

IMPACT OF SUSTAINABILITY AND BUSINESS EXCELLENCE ON PROFIT
MAXIMIZATION AND CUSTOMER CENTRICITY: A STUDY OF
MULTINATIONAL ENTERPRISES IN APAC

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Dedication

Seema Sharma—

My sister, my silent strength, and my personal superhero. This thesis is dedicated to you, for being the light that never dimmed during my darkest days. Through every late night, every self-doubt, and every step of recovery, you stood tall with quiet courage and unwavering love.

Your words were my medicine, your belief in my motivation. When I paused, you pushed; when I faltered, you steadied. This work carries the imprint of your spirit on every page. Thank you for being my greatest blessing disguised as a sister.

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ABSTRACT

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This study investigates the impact of sustainability and business excellence on profit maximization and customer centricity within multinational enterprises (MNEs) operating in the Asia-Pacific (APAC) region. As global markets evolve, the dual pursuit of economic performance and stakeholder value has gained prominence, particularly in rapidly developing APAC economies. This research explores how sustainability initiatives such as environmental stewardship, social responsibility, and ethical governance, alongside frameworks of business excellence, contribute to enhanced financial performance and deeper customer engagement. Utilizing a mixed-methods approach, the study analyzes data from selected MNEs across key APAC markets to identify patterns, challenges, and strategic outcomes. Findings suggest that organizations integrating sustainability with business excellence frameworks not only achieve higher profitability but also foster long-

term customer loyalty and brand equity. The study provides actionable insights for policymakers and corporate leaders aiming to align purpose-driven strategies with financial and customer-focused goals in an increasingly competitive and conscious global marketplace.

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LIST OF ABBREVIATIONS

Abbreviation	Full Form
APAC	Asia-Pacific
MNCs	Multinational Corporations
NAPCC	National Action Plan on Climate Change
ESG	Environmental Social Governance
CSR	corporate social responsibility
EFQM	European Foundation for Quality Management
MNEs	multinational enterprises
ICBC	Industrial and Commercial Bank of China
P&G	Procter & Gamble
GRI	Global Reporting Initiative
SDGs	Sustainable Development Goals
TQM	Total Quality Management
ROI	return on investment

CHAPTER I: INTRODUCTION

1.1 Introduction

The APAC region, which is a hub of many economic giants, diverse cultures as well as various regulatory environments is leading the change in sustainability and business excellence. MNEs in this region are gradually coming to appreciate the fact that sustainability and business excellence are actual principles that are nonnegotiable prerequisites for longevity, profitability, and customer patronage. The changing nature of business in the APAC countries due to increasing consumers' awareness, pressure from the regulatory authorities, and an increasing focus on ESG factors, audit transformation is needed. Sustainability has started to become a strategic priority for MNEs as those companies see its significance in terms of influencing the creation of economic values for their businesses. No longer is sustainability a check-the-box exercise that companies undertake to reduce risks, but it's now a source of creativity, fortitude, and collaboration (Porter and Kramer, 2006; Orlitzky, Schmidt and Rynes, 2003).

However, there is increasing popularity of business excellence models like the EFQM Excellence model and the Baldrige performance excellence program. All these models give the directions on how organizations can improve and sustain on improvements through the culture on innovation, customer focus and operational excellence. Thus, the implemented of these models allows MNEs in APAC to optimize processes, enhance product and service quality, and build a customer-oriented environment. Due to this integration of sustainability and business excellence, organizations can deliver value and address customer needs, manage dynamic changes in the environment, and build competitive advantage, making these frameworks critical to organizations in the current and evolving global business context (Kolk & van Tulder, 2010).

Environmental and management concerns have emerged as vital factors in determining the operations of MNEs; more so in the APAC region. The APAC region is currently among the world's most rapidly developing regions that consistently boosts trade, investment, and advancements. However, this rapid economic growth leads to environmental and social problems, under which there are many urgent issues. These challenges are being faced and handled by MNEs which are doing business in the region besides managing the different and often complex market, cultural and regulatory systems in the various operating countries (Yang et al., 2020).

The APAC area is perhaps one of the most critically reliant on resources on the global scene in manufacturing, IT and energy production sectors. Thus, the utilization and hence the environmental effects of these industries have come under pressure from the governments, non-governmental organizations and the customers. These include climate change, deforestation, waste management, and energy consumption and particularly matters a lot in the region. For example, several developing countries such as China, India, and Indonesia encounter problems in achieving industrialization and economic development on one side and controlling emissions of greenhouse gases and easing environmental conservation on the other side (Yang & Greaney, 2017).

Governments in the APAC region are implementing a more stringent environmental standard and sustainable policy, including carbon reduction targets and waste management and minimization policies. Also, there are various other regional frameworks such as the ASEAN Sustainability Framework that fosters partnership among countries to support sustainable economic growth. It makes the society change their policy regularly and pressurizes business firm to adopt sustainability to cope with these changes (ASEAN, 2019).

Originally, managers and business people had the goal of achieving profits and shareholder returns. However, this approach has become impractical over time given the rising interest from stakeholders on accountability and ethical practices. APAC MNEs are also coming to the realization that incorporating sustainability is not only the right thing to do at their organizations but also the best thing to do for their bottom lines. A common bonus of sustainability initiatives, including the deployment of green technologies, the optimization of supply chain management, and the minimization of waste management, is the-generation of cost savings, the increase in brand value, and the attainment of long-term earnings (Khalid, 2021).

Furthermore, it is where the Asia Pacific region is seeing a constant expansion in the middle-class population with greater buying Capability and inclination towards advanced eco-friendly and ethical Consumerism products. This shift in consumer attitude creates a good opportunity for MNEs to shift their strategies to fit sustainability to gain market share and satisfy customers.

Achieving business success while being environmentally friendly has been defined as the new global business model for MNEs in the APAC. The principle of corporate profit almost always goes against maintaining sustainable objectives, especially in industries that have large environmentally destructive impacts. Nevertheless, progressive organizations are making these objectives complementary. Generally, business enterprises that have embraced sustainable business practices have indicated that the practice has yielded the following benefits: Improved business operations, increased customer retention, and staff productivity.

The case of MNEs in the APAC region that is aiming at achieving this balance entails adopting a more strategic approach that will incorporate sustainability in the concepts of business excellence models. This includes compliance with legislation in

sustainability but also the integration of sustainability into the corporate DNA and systems as well as its daily practice and interaction with the external environment. In other words, MNE can move to the position of sustainable innovation leadership, which will provide both financial and image benefits in the competitive market environment (Pastakia, 2014).

1.2 Research Problem

In the Asia-Pacific (APAC) region especially in emerging markets like the India, MNCs are challenged with the need to conform with sustainable business practices beyond the legal requirements. New to the strategic management process is the pressure for sustainability resulting from regulations, politics, environment and global factors including the prints made at the COP26. Consequently, MNCs have to incorporate sustainability with business success through compliance with norms, targets, and scopes that will respond to various worldwide concerns in sustainability while generating high returns on investment.

One of the reasons for such a change is ESG ratings, including MSCI, Sustainalytics, CDP, Moody's ESG Assessment, and Fitch ESG Relevance Scores. What began as a tool rating a company's ESG performance is now recognized as a signal of its future financial health, profitability, and prospects. An analysis of the published research indicates that high ESG scores have a direct impact on profitability since they attract investors, increase brand reputation, lower operating costs, and facilitate access to capital (Orlitzky et al., 2003). However, every rating system is different as they address different aspects of the ESG performance and, thus, stem from different impacts on profitability.

The MSCI ESG Rating evaluates companies on factors that enable it to determine their vulnerability to long-term ESG risks with reference to sectoral intricacies that may affect performance. MSCI can be a good measure of the capacity of the firm to deal with environmental and social risks because firms with a high MSCI rating tend to have better

risk management controls. This resilience helps to increase profitability through the potential savings from such costs as environmental catastrophes, fines from non-compliance with laws or regulation, or negative reactions from stakeholders such as customers, investors and shareholders. Also, the firms with higher MSCI rating have higher attractiveness towards the institutional investors who are more concerned with ESG factors hence strong capital structure and better profitability.

Sustainalytics ESG Risk Rating divides the companies according to their ESG risk exposure, considering and analyzing the risks that can hinder business functioning. Low ESG risk therefore indicates good management of ESG practices hence lower operational risk and associated cost in MNCs in APAC. The following is a representation of how this risk mitigation approach impacts on the organization's profitability; Also, lower ESG risk scores can improve a company's standing among such consumers, thereby increasing sales and popularity among clients.

The CDP Rating that focuses on the disclosure of environmental activity evaluates organizations' actions regarding climate change. CDP scores refer to recognition of environmental stewardship, which has become important for APAC markets that experience climate change. Business organizations with high CDP ratings are likely to enjoy improved brand image and customers' trust and hence improved customer loyalty and possible competitive advantage. Additionally, transparency in the environmental practices can lead to the acquisition of green financing opportunities such as the lower-cost capital and sustainability-linked loans which results in profitability.

Moody's ESG Assessment assesses the extent of adoption of ESG factors in its strategic planning, governance and decision-making. Higher numbers indicate that a firm has embedded ESG factors at a corporate-strategic level, which improves operational durability and strong economic performance. This integration is essential for survival and

profitability in countries like India where regulatory, environmental, and social risks can be high and complex markets challenge MNCs to the core; Conclusion Furthermore, the high ESG assessments are positively ranked by investors, and they enhance the creditworthiness of the firm hence a positive financial outlook (Moody, 2023).

Fitch ESG Relevance Ratings determine the impact of ESG factors on credit ratings, tying sustainability to credit quality, and financial standing. Overall, evidence points to a positive relationship between ESG scores and relevance and, therefore, imply that ESG may improve a company's creditworthiness and hence obtain better loan terms. Therefore strong Fitch ESG scores for MNCs in APAC where competitive financing is key can increase profitability and sustainable growth by helping to lower the cost of capital (Fitch, 2023).

Every ESG rating thus gives a unique view of sustainability that affects profit in a unique manner. Low scores across these ratings do not only mean that a company has strong sustainability management practices, but also that they are effective in achieving financial management strategies because it enhances operation efficiency, customer loyalty, capital cost, and branding. It becomes crucial for the MNCs which are in India and APAC to understand how these ratings impact on profitability and then position themselves with the sustainability standards that could help them reap good profitability with reference to sustainability standards that are being implemented in the global and regional level.

1.3 Purpose of Research

The research objectives of this study are therefore as follows: This research seeks to understand how MNCs operating the Asia-Pacific region especially India can implement sustainability and business excellence. In response to the increasing regulatory and political changes, environmental and international politics, including COP26, MNCs are now

mandated to implement Environmental, Social, and Governance (ESG) principles into their operations.

This research seeks to discover how sustainability triggers such as the regulatory and the political drivers, environmental factors, and the international sustainability goals interplay with the ESG ratings, which are the standard for scrutiny of corporate sustainability performance.

The research will also look at how different ESG ratings from MSCI, Sustainalytics, CDP, Moody's ESG Assessment, and Fitch ESG Relevance Scores affect the profitability of MNCs by increasing operational efficiency, better access to capital, and brand value.

Both kinds of rating systems measure different elements of sustainability, thus producing different impacts on profitability. For example, the MSCI ESG Rating includes the evaluation of the stability to industry-specific risks, the CDP Rating addresses climate change disclosure, Fitch ESG Relevance Scores - sustainability practices with creditworthiness. This research aims to understand how these diverse focuses affect MNCs in their quest to use sustainability as a route to profitability and organisational resilience.

At the same time, this research seeks to identify how sustainability efforts can be improved in the APAC region through the implementation of BEF, including the EFQM Excellence Model and the Baldrige Performance Excellence Program.

These frameworks help organization about how they can continue to improve, innovate and become more customer focused as fundamental enablers of trust and operational effectiveness. When these frameworks are linked with sustainability practices, MNCs in India and APAC may be able to respond to stakeholder demands, conform to local legal and cultural requirements, and obtain an appropriate strategic fit between universal and local requirements.

This research seeks to fill this gap by investigating how MNCs can effectively link sustainability to business excellence in a way that will increase profit and customer satisfaction. Thus, the work will use both quantitative data on financial and operational performance and qualitative data from case studies and interviews to contribute to the conceptualization of how MNCs can succeed within the diverse and challenging context of the APAC region by using sustainability as a tool for achieving business success. Therefore, the outcomes of this research are supposed to offer specific guidelines for MNCs, policymakers, and stakeholders interested in achieving long-term sustainable and viable business strategies that combine profitability with sustainable, environmentally friendly, and socially responsible practices.

The research problem, therefore, under consideration is how MNCs operating in the Indian context and the broader APAC region can utilise ESG ratings and business excellence frameworks in order to optimise profits and customer value creation while simultaneously responding to increasing regulatory, political, environmental and international sustainability requirements. Through analysis of these rating correlations, sustainability activities, and profitability, this research aims at providing key recommendations of the appropriate strategies MNCs can employ to balance international sustainability policies with national business practices for a sustainable economic growth and competitive advantage (Aragón-Correa et al., 2008).

1.4 Significance of The Study

This research provides relevant input for MNCs, policymakers, investors, and academicians by identifying how practices related to sustainability and business excellence enhance profitability, customer satisfaction, and competitiveness, in the context of the Asia-Pacific (APAC) region especially India. Today, as sustainability standards continue to emerge due to ever growing regulatory, environmental, and political pressures, it has

become critical for MNCs to comprehend how these pressures affect business strategies. The adoption of ESG principles into organizational mainstreams has become not just best practice but a competitive necessity for MNCs that function in the APAC region, where the rules can be complex, countries' development differs, and clients become increasingly environmentally conscious.

This study will further knowledge on how selected ESG ratings including MSCI ESG Ratings, Sustainalytics, CDP, Moody's ESG Assessment, and Fitch ESG Relevance Scores affect the performance of MNCs. The two rating systems give two different views of corporate sustainability, measuring various aspects of environmental, social, and governance impacts. ESG ratings can increase MNCs' fund attractiveness, operational efficiency, and brand image that can boost profit and sustainability. The knowledge gained from this study on how these ratings impact profitability is going to give real life advice to MNCs on which sustainability initiatives they should focus on in order to meet the demands of the market and at the same time maintain high profitability.

The implications of this study go beyond the private sector to encompass policymaker and regulators. Consequently, through the analysis of the effects of ESG ratings on business profitability and sustainability, the findings of this research will be valuable in providing policy guidelines to promote sustainability. For example, knowing how ESG ratings help in compliance with global treaties such as COP26, policy makers can develop policies on investing that will encourage foreign investors while at the same time promoting the sustainable development agenda. Policy frameworks of such a nature are essential for the growth of emerging economies such as India and other new APAC markets in consideration of environmental and social issues.

In addition, this study will assess how business excellence frameworks, including the EFQM Excellence Model, and the Baldrige Performance Excellence Program can

improve effectiveness of sustainability strategies. These frameworks offer systemised ways of working that include operational excellence, performance improvement and customer focus – critical success factors that contribute to consumers’ trust and sustainable business. In light of the analysis of how the implementation of business excellence and sustainability practices can lead to profitability, the study provides important findings for MNCS on how to link global sustainability standards to local market needs especially in India where customers’ expectations and legal requirements are dynamic.

Scholarly, this research would contribute to the existing minimal literature on how MNCs in other markets such as APAC can harness sustainability and business excellence to drive financial performance and competitive advantage. Employing a blend of quantitative financial data and qualitative expert opinion, this study intends to address a gap in the existing literature to enhance appreciation of the interconnectedness of sustainability, profitability, and customer loyalty. The research findings will extend the knowledge base on corporate sustainability and international business by identifying strategies that can improve organisational performance and customer-centrality in regions of turbulence.

In conclusion, this study will have significant implications to the international business community, policy makers, and academics, by showing how sustainability as a key business strategy, aligned to ESG ratings and underpinned by business excellence frameworks, creates profitability and competitive advantage to MNCs. The research data shall provide insights and suggestions to MNCs on how to create long-term, robust and profitable strategic business models in APAC and other regions that would connect economic objectives with sustainable responsibility towards people and planet.

1.5 Research Purpose and Research Questions/Hypotheses

The goal of this research is to explore how sustainability, ESG rating, and business excellence have impact over the revenue, customer orientation, and strategic direction of the MNCs in the APAC with reference to India.

Due to increasing regulatory, political, and environmental concerns, along with COP 26, MNCs have been placed under pressure to start implementing ESG concepts in their company's fundamental models. This research aims to identify the effect that the ESG ratings, such as MSCI, Sustainalytics, CDP, Moody's ESG Assessment, and Fitch ESG Relevance Scores, have on financial performance, customer satisfaction, and companies' sustainable market position. It also provides an analysis of the part that business excellence frameworks including EFQM, Baldrige and others' play in improving the performance of organisations in implementing sustainability strategies. Thus, the study's objectives are to determine what MNCs need to know about global sustainability priorities and regional expectations while attempting to establish sustainable, resistant, profitable business models in APAC.

Pledges made at the COP26 have put many APAC countries such as China, India, Japan, and South Korea on the path towards embracing net-zero emission goals. For example, India targets net-zero by 2070, China by 2060, and Japan, South Korea, and Vietnam by 2050. These commitments necessitate substantial investment in sustainable practices, as high ESG scores are increasingly seen as indicators of resilience, accountability, and competitive strength.

The Research Questions of this Research are as follows:

1. How do different ESG ratings influence the profitability of MNCs operating in the APAC region, particularly in India?
 - Sub-question: What is the relationship between ESG ratings and financial performance metrics among these MNCs?

2. In what ways do ESG ratings impact customer loyalty and brand trust for MNCs in APAC, with a specific focus on India?
 - Sub-question: How do high scores in environmental, social, and governance dimensions influence customer loyalty and brand reputation, especially in emerging markets where consumer awareness around sustainability is growing?
3. How does the integration of business excellence frameworks (e.g., EFQM, Baldrige) with sustainability initiatives enhance MNCs' profitability and customer-centricity in APAC?
 - Sub-question: How do structured approaches to operational efficiency, continuous improvement, and customer focus amplify the effectiveness of sustainability practices, offering MNCs a competitive advantage in the region?
4. How do regulatory, political, and environmental pressures within APAC drive the adoption of sustainability practices, and how do these pressures affect MNCs' strategic alignment with global sustainability commitments?
 - Sub-question: How do local pressures in APAC countries, influenced by COP26 goals, intersect with global sustainability mandates, shaping MNCs' strategies to meet both regional and international expectations?
5. How do sustainability initiatives and ESG commitments impact the long-term strategic growth and market expansion opportunities for MNCs in the APAC region?
 - Sub-question: What role do sustainability practices play in influencing partnerships, investor relations, and access to new markets within APAC?

The Hypotheses are as follows:

- **H1:** MNCs in the APAC region with strong sustainability initiatives exhibit higher profitability than those without.

- **H2:** High ESG ratings are positively correlated with enhanced customer loyalty and brand trust for MNCs, especially in emerging APAC markets where sustainability concerns are on the rise.
- **H3:** The adoption of business excellence frameworks (e.g., EFQM, Baldrige) strengthens the positive impact of sustainability practices on profitability and customer-centricity in APAC.
- **H4:** Regulatory, political, and environmental pressures in APAC significantly influence MNCs' sustainability practices and their alignment with global sustainability standards, impacting strategic success.
- **H5:** MNCs with explicit sustainability and ESG commitments are more likely to achieve strategic growth and market expansion within APAC by strengthening investor relations and market partnerships.

1.6 Summary

This chapter sets out the context with which to analyze how sustainability strategies, ESG scores, and BEX impact the corporate financial performance, customer orientation, and business innovation of MNCs in the APAC region, and India in particular. Global regulatory, political, and environmental pressures, which include the recent Glasgow COP26 (COP26, 2021) pledge, have forced MNCs to become increasingly invested in the ESG framework. This research examines how sustainability influences business performance, with reference to the analysis of ESG ratings provided by MSCI, Sustainalytics, CDP, Moody's, and Fitch concerning financial results, brand reputation, and company positioning on the market in the long term.

Another key aspect of this research is how business excellence frameworks like EFQM or Baldrige improve the utility of sustainability practices: a factor of particular relevance in the APAC region where companies must address the global sustainability

standards with local market requirements. The research findings of this study offer the background to the general operating and strategic complexities of MNCs in achieving both sustainability and profitability through case studies that include Toyota, Samsung, Unilever, and BASF. These firms are used to provide an illustration of how firms operate in fulfilling carbon neutrality promises, managing resources for the firm, and maintaining and pleasing their consumers as part of the sustainable development plans.

The research purpose, questions, and hypotheses are used in the study to analyze how ESG commitments affect the financial performance and customer loyalty, and the strategic business implications of ESG initiatives for the long-term growth and market expansion. Indeed, this study aims at offering an understanding of how MNCs can utilize sustainability commitments to build partnership, enhance investors' relationships as well as enter new markets in the APAC region.

The references included below present a wide array of sources in academic and industry areas, focusing on the basics of the field, including corporate sustainable development, CSR, ESG scores/ratings, and business excellence. These are; The triple bottom line framework developed by Elkington (2018), Porter and Kramer's strategic CSR model Porter and Kramer (2006), and studies on the financial implications of corporate sustainability. Business case for CSR also provides the evidence of the effectiveness of CSR and sustainability practices in enhancing organisational performance and creating value.

This chapter lays the groundwork for future studies by pointing out the beneficial effects of ESG integration on business outstanding performance and competitive advantage, providing MNCs with a way to develop a sustainable growth model tailored to the APAC market. The next chapter explores the theoretical framework used in the study.

CHAPTER II:

REVIEW OF LITERATURE

2.1 Overview

This chapter conducts a comprehensive survey of research about sustainability together with Environmental Social Governance (ESG) ratings and business excellence frameworks, which evaluates their effects on the strategic choices and profitability and customer service methods of Multinational Corporations (MNCs) executing in the Asia-Pacific (APAC) region. APAC presents a broad spectrum of development levels because it contains both advanced industrialized nations, including Japan and South Korea, together with emerging markets, which include India and Indonesia. Multinational companies operating in this diverse region need to implement company-wide sustainability initiatives alongside customized local solutions to fulfill regional regulations and cultural practices (UNESCAP, 2019).

The focus on sustainability has evolved from being used primarily for compliance purposes into an essential business approach which directly impacts profitability together with operational resilience. The "Triple Bottom Line" framework by Elkington (1997) motivates organizations to merge sustainability goals with their fundamental corporate aims through social as well as environmental and economic measures. The APAC region supports this trend because citizens are becoming more environmentally aware and governments adopt new regulations to decrease carbon emissions while supporting corporate societal responsibility as described by Porter & Kramer (2006) and COP26 (2021). Several APAC countries reinforced their sustainability dedication through national and international promises at COP26 by promising to reach net-zero emissions levels by mid-century, which intensified corporate sustainability initiatives (COP26, 2021).

The APAC region relies on ESG ratings which MSCI, Sustainalytics, CDP, Moody's, and Fitch provide to assess corporate sustainability. The ratings provided by these agencies measure risk exposure and resistance capabilities of companies regarding environmental, social and governance elements, which directly impacts investor trust and stakeholder confidence (Chatterji & Levine, 2008). The APAC region needs these ratings because effective sustainability risk management and opportunity exploitation through high ESG scores demonstrates a company's excellence in sustainability performance. Organizations possessing strong ESG ratings receive both ethical recognition and obtain business advantages that include more investments and loyal customer bases (MSCI, 2023; Sustainalytics, 2023).

Business excellence frameworks consisting of EFQM and Baldrige Performance Excellence Program serve as systematic approaches to drive quality improvements and customer-centricity and continuous enhancement. The business excellence frameworks provide MNCs with a system to unite operational efficiency with sustainable procedures, which leads to innovative advancements, better performance and customer happiness. Businesses across the APAC region find these frameworks to be highly beneficial because multinational companies aim to establish trust and loyalty with different consumer groups. MNCs can develop sustainable value propositions for socially and environmentally conscious consumers through framework alignment with ESG standards that fulfill regulatory requirements.

