well understood by the organizations so that they are capable of developing unique strategies that have the capacity of enhancing the implementation and adoption SSMP effectively. Failure to effectively understand the rules and regulations within the country can lead to failure to produce satisfactory results for the food industry in Zimbabwe.

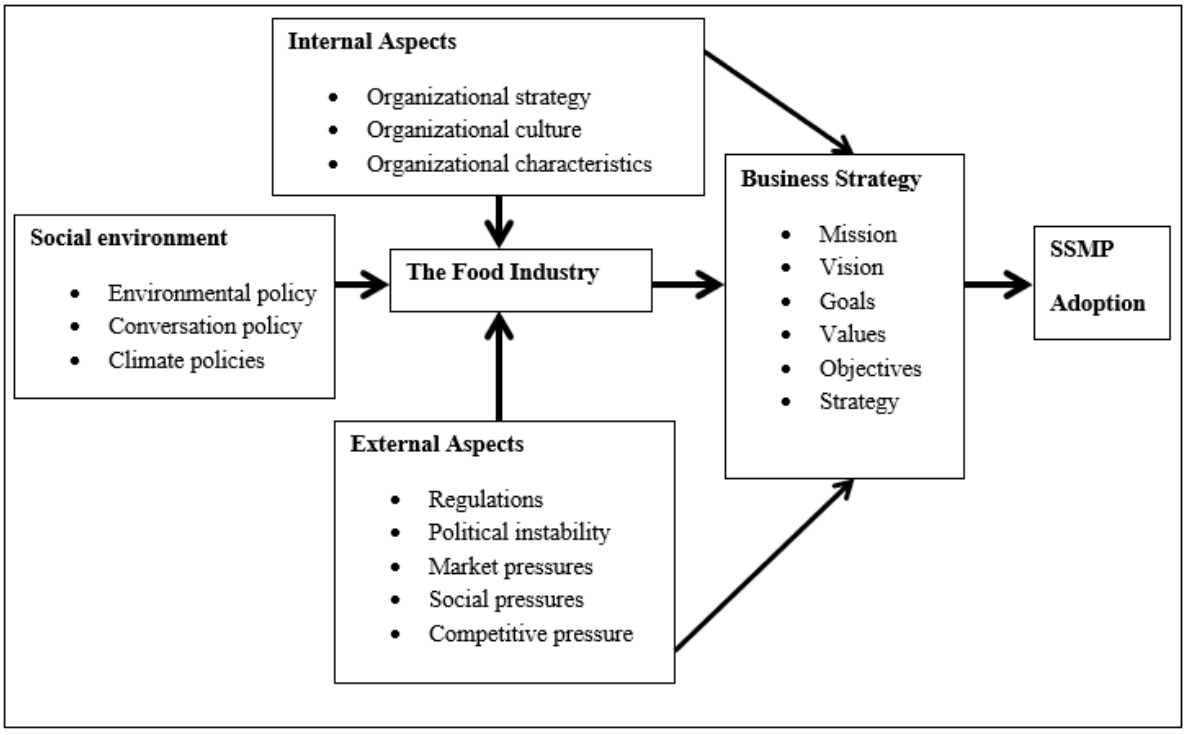
The current research noted with great concern the aspect of resources availability as a huge challenge that impede the adoption and implementation of SSMP. A number of organizations lack financial, human capital as well as infrastructural resources. This presents a huge challenge when the organization is intending to implement SSMP. The adoption and implementation of SSMP calls for enough resources that leads to the full adoption of SSMP, these findings can be linked to the findings by Schaltegger and Wagner (2011) who observed that the substantial

initial expenses linked to sustainable innovations and procedures can deter smaller organizations.

The findings also noted that cultural barriers also resemble as critical issues that have the capacity of impeding the implementation of SSMP. Each and every organization tends to be having its own culture that guides its day-to-day functionality, this therefore means that there have to be a link between the cultural practices and the adoption of SSMP within organizations, failure to provide such critical linkage results in the organizations failing to effectively embrace change as well as adopting new effective approaches to sustainability. Schein (2010) asserts that organizational culture significantly influences attitudes towards sustainability. Resistance to change, entrenched habits, and insufficient awareness of the advantages of sustainability can all impede the rapid adoption of sustainable practices. Lozano (2013) discovered that organizations with robust sustainability-oriented cultures were more effective in executing sustainable initiatives, underscoring the need of cultivating a supportive organizational environment.