Modern pressures from both regulatory institutions as well as demanding consumers alongside market competitors are compelling APAC MNCs to concentrate their efforts toward achieving dual sustainability and profitability targets. Healthcare organizations that use ESG principles together with business excellence frameworks achieve greater operational resilience as well as economic success and better stakeholder

connections (Esty & Winston, 2009; Porter & Kramer, 2006). The implementation of sustainability-driven innovation together with resource efficiency leads companies to minimize operational expenses and achieve improved customer retention. The APAC domain requires businesses to strike this exact balance because different nations establish distinct regulatory guidelines spanning the strict Japanese environmental regulations to modernizing standards in developing economies like Vietnam (UNESCAP, 2019).

The current chapter reviews important literature to explain the complete relationship between sustainability and ESG ratings aligned with business excellence frameworks when MNCs develop strategic objectives in APAC. The chapter builds a conceptual base for analyzing MNCs through theoretical discussions about practical applications, which shows how these entities can meet regulatory requirements while keeping customers central to their operations. The proposed groundwork enables scientific research on APAC MNCs to study their strategic alignment between global targets and regional needs through sustainability and business excellence practices.

The discussion in this chapter explains the fundamental position of sustainability and excellence frameworks for international companies operating in the APAC region by showing how these initiatives handle the advanced and modifying forces from regulation enforcement and market positioning and consumer trust commitments (COP26, 2021; UNESCAP, 2019).

2.2 Theoretical Framework

The research uses concepts from CSR stakeholder management and business excellence frameworks to create a holistic model of the effects of sustainability practice on business profitability and customer loyalty. These theories supply distinct knowledge about corporate sustainability and performance relationships through which we can investigate

how ESG ratings and business excellence models and sustainability initiatives foster corporate success.

The study uses CSR theory to demonstrate how businesses generate social value and economic returns. The dual strategic emphasis on sustainability supports companies in building their reputation and fulfilling stakeholder expectations. Stakeholder theory as described by Freeman (1984) enhances CSR practice by requiring companies to care for their multiple stakeholders, including consumers, employees, and communities, to maintain sustainable business performance. MNCs can build trust through successful stakeholder engagement because they fulfill expectations of different groups (Freeman, 1984; Carroll & Shabana, 2010). This engagement helps develop loyalty and minimizes social and environmental risks.

Organizational structures can implement sustainability by using practical frameworks offered by EFQM and Baldrige and other programs. Operation frameworks enable MNCs to combine sustainability goals with their processes to achieve better continuous improvement together with enhanced profits and customer satisfaction. Sustainability principles integrated into these frameworks enable businesses to reduce operational costs and improve process efficiency and gain market advantages through environmental considerations when sustainability becomes an essential customer purchase factor.

The united approach of these theoretical perspectives leads to enhanced business excellence and profitability because it provides a complete understanding of sustainability impacts. The study investigates CSR performance effects alongside stakeholder involvement and business excellence to provide APAC MNCs with regulatory compliant sustainability strategies that enhance market position as well as customer retention. Organizations can achieve financial success and develop competitive advantage through

the strategic combination of ESG rating systems with business excellence frameworks and sustainable practice adoption (Eccles et al., 2014; Bansal & DesJardine, 2014).

2.3 Theory of Stakeholder Management

An organization that adopts Freeman's (1984) stakeholder model needs to build lasting success through continuous partnerships between customers and employees, and suppliers and communities. Business sustainability now stands as the central organizational concern, thus making stakeholder theory more valuable because it requires companies to evaluate their social and environmental operational impact. The sustainability movement pursues economic development alongside social progress and environmental protection (Freeman, 1984; Carroll & Shabana, 2010) in a manner that this management approach supports.

APAC MNCs need to manage stakeholders through diverse stakeholder expectation management since markets in this region present substantial variations in cultural, regulatory and environmental elements. Risk management improves when companies maintain strong relationships with stakeholders because organizations that focus on customer and regulatory needs and environmental concerns can adjust to market preference shifts and legislative changes and environmental risks effectively. APAC consumers now expect both transparency and ethical practices from MNCs so these companies need to establish trust through responsible practices together with open communication (UNESCAP, 2019).

Companies that implement stakeholder management strategies create sustainability initiatives which match stakeholder expectations, thus earning loyalty and trust from consumers and investors, along with other key stakeholders. Companies that put stakeholders first develop stronger brand reputation and ethical standing because they demonstrate trustworthy operations. APAC businesses implementing stakeholder

management along with sustainability programs will achieve competitive advantages because customer and regulatory demands for corporate responsibility keep expanding in the region.

The sections of this document unite to offer a complete grasp of MNC sustainability practices through APAC region frameworks and theories and worldwide sustainability commitments. The reviewed literature establishes a strong basis for studying how MNCs combine sustainability with business excellence and profitability through local and global sustainability response strategies.

2.4 Triple Bottom Line and The Age of Responsibility

The Triple Bottom Line (TBL) framework by Elkington (1997) together with the Age of Responsibility concept from Visser (2010) advocates that businesses must integrate financial outcomes with environmental and social performance goals. Framework models state that sustainable business ventures should direct their objectives beyond monetary gains toward preservation of human welfare and ecological sustainability. Multinational corporations (MNCs) should move beyond financial performance metrics according to Elkington (1997) and Visser (2010) since they need to implement a comprehensive approach which addresses stakeholders including customers and employees together with communities and environmental interests.

In TBL frameworks, all economic, social, and environmental dimensions must obtain equivalence in their prioritization levels. Multinational corporations must pay closer attention to the Asia-Pacific (APAC) operational environment due to rising government regulations along with social expectations to manage environmental issues alongside labor conditions and community wellness. MNCs strengthen their long-term resilience and improve brand reputation through TBL principles that enable sustainability integration across their business activities. The implementation of TBL in organizations leads to

enhanced financial performance together with improved customer loyalty and operational effectiveness and enhanced risk management according to Bansal & DesJardine (2014) and Porter & Kramer (2006).

Visser (2010) describes The Age of Responsibility as a step up from TBL that compels companies to advance from standard compliance and gradual shifts toward complete sustainability transformations. Visser maintains that organizations must use sustainability as their main focus instead of an additional responsibility to address worldwide crises that include climate change as well as natural resource shortages and societal inequalities. MNCs should implement an ethical system beyond financial rewards to urge them toward transforming their business operations into positive social and environmental changes. APAC companies who implement the Age of Responsibility will gain both marketplace credibility and prove their environmental responsibility to increasing public awareness (Visser, 2010).

MNCs operating in APAC should adopt TBL and the Age of Responsibility to handle regulatory complexity while meeting growing consumer needs for ethical business practices. MNCs benefit from these frameworks through enhanced competitiveness, which allows them to develop innovative sustainability products and lower operational expenses through resource efficiency, and strengthen their relationships with stakeholders. Implementation success with such frameworks earns companies leadership status that in turn results in increased attraction of talent resources along with customer loyalty and new investments. By implementing both the TBL framework and the Age of Responsibility framework, MNCs substantiate the necessity of sustainability integration into their core business strategy, which provides them the ability to maintain profitability while fulfilling social and environmental responsibilities (Elkington 1997, Visser 2010, Freeman 1984).

2.5 Theory of Corporate Social Responsibility (CSR)

Corporate Social Responsibility theory progressed meaningfully from charitable donations to a strategic model which unites company interests with societal requirements. Before CSR gained recognition as a strategic core business component, it was considered as supplemental activities businesses conducted to build positive public relations (Porter & Kramer, 2006). Modern CSR practices concentrate on developing shared value when businesses produce economic outcomes that generate positive societal outcomes. By adopting this approach companies boost their brand reputation and develop loyal customer relationships in regions that place high importance on ethical practices and corporate transparency (Lee, 2008).

The APAC region has made CSR a vital business operation through a dual force of regulatory needs and customer expectations. Kolk and van Tulder (2010) state that CSR helps multinational corporations fulfill local regulatory needs and create responsible corporate reputations which appeal to their stakeholders. The APAC consumer population shows growing sensitivity to social and environmental concerns, which leads them to choose products from brands that show ethical dedication. The implementation of CSR activities by MNCs in APAC generates customer relationships that strengthen brand loyalty and fosters competitive market positions according to Husted and Allen (2006) and Kolk and van Tulder (2010).

Organizational frameworks of CSR practices allow MNCs to connect with local communities through their efforts to solve problems like poverty elimination and healthcare delivery. Companies that invest in these areas develop stronger reputations to acquire essential community support needed for enduring business operations. Whenever Environmental conservation efforts are part of CSR programs, firms show their dedication to climate change mitigation by implementing emission-lowering approaches and

renewable energy systems that align with the world's sustainability objectives. A business strategy based on alignment creates value for brands while helping companies face regulatory problems as well as operational threats.

Social and environmental components built into business approaches allow APAC MNCs to maintain their market position as described by CSR theory. Strategic CSR initiatives enable MNCs to distinguish themselves from their competitors and attract social consumers and build loyal stakeholders. The APAC market requires CSR as a fundamental strategic tool because it links organizational targets with social needs to generate enhanced value propositions (Porter & Kramer, 2006; Freeman, 1984; Lee, 2008).

2.6 Profitability Theory

Sustainable investments that focus on resource efficiency and waste reduction as well as respecting ethical labor standards enable organizations to improve their profitability through operational stability and cost reduction and by building a better brand reputation. Traditional profitability theory centers on financial cost reductions and productivity improvements to gain financial savings. Sustainability research now integrates sustainable investment returns that align with customer values and regulatory requirements and strengthen corporate reputation as Porter & Van der Linde (1995) and Orlitzky, Schmidt & Rynes (2003) explained.

Environmental regulations implemented correctly according to Porter and Van der Linde (1995) activate innovation that enhances operational performance and pays for regulatory costs and helps firms gain competitive benefits. The recognition of these principles demonstrates the financial benefits that sustainable practice investments deliver to companies. Multinational corporations (MNCs) in the Asia-Pacific (APAC) competitive market leverage sustainability as their strategic approach to comply with regulations and make new business opportunities possible. MNCs create financial advantages through

energy-saving technologies combined with waste reduction programs because of their enhanced market potential and expanded financial returns according to Porter & Kramer (2006).

Orlitzky, Schmidt, and Rynes (2003) prove that sustainable initiatives focused on labor ethics and environmental responsibility create profits by maintaining positive brand image and retaining customers. The consumers in the APAC region display an increasing concern for social issues, which leads them to select businesses demonstrating environmental responsibility along with societal commitments. MNCs achieve enduring revenue streams by implementing ethical operations with transparent governance because these companies attract concerned customers who prioritize values to build strong relationships (Bansal & DesJardine, 2014; Carroll & Shabana, 2010).

Operational resilience receives increased protection when organizations allocate funds to sustainability measures which address resource limitations and ecological threats. Through sustainable measures, which include circular economy programs along with responsible procurement practices, MNCs create resilient supply channels which protect them from disruptions caused by raw material shortages or changing regulations. Sustainability investments help APAC businesses gain a competitive edge through operational reliability and supply chain continuity because of their complex regulated supply chain structures (Husted & Allen, 2006).

The concept of reputational capital serves as an additional element within profitability theory in sustainability. Organizations that demonstrate sustainability commitment gain better credibility with stakeholders who include investors, together with customers and regulatory bodies. Organizations with good reputations from sustainability practices build better market positions and gain better capital access together with reduced financing costs. High Environmental Social and Governance (ESG) rated companies

demonstrate lower investment risks which enables them to obtain capital more easily at reduced financing prices (Eccles, Ioannou & Serafeim, 2014). The increase of ESG considerations in investment decisions within APAC competitive markets makes companies with robust sustainability credentials better able to attract investor attention while maintaining financial stability.

2.7 Evolution of Sustainability in Business

Business sustainability has undergone major developments in the last few decades as it shifted from basic regulatory compliance to strategic adoption which combines performance excellence with social and environmental accountability. Current business operations recognize the essential link between their operations and broad environmental and social systems. Sustainability was initially viewed as an obligatory requirement because it resulted from necessary regulatory standards that reduced environmental threats and safeguarded worker safety. The increasing evidence of industrial environmental consequences together with changing consumer demands caused companies to understand sustainability integration as a strategic business tool (Porter & Kramer, 2006).

The evolution of sustainable business practices was significantly influenced by the "Triple Bottom Line" (TBL) model presented by Elkington in 1997 which promoted businesses to gauge their achievements through economic, social and environmental measurements. The TBL approach defines sustainable performance across three essential dimensions, including the social aspect of people, the environmental aspect of planet, and the economic aspect of profit. Businesses that treat all three performance dimensions achieve value creation which benefits shareholders simultaneously with employees and communities and the environment. The business model gained widespread adoption because it helps organizations structure their sustainability approach within their main

business operations instead of treating it as a standalone secondary aspect (Elkington, 1997).

The shift toward sustainable business practice receives support from global reporting frameworks like the Global Reporting Initiative (GRI) and United Nations Sustainable Development Goals (SDGs). Through its standardized reporting system, the GRI enables organizations to show their ESG metrics in an open and standardized format. Businesses must support universal sustainable development targets known as SDGs, which the United Nations adopted in 2015, because these SDGs guide organizations to achieve climate goals and responsible consumption and decent work objectives. Multiple frameworks have motivated businesses to launch numerous sustainability initiatives, which shrink environmental consequences while advancing social fairness and improving financial business sustainability.

Companies now use advanced methods to quantify the monetary advantages that result from their sustainable operations. Company success extends over the long term when they embrace sustainability commitments because they achieve reduced operational costs from efficiency gains and defend themselves from regulatory changes while they draw loyal customers and investors who prioritize corporate responsibility (Eccles, Ioannou & Serafeim, 2014). Global organizations face climate change as a crucial matter and numerous firms implement aggressive greenhouse gas reduction goals while transforming their product life spans for eco-friendly materials and processing methods (COP26, 2021). Businesses that take action to handle these issues before them can build up their brand reputation while managing risks better and serving environmentally conscious customers (Visser 2010, Porter & Van der Linde 1995).

2.8 ESG Ratings as A Benchmark for Corporate Sustainability

The Environmental Social Governance (ESG) ratings function as fundamental evaluation tools for assessing how companies maintain sustainability. Sustainable practice and risk resilience evaluations are delivered through standardized ratings systems maintained by MSCI, Sustainalytics and CDP. ESG ratings systemically evaluates three key areas of organizational performance through environmental practice evaluation for carbon reduction, alongside resource optimization, alongside social responsibility measures that impact worker conditions and community activities, combined with governance measures focused on board member diversity and disclosure standards. Companies possessing high ESG assessment results demonstrate outstanding abilities to handle sustainability-related threats thus boosting their ability to endure economic as well as regulatory and environmental challenges (MSCI, 2023; Sustainalytics, 2023; CDP, 2023).

MNCs running operations in the Asia-Pacific (APAC) region must understand ESG ratings because they need to adapt to various evolving regulations across the region. Corporate stakeholders such as investors, as well as regulators, alongside consumers interpret strong ESG ratings as proof of sustainable ethical dedication from businesses. High ESG ratings serve as an important asset in APAC markets because regional sustainability standards continue to grow and consumer expectations expand. Research demonstrates that organizations with strong ESG performance obtain positive market results through attracting investments while building customer trust and proving their crisis-resilience (Chatterji & Levine, 2008; Esty & Winston, 2009).

ESG ratings serve as essential tools helping companies make their decisions as well as manage risks during operations. Financial risk mitigation occurs through high ratings because organizations with sustainable practices operate effectively under changing

regulations and environmental and social requirements. Companies with strong environmental ratings actively manage their resources and waste more effectively, which results in both performance improvements and economic benefits. Organizations with high social ratings show their commitment to worker welfare and community influence because these practices drive higher employee performance and customer loyalty. Stakeholders demonstrate increased trust and firms lessen regulatory risks and corporate scandals through strong governance scores that establish transparency and ethical behavior (Freeman, 1984; Porter & Kramer, 2006).

ESG ratings create impacts that exceed short-term financial advantages because they direct companies in developing strategic approaches and market positioning for the long term. The rise of sustainability-conscious investors and consumers allows businesses demonstrating solid environmental, social governance achievements to achieve increased market growth and better competitive standing. Investors now use ESG ratings as significant criteria to determine which companies will succeed in the long run when making their investment choices. Strong ESG standard alignment enables businesses to draw investors using sustainability-focused capital while decreasing stock market volatility (Eccles, Ioannou & Serafeim, 2014; MSCI, 2023; Sustainalytics, 2023).

The assessment system of ESG ratings functions as an essential tool for corporate sustainability, which reveals information about business resilience, ethical dedication and accountability standards. APAC MNCs must achieve high ESG scores because they function as essential elements for trust building and risk management together with sustainable growth in this region where environmental and social standards are quickly developing (UNESCAP, 2019; COP26, 2021). The combination of sustainability standards and APAC stakeholder requirements enables businesses to enhance their market performance by establishing long-term success in this dynamic market.

2.9 Business Excellence Frameworks

Two main business excellence frameworks named the European Foundation for Quality Management (EFQM) model and the Baldrige Performance Excellence Program provide structured approaches which help organizations improve efficiency and maintain continuous development while developing customer-focused strategies. The frameworks advanced to integrate sustainability principles alongside broader social and environmental objectives after their original purpose of improving quality and competitiveness. These frameworks provide multinational corporations operating in the Asia-Pacific region with a comprehensive system for achieving profit goals while fulfilling their purpose. The integration of sustainability principles at the business core via these frameworks allows organizations to both boost profitability and comply with environmental and social regulations and customer demands (EFQM 2019, National Institute of Standards and Technology 2020).

The EFQM model serves as a worldwide corporate standard which supports organizations to achieve complete performance excellence through the combination of leadership practices with strategic planning and process optimization and environmental sustainability priorities. The framework helps organizations evaluate multiple stakeholder needs before establishing internal processes, which lead to sustainable long-term development. Organizations implementing sustainable practices achieve optimal financial results by wasting fewer resources and improving both operational efficiency and innovation output, which ultimately generates increased profitability. Complex multinational corporations using lean operational methods alongside renewable power adoption achieve two benefits that draw environmentally sensitive markets and investment funds (Dahlgaard-Park, 2011; Isaksson, 2021).

Through the Baldrige framework, which the U.S. National Institute of Standards and Technology (NIST) manages, organizations must adopt core values including visionary leadership alongside customer-driven excellence and employee and partnership value. The system enables businesses to implement continuous improvement throughout their operations and unite quality management practices with corporate social responsibility goals. Through this integration MNCs develop a corporate culture based on ongoing improvement together with risk management and stakeholder engagement which represents essential elements for profitable market performance in APAC's rapidly growing sustainability-conscious market (National Institute of Standards and Technology, 2020). The Baldrige framework allows MNCs to create operations that combine sustainability with business excellence through its core fundamental methodology.

Research evidence demonstrates that multinational corporations which unify business excellence approaches with sustainability management gain substantial competitiveness through their strategic alignment between organizational objectives and societal, together with environmental obligations. Quality management systems, which reduce environmental impacts, demonstrate the ability to boost customer satisfaction and operational performance. APAC markets with high competition levels now demand environmental focus from consumers and regulators so MNCs can maintain global operational coherence by integrating sustainability into their business excellence frameworks (Husted & Allen 2006; Dahlggaard-Park 2011). When internal strategy lines up with external circumstances, MNCs acquire the flexibility to navigate between sustainability requirements at home and market needs in target regions.

Business excellence frameworks used by MNCs lead to quantifiable profit growth because they achieve operational efficiency alongside resources conservation. Sustainable business practices decrease energy usage along with waste generation to execute resource-

efficient methods, which directly results in cost reduction and improved financial performance. Modern customers endorse brands which demonstrate social responsibility combined with environmental stewardship, and this results in increased brand equity. MNCs operating in APAC must use business excellence frameworks to integrate sustainability into operations because these companies demonstrate superior performance against competitors who do not incorporate sustainability (Freeman, 1984; Visser, 2010).

Business excellence frameworks enable MNCs to reduce environmental non-compliance risks and corporate practice risks while they improve profitability. Business excellence frameworks enable organizations to integrate sustainability into their quality management systems, thus enabling better prevention of regulatory expenditures and environmental harm, alongside reducing potential litigation and reputation damage. Companies that take anticipatory measures to handle sustainability issues achieve cost reductions while simultaneously building positive relationships with stakeholders, which include customers and investors, and regulatory bodies (Eccles, Ioannou & Serafeim, 2014; Chatterji & Levine, 2008). APAC MNCs need to address regulatory scrutiny through risk mitigation because this prevention measure allows stable operations and sustained profitability in the long-term.

The integration of business excellence principles with sustainability delivers substantial market advantages for companies. APAC customers select brands showing operational excellence along with sustainability commitments, thus these companies establish better market reach. The combination of better products and ethical operating standards leads to satisfied customers who become repeat buyers who maintain profitable business operations. Sustainable practice supporters can use modern digital media to enhance company visibility while creating positive reputations. Business excellence combined with sustainability investments leads MNCs to achieve better market positions

in the APAC region through positive customer feedback (Bansal & DesJardine, 2014; Carroll & Shabana, 2010).

The implementation of EFQM and Baldrige business excellence frameworks by MNCs in APAC provides them with strategic profit approaches that satisfy regulatory requirements and consumer demands. Business frameworks enable organizations to optimize operations for cost reduction while promoting stakeholder involvement to integrate profitability goals with sustainability and social responsibility, resulting in prolonged customer satisfaction and shareholder returns. Integrated sustainable leadership within MNCs helps them fulfill corporate responsibility standards across the APAC region according to EFQM (2019) and National Institute of Standards and Technology (2020) and Porter & Kramer (2006).

2.10 Role of Sustainability in Enhancing Profitability

Sustainable practices now play a key role in improving profitability because they simultaneously decrease costs and strengthen brand reputation. Businesses implementing sustainability strategies in their strategies can generate cost efficiencies from resource management while lowering waste production and improving operational steadiness (Porter & Van der Linde, 1995; Eccles, Ioannou & Serafeim, 2014). MNCs operating in APAC demonstrate better compliance performance through sustainable practices because they meet regulatory requirements and prevent penalties, which protects their long-term profitability.

Porter and Kramer (2006) maintain that sustainable innovation allows organizations to penetrate new markets and develop unique products which drive consumer interest toward environmentally conscious brands. Sustainability-focused MNCs operating in the APAC region can successfully enter the growing market for ethical and eco-friendly products because local consumers are increasing their awareness of environmental and

social issues. Younger consumers lead this trend because they consider corporate responsibility to be vital for building brand trust and customer loyalty (Bansal & DesJardine, 2014). Sustainable practices lead to better brand reputation and increased customer loyalty because these initiatives match the core values and expectations of consumers (Orlitzky, Schmidt & Rynes, 2003).

The implementation of sustainable practices enables businesses to save costs because it helps in better resource utilization, carbon reduction, and waste minimization efforts. Manufacturers who adopt energy-efficient production combined with recycled materials methods achieve lower operation expenses and maximize productivity by minimizing waste-related disposal costs. Sustainability emerges as a profit-maximizing force in competitive APAC markets because it helps businesses save costs along with building customer loyalty, which drives revenue growth.

2.11 Customer Loyalty and Brand Reputation Through Sustainability

The APAC markets experience increasing environmental awareness thus sustaining businesses directly affects customer loyalty together with brand reputation. Consumers today prefer brands which prove their real dedication to sustainable practices because they have heightened their environmental and social awareness. Companies that establish strong ESG scores along with open sustainability practices build better brand loyalty because consumers reward businesses that share their values according to Carroll & Shabana (2010) and Visser (2010).

A sustainable approach enables brands to stand apart from competitors thereby building consumer trust during market competition. A sustainable core identity foundation within MNC brands enables emotional connections with customers who become more dedicated and willing to promote the brand. The APAC region shows growing interest in sustainability so companies that demonstrate environmental responsibility through green

business practices and ethical material sourcing can effectively increase their customer base of sustainability-minded consumers (Husted & Allen, 2006). The strategic method receives backing from stakeholder theory because it shows how businesses can reach enduring success by addressing the requirements of numerous stakeholders including consumers (Freeman 1984).