SSMP framework for organizations within the food sector in Zimbabwe

The research study understands that there have been models that have been developed and implemented around the issues of SSMP, however owing to the findings of the current study, the study proposes the following SSMP framework to be implemented and adopted in the food industry for enhanced functionality and performance.



The research study proposes an SSMP model that can be used in the Zimbabwean food industry with regards to the issues of sustainable strategy formulation and implementation. The food industry players need to clearly define their goals, their mission as well as their objectives with

a clear linkage to the external environment which constitutes the policies as well as the several economic aspects that tends to impact the business operations in the long run. The objectives that are formulated and developed needs to be Specific, Measurable, Achievable, Relevant and Time-bound (SMART). A control matrix has to be developed that allows for the monitoring and evaluation of the set objectives and goals within the food industry. Clear lines of communication have to be established for effective strategy monitoring. Innovation and stakeholder engagement has to be key aspects within the internal business environment for the purposes of attaining long terms SSMP within the organization, this is attained through Continuous Improvement of the diverse organizational systems both internal and external systems.

CONCLUSION

Consumer patterns are changing, the rules and regulations that guide the operation of businesses are also changing and this therefore calls for the various businesses within the food industry to come up with new and innovative ways and approaches that can eventually sustain the operations of the businesses into the longer future. Climate change has instituted governments to come up with stiffer regulations that have to be implemented in order to guide and protect the environment in which businesses are operating. Hence as the businesses are operating, they have to consider the environment in which they are operating and develop strategies that can actually protect the environment where they are operating. The development of such objectives is an important issue that has to be well incorporated amongst the various stakeholders in the business. As to such resources have to be availed that can actually sustain the business environment in which they businesses are operating as well as the several aspects that leads to efficiency and effectiveness in terms of the provisions of the much-needed stakeholder satisfaction. The research study noted that businesses are facing a lot of challenges when it comes to the issues that have to do with the rules and regulations, however for the success of the SSMP that the businesses are implementing, they need to be sure that they are adopting the rules and regulations that guides the business operations as well as instituting them within their day to day operations for such has the capacity of enhancing the business functionality and performance into the future. The research study therefore concludes that issues that have to do with regulations remains important for the success of the SSMP in the food industry in Zimbabwe. The practical contributions of the current research study will influence on policy development that leads to the adoption and implementation of SSMP in the food industry.

Acknowledgements

The authors extend their appreciation for the insightful and generous feedback from anonymous critics, whose constructive remarks have improved the quality of this research. The authors convey their profound appreciation to the esteemed School of Business and Management at the University of Zambia for their unwavering support and significant contributions to the successful execution of this research endeavor. The authors acknowledge that this article has been written in correspondence with the thesis entitled, **"A study on the Stakeholder Framework for Sustainable Strategic Management in the Zimbabwean Food Industry"**. Certain parts of the article have been extracted from the thesis, which was

submitted at the University of Zambia. The ethical clearance document is attached below references.

Author contribution statement

Spy Mukonori and Abubaker Qutieshat participated in conducting this research study. Their participation in this study was not equal, with Spy Mukonori involved in the majority of the conceptualization, data curation as well as the formal analysis, the initial composition of the paper, writing, reviewing and manuscript editing. All the authors performed analysis and they were liable for the creation of visualisations in the study with the desire of illuminating the study conclusions. All the authors conveyed logical content, comprehensively edited the manuscript, approved the final version for submission and ominously agreed to be liable for all the work contained in the paper.

Disclosure statement

No potential conflict of interest was reported by the authors

Funding

No funding was received for this research.

About the authors

Spy Mukonori is a PhD candidate in the Graduate School of Business at University of Zambia, Lusaka Zambia. She is an entrepreneur and a Director of Markfranks Haulage (Pvt) Ltd organization in Zimbabwe. She has proven managerial experience which spans several years in private and international organizations. Her research interests include business strategy, continuity, resilience, technology management, sustainable development and growth.

Abubaker Qutieshat is a Researcher and Associate Member of Staff at the University of Dundee Dundee, Scotland, Dundee City GB, United Kingdom. He is a multidisciplinary researcher and academic with a focus on student success. He has a proven track record of leading collaborative research projects, devising curricula, and implementing blended learning in clinical settings. He is dedicated to the cultivation of students as critical thinkers and independent learners. He is the leader of numerous productive research groups, both within and outside the United Kingdom, and has a proven track record of conducting high-quality research.

REFERENCES

Adams, J., & Roberts, K. (2021). *Economic Fluctuations and Sustainable Practices. Journal of Economic Perspectives*, 35(4), 123-145.

Adams, R., & Martin, J. (2021). *Performance Monitoring Systems in the Food Industry. Journal of Sustainable Management*, 29(3), 215-230.

Argyris, C., & Schön, D. A. (1978). *Organizational learning: A theory of action perspective .Reading*, MA: Addison-Wesley.

Allen, R., & Murray, L. (2019). *Community-supported agriculture and its impact on local food systems. Sustainability Journal*, 11(3), 112-122.

Anheier, H., Kaldor, M., & Glasius, M. (Eds.). (2011). Global civil society 2011: *Globality and the absence of justice.* Palgrave Macmillan.

Anderson, L. M., & Bateman, T. S. (2000). *Individual environmental initiative: Championing natural environmental issues in US business organizations. Academy of Management Journal*, 43(4), 548-570.

Anderson, L., & Brown, J. (2020). *The global race in the food industry: Balancing sustainability and market demands. Journal of Food Studies*, 15(4), 112-130.

Anderson, D. L., & Anderson, L. A. (2010). *Beyond Change Management: How to Achieve Breakthrough Results Through Conscious Change Leadership*. Pfeiffer.

Ansoff, H. I. (1988). *Corporate Strategy*. Penguin Books.

Augier, M., & Teece, D. J. (2009). *Dynamic capabilities and the role of managers in business strategy and economic performance.* Organization Science, 20(2), 410-421.

Barney, J., & Hesterly, W. (2010). *Strategic management and competitive advantage (3rd ed.). Upper Saddle Rive*r, NJ: Prentice Hall.

Baker, T. (2022). *Strategic Innovation: Balancing Short-term and Long-term Objectives*. Harvard Business Review.

Barney, J. (1991). *Firm resources and sustained competitive advantage. Journal of Management*, 17(1), 99-120

Bansal, P., & DesJardine, M. R. (2014). *Business sustainability: It is about time. Strategic Organization*, 12(1), 70-78.

Brown, A. D. (2019). *Strategic Management: Competitiveness & Globalization*. Boston: Cengage Learning.

Briones, K. A., & Felzen, T. (2019). *Strategic sustainability management in the food industry.* Journal of Business Ethics.

Brown, T., & Taylor, G. (2020). *Consumer preferences and the rise of sustainable food products*. Journal of Consumer Behavior, 15(4), 345-360.

Brown, J., Green, K., & Patel, M. (2020). *Integrating Sustainability in Business: The Food Industry Dilemma.* Business Strategy Journal

Brown, K., & Green, S. (2021). *Agile Change Management: A Guide for Practitioners. Sustainability Review*, 12(3), 112-130.

Brown, L., & Green, S. (2023). *Digital Tools in Performance Monitoring: New Directions for Sustainability. Sustainable Practices*, 14(2), 105-120.

Boons, F., & Lüdeke-Freund, F. (2013). *Business models for sustainable innovation: State-of-the-art and steps towards a research agenda. Journal of Cleaner Production*, 45, 9-19.

Burgelman, R. A., Christensen, C. M., & Wheelwright, S. C. (2009). *Strategic Management of Technology and Innovation.* McGraw-Hill Education.

Camillus, J. C. (2008). *Strategy as a wicked problem. Harvard Business Review*, 86(5), 98-106.

Carroll, A. B., & Buchholtz, A. K. (2015). *Business and Society: Ethics, Sustainability, and Stakeholder Management.* Cengage Learning.

Carter, R., & White, J. (2019). *The Role of Associations in Driving Sustainable Industry Practices. Journal of Sustainable Business*.

Cameron, K. S., & Quinn, R. E. (2015). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework.* Addison-Wesley Longman.

Christensen, C. M., Hall, T., Dillon, K., & Duncan, D. S. (2019). *Competing Against Luck: The Story of Innovation and Customer Choice*. Harper Business.

Clarkson, M. B. E. (1995). *A stakeholder framework for analyzing and evaluating corporate social performance. Academy of Management Review*, 20(1), 92-117.

Clark, K. B., & Fujimoto, T. (1991). *Product development performance: Strategy, organization, and management in the world auto industry.* Harvard Business Press.

Clark, D., & Williams, P. (2021). *Consumer Advocacy in Sustainable Management*. Consumer Research Journal.

Collins, J. (2001). *Good to great. New York*, NY: HarperBusiness.