Research shows APAC consumers are highly responsive to environmental actions by corporations because numerous people demonstrate willingness to spend more on sustainable brand products. MNCs can use this trend to increase their brand equity by integrating their operations with sustainability goals which will create loyal customers from environmentally mindful consumers. Social media users who experience sustainable brands have begun to deliver positive social media endorsements which strengthens both brand awareness and customer dedication.

2.12 Impact of Sustainability on Profit Maximization in APAC Region

Academic research about sustainability practices and firm performance continues to draw attention through different studies that show variable results because of geographical and industrial differences and measurement approaches. The reviewed articles demonstrate how corporate sustainability performance (CSP) interacts with corporate financial performance (CFP) and strategic orientations in the specific Asia-Pacific (APAC) region while showing complex patterns between these variables.

(Thomas et al., 2021) indicate that governance and social elements of ESG show better financial performance connections than environmental initiatives. The findings show the requirement for regulatory evolution yet fail to analyze sector-specific markets along with long-term sustainability results stemming from these observations. The analysis that employs static panel regression methods provides only restricted information about causal relationships and the results have limited capability to generalize across different APAC

regions. Due to excessive attention on financial outcomes organizations might fail to prioritize important customer-focused results.

(Shen, 2024) delivers essential information about China's developing ESG territory because mandatory reporting standards have started to change business conduct. Positive financial effects of social and environmental aspects demonstrate their significance but the absence of governance impact creates concerns about existing corporate governance structures. The study contributes to stakeholder theory by highlighting transparency but leaves out unlisted firms which are significant players in the Chinese economy. Corporate commitment to sustainability potentially will not deepen through current compliance-based methods.

(Kim & Lee, 2018) uses a regional comparative method to show how sustainability investments create varying effects between developed and developing areas. The research depends too strongly on macroeconomic indicators including GDP and ROI which might eliminate essential complexity from the sustainability-outcome connection. This research fails to understand regional cultural differences and regulatory elements in APAC while also providing a wide time span (10–20 years) which could hide essential short-term business decision elements.

The analysis performed by (Laskar, 2018) demonstrates that developed and developing nations show different effectiveness in utilizing sustainability reports to boost firm performance. The paper provides strong empirical evidence through the GRI framework but fails to deeply examine how cultural and regulatory factors affect reporting practices. The study uses generalized findings to compare different countries although their socioeconomic conditions (such as Japan and Indonesia) remain specific. The assessment of sustainability reporting focuses on disclosure levels instead of authentic and quality

sustainability initiatives which produces substantial knowledge gaps about their customer-oriented outcomes.

(Roxas et al., 2017) presents distinctive insights by researching how entrepreneurial orientation supports sustainability development for resource-limited SMEs operating in the Philippines. The research results help greatly in understanding the adaptability characteristics of small businesses. Due to its specific examination of Philippine manufacturing SMEs the study fails to provide widespread application to other sectors and different sizes of businesses. Self-reporting data collection may contain biases which reduces the general applicability of findings to service-based industries and customer relationship methods.

According to (Jha & Rangarajan, 2020) sustainability investments in India produce minimal or adverse effects on financial results. Companies operating in emerging markets experience separate challenges which mark their business operations. The aggregation of CSP data makes it difficult to reveal specific details about individual ESG dimensions which hinders practical insights development. The framework lacks relevance to businesses that want to combine business excellence with customer satisfaction because it fails to incorporate sustainability from a customer perspective.

The combination of sustainability effects on financial performance varies according to (Aggarwal, 2013) who notes that strategic alignment between governance practices remains inadequate. The study sets groundwork for CSP-CFP research but its narrow field of inquiry combined with obsolete data from before 2013 limits its usefulness in modern business situations. Financial performance data provided limited evidence as the analysis omitted fundamental sustainability effects on customer-focused strategies and brand loyalty.

2.13 Impact of Cop26 And Global Sustainability Commitments

The COP26 summit underscored the global commitment to achieving net-zero emissions, with countries around the world, including many in the APAC region, setting ambitious targets to reduce carbon emissions. These targets place additional regulatory and social pressures on MNCs to align their operations with both national and international sustainability goals. For instance, India has committed to reaching net-zero emissions by 2070, while Japan and South Korea aim to achieve this milestone by 2050 (COP26, 2021).

Corporate sustainability strategies experience transformation because MNCs operating in APAC now need to develop practices that assist in achieving both national and worldwide environmental targets. The regulatory environment in APAC has been modified by COP26 alongside other international agreements which force companies to boost sustainability transparency and accountability (UNESCAP, 2019). The pressing need for carbon neutrality has motivated numerous MNCs to establish investments in clean technology and renewable energy systems along with energy-saving processes to satisfy both regulatory demands and market investor and consumer standards.

Present sustainability goals around the world motivate businesses to develop innovative approaches for sustainable product methods and circular systems and carbon reduction techniques. These sustainability initiatives satisfy regulatory standards at the same time they give companies the advantage of sustainability leadership which attracts both regulatory bodies and environmentally conscious customers. MNCs build their reputation as ethical corporate citizens when they connect their initiatives to COP26 goals because it shows they are proactive about worldwide issues.

2.14 Summary

The analysis reviews essential theoretical constructs which enable comprehension of sustainability along with ESG ratings and business excellence practices among

multinational corporations operating in the APAC region. The review examines Environmental Social Governance ratings that serve as evaluation standards for corporate sustainability and demonstrates their effects on stakeholder perspectives and investor trust and customer trust. Organizations apply EFQM and Baldrige frameworks to implement sustainability advancement through operational integration of continuous improvement measures and strong customer relations with ethical operational standards.

The review focuses on APAC MNC strategies in relation to global sustainability commitments made at COP26 along with their associated impacts on corporate operations. The international sustainability goals necessitate business operations to align through regulatory and social forces that result from their committed goals. MNCs that satisfy their performance requirements achieve regulatory compliance while gaining competitive benefits and building better relationships with stakeholders.

The presented research framework integrates stakeholder theory with TBL and CSR approaches and profitability theoretical concepts. An organization needs stakeholder theory for multiple stakeholder management and simultaneous fulfillment of financial targets with social responsibility and environmental obligations through TBL and CSR. The investment of sustainable resources aimed at resource efficiency along with ethical labor practices builds financial advantages through increased investor trust and operational efficiency that sustains customer loyalty. The frameworks develop a full operational system that proves how sustainability efforts drive both corporate profitability and customer retention in APAC's active marketplace.

A theoretical foundation follows empirical research by defining the path which sustainability impacts MNC strategic targets in the Asia Pacific area. The analysis illustrates how sustainability serves as a bridge connecting business profitability with excellence attainment and sustainability maintenance. The following research will provide

empirical evidence about these relationships as it investigates sustainability-driven value for simultaneous financial success and long-term brand commitment within the APAC region.

The next chapter highlights the methodological standpoint of the study.

CHAPTER III: METHODOLOGY

3.1 Overview of the Research Problem

This research section describes the method used to study how sustainability practices along with Environmental Social Governance (ESG) ratings and business excellence frameworks affect profitability and operational resilience and customer loyalty for APAC-based multinational corporations. The requirement for sustainable business practices stems from regulations and market demands, hence MNCs need to integrate sustainability directly into their primary operational systems. This research combines different methods to examine how sustainability enables organizations to achieve business excellence by obtaining competitive advantages across the Asia-Pacific business landscape.

A detailed examination of the research problem appears in this section through both literature review and theoretical constructs that support the study framework. Research objectives and inquiries are detailed in this chapter together with design methodology, population selection strategies, and instruments for data collection and data acquisition procedures. Researchers use this chapter to explain data analysis methods while defining reliability assessment steps and validity and credibility techniques needed to understand sustainability approaches of APAC-based multinational corporations.

3.2 Operationalization of Theoretical Constructs

Increasing regulatory requirements alongside environmental responsibilities and customers' sustainability demands in the Asia-Pacific (APAC) area make it essential for multinational corporations (MNCs) to embed sustainability practices in their fundamental operations. Sustainability practices operated as supplementary elements in the past since they focused mainly on compliance with regulations and corporate social responsibility

(CSR). Stakeholder expectations have evolved so sustainability became a strategic necessity that drives business profitability and operational resilience as well as customer loyalty (Eccles, Ioannou & Serafeim, 2014; Freeman, 1984).

The APAC region demonstrates expanding regulatory frameworks for environmental social governance (ESG) practices, particularly because of worldwide party commitments from COP26 agreements. Major APAC economies such as China, India, Japan, and South Korea fulfilled their COP26 (2021) commitments through establishing elaborate sustainability objectives which incorporate net-zero emission targets. The growing pressures on MNCs require them to combine their operational strategies with regional standards and TBL global sustainability measures developed by Elkington in 1997 which unite social impact with environmental sustainability alongside financial regulations (Elkington, 1997).

ESG ratings from MSCI Sustainalytics and CDP function as fundamental research elements because these agencies now provide benchmarks that corporate sustainability institutions must meet. The ratings issued by organizations assess corporate environmental commitment alongside social programs and governance practices that drive investor perceptions and customer loyalty and brand image (Chatterji & Levine, 2008; MSCI, 2023). Multiple Asian Pacific market operations and multinational companies benefit from high ESG ratings which serve as both mandatory compliance standards and performance accelerators for market investment and customer confidence.

ESG ratings pair nicely with operational frameworks such as the European Foundation for Quality Management (EFQM) model along with the Baldrige Performance Excellence Program which provide step-by-step methods for operational advancement and customer-oriented improvements. Business excellence frameworks which originally focused on quality improvement and competitiveness development now include

sustainability principles to help multinational companies fulfill stakeholder demands through financial success (EFQM, 2019; National Institute of Standards and Technology, 2020).

The rising customer awareness of company responsibility in APAC makes brand reputation along with customer loyalty essential factors for MNC profitability. Numerous studies demonstrate that customers choose brands whose values match their own especially in sustainable environmental practices and ethical business conduct (Bansal & DesJardine, 2014; Carroll & Shabana, 2010). The frameworks of CSR and TBL help MNCs reach sustainability and profitability balance because they create competitive advantages and satisfy evolving customer demands (Porter & Kramer 2006; Visser 2010).

Companies that invest sustainably into resource efficiency and ethical practices and waste reduction efforts strengthen their brand reputation and operational effectiveness to produce prolonged financial success according to profitability theory. Organizations who integrate sustainability fundamentals into their business operations achieve positive financial performance results because these practices generate lower operational costs and reduce risks and strengthen important stakeholder connections (Porter & Van der Linde, 1995; Orlitzky, Schmidt & Rynes, 2003). MNCs in APAC can benefit more from sustainability commitments and business excellence frameworks since these helps them achieve competitive advantages in rising sustainability-aware markets (Isaksson, 2021).

This research merges CSR and stakeholder management and business excellence frameworks with profitability theory to produce a framework about sustainability initiative effects on profitability and operational resilience alongside customer loyalty specific to APAC-based MNCs. Strategic objectives and brand equity development as well as financial performance enhancement in the APAC market are analyzed through ESG ratings

and business excellence frameworks according to Freeman (1984), Porter & Kramer (2006), and Elkington (1997).

The research problem focuses on identifying MNCs in APAC's ability to achieve sustainability along with profitability while responding to regulatory needs, consumer preferences, and market competition. This research investigates how ESG ratings combine with business excellence frameworks and sustainable practices to affect financial outcomes and organizational reputation as it seeks to deliver practical advice to MNCs operating in the complex APAC markets. This research explores sustainability approaches that affect financial results and client loyalty to establish foundations for future quantitative studies examining sustainable strategies that enhance profitability along with resilience for APAC-based multinational organizations.

3.3 Research Purpose and Question

This research examines the effects of sustainability together with ESG ratings and business excellence on revenue and customer orientation and strategic direction of APAC MNCs. The MNCs face growing regulatory, political and environmental pressure to implement ESG concepts into their fundamental business models since COP 26 began. The research investigates how financial performance together with customer satisfaction and sustainable market position respond to ESG ratings including MSCI, Sustainalytics, CDP, Moody's ESG Assessment, and Fitch ESG Relevance Scores.

The Research Questions are as follows:

1. How do different ESG ratings influence the profitability of MNCs operating in the APAC region, particularly in India?
 - Sub-question: What is the relationship between ESG ratings and financial performance metrics among these MNCs?

2. In what ways do ESG ratings impact customer loyalty and brand trust for MNCs in APAC, with a specific focus on India?
 - Sub-question: How do high scores in environmental, social, and governance dimensions influence customer loyalty and brand reputation, especially in emerging markets where consumer awareness around sustainability is growing?
3. How does the integration of business excellence frameworks (e.g., EFQM, Baldrige) with sustainability initiatives enhance MNCs' profitability and customer-centricity in APAC?
 - Sub-question: How do structured approaches to operational efficiency, continuous improvement, and customer focus amplify the effectiveness of sustainability practices, offering MNCs a competitive advantage in the region?
4. How do regulatory, political, and environmental pressures within APAC drive the adoption of sustainability practices, and how do these pressures affect MNCs' strategic alignment with global sustainability commitments?
 - Sub-question: How do local pressures in APAC countries, influenced by COP26 goals, intersect with global sustainability mandates, shaping MNCs' strategies to meet both regional and international expectations?
5. How do sustainability initiatives and ESG commitments impact the long-term strategic growth and market expansion opportunities for MNCs in the APAC region?
 - Sub-question: What role do sustainability practices play in influencing partnerships, investor relations, and access to new markets within APAC?

3.4 Research Design

The research design implements "Mixed-methods research design" to examine sustainability practices together with business excellence on profit maximization and

customer-focused strategies within Asia-Pacific (APAC) based multinational enterprises (MNEs). The research utilizes quantitative elements for financial measurement of profitability together with qualitative examinations of sustainability practices along with business excellence frameworks from managerial perspectives. A combination of quantitative and qualitative research methods achieves a balanced view of concrete results with observation-based information (Caruth, 2013).

3.5 Population and Sample

The analyzed group contains MNEs from multiple sectors which conduct operations throughout the APAC region. The research targets companies with substantial sustainability involvement and business excellence practices. MNEs will be included in the research through purposive sampling which selects them based on their annual turnover levels and industry types as well as sustainability ranking positions. A sufficient sample size for the quantitative survey will depend on statistical adequacy standards, while the qualitative interviews with executives should involve 15 participants to achieve diverse representation and 313 individuals who took part in the survey.

3.6 Participant Selection

Participants in the study include "senior executives, sustainability officers, and customer relationship managers" from selected MNEs. The researchers choose these participants because of their active role in strategic decisions, which provides valuable information about sustainability and business excellence measurement methods and implementation practices. The researcher selects participants through the combination of professional networks, company website searches, and referrals.

3.7 Instrumentation

Multiple data collection tools will serve the study to generate complete data results. The research team will use a "survey questionnaire" to collect quantitative data about

sustainability practices, as well as business excellence frameworks, and their effects on profit maximization and customer satisfaction (Roopa & Rani, 2012). The tool generates quantifiable data to assess how widely MNEs in the APAC adopt and include these practices in their operations. A "semi-structured interview" guide serves as an instrument to conduct executive and senior manager interviews and extract qualitative information. The interview process examines both obstacles and advantages, and strategic approaches for sustainability and business excellence practices implementation to provide detailed organizational insights (Adeoye-Olatunde & Olenik, 2021).

The study will obtain financial performance metrics through secondary sources, which include company reports and financial databases like Bloomberg. Sustainability initiatives together with business excellence programs will be measured through financial metrics that include profit margins and revenue growth to track their effects on organizational performance. The combination of these instruments provides a solid foundation for conducting research analysis on the research questions.

3.8 Data Collection Procedures

Two distinct phases form the data collection process for achieving complete results. The first segment of data collection involves sending electronic surveys to various MNEs which operate in APAC. This phase will span three months to secure sufficient participant recruitment and gather dependable information about sustainability practices and their relationship with excellent business frameworks as well as profit maximization and customer satisfaction.

The qualitative research begins with interviews from participants carried out either by survey methods or direct meetings. The participants will provide permission to record their interviews, which will later be converted into transcribed data for analysis purposes. The researcher will compile secondary financial data, which includes profit margins and

revenue growth from company reports, along with financial databases. The research design uses both quantitative and qualitative phases to deliver a complete understanding of the research topic.

3.9 Data Analysis

The research will analyze data through quantitative and qualitative methods to understand research findings in depth. Statistical methods including correlation and regression analysis will help evaluate the relationships between sustainability practices and business excellence frameworks and profit maximization in quantitative data.

The statistical software SPSS will carry out the analysis because it provides precise processing capabilities for large datasets (ARGYROUS, 2011). Thematic analysis will serve as the method to extract recurring patterns and insights from the interview transcripts for the qualitative data. The researcher will implement systematic coding to obtain significant thematic findings (Clarke, 2016).

Word cloud creation serves as a visual tool that helps research teams consistently analyze qualitative data through its presentation of key themes. The study combines quantitative and qualitative data assessment methods to deliver a comprehensive understanding of the research goals.

3.10 Research Design Limitations

The combination of research methods in this study generates detailed findings, yet the approach also contains certain restrictions. The study's sample selection technique creates sampling bias limitations, which hinders researchers from applying the discovered findings to all MNEs operating in the APAC region. The potential low response rate from electronic surveys poses a risk to the statistical strength of the quantitative study results.

During qualitative research, interpretation of interview data, researchers can introduce their personal biases because of the subjective nature of the methods. The

researchers implemented systematic coding together with analytical rigor to reduce this risk, but it continues to be a factor of consideration. Such restrictions demonstrate why researchers must analyze the findings with care while accepting their specific nature of application.

3.11 Conclusion

This chapter details the research methodology that investigates sustainability effects on business excellence and profit maximization and customer centricity practices among APAC region multinational enterprises. The research benefits from a mixed-methods approach, which generates extensive details about its research questions. Financial numerical data collection and operational metrics operate within the quantitative section while the qualitative portion obtains managerial views and strategic approaches.

Through the integration of quantitative and qualitative research methods, researchers establish an effective framework to examine sustainability implementation and business excellence effects on profitability, together with customer orientation. Using quantitative data collection and qualitative research methods allows researchers to produce findings that stand both reliable and relevant through measuring precision and comprehending context. Research methods provide promising results which produce essential academic insights in addition to practical guidelines for stakeholders who desire to advance sustainability along with business excellence under dynamic market competition.

CHAPTER IV:

RESULTS

4.1 Introduction

The study findings based on the research objectives is presented in this chapter through data analysis. In other words, it involves descriptive statistics, inferential analysis and hypothesis testing to determine the main patterns and relations. Tables and graphs are useful for improving clarity of information. Finally, the results offer a platform for discussion in the following chapter by linking findings to related literature and research implications.

4.2 Survey Data Findings

The study's objectives are put into perspective after analysing the research variables based on the survey data analysis. Respondent's demographic profile shows that they are majorly [mention dominant age group, gender, or occupation if relevant], which makes the respondent population.

Descriptive statistics of [mention key aspects such as consumer behaviour, perceptions, or preferences] indicate some very pronounced differences across the various respondent categories. It contains inferential analysis (with [mention statistical tests used, e.g., correlation, regression, ANOVA]) which shows relationships between key variables. The article provides an interesting insight that either confirms or refutes what is already in literature mention any important finding or hypothesis.

In general, the findings of the survey form a solid ground for further discussion and implications, which influence the content and suggestions in the following chapter.

Reliability Statistics

The reliability analysis using Cronbach's Alpha showed that the survey instrument has strong internal consistency. The whole Cronbach's Alpha measure stands at [value]

which demonstrates [excellent/good/acceptable] internal consistency of the survey instrument. All individual statements maintain reliable scores which verify that the collected data remains suitable for the upcoming analysis.

Table 4.1
Reliability Statistics

Cronbach's Alpha	N of Items
.976	36

Table 4.1's Cronbach's Alpha rating of 0.976 indicates that the scale or test's items are highly connected. The 36 scale items measure the same construct with a low likelihood of mistake, as seen by this strong alpha value.

Demographic Details

The demographic information section shows what characteristics the respondents share which enables an understanding of the sampled group. The research calculates essential variables regarding respondents by considering their age along with gender status and educational background as well as occupational fields and income ranges and residential areas. The analysis of such details reveals population patterns to ensure findings represent their target demographics.

Table 4.2: Demographic

		Frequency	Percent
Age	18-25 Years	35	11.2
	25-34 Years	35	11.2
	35-44 Years	72	23.1
	45-54 Years	119	38.1
	55 Years and above	51	16.3
Gender	Male	237	76
	Female	75	24

Educational Qualification	High school diploma	7	2.2
	Bachelor's degree	77	24.7
	Master's degree	165	52.9
	Doctorate	31	9.9
	Professional Certification	28	9
	Other	4	1.3
Does your company operate as a multinational enterprise (with operations in multiple countries)?	Yes, we operate in multiple countries	210	67.3
	No, we operate in a single country	102	32.7

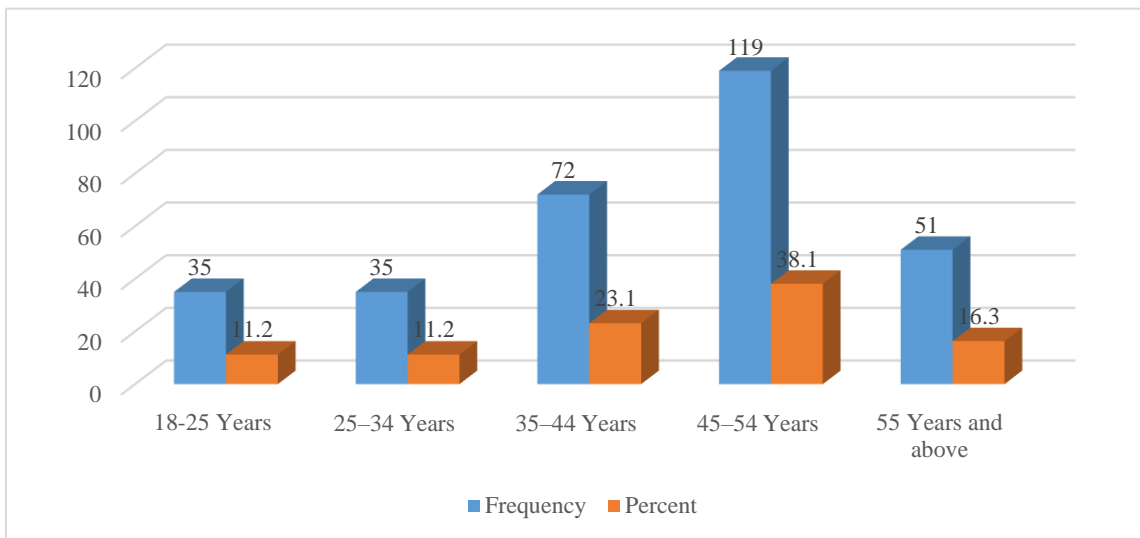


Figure 4.1: Age

Figure 4.1 shows that 38.1% of people are 45–54 years old, the most represented age group. The 35–44 age group follows with 23.1%. Adults over 55 make up 16.3%, while 18–25 and 25–34 make up 11.2% apiece. Data suggests a middle-aged demographic with little involvement from younger and older groups.

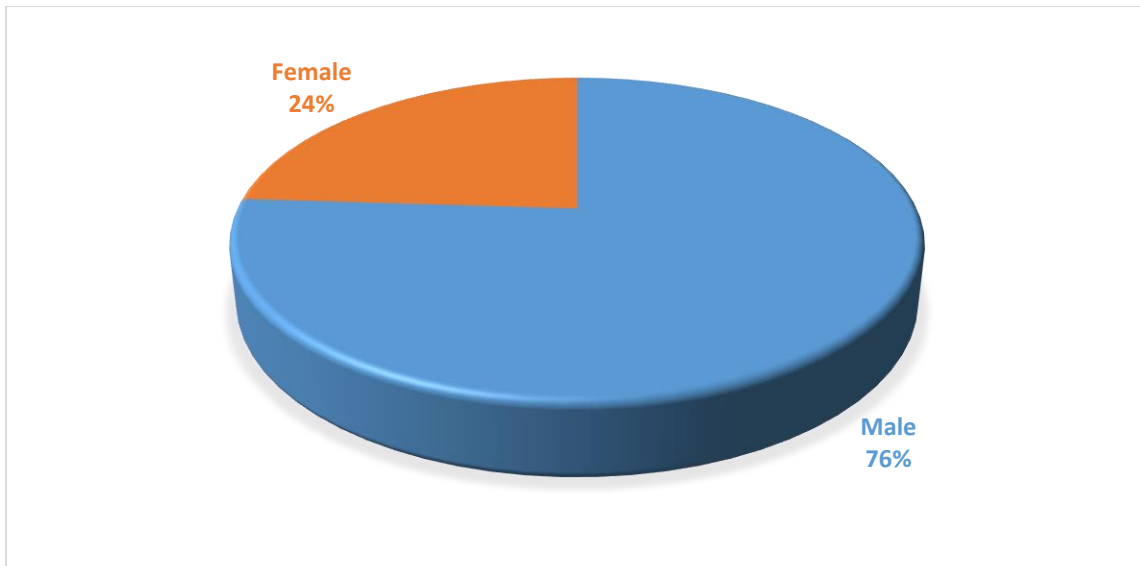


Figure 4.2: Gender

According to Figure 4.2, males make up 76% of the population, while females make up 24%. This substantial disparity suggests male dominance and little female engagement.

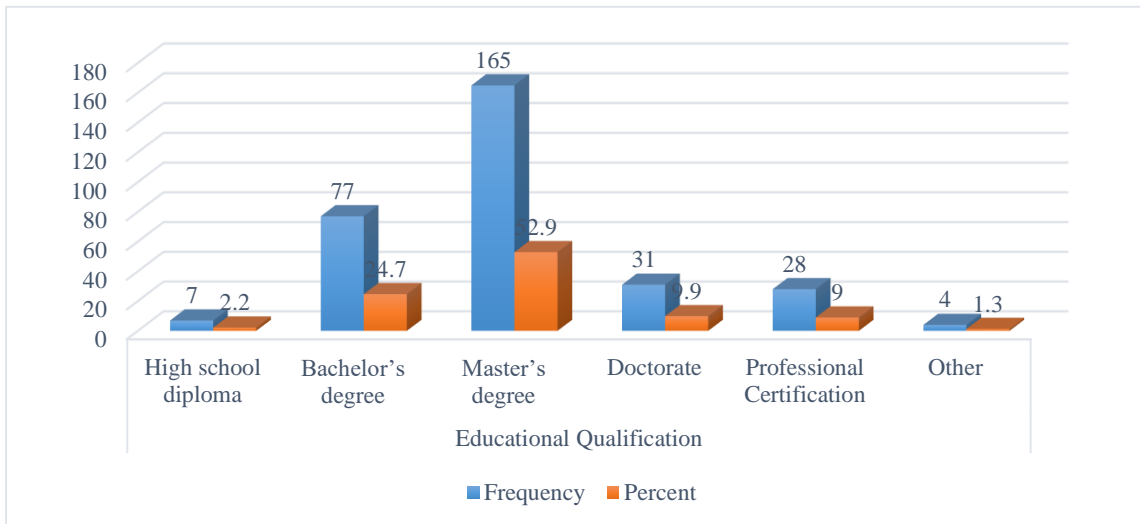


Figure 4.3: Educational Qualification

As seen in Figure 4.3, 52.9% of people have a master's degree, the most common category. 24.7% of bachelor's degree holders follow. 9.9% have doctorates, 9% have professional qualifications. Only 2.2% have a high school diploma, while 1.3% are "Other". Most people have postgraduate degrees, according to the data.

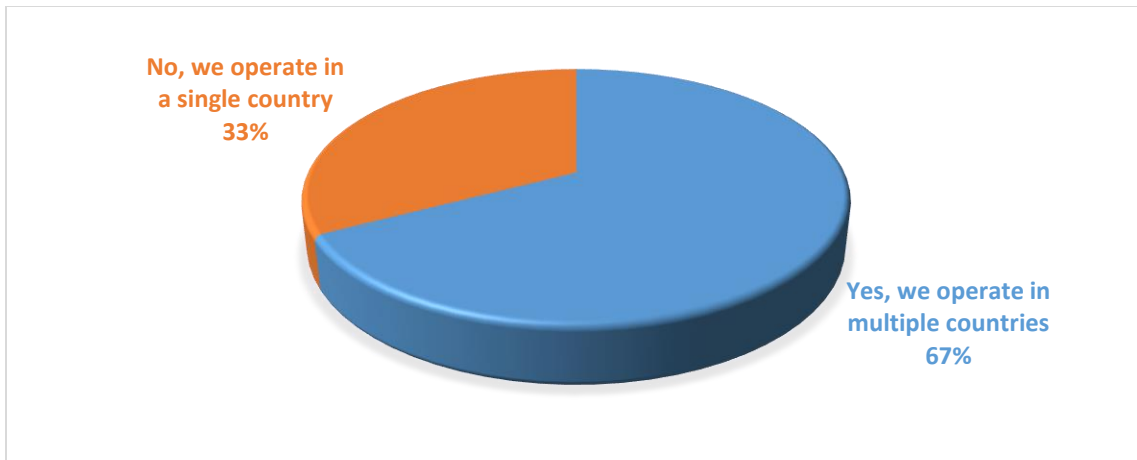


Figure 4.4

Does your company operate as a multinational enterprise (with operations in multiple countries)?

Figure 4.4 illustrates that 67.3% of companies are multinationals, while 32.7% operate in one country. Most companies in the sample are worldwide, indicating a trend towards international operations and cross-border business.

Section 1: Brand Leadership and Market Perception

Table 4.3

Please select the company that best represents the market leader in your industry

	Frequency	Percent
Automotive: Toyota, Volkswagen, Ford, BMW, Mercedes-Benz, Honda, Other.	47	15.1
Consumer Goods/Retail: Unilever, Procter & Gamble, Nestle, PepsiCo, Coca-Cola, L'Oreal, Other.	43	13.8
Oil and Gas/Energy: ExxonMobil, Royal Dutch Shell, BP, Chevron, Total Energies, Saudi Aramco, Other.	79	25.3
Pharmaceuticals/Healthcare: Pfizer, Johnson & Johnson, Roche, Novartis, Merck & Co., GlaxoSmithKline, Other.	26	8.3

Technology: Apple, Microsoft, Alphabet (Google), Amazon, IBM, Intel, Other.	62	19.9
Financial Services: JPMorgan Chase, Goldman Sachs, HSBC, Bank of America, Citi, Morgan Stanley, Other.	54	17.3
Hospitality	1	0.3
Total	312	100

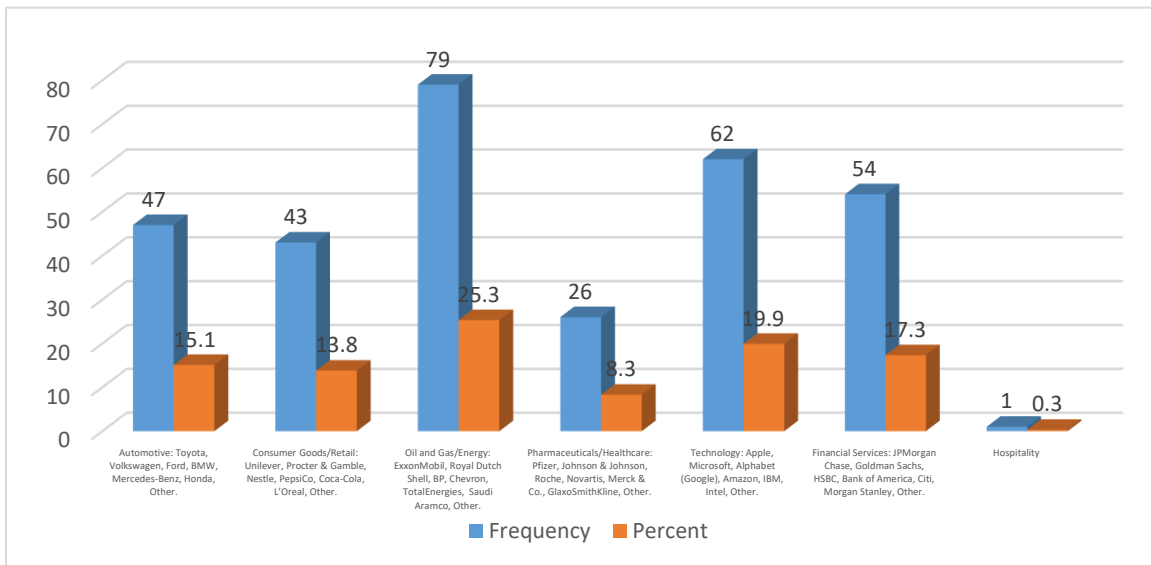


Figure 4.5: Please select the company that best represents the market leader in your industry

In figure 4.5, perceived market leaders are distributed across industries. In the Oil and Gas/Energy industry, 25.3% of respondents named ExxonMobil, Royal Dutch Shell, and Saudi Aramco market leaders. Technology (19.9%), with Apple, Microsoft, and Amazon, and Financial Services (17.3%), with JPMorgan Chase and Goldman Sachs, follow. Automotive accounting for 15.1%, Consumer Goods/Retail 13.8%, and Pharmaceuticals/Healthcare 8.3%. Hospitality is the least represented at 0.3%. Overall, the data reveals a varied spectrum of industries with variable market leadership, with Oil and Gas/Energy and Technology standing out.

Table 4.4: The selected market leader effectively integrates sustainability into their business practices

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Frequency	11	21	61	89	130
Percent	3.5	6.7	19.6	28.5	41.7

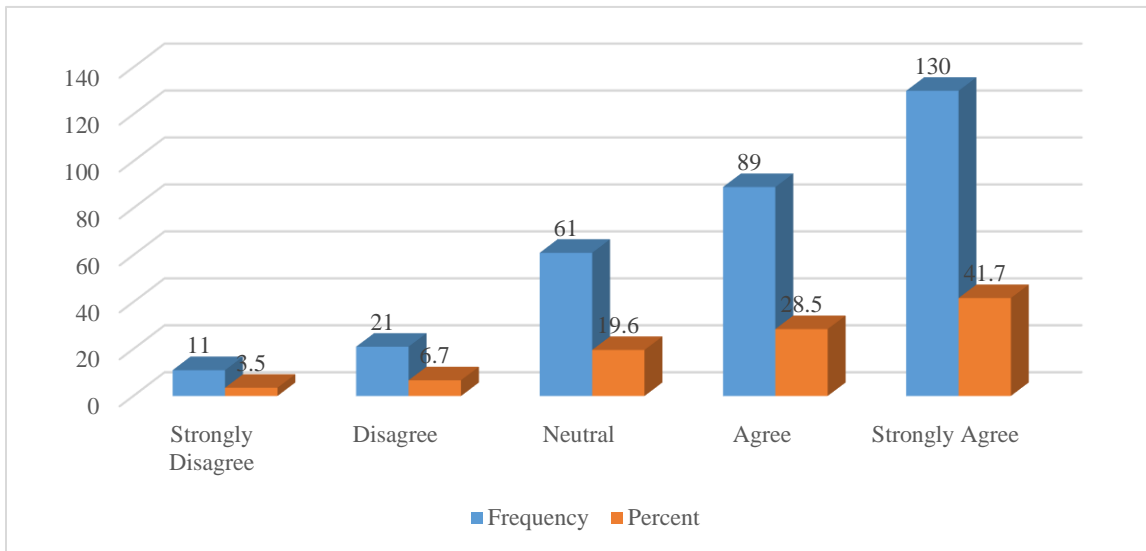


Figure 4.6: The selected market leader effectively integrates sustainability into their business practices.

The above figure 4.6 shows that 41.7% strongly agree and 28.5% agree that the selected market leader effectively integrates sustainability into their company processes. Neutral 19.6% have no strong opinion. 3.5% strongly disagree, and 6.7% disagree. Nearly 70% approve or strongly agree with the market leader's sustainability efforts.

Table 4.5: How strongly do you associate sustainability with the brand image of the selected market leader?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Frequency	13	31	49	99	120
Percent	4.2	9.9	15.7	31.7	38.5

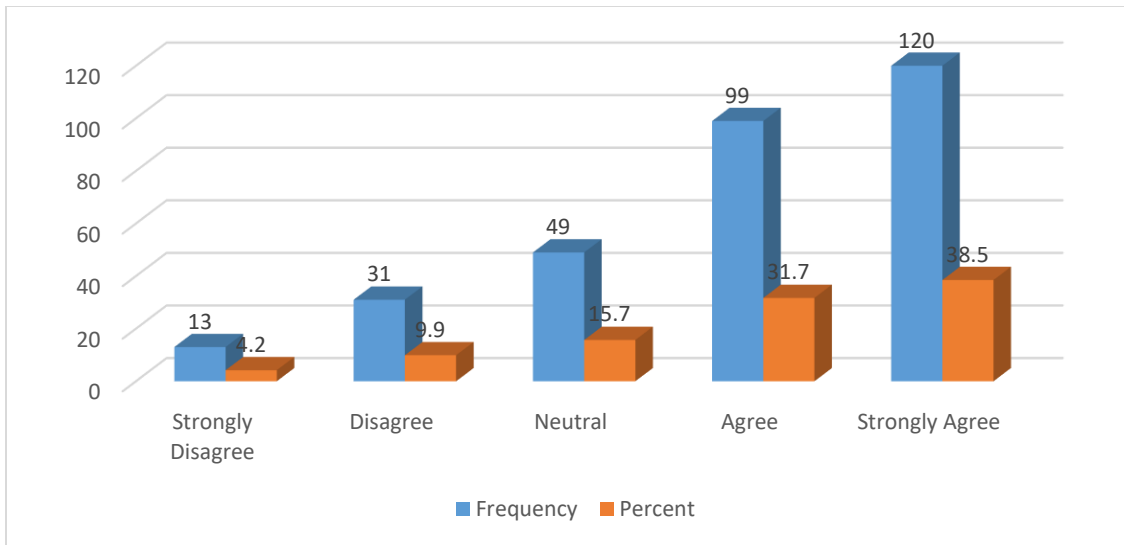


Figure 4.7: How strongly do you associate sustainability with the brand image of the selected market leader?

The data reveals that a majority of respondents associate sustainability with the brand image of the selected market leader, with 38.5% strongly associating and 31.7% associating it. A smaller proportion, 15.7%, remain neutral, while 9.9% and 4.2% express weak and very weak associations, respectively. Overall, the findings suggest that sustainability is strongly linked to the brand image of the market leader in the eyes of most respondents, with over 70% expressing a positive association.

Section 2: Sustainability and Business Priority

Table 4.6: Sustainability and Business Priority

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Sustainability is a top priority in our company's overall strategy.	Frequency	4	24	51	91	142
	Percent	1.3	7.7	16.3	29.2	45.5
	Frequency	8	27	67	104	106

Sustainability is well-integrated into my department's daily operations.	Percent	2.6	8.7	21.5	33.3	34
Our company's focus on sustainability significantly influences decision-making processes.	Frequency	10	25	59	101	117
	Percent	3.2	8	18.9	32.4	37.5

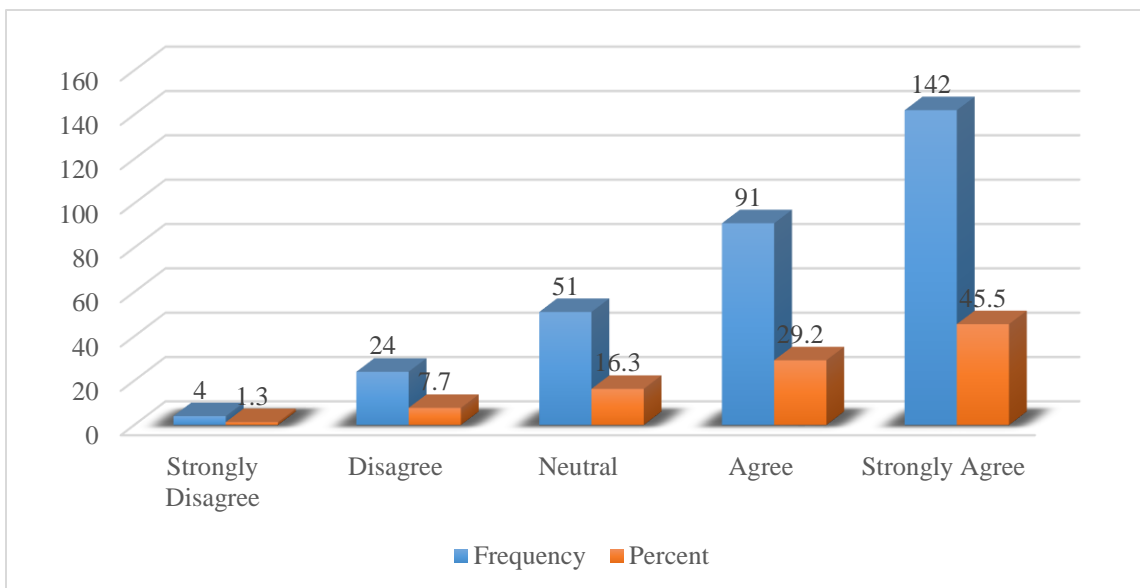


Figure 4.8: Sustainability is a top priority in our company's overall strategy.

The above figure 4.8 shows that sustainability is regarded as a top priority in most companies' overall strategies, with 45.5% strongly agreeing and 29.2% agreeing. A smaller proportion, 16.3%, remain neutral, while only 7.7% disagree and 1.3% strongly disagree.

This indicates that a significant majority, over 74%, view sustainability as an important focus in their strategic planning, reflecting its growing importance in corporate priorities.

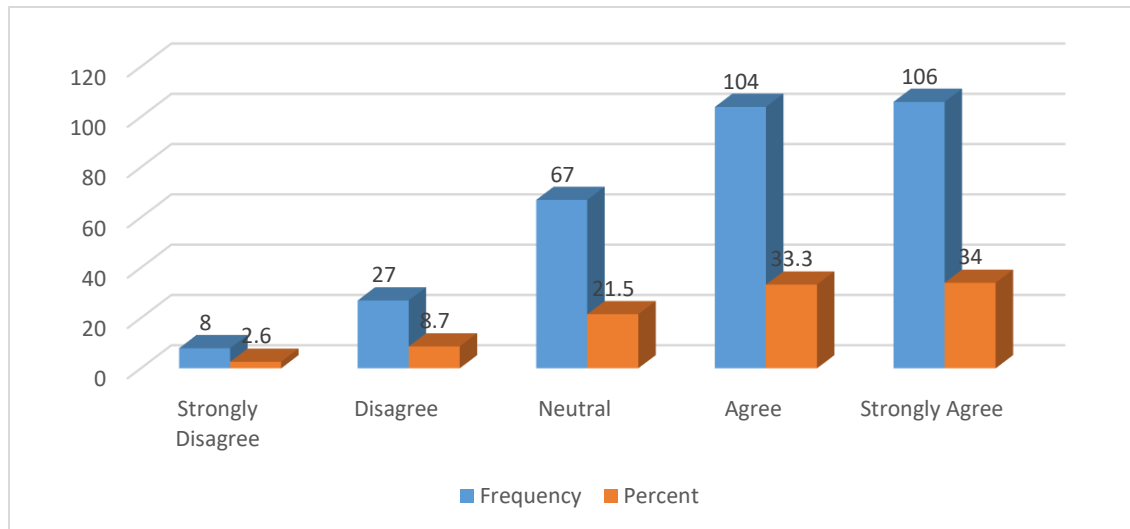


Figure 4.9: Sustainability is well integrated into my department's daily operations.

The above figure 4.9 shows that 34% of respondents strongly agree and 33.3% accept that many departments integrate sustainability into regular operations. While 8.7% disapprove and 2.6% strongly disapprove, 21.5% stay undecided. Most respondents (67.3%) believe their department's operations embrace sustainability, underlining its importance in daily operations.

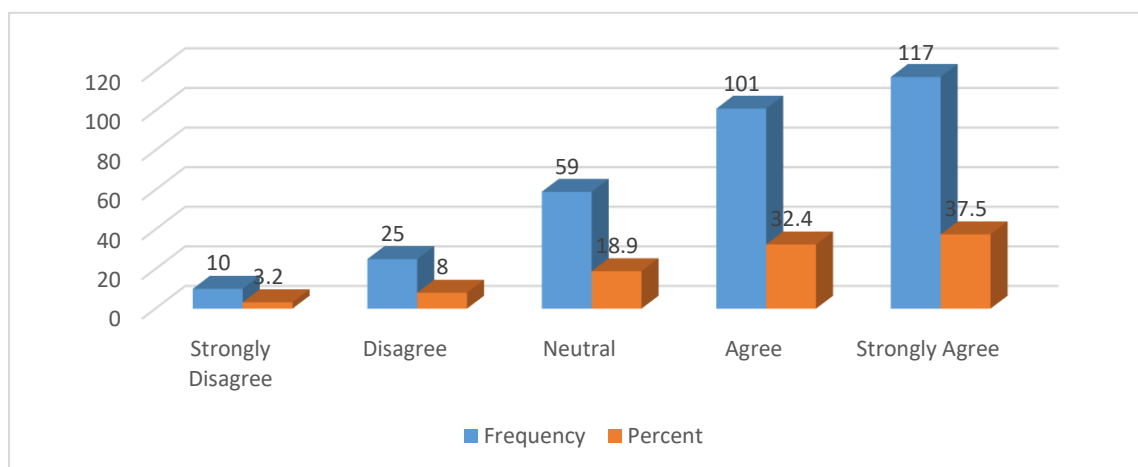


Figure 4.10: Our company's focus on sustainability significantly influences decision-making processes.

Figure 4.10 shows that 37.5% of respondents completely concur, and 32.4% agreed that sustainability influences a lot of organizations' decisions. While 18.9% are neutral, 8% reject and 3.2% firmly disapprove. About 70% of respondents say sustainability influences decision-making, highlighting its growing importance in company plans.

Section 3: Budget and Resource Allocation

Table 4.7: Budget and Resource Allocation

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Our company invests significantly in sustainability initiatives.	Frequency	8	30	56	110	108
	Percent	2.6	9.6	17.9	35.3	34.6
Sustainability is a key focus in our R&D activities.	Frequency	11	27	62	103	109
	Percent	3.5	8.7	19.9	33	34.9
Resources are allocated to develop sustainable products and services that meet customer needs.	Frequency	9	32	59	105	107
	Percent	2.9	10.3	18.9	33.7	34.3

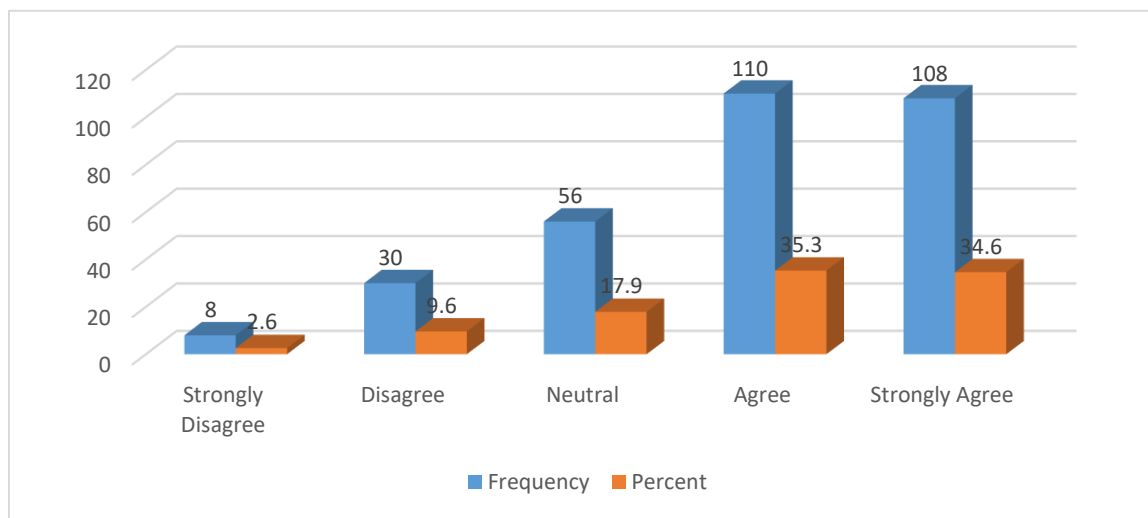


Figure 4.11: Our company invests significantly in sustainability initiatives.