Collins, J., & Porras, J. (1994). *Built to last: Successful habits of visionary companies.* New York, NY
David, F.R. (2019). *Strategic Management: A Competitive Advantage Approach, Concepts and Cases.* Pearson Education.
Davis, T., & Thompson, R. (2018). *Stakeholder engagement in sustainable food production. Journal of Environmental Management*, 182, 169-176. doi:10.1016/j.jenvman.2017.11.020
Davis, L., et al. (2020). *Consumer Advocacy and Sustainability in the Food Industry. Journal of Consumer Research*.
Davis, P., & Moore, S. (2021). *Economic benefits of renewable energy in food processing. Energy Economics Review*, 8(5), 432-450.
Daft, R. L. (2021). *Organization Theory & Design*. Cengage Learning.
Dess, G. G., Lumpkin, G. T., & Eisner, A. (2008). *Strategic management* 4thed. New York: McGraw-Hill.
DiMaggio, P. J., & Powell, W. W. (1983). *The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields*. American Sociological Review, 48(2), 147-160.
Dougherty, D., & Hardy, C. (1996). *Sustained product innovation in large, mature organizations: Overcoming innovation-to-organization problems.* Academy of Management Journal, 39(5), 1120-1153.
Doppelt, B. (2003). *Leading change toward sustainability: A change-management guide for business, government, and civil society*. Sheffield, UK: Greenleaf.
Dyer, J. H., Godfrey, P., Jensen, R., & Bryce, D. (2020). *Strategic Management: Concepts and Cases.* Wiley.
Dyllick, T., & Muff, K. (2016). *Clarifying the meaning of sustainable business: Introducing a typology from business-as-usual to true business sustainability. Organization & Environment*, 29(2), 156-174.
Dyllick, T., & Hockerts, K. (2002). *Beyond the business case for corporate sustainability. Business Strategy and the Environment*, 11(2), 130-141.
Dauvergne, P., & Lister, J. (2012). Eco-Business: A Big-Brand Takeover of Sustainability. MIT Press.
Eastman Chemical Company. (2011). *Sustainability goals*. http://www.eastman.com/company/Sustainability/GoalsMeasures Pages/Sustainable_Goals.aspx (accessed July 16, 2012).
Eccles, R. G., Ioannou, I., & Serafeim, G. (2012). *The Impact of a Corporate Culture of Sustainability on Corporate Behavior and Performance*. Harvard Business School.
Elkington, J. (1998). *Cannibals with forks: The triple bottom line of 21st-century business*. Capstone.
Elkington, J. (1997). *Cannibals with Forks: The Triple Bottom Line of 21st Century Business.* Capstone.
Eisenhardt, K. M., & Martin, J. A. (2000). *Dynamic capabilities: What are they? Strategic Management Journal*, 21(10-11), 1105-1121.
FAO. (2008). *Sustainable food value chain development – Guiding principles*. Rome
FAO. (2017). *The Future of Food and Agriculture: Trends and Challenges*. Food and Agriculture Organization of the United Nations.
Ferrero, A., & Briarcliff, M. (2010). Global *Market Perspectives on Strategy and Operations. Journal of Global Business*, 23, 102-118.
Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Boston: Pitman.
Freeman, R. E. (2010). *Strategic Management: A Stakeholder Approach*. Cambridge University Press.
Freeman, R. E., Harrison, J. S., Wicks, A. C., Parmar, B. L., & Colle, S. De. (2022). *Stakeholder Theory: The State of the Art.* Cambridge University Press.
Freeman, R. E., Harrison, J. S., & Wicks, A. C. (2007). *Managing for stakeholders*. New Haven, CT: Yale University Press.
Friedman, M. (2010). *Capitalism and Freedom*. University of Chicago Press.

Garcia Martinez, M., Poole, N., Skinner, C., Briz, J., & de Felipe, I. (2013). *Private sector mechanisms for sustainable supply chain management: A cross-sectoral approach in the UK. Agricultural and Food Economics,* 1(1), 7.

Garcia, M., Lee, R., & Scott, T. (2020). *Corporate Response to Societal Groups*. Business and Society Review.

Garcia, T. (2021). *Global Standards in Food Industry Sustainability*. International Journal of Ecology.

Garcia, P., & Smith, L. (2022). *Cultural Dynamics in Strategic Management: The Role of Corporate Values. Journal of Business Ethics*, 167(3), 275-289.

Garcia, F., Lee, A., & Patel, N. (2022). *Strategic Resource Allocation for Sustainability in Food Supply Chains. International Journal of Food Sustainability,* 11(4), 289-306.

Garnett, T. (2018). *Plating up solutions: Cambridge Solutions to feeding a nation sustainably.* Universities UK.