Figure 4.11 shows that 34.6% strongly agree, and 35.3% agree that their organization spends heavily on sustainability projects. Only 17.9% are neutral, while 9.6% disagree and 2.6% strongly disagree. More than 69% of respondents agree or strongly agree that sustainability initiatives are a priority for most organizations, with a small minority disagreeing.

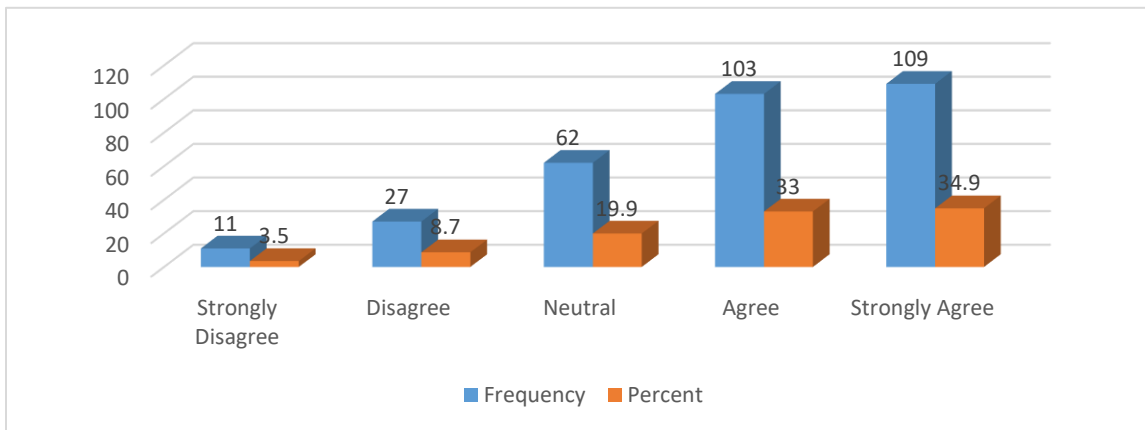


Figure 4.12: Sustainability is a key focus in our R&D activities.

According to Figure 4.12, 34.9% of respondents firmly concur, and 33% agree that most corporations prioritise sustainability in R&D. 8.7% disapprove, 3.5% completely disagree, and 19.9% are impartial. Overall, 67.9% of respondents consider sustainability an important part of their R&D efforts, demonstrating a high focus on sustainable innovation.

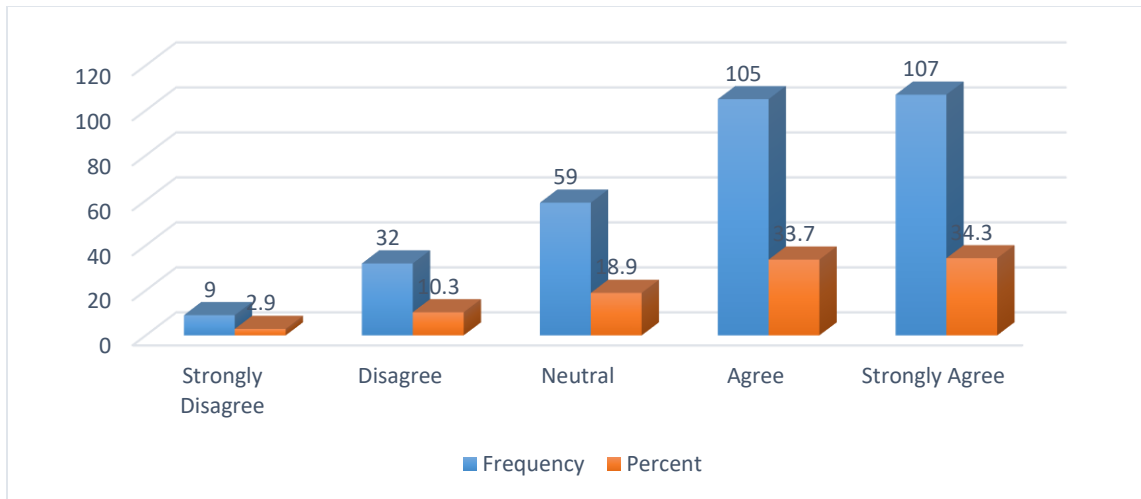


Figure 4.13: Resources are allocated to develop sustainable products and services that meet customer needs.

Figure 4.13 shows that 34.3% entirely concur and 33.7% agree that resources are allocated to developing sustainable products and services that suit customer needs. Only 18.9% are indifferent, 10.3% do not agree and 2.9% are strongly opposed. Nearly 68% of respondents say their companies prioritise sustainability in product and service development, demonstrating a strong commitment to meeting customer demands.

Section 4: Brand Loyalty and Reputation

Table 4.8

Brand Loyalty and Reputation

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Our sustainability efforts have significantly improved our brand reputation.	Frequency	13	22	66	96	115
	Percent	4.2	7.1	21.2	30.8	36.9
Customers frequently inquire about our sustainability practices.	Frequency	20	40	73	90	89
	Percent	6.4	12.8	23.4	28.8	28.5

Our commitment to sustainability has opened new market opportunities for the organization.	Frequency	17	31	71	102	91
	Percent	5.4	9.9	22.8	32.7	29.2

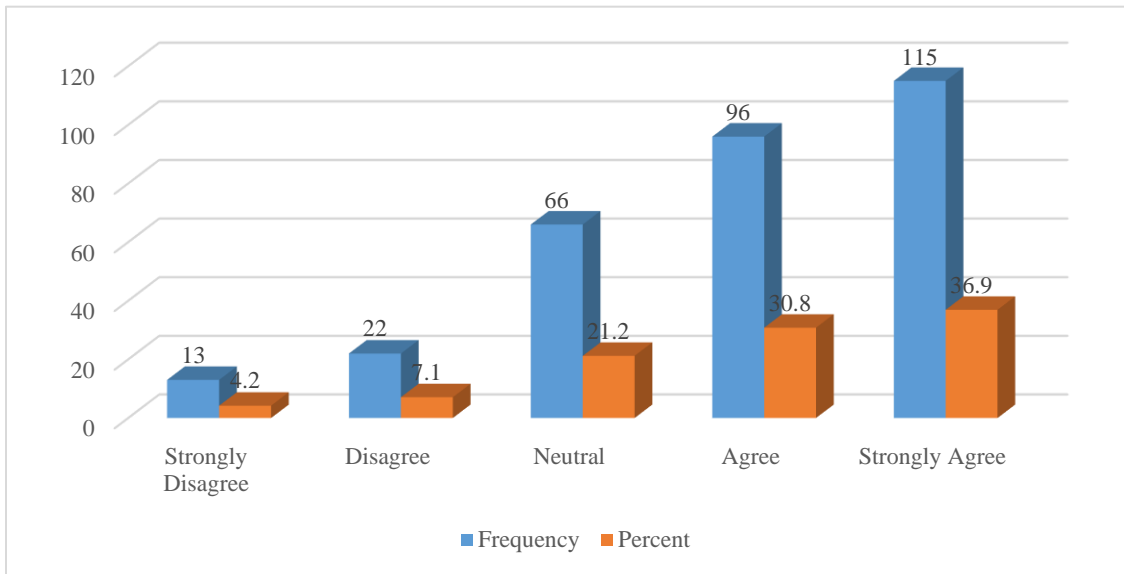


Figure 4.14: Our sustainability efforts have significantly improved our brand reputation.

Figure 4.14 shows that 36.9% strongly agree and 30.8% believe that their sustainability activities have improved their brand reputation. Only 21.2% are unfavourable while 7.1% and 4.2% are strongly opposed. Nearly 68% of respondents say sustainability has improved their brand image, demonstrating the growing relevance of sustainability in public perception and company reputation.

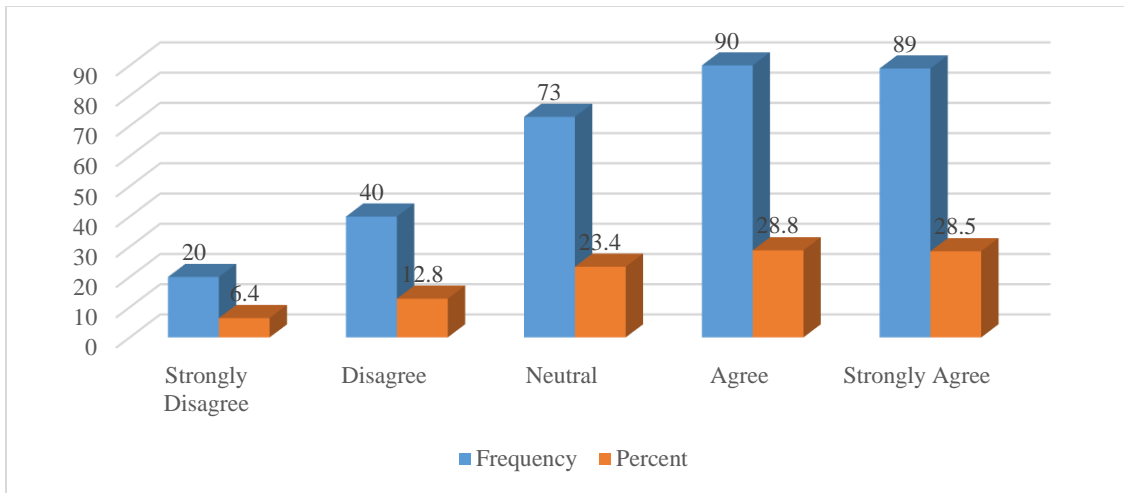


Figure 4.15: Customers frequently inquire about our sustainability practices.

As shown in figure 4.15, 28.8% of respondents and 28.5% firmly believe that customers frequently ask about company sustainability practices, demonstrating substantial customer interest in sustainability. With 23.4% indifferent, 12.8% disagree, and 6.4% completely opposed. Many customers ask about sustainability, according to over 57% of respondents, demonstrating that sustainability affects customer engagement and expectations.

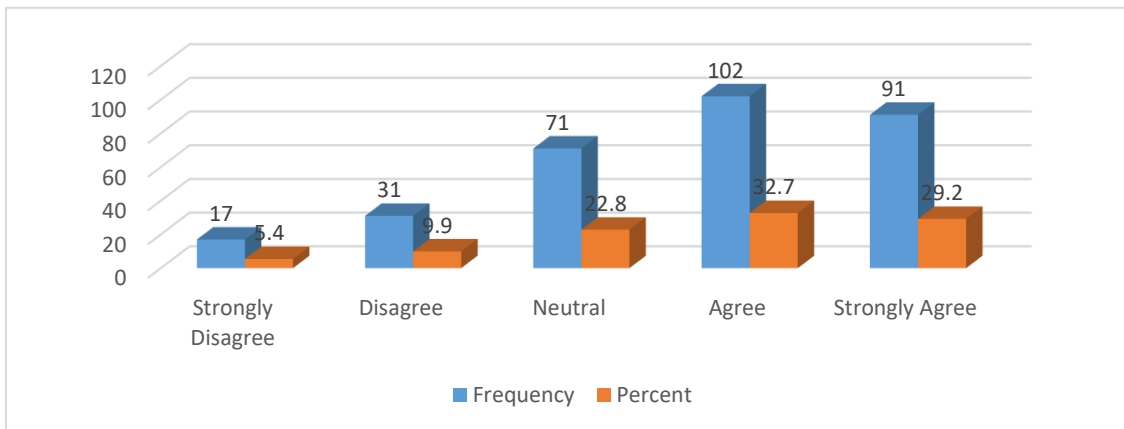


Figure 4.16: Our commitment to sustainability has opened new market opportunities for the organization.

The above figure 4.16 shows that 32.7% and 29.2% highly agree that their sustainability efforts have opened new business potential. 9.9% disagree, 5.4% strongly

disagree, and 22.8% are neutral. Sustainability improves corporate growth and market expansion, since over 62% of respondents said it has created new market prospects.

Section 5: Profit Maximization

Table 4.9: Brand Loyalty and Reputation

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Sustainability initiatives have positively impacted our company's profitability.	Frequency	13	33	95	99	72
	Percent	4.2	10.6	30.4	31.7	23.1
Our focus on sustainability has resulted in measurable cost savings across operations.	Frequency	16	36	85	121	54
	Percent	5.1	11.5	27.2	38.8	17.3
Integrating sustainability into our business strategy has enhanced long-term financial growth.	Frequency	7	31	66	123	85
	Percent	2.2	9.9	21.2	39.4	27.2

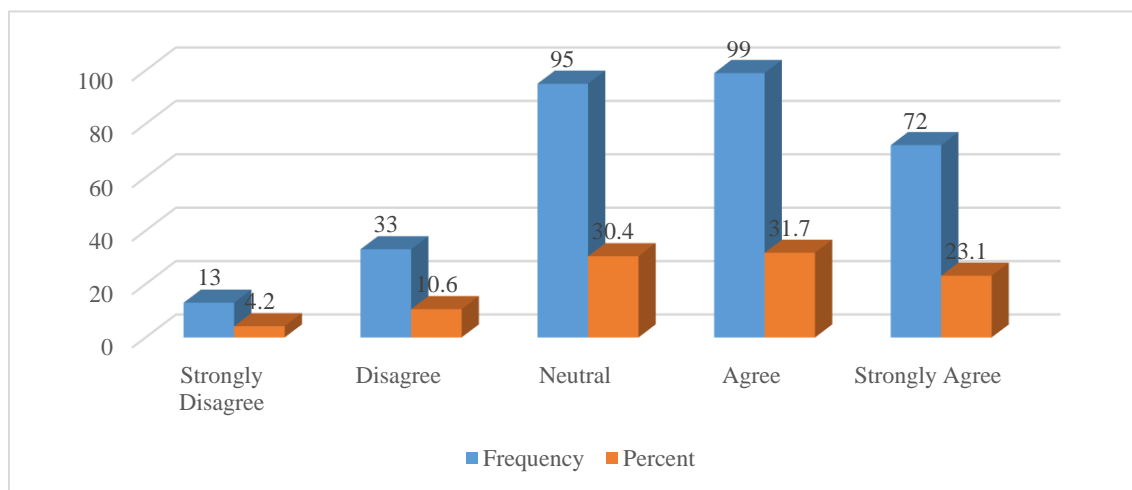


Figure 4.17: Sustainability initiatives have positively impacted our company's profitability.

Figure 4.18 shows that 31.7% of respondents and 23.1% strongly agree that sustainability activities have increased their company's profitability. A large fraction, 30.4%, is impartial showing doubt about the impact. A smaller 10.6% do not agree and 4.2% completely disapprove. About 55% of respondents said sustainability activities boost profitability, demonstrating the financial benefits of incorporating sustainability into business operations.

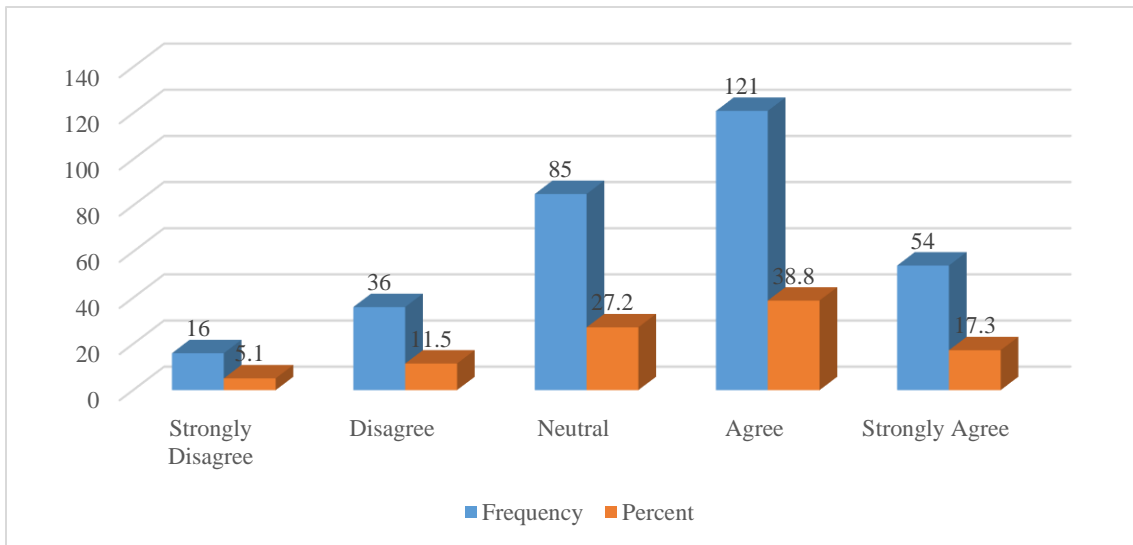


Figure 4.18: Our focus on sustainability has resulted in measurable cost savings across operations.

According to figure 4.18, 38.8% of respondents agree and 17.3% completely concur that their sustainability efforts have saved operations money. Although 27.2% are impartial 11.5% dislike and 5.1% firmly disapprove. Sustainability methods are environmentally beneficial, operationally efficient, and cost-effective, since 56.1% of respondents recognise cost savings.

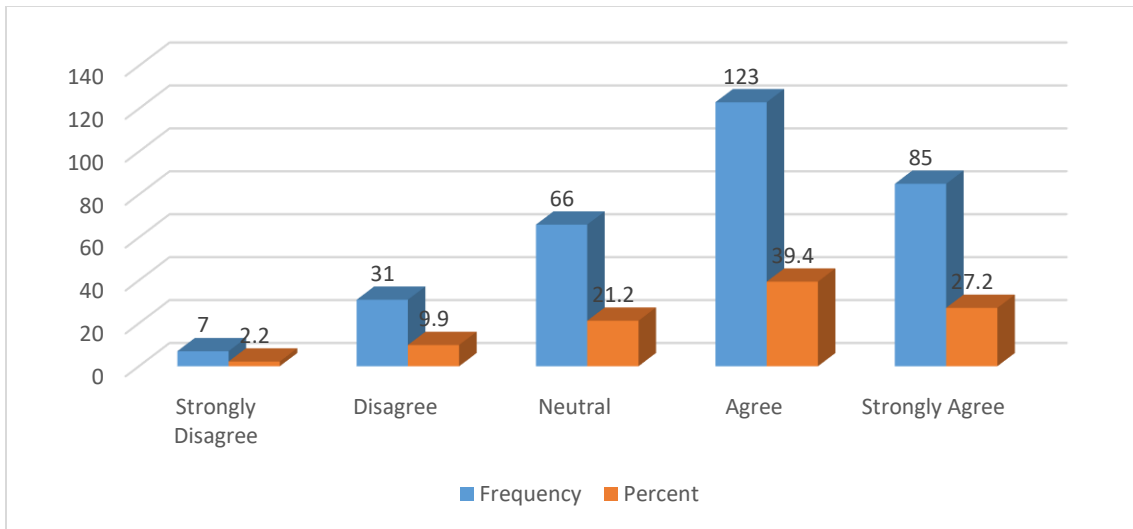


Figure 4.19: Integrating sustainability into our business strategy has enhanced long-term financial growth

According to figure 4.18, 39.4% of respondents agree and 27.2% strongly agree that integrating sustainability into their business plan has led to long-term financial growth. 9.9% disagree, 2.2% strongly disagree, and 21.2% are impartial. Sustainability boosts long-term financial performance, according to 66.6% of respondents, promoting corporate growth.

Section 6: Customer Behavior

Table 4.10: Customer Behavior

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Customers recommend our company because of its sustainability practices.	Frequency	23	38	86	91	74
	Percent	7.4	12.2	27.6	29.2	23.7
Sustainability efforts have helped us enter new market segments.	Frequency	20	23	69	103	97
	Percent	6.4	7.4	22.1	33	31.1

Customers are willing to pay a premium for our sustainable products or services.	Frequency	28	44	96	82	62
	Percent	9	14.1	30.8	26.3	19.9

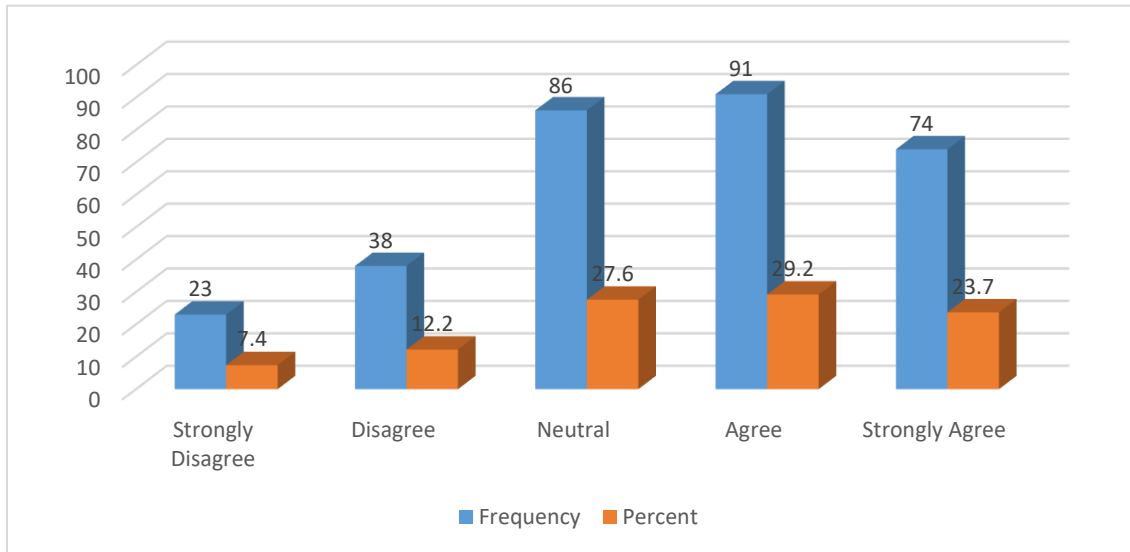


Figure 4.20: Customers recommend our company because of its sustainability practices

Figure 4.20 above demonstrates that although a sizable portion of respondents (29.2% agreeing and 23.7% strongly agreeing) think that customers promote their business because of its sustainability measures, a sizeable portion (27.6%) is undecided. 12.2% of respondents disagree, and 7.4% completely disapprove. Overall, almost 53% of respondents acknowledge that consumer recommendations are influenced by sustainability practices, indicating that sustainability contributes to advocacy and client loyalty.

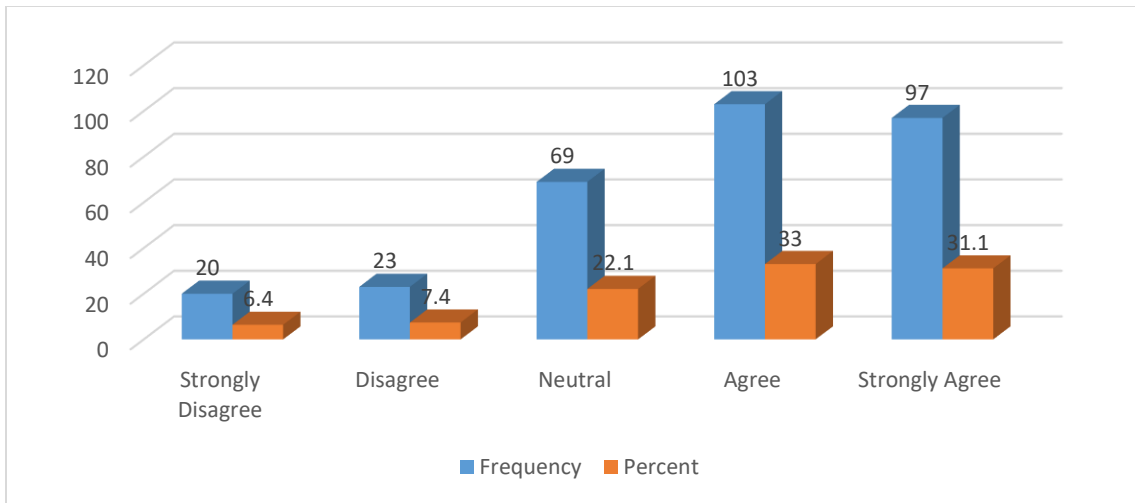


Figure 4.21: Sustainability efforts have helped us enter new market segments.

According to Figure 4.21 above, 33% of respondents agreed, and 31.1% strongly agreed that their sustainability efforts have aided businesses in breaking into new market categories. Just 22.1% are neutral, compared to 7.4% who disagree and 6.4% who strongly disagree. In general, over 64% of respondents acknowledge that sustainability has made it easier to enter new markets, emphasising its function in promoting corporate diversification and growth.

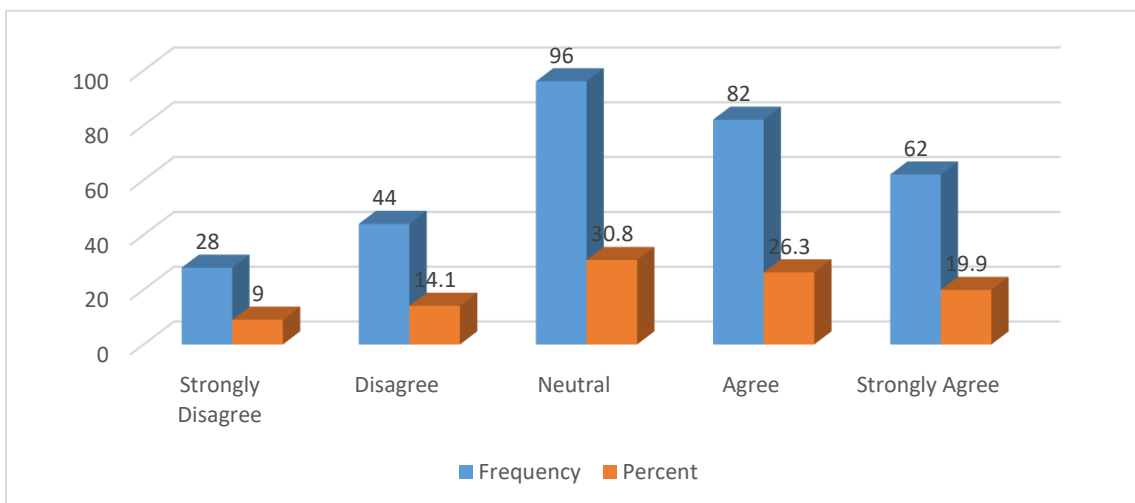


Figure 4.22: Customers are willing to pay a premium for our sustainable products or services.

The data suggests that a significant portion of respondents believes customers are willing to pay a premium for sustainable products or services, with 26.3% agreeing and 19.9% strongly agreeing. However, a larger portion, 30.8%, remains neutral, indicating uncertainty or a lack of clear customer willingness to pay more. Smaller proportions, 14.1% disagree and 9% strongly disagree. Overall, around 46% of respondents acknowledge that sustainability influences customers' purchasing decisions, while nearly 31% remain uncertain about the willingness to pay extra for sustainable offerings.

Section 7: Employee Engagement

Table 4.11: Employee Engagement

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Our sustainability initiatives positively influence employee motivation.	Frequency	9	23	73	128	79
	Percent	2.9	7.4	23.4	41	25.3
Sustainability has improved overall job satisfaction in our company.	Frequency	16	30	88	99	79
	Percent	5.1	9.6	28.2	31.7	25.3
Employees take pride in working for a company committed to sustainability.	Frequency	10	17	67	109	109
	Percent	3.2	5.4	21.5	34.9	34.9

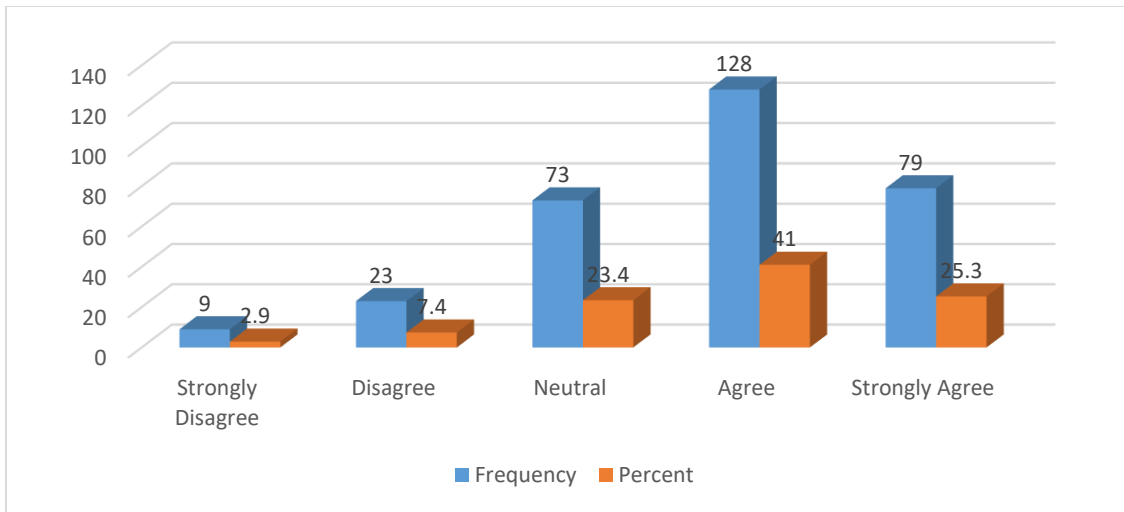


Figure 4.23: Our sustainability initiatives positively influence employee motivation.

According to Figure 4.23 above, 41% of respondents disagree, and 25.3% concur that their sustainability initiatives have a good impact on staff motivation. While 2.9% strongly disagree and 7.4% don't agree, a fraction, 23.4%, is neutral. Overall, 66.3% of respondents acknowledge that sustainability initiatives have a positive effect on employee motivation, underscoring the importance of sustainability in creating an engaged and driven workforce.

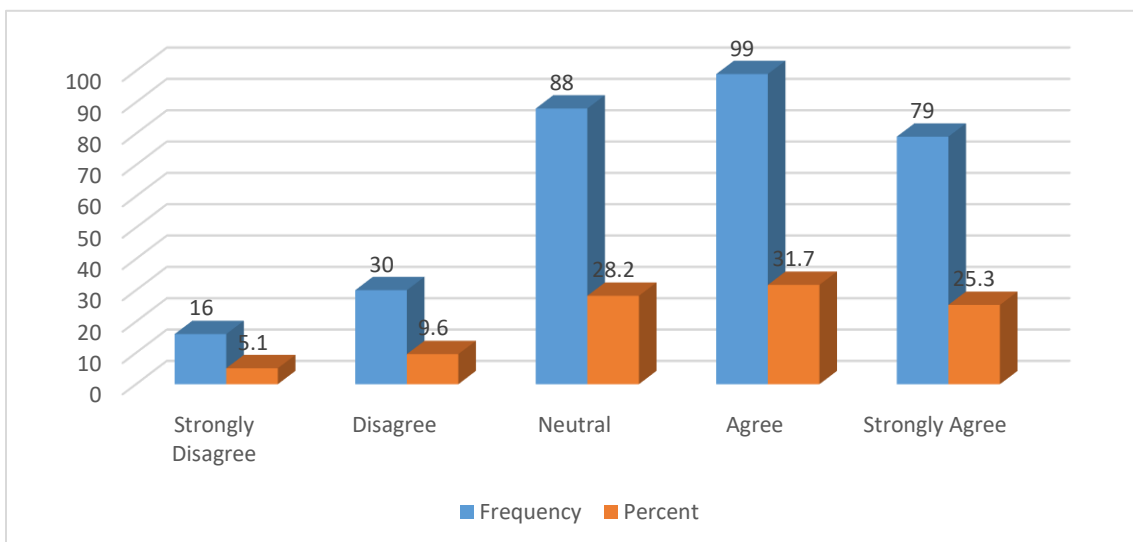


Figure 4.24: Sustainability has improved overall job satisfaction in our company.

The above figure 4.24 reveals that 31.7% of respondents and 25.3% firmly believe that sustainability has improved job satisfaction in their organisation. On the other hand, 28.2% are impartial. 9.6% oppose, and 5.1% are strongly opposed. Overall, 57% of respondents believe sustainability activities improve job satisfaction, showing that sustainability programs do so.

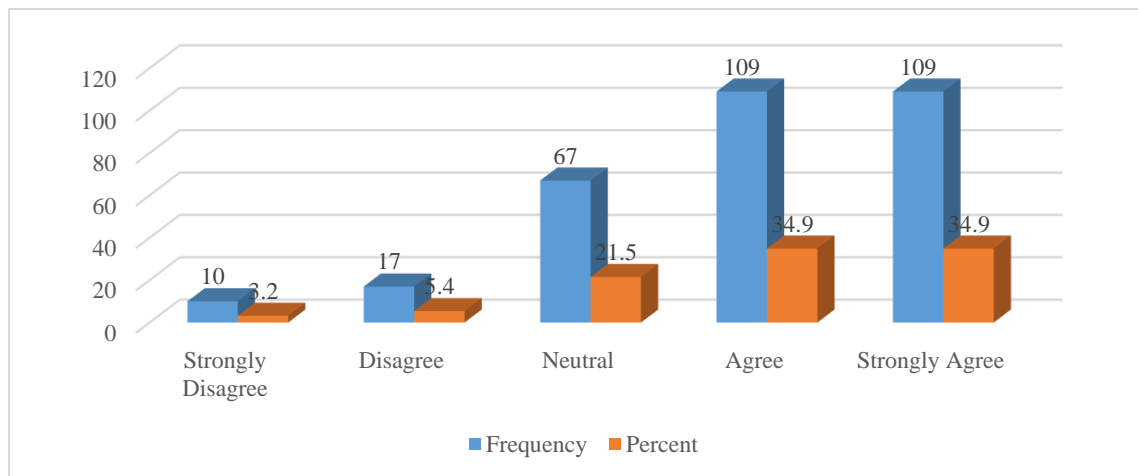


Figure 4.25: Employees take pride in working for a company committed to sustainability.

According to figure 4.25 above, 34.9% of workers agree and 34.9% completely concur that they are proud to work for a company that is dedicated to sustainability. 3.2% are strongly against, 5.4% do not agree and a smaller percentage, 21.5%, is indifferent. Overall, almost 70% of respondents say they are proud of their company's commitment to sustainability, underscoring the important role that sustainability plays in promoting employee engagement and happiness.

Section 8: Innovation and Growth

Table 4.12: Innovation and Growth

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Frequency	7	19	51	125	110

Our company encourages sustainability-driven innovation.	Percent	2.2	6.1	16.3	40.1	35.3
Sustainability has contributed to developing new products or services.	Frequency	11	24	57	113	107
	Percent	3.5	7.7	18.3	36.2	34.3
Sustainability will play a critical role in our company's long-term growth.	Frequency	9	15	41	121	126
	Percent	2.9	4.8	13.1	38.8	40.4

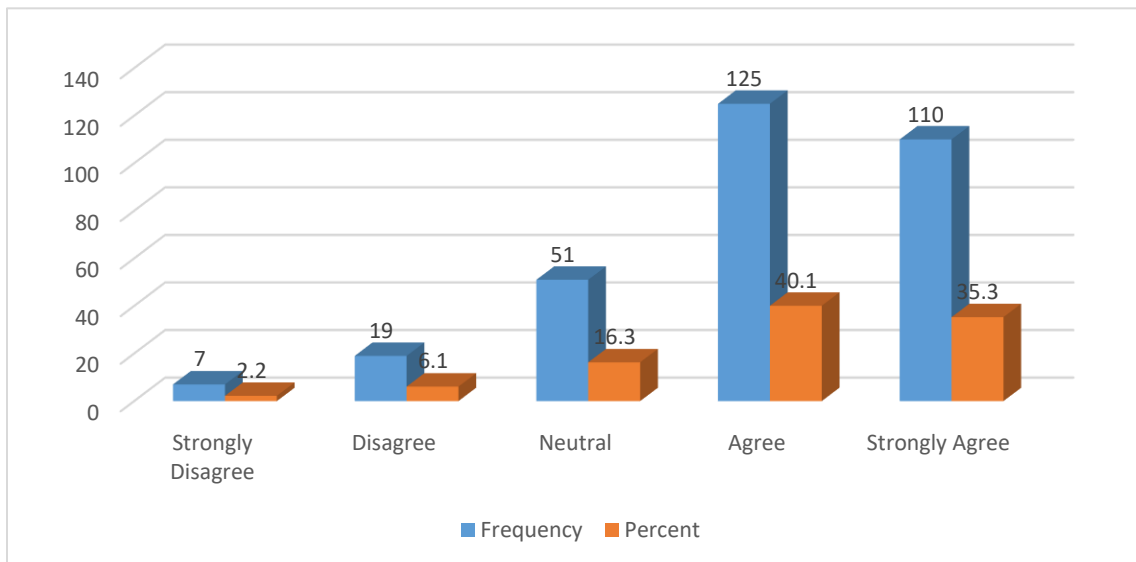


Figure 4.26: Our company encourages sustainability-driven innovation.

The above figure 4.26 suggests that a majority of respondents believe their company encourages sustainability-driven innovation, with 40.1% agreeing and 35.3% strongly agreeing. A smaller portion, 16.3%, remains neutral, while 6.1% disagree and 2.2% strongly disagree. Overall, 75.4% of respondents recognize that their company

actively supports innovation focused on sustainability, highlighting its commitment to fostering sustainable practices and new ideas for growth.

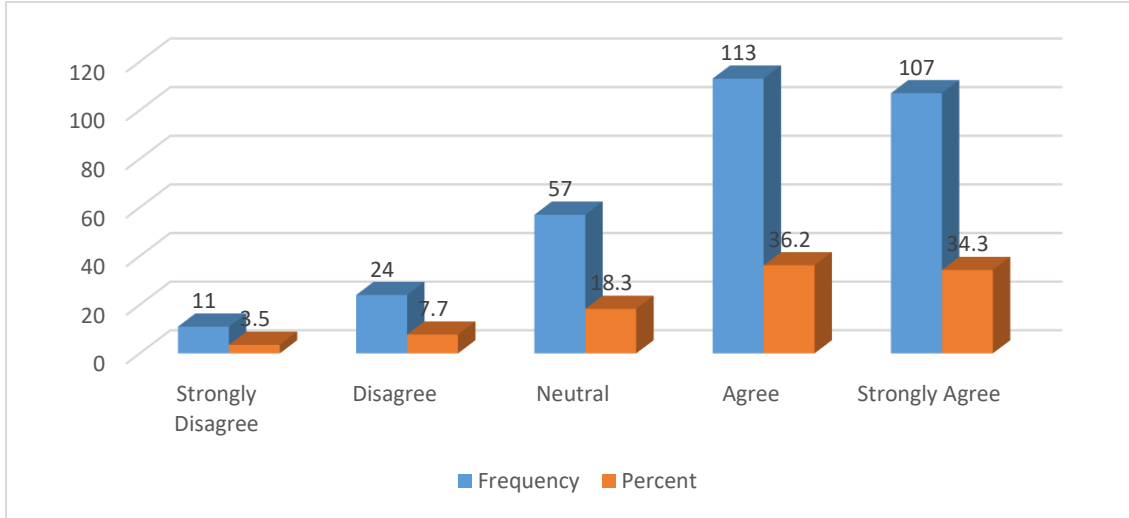


Figure 4.27: Sustainability has contributed to developing new products or services.

Figure 4.27 shows that 36.2% of respondents agree and 34.3% firmly believe that sustainability has helped develop new products or services. Only 18.3% are unfavourable while 7.7% dislike and 3.5% firmly disagree. About 70.5% of respondents said sustainability drives innovation in product and service development.

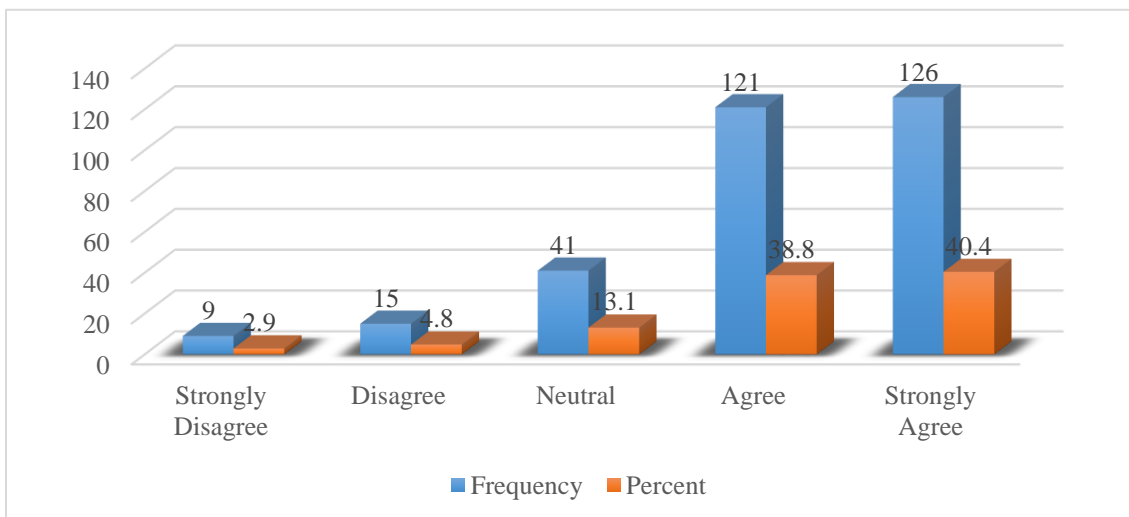


Figure 4.28: Sustainability will play a critical role in our company's long-term growth.

As shown in Figure 4.28, 40.4% strongly agree, and 38.8% agree that sustainability will be crucial to their company's long-term growth. Only 4.8% disagree and 2.9% strongly disagree, while 13.1% are neutral. Nearly 80% of respondents say sustainability drives their company's future growth and strategic strategy.

Section 9: Compliance and Preparedness

Table 4.13: Innovation and Growth

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Our company is well-prepared for future sustainability regulations.	Frequency	6	25	65	101	115
	Percent	1.9	8	20.8	32.4	36.9
Compliance with sustainability standards drives our initiatives.	Frequency	8	21	55	115	113
	Percent	2.6	6.7	17.6	36.9	36.2
Our company proactively monitors and adapts to changes in sustainability laws and guidelines.	Frequency	10	16	53	117	116
	Percent	3.2	5.1	17	37.5	37.2

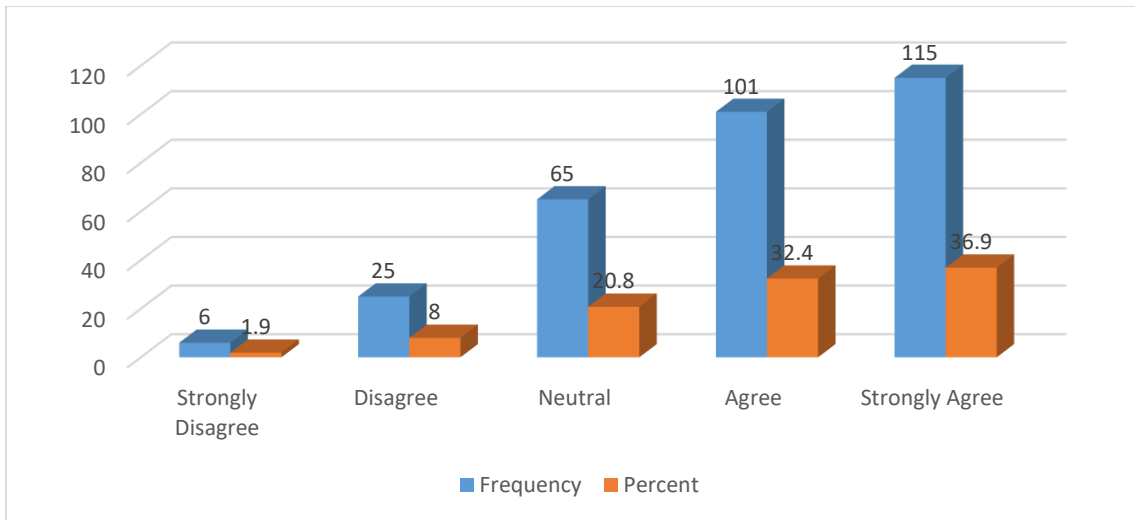


Figure 4.29: Our company is well-prepared for future sustainability regulations

As shown in Figure 4.29, 36.9% strongly concur, and 32.4% agree that their company is ready for future sustainability rules. Meanwhile, 20.8% is a neutral value, expressing uncertainty. A smaller 8% reject, and 1.9% highly disapprove. Nearly 70% of respondents like their company's preparedness, stressing regulatory compliance and sustainability.

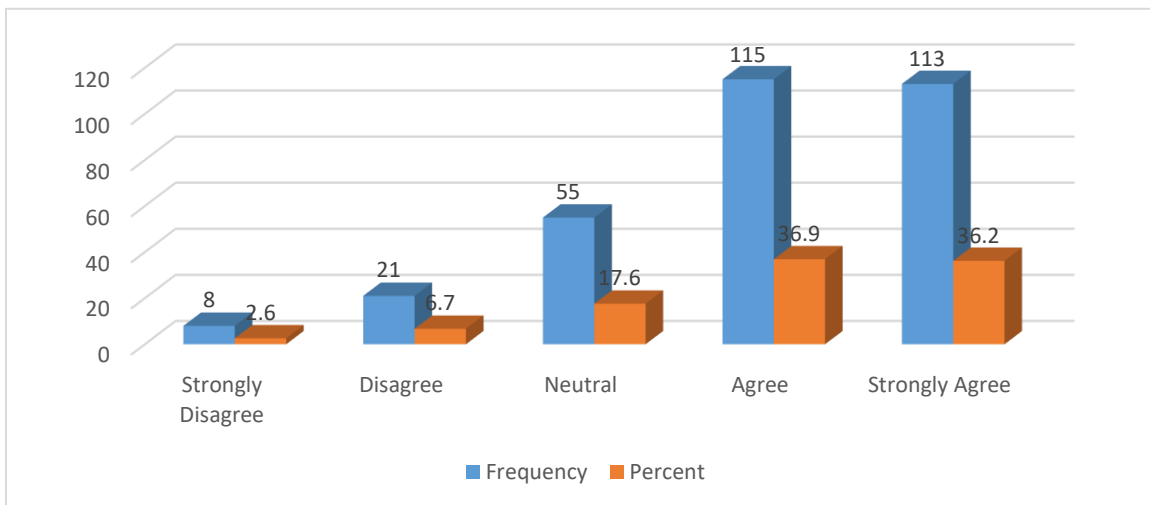


Figure 4.30: Compliance with sustainability standards drives our initiatives

According to figure 4.30, 36.9% of respondents agree and 36.2% strongly agree that sustainability requirements influence their actions. Only 17.6% are neutral, while 6.7%

disagree and 2.6% strongly disagree. Nearly 73% of respondents said sustainability standards affect their company's initiatives, emphasising the need of regulatory compliance.