Garud, R., et al. (2006). M*anaging in the Modular Age: Architectures, Networks, and Organizations.* Academy of Management Review.

Grant, R. M. (1991). *The resource-based theory of competitive advantage: Implications for strategic formulation. California Management Review,* 33(3), 114-135.

Grant, J., & Kinicki, A. (2020). *Aligning organizational culture with sustainable strategic management. Business Strategy and the Environment*.

Giovannucci, D., & Ponte, S. (2005). *Standards as a new form of social contract? Sustainability initiatives in the coffee industry. Food Policy*, 30(3), 284-301.

Geissdoerfer, M., Vladimirova, D., & Evans, S. (2018). *Sustainable business model innovation: A review. Journal of Cleaner Production,* 198, 401-416.

Green, S., & Patel, V. (2021*). Impact of Eco-Certifications on Consumer Trust. Market Sustainability Review*.

Green, D., & Philips, R. (2021). *Leadership in sustainability: Transformative strategies for success. Journal of Sustainable Business Practices*, 12(3), 45-67.

Green, A., & Brown, P. (2021). *Workforce development for sustainability in the food industry. Sustainable Management Practices*, 15(3), 210-225.

Green, A., & White, S. (2023). *Sustainable Practices in the Food Industry: The Role of Education. Journal of Environmental Education*, 57(2), 89-103.

Green, P., & Bright, H. (2023). *Sustainability and Societal Well-being in the Food Sector*. Sustainable Business Review.

Grebitus, C., Steiner, B., & Veeman, M. (2016). *Sustainability in food production and consumption: A cross-Canada comparision of consumer preferences*. British Food Journal, 118(8), 1860-1877.

Goyal, S., & Singh, N. P. (2022). *Challenges of Sustainable Food Consumption and Production in Developing Countries. Environmental Progress & Sustainable Energy*, 41(1), e13626.

Gonzalez, A., Ferguson, J., & Wright, B. (2020). *Empowerment in Sustainable Management*: A Careful Balance.

Hambrick, D. C., & Mason, P. A. (1984). *Upper echelons: The organization as a reflection of its top managers. Academy of Management Review*, 9(2), 193-206.

Hart, S. L. (1995). *A natural-resource-based view of the firm. Academy of Management Review,* 20(4), 986-1014.

Hart, S. L., & Milstein, M. B. (2003). *Creating Sustainable Value*. Academy of Management Executive.

Hart, S. L., & Dowell, G. (2011). *Invited editorial: A natural-resource-based view of the firm: Fifteen years after. Journal of Management*, 37(5), 1464-1479.

Harrington, R. J., & Moore, K. (2016). *Strategic Management in Action*. Pearson.

Hathaway, P., & Green, S. (2021). *Transparency in the food sector: The rise of greenwashing. Sustainable Business Review*, 7(2), 228-244.

Hawken, P., Lovins, A., & Lovins, L. H. (1999). *A road map for natural capitalism.* Harvard Business Review. 77 (3) 145–157.

Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2009). *Strategic management* (8th ed.). South-Western/Cengage Learning.

Helfat, C. E., & Peteraf, M. A. (2015). *Managerial cognitive capabilities and the microfoundations of dynamic capabilities.* Strategic Management Journal, 36(6), 831-850.

Helfat, C. E., & Peteraf, M. A. (2009). *Understanding dynamic capabilities: Progress along a developmental path. Strategic Organization*, 7(1), 91-102.

Helfat, C. E., et al. (2007). *Dynamic Capabilities: Understanding Strategic Change in Organizations.* Blackwell Publishing.

Henson, S., & Caswell, J. (1999). *Food safety regulation: an overview of contemporary issues. Food Policy*, 24(6), 589-603.

Hernandez, L., & Cook, J. (2023). *Collaborative networks for sustainability in the food sector. Food Industry Journal*, 2(1), 134-145.

Hrebiniak, L. G. (2006). *Obstacles to Effective Strategy Implementation*. Organizational Dynamics.

Horbach, J., Rammer, C., & Rennings, K. (2012*). Determinants of eco-innovations by type of environmental impact—the role of regulatory push/pull, technology push and market pull. Ecological Economics*, 78, 112-122.

Interface Global. (2008). *Interface's values are our guiding principles*. http://www.interfaceglobal.com/Company/Mission-Vision.aspx (accessed July 16,2012).

Jablonski, B., Schmit, T. M., & Kay, D. (2020). *Food System Resilience: Concepts & Components.*

Jenkinson, G., Martin, H., & Lewis, K. (2023). *Navigating complexities in food supply chains. Supply Chain Review*, 11(2), 113-129.