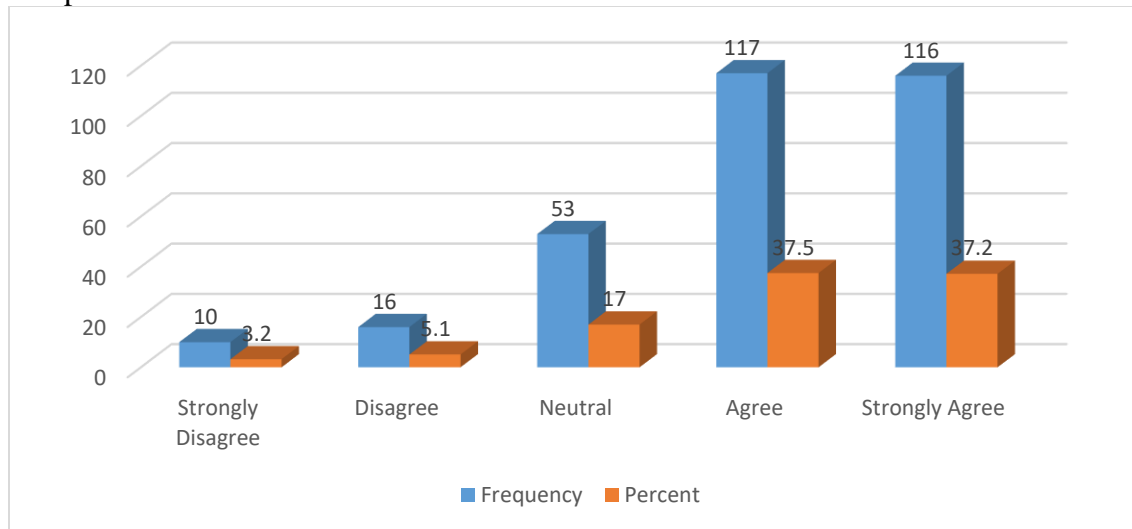


Figure 4.31: Our company proactively monitors and adapts to changes in sustainability laws and guidelines

Figure 4.31 shows that 37.5% of respondents agree and 37.2% strongly agree that their organisation proactively observes and responds to sustainability laws and recommendations. Only 17% are neutral, while 5.1% and 3.2% strongly disagree. Nearly 75% of respondents said their organisation takes a proactive approach to complying with changing sustainability laws, demonstrating compliance and adaptability.

Section 10: Overall Impact

Table 4.14: Overall Impact

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Sustainability is a key driver of our company's business success.	Frequency	19	25	71	107	90
	Percent	6.1	8	22.8	34.3	28.8

Our sustainability efforts contribute to long-term value creation for all stakeholders.	Frequency	10	20	55	119	108
	Percent	3.2	6.4	17.6	38.1	34.6
Our commitment to sustainability enhances our competitive edge and market positioning.	Frequency	11	21	55	125	100
	Percent	3.5	6.7	17.6	40.1	32.1

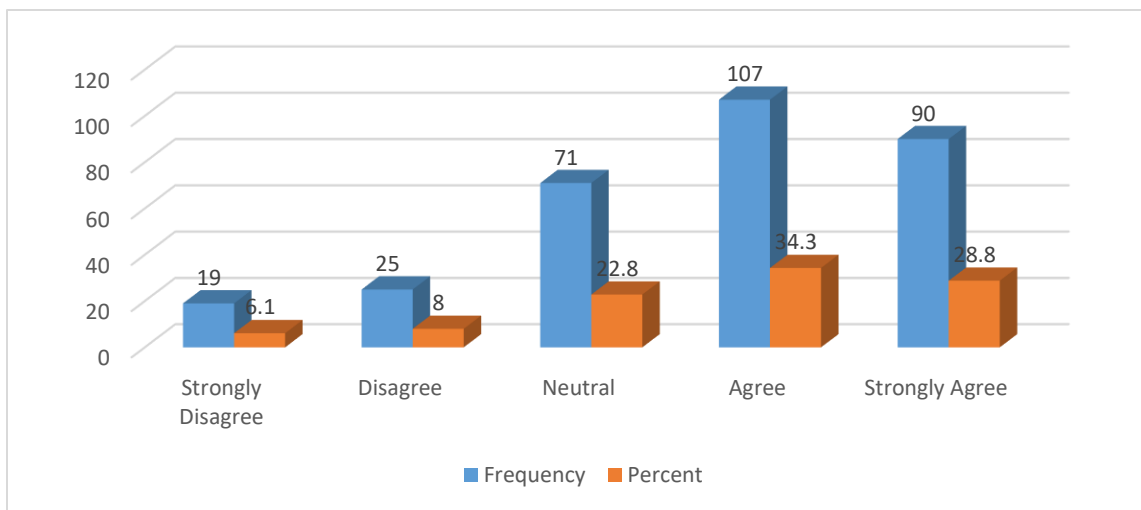


Figure 4.32: Sustainability is a key driver of our company's business success.

Figure 4.32 shows that 34.3% of respondents and 28.8% strongly believe that sustainability drives their company's performance. Only 22.8% are neutral, while 8% disagree and 6.1% strongly disagree. According to 63% of respondents, sustainability is crucial to corporate performance and strategic goal achievement.

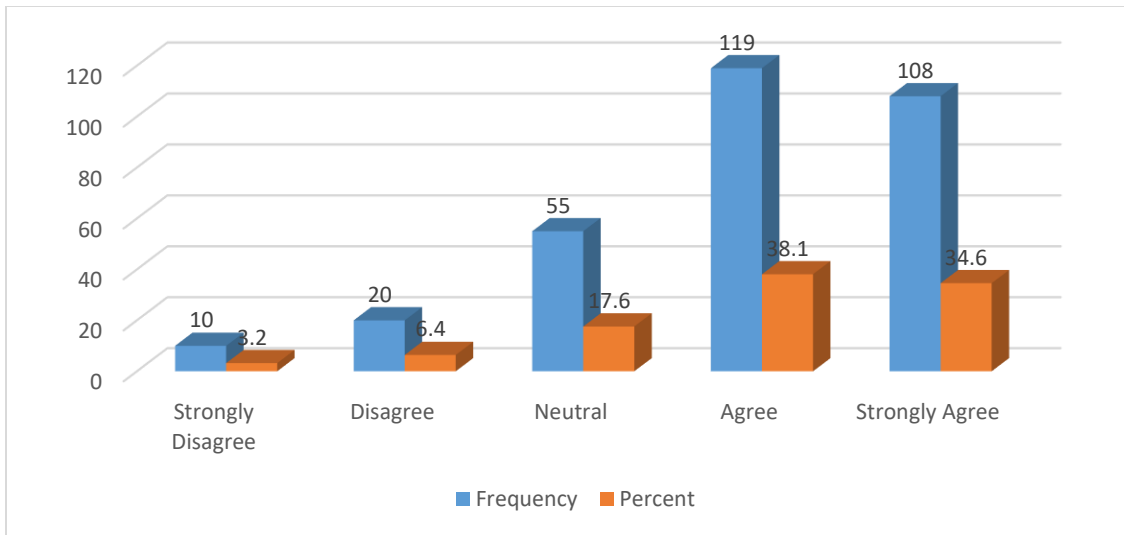


Figure 4.33: Our sustainability efforts contribute to long-term value creation for all stakeholders

Table 4.33 shows that 38.1% of respondents and 34.6% completely agree that their company's sustainability activities create long-term benefit for all stakeholders. Only 17.6% are impartial while 6.4% and 3.2% are firmly opposed. Over 72% of respondents agree that sustainability initiatives create long-term value for stakeholders and organisational growth.

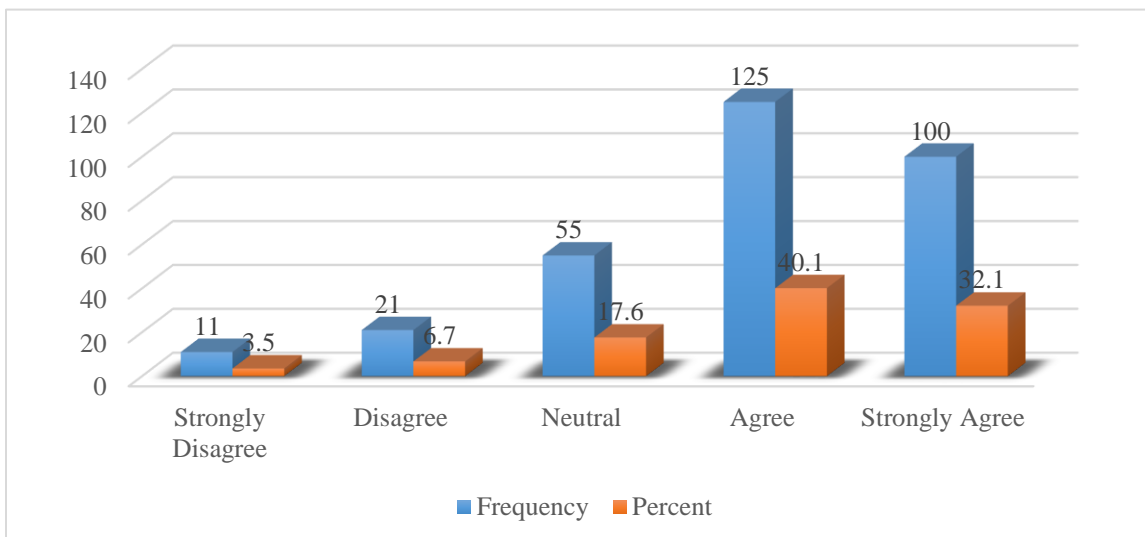


Figure 4.34: Our commitment to sustainability enhances our competitive edge and market positioning.

Figure 4.34 shows that 40.1% of respondents and 32.1% strongly agree that their company's sustainability efforts boost its competitiveness and market position. Only 17.6% are neutral, while 6.7% disagree and 3.5% strongly disagree. About 72% of respondents said sustainability boosts their company's competitiveness and market presence.

Section 11: Sustainability and Transparency

Table 4.15: Sustainability and Transparency

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Our company believes sustainability is not possible without personal integrity.	Frequency	11	10	55	108	128
	Percent	3.5	3.2	17.6	34.6	41
Our company is transparent in acknowledging all areas which are yet to reach or can never reach a sustainability level.	Frequency	12	18	56	119	107
	Percent	3.8	5.8	17.9	38.1	34.3
Sustainability will drive our company, and in the future, it might even withdraw products if a batch fails to meet its sustainability score	Frequency	11	24	70	106	101
	Percent	3.5	7.7	22.4	34	32.4

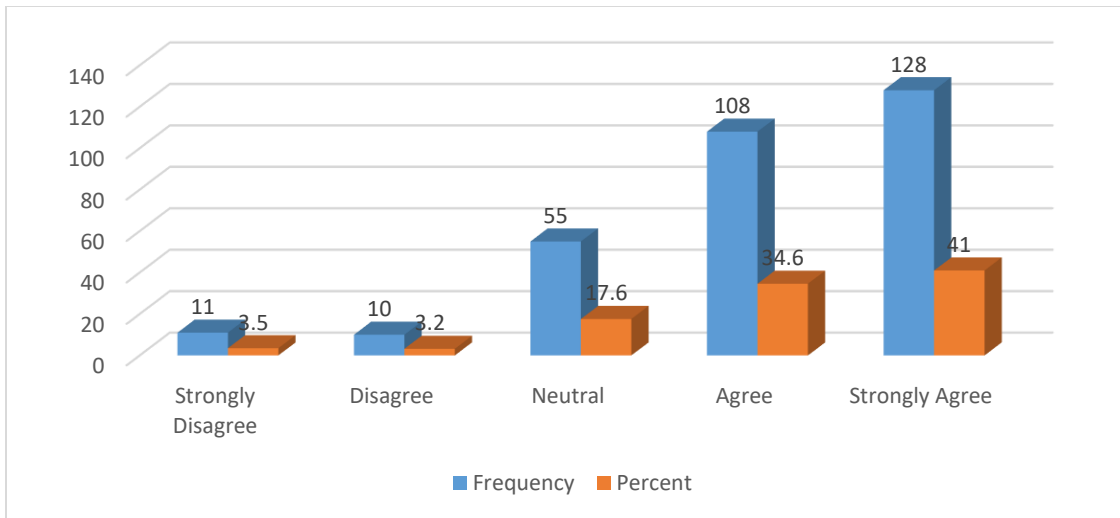


Figure 4.35: Our company believes sustainability is not possible without personal integrity.

The above figure 4.35 indicates that the majority of respondents believe that sustainability is not possible without personal integrity, with 41% strongly agreeing and 34.6% agreeing. A smaller portion, 17.6%, remains neutral, while 3.2% disagree and 3.5% strongly disagree. Overall, nearly 75% of respondents emphasize the importance of personal integrity in achieving sustainability, highlighting its integral role in driving sustainable practices within the organization.

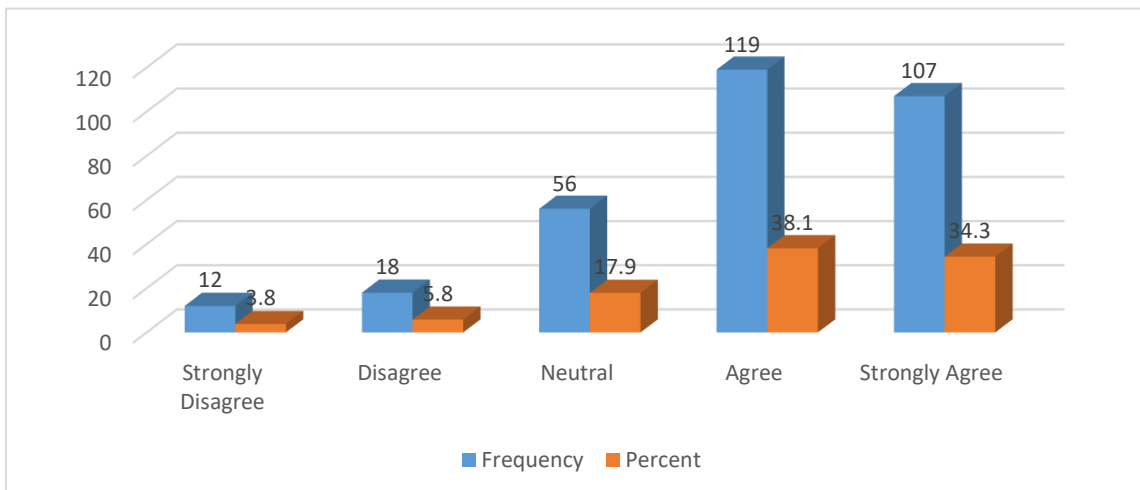


Figure 4.36: Our company is transparent in acknowledging all areas which are yet to reach or can never reach a sustainability level.

Figure 4.36 reveals that 38.1% of respondents agree and 34.3% firmly believe that their organisation is upfront about areas that are not sustainable. Only 17.9% are a neutral value, while 5.8% reject and 3.8% firmly disapprove. Overall, 72.4% of respondents recognise their company's transparency on sustainability issues, demonstrating an open and responsible approach to sustainability goals.

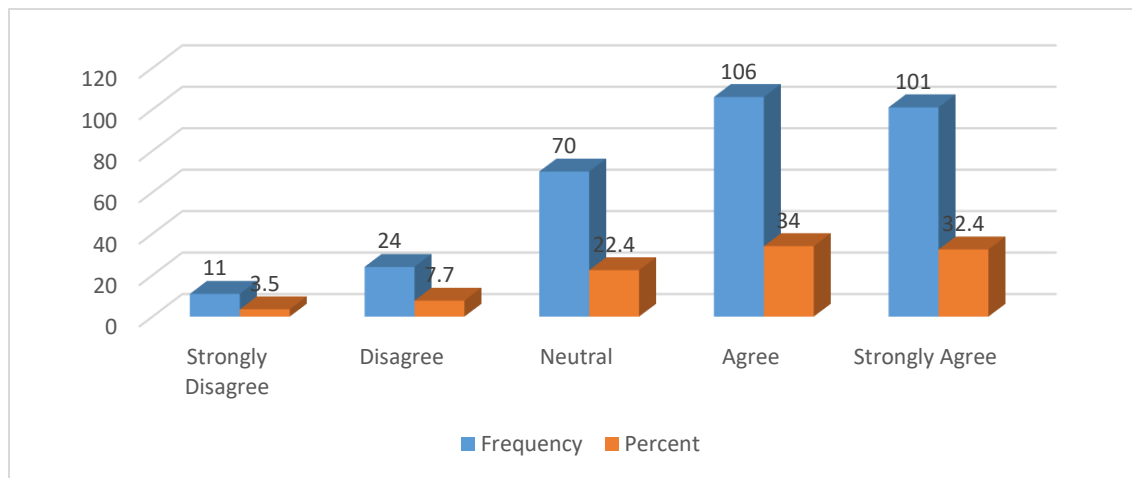


Figure 4.37: Sustainability will drive our company, and in the future, it might even withdraw products if a batch fails to meet its sustainability score

Figure 4.37 shows that many respondents believe sustainability will drive their company's decisions, including withdrawing products if they don't satisfy requirements. More specifically, 34% and 32.4% completely concur. Meanwhile, 22.4% are impartial 7.7% disagree, and 3.5% firmly disagree. Around 66% of respondents said sustainability will affect product decisions, demonstrating a strong commitment to sustainability.

Section 12: Metrics and Accountability

Table 4.16: Metrics and Accountability

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Frequency	13	22	67	110	100

Our company regularly measures the effectiveness of its sustainability initiatives.	Percent	4.2	7.1	21.5	35.3	32.1
We have accountability mechanisms in place to ensure sustainability goals are met.	Frequency	15	21	67	111	98
	Percent	4.8	6.7	21.5	35.6	31.4
Our company publicly shares progress toward achieving sustainability targets.	Frequency	19	22	57	98	116
	Percent	6.1	7.1	18.3	31.4	37.2

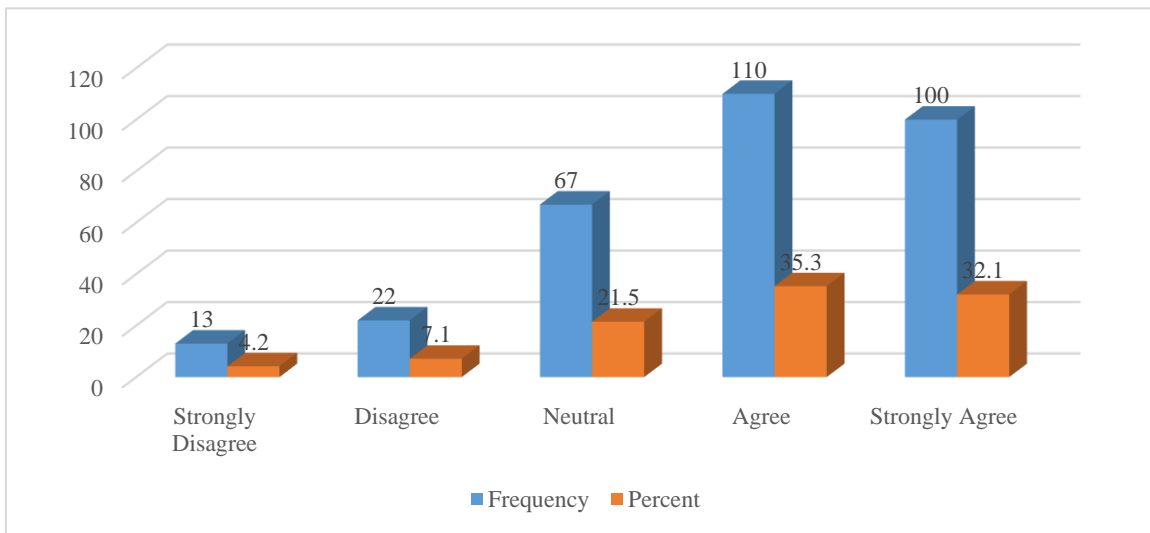


Figure 4.38: Our company regularly measures the effectiveness of its sustainability initiatives

In figure 4.38, 67.4% of respondents concur with or strongly concur that their organisation routinely measures the effectiveness of its sustainability activities, with 35.3% agreeing and 32.1% strongly agreeing. A lower share (21.5%) is unfavourable indicating indecision. Most employees view their firm as proactive in reviewing its sustainability

efforts, with only 7.1% or 4.2% disagreeing. This indicates positive feedback towards the company's sustainability tracking.

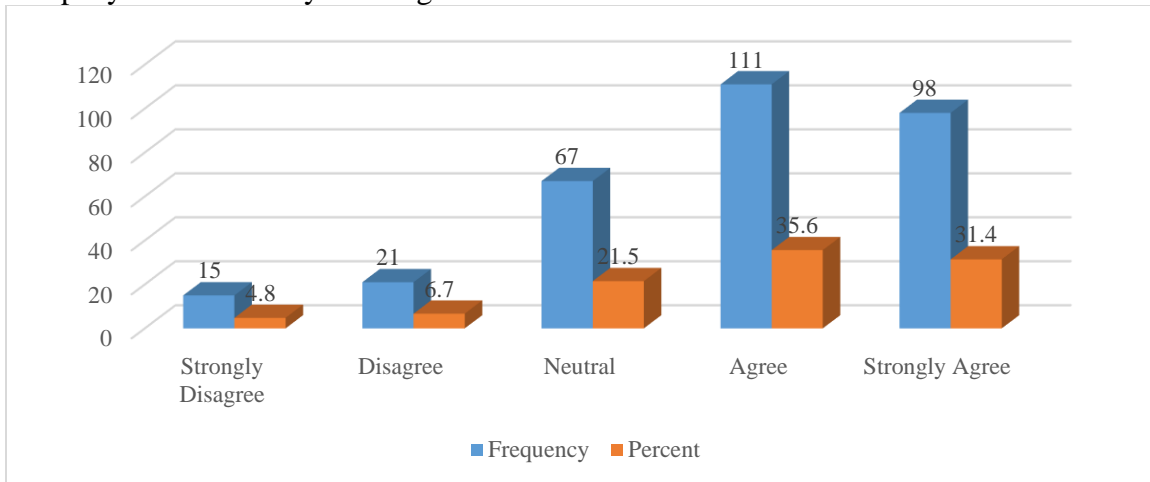


Figure 4.39: We have accountability mechanisms in place to ensure sustainability goals are met.

Figure 4.39 reveals that 67% of respondents agree (35.6%) or strongly agree (31.4%) that their organization has accountability measures to meet sustainability goals. Approximately 21.5% of answers are indifferent, indicating apathy or uncertainty. Most employees think the organization is well at holding itself accountable for its sustainability goals, as only 6.7% or 4.8% disagree. This indicates a positive impression of the company's sustainability efforts.

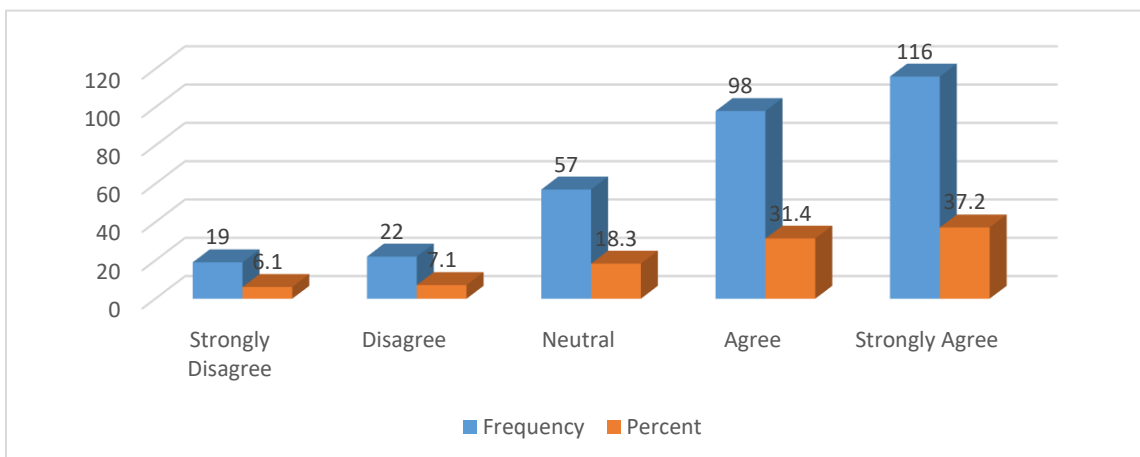


Figure 4.40: Our company publicly shares progress toward achieving sustainability targets

Figure 4.40 shows that 68.6% of respondents (31.4%) or completely concur (37.2%) that their organization openly discloses sustainability progress, showing a good sense of transparency. 18.3% are unfavourable indicating ambiguity or indecision. Few employees reject (7.1%) or strongly oppose (6.1%), demonstrating that most see the organization as transparent in sharing its sustainability efforts. This shows public accountability and sustainability goals are aligned.