Jones, T., Robinson, P., & Smith, J. (2016). *Sustainable strategies in the food industry: Cultural integration and implementation. International Journal of Food Management*.

Jones, T., et al. (2017). *Media Influence and Sustainable Practices in Business. Journal of Media and Business.*

Jones, T., Smith, R., & Taylor, P. (2022). *Organizational resistance towards ecological sustainability. Management Perspectives*, 25(1), 56-68.

Jones, H., White, T., & Peterson, S. (2022). *The Influence of Media on Corporate Sustainability. Media Studies Journal*.

Jones, D., & Lee, K. (2023). *Certifications: Frameworks for Food Industry Sustainability. Global Food Industries Journal*.

Johnson, A., & Lee, B. (2019). *Goal-setting in sustainable food production: A review. Food Industry Journal*, 8(4), 117-130.

Johnston, P., Smith, A., & Thompson, R. (2022). *The Role of AI in Resource Allocation within Sustainable Food Industries. Journal of Technological Innovation*, 15(4), 220-230.

Johnson, P. (2019). *Feedback Loops and Continuous Improvement in Supply Chain Management. Operational Sustainability Journal*, 8(1), 45-60.

Johnson, G., Scholes, K., & Whittington, R. (2019). *Exploring Corporate Strategy*. Pearson Education.

Johnson, G., Scholes, K., & Whittington, R. (2011*). Exploring Strategy*. Pearson Education Limited.

Johnson, G., Whittington, R., & Scholes, K. (2017). *Exploring Strategy Text & Cases*. Pearson Education.

Johnson, P., & Lee, M. (2020). *The Investor Perspective on Sustainability Initiatives. Finance and Sustainability Review*, 12(1), 55-70.

Jones, A., & Roberts, K. (2019). *Metrics and misinterpretation: The struggle of sustainability in food companies. International Journal of Sustainable Management*, 8(1), 45-61.

Jones, C., & Williams, R. (2019*). Training and development for sustainability: A case study of the food sector. The Journal of Business Ethics*, 29(2), 101-115.

Jantunen, A., Ellonen, H. K., & Johansson, A. (2012). *Beyond appearances–Do dynamic capabilities of innovative firms actually differ? European Management Journal*, 30(2), 141-155.

Kaplan, R. S., & Norton, D. P. (1996). *The Balanced Scorecard: Translating Strategy into Action.* Harvard Business Press.

Kaplan, R. S., & Norton, D. P. (1996). *Using the Balanced Scorecard as a Strategic Management System. Harvard Business Review*, 74(1), 75-85.

Kaplan, R. S., & Norton, D. P. (2001). *The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment*. Harvard Business Review Press

Kamilaris, A., Fonts, A., & Prenafeta-Boldú, F. X. (2019). *The rise of blockchain technology in agriculture and food supply chains. Trends in Food Science & Technology*, 91, 640-652.

Khan, Z., Rao-Nicholson, R., Akhtar, P., & He, S. (2020). *The role of product innovation and supply chain dynamic capabilities in supply chain resilience. International Journal of Production Economics*, 224, 107521.

Khairullina, N. G., Safiullin, L. N., Safiullin, R. F., & Pudovik, E. V. (2015). *Socio-cultural responsibility of business as an indicator of sustainable development.* Procedia Economics and Finance, 23, 899-903.

Kiron, D., et al. (2013). *The benefits of sustainability-driven innovation. MIT Sloan Management Review*, 54(2), 69.

Kitchell, M. A. (1995). *Cultures underlying organizational change: Safety, flow, and informatics anthropology. Culture across the Boundaries*: The Organization in Culture, 108, 243-266.

Kotter, J. P. (1995). *Leading Change: Why Transformation Efforts Fail. Harvard Business Review,* 73(2), 59-67.

Kumar, R., Thompson, R., & Martinez, L. (2022*). Trade policy and its implications for sustainable practices in the food sector. Global Economics and Sustainability Review*, 12(3), 311-329.

Lee, S. (2020). *Sustainability vs. affordability: Consumer preferences in emerging markets. Food Industry Analysis Journal*, 9(2),

Lee, S., & Scott, E. (2022). *Consumer Organizations and Societal Impact. Sustainable Business Journ*al.

Lee, J., & Park, S. Y. (2021). *Communication in Global Organizations: Advances and Future Directions. International Journal of Business Communication*, 58(2), 123-145.

Lee, A. (2023). *Consumer demand for ethical food: A sustainable future. Food Market Trends*, 34(1), 15-30.

Lien, N., & Mguyen, M. (2018). *Innovation driven by sustainable organizational culture. Journal of Organizational Behavior*.

Liu, Y., Chen, X., & Tan, J. (2020). *Sustainability in Food Packaging: Innovations and Future Directions. Trends in Food Science & Technology*, 107, 1-11.

Liu, H., & Kim, D. (2020). *Iterative Feedback Mechanisms in Sustainable Practices. Journal of Environmental Management*, 33(2)

Lopez, M., & Kim, D. (2023). *Integrating sustainability into education and certification for the food industry. Academy of Sustainability Studies*, 11(1), 78-89.

Lozano, R. (2018). *Sustainable business models: Providing a more holistic perspective. Business Strategy and the Environment*, 27(8), 1159-1173.

Luo, Y. (2002). *Contract, cooperation, and performance in international joint ventures. Strategic Management Journal*, 23 (10).

Martin, E., & Brown, T. (2021). *SMEs and Sustainability: Challenges and Opportunities. Small Business Economics Journal*, 19(6), 79-98.

Markowitz, A. (2019). *Role of Value-Based Networks in Promoting Sustainability*. Business Ethics Quarterly.

McGahan, A. M., & Porter, M. E. (1997). *How much does industry matter, really? Strategic Management Journal*, 18(S1), 15-30.

McDonough, W., & Braungart, M. (2002). *Cradle to cradle. New York*: North Point Press.
Miller, D., & Dawson, N. (2020). *Cultural barriers in sustainable industrial practices. International Journal of Sustainability,* 27(6), 85-102.
Mintzberg, H. (1979). *The Structuring of Organizations: A Synthesis of the Research*. Prentice-Hall.
Mintzberg, H., & Waters, J. A. (1985). *Of strategies, deliberate and emergent. Strategic Management Journal 6, number* 3, 257-272.
Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). *Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. Academy of Management Review*, 22(4), 853
Mintzberg, H., & Quinn, J. B. (1996). *The Strategy Process: Concepts, Contexts, Cases*. Prentice Hall.
Mintzberg, H., Ahlstrand, B., & Lampel, J. (2009). *Strategy Safari: The Complete Guide Through the Wilds of Strategic Managemen*t. Pearson Education
Mintzberg, H. (1994). *The rise and fall of strategic planning.* Harvard Business Review.
Nahavandi, A. (2009). *The art and science of leadership (5th ed.). Upper Saddle River, NJ:* Pearson-Prentice Hall.
O'Reilly, C. A., & Tushman, M. L. (2008). *Ambidexterity as a dynamic capability: Resolving the innovator's dilemma. Research in organizational behavior*, 28, 185-206.
Orlitzky, M., Schmidt, F. L., & Rynes, S. L. (2003). *Corporate social and financial performance: A meta-analysis. Organization Studies*, 24(3), 403-441.
Peterson, R., & Lee, K. (2021). *Employee Empowerment and Sustainable Practices in Food Companies. Sustainability Journal*.
Pisano, G. P. (2017). *Towards a prescriptive theory of dynamic capabilities: Connecting strategic choice, learning, and competition. Industrial and Corporate Change*, 26(1), 747-762.
Porter, M. E. (1985). *Competitive advantage creating and sustaining superior performance.* Simon and Schuster.
Porter, M. E. (1980). *Competitive strategy: Techniques for analyzing industries and competitors*. Free Press.
Porter, M. E., & van der Linde, C. (1995). *Toward a new conception of the environment-competitiveness relationship. Journal of Economic Perspectives*, 9(4), 97-118.
Porter, M. (1996). *What is Strategy*? Harvard Business Review.
Porter, M. E., & Kramer, M. R. (2006). Strategy & society: *The link between competitive advantage and corporate social responsibility*. Harvard Business Review.
Porter, M. E., & Kramer, M. R. (2011). *Creating Shared Value: How to Reinvent Capitalism—and Unleash a Wave of Innovation and Growth.* Harvard Business Review, 89(1/2), 62-77.
Porter, M. E., & Kramer, M. R. (2019). *The competitive advantage of corporate philanthropy.* Harvard Business Review.
Prahalad, C. K., & Hamel, G. (1990). *The core competence of the corporation*. Harvard Business Review.
Russo, M. V., & Fouts, P. A. (1997). *A resource-based perspective on corporate environmental performance and profitability. Academy of Management Journal*, 40(3), 534-559.
Rothaermel, F. T. (2013). *Strategic management: Concepts and cases*. New York, NY.
Senge, P. M. (1990). *The fifth discipline: The art and practice of the learning organization.* New York.
Schein, E. H. (2017). *Organizational Culture and Leadership*. Wiley.
Smith, G., & Taylor, J. (2015). *Strategic Resource Allocation and Sustainability. Journal of Business Strategy,* 36(5), 20-30.
Smith, L., & Rosa, M. (2019). *Strategic Risk Management in the Food Industry*. Journal of Food Protection.

Smith, R., & Clark, S. (2018). *NGO Influence on Corporate Sustainability Strategies. Journal of Business Ethics.*

Smith, R. (2022). *Balancing Growth and Sustainability in Economic Downturns. Economic Review Quarterly*, 44(3), 112-137.

Shibin, K. T., Rameshwar, D., Angappa, G. & David, R., (2020). *Examining Sustainable Supply Chain Management of SMEs using Resource Based View and Institutional Theory*. Annals of Operations Research, pp. 1-39.

Schendel, D., & Hofer, C. W. (1979*). Strategic Management: A New View of Business Policy and Planning.* Little, Brown

Schlosser, E. (2021). *Consumer Organizations and Brand Reputation Management. Journal of Brand Management*.

Stevenson, R., & Hojnik, J. (2016). *Case study insights: Dynamic capabilities in the food industry. Journal of Business Research,* 69(4), 1443-1451.

Stead, W. E., & Stead, J. G. (1996). *Sustainable Strategic Management. Journal of Business Ethics*, 15(2), 169-180.

Stead, G., & Stead, W. E. (2015).*Sustainable Strategic Management Second* Edition. Routledge

Stead, W. E., Stead, J. G., & Shemwell, D. (2003). *Community sustainability in the Southern Appalachian region of the USA*: The Case of Johnson.

Speth, J. G. (2008). *The Bridge at the Edge of the World: Capitalism, the Environment, and Crossing from Crisis to Sustainability*. Yale University Press.

Teece, D. J. (2020). *Hand in glove: Open innovation and the dynamic capabilities framework. Strategic Management Review*, 1(2), 233-253.

Teece, D. J. (2007). *Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. Strategic Management Journal*, 28(13), 1319-1350.

Teece, D. J., Pisano, G., & Shuen, A. (1997*). Dynamic capabilities and strategic management. Strategic Management Journal*, 18(7), 509-533.

Thompson, L., & Hill, J. (2023). *Knowledge Gaps in Sustainability: The Path Forward. International Review of Environmental Governance*, 26(5), 34-48.

Winter, S. G. (2003). *Understanding dynamic capabilities. Strategic Management Journal*, 24(10), 991-995.

Unilever. (2015). *Sustainable Living* Plan 2015. Unilever.

United Nations. (2015). *Transforming our world: the 2030 Agenda for Sustainable Development.* United Nations.

United Nations. Commission on Sustainable Development. (2008). *Report on the 16th session.* New York, NY: United Nations.

Wang, C. L., & Ahmed, P. K. (2007). *Dynamic capabilities: A review and research agenda. International Journal of Management Reviews*, 9(1), 31–51. https://doi.org/10.1111/j.1468-2370.2007.00201.x

Weiss, P. D., Bentlage, J., Wennersten, R., & Rydén, L. (2006). *Environmental management systems and certification. In Proceedings of the Conference/Workshop* https://api.semanticscholar.org/CorpusID:167160537

Weiss, J., & Meyers, R. (2022). *Public Pressure and Corporate Social Responsibility. Journal of Corporate Finance*.

Wheeler, D., & Sillanpää, M. (1998). *The stakeholder corporation: A blue-print for maximizing stakeholder value. Long Range Planning*, 31(2), 331. https://doi.org/10.1016/s0024-6301(98)90231-x

Wilson, C. (2015). *Sustainable leadership practices in the food industry. Sustainability in Business Review*.

Williams, J., & Thompson, R. (2021). *Sustainability in the Food Sector: Challenges and Opportunities.*

Worldwatch Institute. (2011). *State of the World 2011: Innovations that Nourish the Planet.* Washington, D.C.: Worldwatch Institute.

Zollo, M., & Winter, S. G. (2002). *Deliberate Learning and the Evolution of Dynamic Capabilities. Organization Science*, 13(3), 339–351. https://doi.org/10.1287/orsc.13.3.339.2780

Zhang, F., & Chen, X. (2023). *The Role of Stakeholder Engagement in Achieving Sustainability: A Global Perspective. Sustainability*, 15(3), 1025