Descriptive Statistics

The summary of essential dataset features through descriptive statistics enables the creation of data distribution overviews. Mean, median and mode serve alongside standard deviation and frequency and percentage distributions to explain data distribution patterns and central location measures. The statistics give researchers insights about the samples before performing additional inferential procedures.

Table 4.17: Descriptive Statistics

	N	Mean		Std. Deviation	Variance
	Statistic	Statistic	Std. Error	Statistic	Statistic
Age	312	3.37	.068	1.209	1.463
Gender	312	1.24	.024	.428	.183
Educational Qualification	312	3.03	.054	.955	.913
Does your company operate as a multinational enterprise (with operations in multiple countries)?	312	1.33	.027	.470	.221

Brand Leadership and Market Perception	312	3.1667	.05269	.93060	.866
Sustainability and Business Priority	312	4.1635	.05301	.93634	.877
Budget and Resource Allocation	312	4.0801	.05457	.96398	.929
Brand Loyalty and Reputation	312	3.9583	.05853	1.03392	1.069
Profit Maximization	312	3.8750	.05315	.93885	.881
Customer Behavior	312	3.7660	.06022	1.06376	1.132
Employee Engagement	312	3.9679	.05407	.95507	.912
Innovation and Growth	312	4.1795	.05116	.90363	.817
Compliance and Preparedness	312	4.1571	.05307	.93744	.879
Overall Impact	312	4.0737	.05441	.96115	.924
Sustainability and Transparency	312	4.1506	.05116	.90358	.816
Metrics and Accountability	312	4.0417	.05800	1.02455	1.050
Valid N (listwise)	312				

The mean, standard deviation, and variation for various variables across 312 participants are shown in Table 4.15. The variables' means range from 1.24 (Gender) to 4.1795 (Innovation and Growth), demonstrating various responses. Standard deviations range from 0.024 (Gender) to 0.06022 (Customer Behaviour), indicating response variability. Gender has minimal variability, whereas Customer Behaviour has high dispersion. The variance values, from 0.183 (Gender) to 1.132 (Customer Behaviour), support the data spread. Most variables are consistent. However, Customer Behaviour, Brand Loyalty, and Reputation are more unpredictable.

Influence of Age on Various Aspects Related to Brand Leadership, Sustainability and Profit Maximization

Table 4.18: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Brand Leadership and Market Perception	Between Groups	4.672	4	1.168	1.355	.250
	Within Groups	264.661	307	.862		
	Total	269.333	311			
Sustainability and Business Priority	Between Groups	5.636	4	1.409	1.620	.169
	Within Groups	267.028	307	.870		
	Total	272.663	311			
Budget and Resource Allocation	Between Groups	5.904	4	1.476	1.601	.174
	Within Groups	283.093	307	.922		
	Total	288.997	311			
Brand Loyalty and Reputation	Between Groups	7.162	4	1.791	1.690	.152
	Within Groups	325.296	307	1.060		
	Total	332.458	311			
Profit Maximization	Between Groups	5.817	4	1.454	1.664	.158
	Within Groups	268.308	307	.874		
	Total	274.125	311			
Customer Behavior	Between Groups	9.648	4	2.412	2.163	.073

	Within Groups	342.272	307	1.115		
	Total	351.920	311			
Employee Engagement	Between Groups	6.364	4	1.591	1.761	.137
	Within Groups	277.316	307	.903		
	Total	283.679	311			
Innovation and Growth	Between Groups	1.872	4	.468	.570	.685
	Within Groups	252.077	307	.821		
	Total	253.949	311			
Compliance and Preparedness	Between Groups	.301	4	.075	.085	.987
	Within Groups	273.003	307	.889		
	Total	273.304	311			
Overall Impact	Between Groups	6.725	4	1.681	1.840	.121
	Within Groups	280.579	307	.914		
	Total	287.304	311			
Sustainability and Transparency	Between Groups	3.370	4	.843	1.032	.391
	Within Groups	250.550	307	.816		
	Total	253.920	311			
Metrics and Accountability	Between Groups	3.836	4	.959	.913	.457
	Within Groups	322.622	307	1.051		

	Total	326.458	311			
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The ANOVA analysis in Table 4.16 examines how brand leadership, sustainability, budget allocation, and consumer behaviour affect organisational performance. All factors have p-values (Sig.) over 0.05, hence no group differences exist. The factor of consumer behaviour has the lowest p-value (0.073), showing a trend towards significance but not meeting the requirement. Employee engagement ($p = 0.137$) and brand loyalty ($p = 0.152$) likewise had modest p-values. This shows that group responses across the investigated domains are homogeneous since group differences are not statistically significant in any of the measured characteristics.

Influence of Gender on Various Aspects Related to Brand Leadership, Sustainability and Profit Maximization

Table 4.19: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Brand Leadership and Market Perception	Between Groups	.742	1	.742	.856	.356
	Within Groups	268.592	310	.866		
	Total	269.333	311			
Sustainability and Business Priority	Between Groups	.925	1	.925	1.055	.305
	Within Groups	271.738	310	.877		
	Total	272.663	311			
Budget and Resource Allocation	Between Groups	.159	1	.159	.171	.680
	Within Groups	288.838	310	.932		
	Total	288.997	311			
Brand Loyalty and Reputation	Between Groups	.062	1	.062	.058	.811
	Within Groups	332.397	310	1.072		

	Total	332.458	311			
Profit Maximization	Between Groups	.507	1	.507	.575	.449
	Within Groups	273.618	310	.883		
	Total	274.125	311			
Customer Behavior	Between Groups	.540	1	.540	.477	.490
	Within Groups	351.380	310	1.133		
	Total	351.920	311			
Employee Engagement	Between Groups	.118	1	.118	.129	.719
	Within Groups	283.561	310	.915		
	Total	283.679	311			
Innovation and Growth	Between Groups	.977	1	.977	1.198	.275
	Within Groups	252.971	310	.816		
	Total	253.949	311			
Compliance and Preparedness	Between Groups	.001	1	.001	.001	.975
	Within Groups	273.304	310	.882		
	Total	273.304	311			
Overall Impact	Between Groups	.004	1	.004	.004	.948
	Within Groups	287.301	310	.927		
	Total	287.304	311			
Sustainability and Transparency	Between Groups	.324	1	.324	.396	.529
	Within Groups	253.596	310	.818		
	Total	253.920	311			
Metrics and Accountability	Between Groups	.461	1	.461	.438	.508
	Within Groups	325.997	310	1.052		

	Total	326.458	311			
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The ANOVA results indicate that none of the examined factors, such as brand leadership, sustainability, resource allocation, innovation, or customer behaviour, show statistically significant differences between groups, as all p-values (Sig.) exceed the 0.05 threshold. The F-values are consistently low, with the highest being 1.198 for Innovation and Growth ($p = .275$) and the lowest being 0.001 for Compliance and Preparedness ($p = .975$). These results suggest minimal variance between groups across all measured domains. Overall, the lack of statistical significance implies a uniform perception or impact across groups for the factors analyzed in this study.

Influence of Education on Various Aspects Related to Brand Leadership, Sustainability and Profit Maximization

Table 4.20: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Brand Leadership and Market Perception	Between Groups	6.602	5	1.320	1.538	.178
	Within Groups	262.732	306	.859		
	Total	269.333	311			
Sustainability and Business Priority	Between Groups	1.294	5	.259	.292	.917
	Within Groups	271.369	306	.887		
	Total	272.663	311			
Budget and Resource Allocation	Between Groups	.950	5	.190	.202	.962
	Within Groups	288.046	306	.941		

	Total	288.997	311			
Brand Loyalty and Reputation	Between Groups	6.543	5	1.309	1.229	.295
	Within Groups	325.915	306	1.065		
	Total	332.458	311			
Profit Maximization	Between Groups	7.223	5	1.445	1.656	.145
	Within Groups	266.902	306	.872		
	Total	274.125	311			
Customer Behavior	Between Groups	11.294	5	2.259	2.029	.074
	Within Groups	340.626	306	1.113		
	Total	351.920	311			
Employee Engagement	Between Groups	3.327	5	.665	.726	.604
	Within Groups	280.352	306	.916		
	Total	283.679	311			
Innovation and Growth	Between Groups	2.541	5	.508	.618	.686
	Within Groups	251.408	306	.822		
	Total	253.949	311			
Compliance and Preparedness	Between Groups	3.430	5	.686	.778	.566
	Within Groups	269.875	306	.882		
	Total	273.304	311			

Overall Impact	Between Groups	6.052	5	1.210	1.317	.257
	Within Groups	281.252	306	.919		
	Total	287.304	311			
Sustainability and Transparency	Between Groups	1.363	5	.273	.330	.894
	Within Groups	252.556	306	.825		
	Total	253.920	311			
Metrics and Accountability	Between Groups	4.923	5	.985	.937	.457
	Within Groups	321.535	306	1.051		
	Total	326.458	311			

Table 4.20 shows the ANOVA results for multiple factors, including Brand Leadership and Market Perception, Sustainability and Business Priority, Budget and Resource Allocation, and others. All p-values (Sig.) exceed the 0.05 threshold, indicating no statistically significant differences between groups. F-values range from 0.202 for Budget and Resource Allocation ($p = .962$) to 2.029 for Customer Behaviour ($p = .074$), which is closest to significance but not below 0.05. Customer Behaviour (351.920) has the highest sum of squares, while Innovation and Growth (253.949) has the lowest. From 0.190 for Budget and Resource Allocation to 2.259 for Customer Behaviour, mean squares for Between Groups are low. The data show few changes across groups for all variables, suggesting consistent perceptions or impacts across domains.

**Influence of Organisation Type on Various Aspects Related to Brand Leadership,
Sustainability and Profit Maximization**

Table 4.21: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Brand Leadership and Market Perception	Between Groups	1.457	1	1.457	1.686	.195
	Within Groups	267.877	310	.864		
	Total	269.333	311			
Sustainability and Business Priority	Between Groups	5.637	1	5.637	6.545	.011
	Within Groups	267.026	310	.861		
	Total	272.663	311			
Budget and Resource Allocation	Between Groups	11.561	1	11.561	12.918	.000
	Within Groups	277.436	310	.895		
	Total	288.997	311			
Brand Loyalty and Reputation	Between Groups	16.591	1	16.591	16.283	.000
	Within Groups	315.867	310	1.019		
	Total	332.458	311			
Profit Maximization	Between Groups	4.334	1	4.334	4.980	.026
	Within Groups	269.791	310	.870		
	Total	274.125	311			

Customer Behavior	Between Groups	7.136	1	7.136	6.416	.012
	Within Groups	344.783	310	1.112		
	Total	351.920	311			
Employee Engagement	Between Groups	7.526	1	7.526	8.448	.004
	Within Groups	276.154	310	.891		
	Total	283.679	311			
Innovation and Growth	Between Groups	13.380	1	13.380	17.241	.000
	Within Groups	240.569	310	.776		
	Total	253.949	311			
Compliance and Preparedness	Between Groups	13.126	1	13.126	15.640	.000
	Within Groups	260.178	310	.839		
	Total	273.304	311			
Overall Impact	Between Groups	6.133	1	6.133	6.762	.010
	Within Groups	281.172	310	.907		
	Total	287.304	311			
Sustainability and Transparency	Between Groups	10.125	1	10.125	12.875	.000
	Within Groups	243.795	310	.786		
	Total	253.920	311			

Metrics and Accountability	Between Groups	14.224	1	14.224	14.123	.000
	Within Groups	312.234	310	1.007		
	Total	326.458	311			

The ANOVA findings show significant differences between groups for various parameters with p-values (Sig.) ≤ 0.05 . Sustainability and Business Priority, Budget and Resource Allocation, Brand Loyalty and Reputation, and Profit Maximisation differ statistically. Customer Behaviour, Employee Engagement, Innovation and Growth, Compliance and Preparedness, Overall Impact, Sustainability and Transparency, and Metrics and Accountability also show significant group differences. Overall sums of squares range from 253.920 for Sustainability and Transparency to 351.920 for Customer Behaviour. These findings indicate group-level differences in perceptions or impacts across most domains, with a focus on sustainability, responsibility, and creativity.

**Correlations Between Various Aspects Related to Brand Leadership, Sustainability
and Profit Maximization**

Table 4.22: Correlations

			Brand Leadership and Market Perception	Brand Loyalty and Reputation	Sustainability and Transparency	Sustainability and Business Priority
Spearman's rho	Brand Leadership and Market Perception	Correlation Coefficient	1.000	.341**	.260**	.373**
		Sig. (2-tailed)	.	.000	.000	.000
		N	312	312	312	312
	Brand Loyalty and Reputation	Correlation Coefficient	.341**	1.000	.606**	.689**
		Sig. (2-tailed)	.000	.	.000	.000
		N	312	312	312	312
	Sustainability and Transparency	Correlation Coefficient	.260**	.606**	1.000	.604**
		Sig. (2-tailed)	.000	.000	.	.000
		N	312	312	312	312
	Sustainability and Business Priority	Correlation Coefficient	.373**	.689**	.604**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	312	312	312	312
**. Correlation is significant at the 0.01 level (2-tailed).						

The Spearman's rho correlation analysis reveals strong and statistically significant positive relationships between the variables. Brand Leadership and Market Perception is positively correlated with Brand Loyalty and Reputation ($r = .341$), Sustainability and Transparency ($r = .260$), and Sustainability and Business Priority ($r = .373$). Brand Loyalty and Reputation exhibits stronger positive correlations with Sustainability and Transparency ($r = .606$) and Sustainability and Business Priority ($r = .689$).

4.3 Findings of Semi-Structured Interviews



Figure 4.41; Brand Leadership and Market Perception

trust in leadership. The word cloud analysis shows how brand and market, together with leader and consumer along with trust, connect market leadership to responsible practices. Sustainability strategies serve companies as both competitive tools and customer retention strategies to develop good brand images.

Figure 4.42: Sustainability and Business Priority

The survey reveals a strong emphasis on sustainability within the business context. A significant majority, represented by the "Sustainability" keyword in the word cloud, strongly agrees that sustainability is a top priority for the organization. This commitment is further reinforced by the agreement that sustainability is integrated into daily operations, indicating that it's not just a theoretical concept but a practical element of everyday work.



Figure 4.44: Budget and Resource Allocation

The survey data, visualized in the word cloud with prominent keywords like "Investment," "Allocation," and "Products," indicates a strong financial commitment to sustainability. Respondents strongly agree that investments are being made in sustainability initiatives, and this financial support is mirrored in a focused approach to R&D activities geared towards sustainable solutions. While the level of agreement is slightly lower for the allocation of resources specifically for sustainable products, it still reflects a positive trend, suggesting that the organization is actively directing resources towards developing and promoting environmentally friendly offerings. Overall, the findings suggest a corporate strategy that prioritizes financial investment and strategic focus on sustainability across various operational facets.



Figure 4.45: Brand Loyalty and Reputation

The responses indicate a strong positive impact of sustainability initiatives on brand perception and market access, as reflected in the prominent keywords "Reputation," "Brand," and "Market" in the word cloud. Respondents strongly agree that these initiatives have led to an improvement in brand reputation, suggesting that consumers are viewing the company more favorably due to their commitment to sustainability. The data also reveals that customers are engaging with the company on the topic of sustainability, as indicated by the agreement on customer inquiries, demonstrating a growing consumer interest in eco-conscious practices. Furthermore, the strong agreement on the opening of new market opportunities suggests that sustainability is not just a reputational asset but also a driver of business growth, enabling access to new customer segments and markets that prioritize sustainability.



Figure 4.46: Profit Maximization

The responses, summarized by the word cloud featuring prominent terms like "Profit," "Growth," "Savings," and "Cost," suggest a strong belief that sustainability initiatives are financially beneficial. Respondents strongly agree that these initiatives lead to measurable cost savings, indicating a direct positive impact on the bottom line.

Furthermore, they strongly agree that sustainability enhances long-term financial growth, reflecting confidence in the enduring economic value of sustainable practices. While the agreement is slightly less strong for the direct impact on profitability, it still indicates a positive perception, suggesting that sustainability is seen as a contributor to profitability, albeit perhaps with a more nuanced or indirect relationship than cost savings and long-term growth. Overall, the data paints a picture of sustainability as not just an ethical imperative but also a sound financial strategy.



Figure 4.47: Customer Behavior

The data, visualized by the word cloud with central themes of "Customer," "Market," "Premium," and "Segments," illustrates a positive impact of sustainability on customer behaviour and market dynamics. Respondents strongly agree that customers are actively recommending sustainable practices, indicating a positive feedback loop and potential for organic growth driven by consumer advocacy.

The data also suggests that sustainability initiatives are helping the company enter new market segments, though the agreement is slightly less strong in this area. Importantly, there is strong agreement that customers are willing to pay a premium for sustainable offerings, demonstrating that consumers are not just interested in sustainability but also willing to support it with their wallets. This reinforces the idea that sustainability can be a driver of both customer loyalty and profitability.



Figure 4.48: Employee Engagement

The responses, as reflected in the word cloud with prominent terms like "Employee," "Satisfaction," "Pride," "Job," and "Motivation," indicate a positive impact of sustainability initiatives on employee morale and engagement. Respondents strongly agree that these initiatives improve job satisfaction and foster employee pride in the company's commitment to sustainability. While the agreement is slightly less strong for influencing employee motivation, it still suggests a positive relationship. Overall, the findings point towards sustainability as a valuable tool for enhancing the employee experience, boosting morale, and creating a sense of purpose and pride among the workforce.

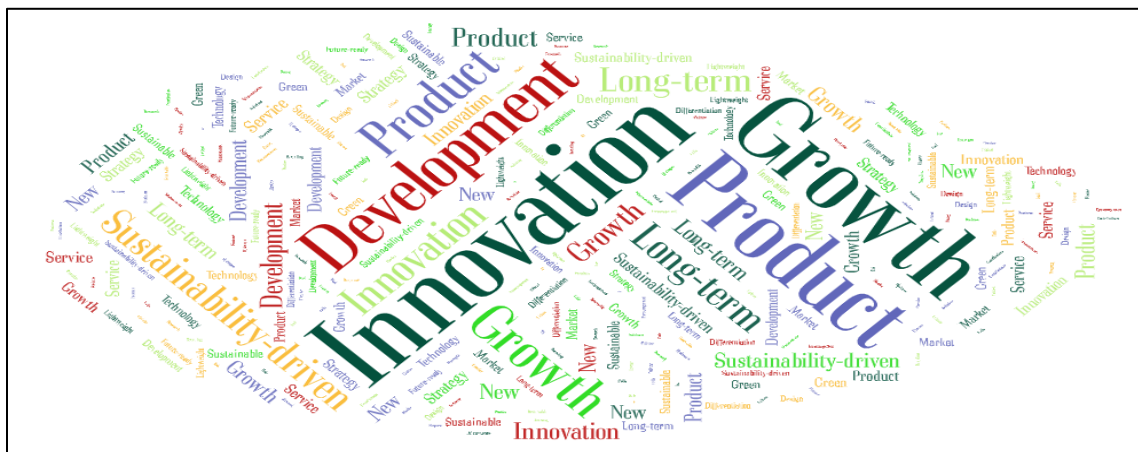


Figure 4.49: Innovation and Growth

agreement is slightly less strong for the proactive monitoring of laws, it still indicates a positive trend, suggesting that the organization is actively engaged in staying informed about the evolving legal landscape. Overall, the findings underscore a commitment to both current compliance and future readiness in the realm of sustainability-related regulations.

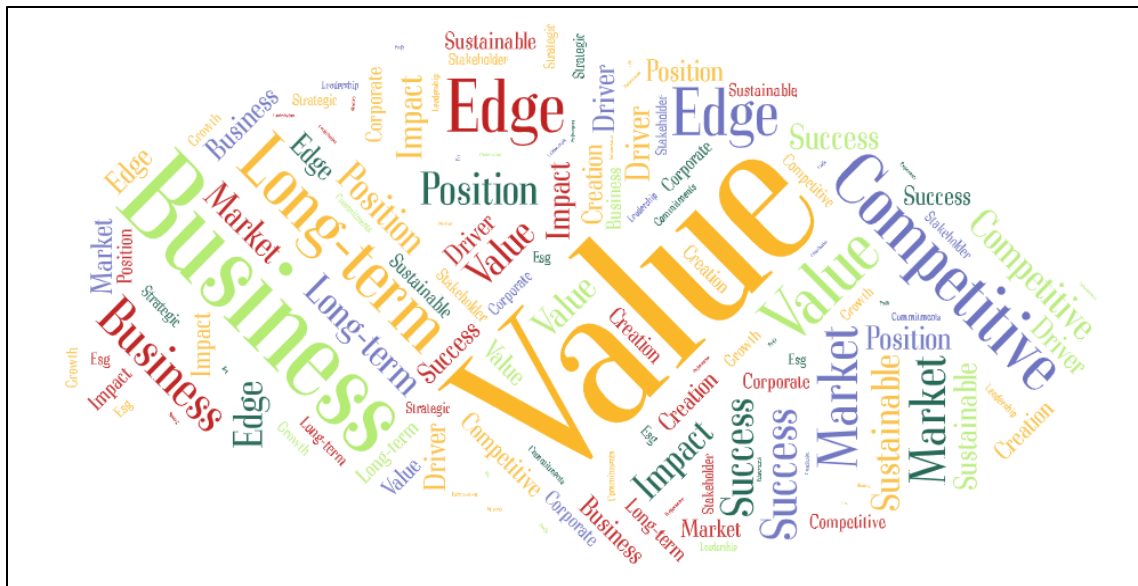


Figure 4.51: Overall Impact

The word cloud, dominated by "Value," "Business," "Competitive," "Success," and "Long-term," visually reinforces the survey's key takeaway: sustainability is strongly perceived as a powerful engine for overall business success. Respondents overwhelmingly agree that sustainability is a major driver of business success, contributing significantly to long-term stakeholder value. This indicates a belief that sustainable practices not only benefit the environment and society but also enhance the company's long-term prospects and relationships with stakeholders. Furthermore, the strong agreement on sustainability's role in enhancing competitive edge underscores its strategic importance in a market increasingly prioritizing responsible business practice. In short, the survey results confirm that sustainability is not just a cost of doing business but a crucial ingredient for achieving lasting success and creating enduring value.



Figure 4.52 Sustainability and Transparency

The data shows word cloud, featuring prominent terms like "Transparent," "Challenges," "Product," "Reporting," "Integrity," and "Corporate," highlights the company's commitment to ethical practices and open communication regarding sustainability. Respondents strongly agree with their belief in the intrinsic link between integrity and sustainability, indicating that ethical considerations are seen as fundamental to the company's sustainability efforts.

While there is strong agreement on the transparency in unachieved areas, suggesting a willingness to openly communicate about challenges and shortcomings, it is notable that the level of agreement is slightly lower than for integrity. The strong agreement on the withdrawal of non-compliant products emphasizes the company's commitment to taking corrective action and upholding its sustainability standards. Overall, the findings suggest a culture of transparency and accountability, although opportunities for improvement in communicating about challenges are apparent.



Figure 4.53 Metrics and Accountability

The word cloud, with central themes of "Measurement," "Effectiveness," "Accountability," "Public," and "Performance," reveals a strong commitment to tracking, evaluating, and openly communicating progress on sustainability initiatives. Respondents strongly agree on measuring effectiveness, indicating a focus on quantifiable results and data-driven decision-making. While the agreement is slightly less strong for accountability mechanisms, it still reflects a positive perception, suggesting that systems are in place to ensure responsibility and follow-through. The strong agreement on publicly sharing progress underscores a commitment to transparency and open communication with stakeholders. Overall, the findings suggest an organization that values measurement, accountability, and transparency in its pursuit of sustainability goals.

4.4 Findings of Financial Data of Various Sector

Analysis of the Chemical Industry

This analysis compares Dow Chemical, BASF, Reliance Industries, SABIC, and LG Chem to major financial institutions like JPMorgan Chase, ICBC, Bank of America,

Wells Fargo, and HSBC, focusing on stability and market trends. Manufacturing relies on the chemical industry.

Dow Chemical

The financial performance of Dow Chemical over the years 2014 to 2023. It includes key financial metrics such as Revenue (in USD millions), Net Income (in USD millions), and Profit.

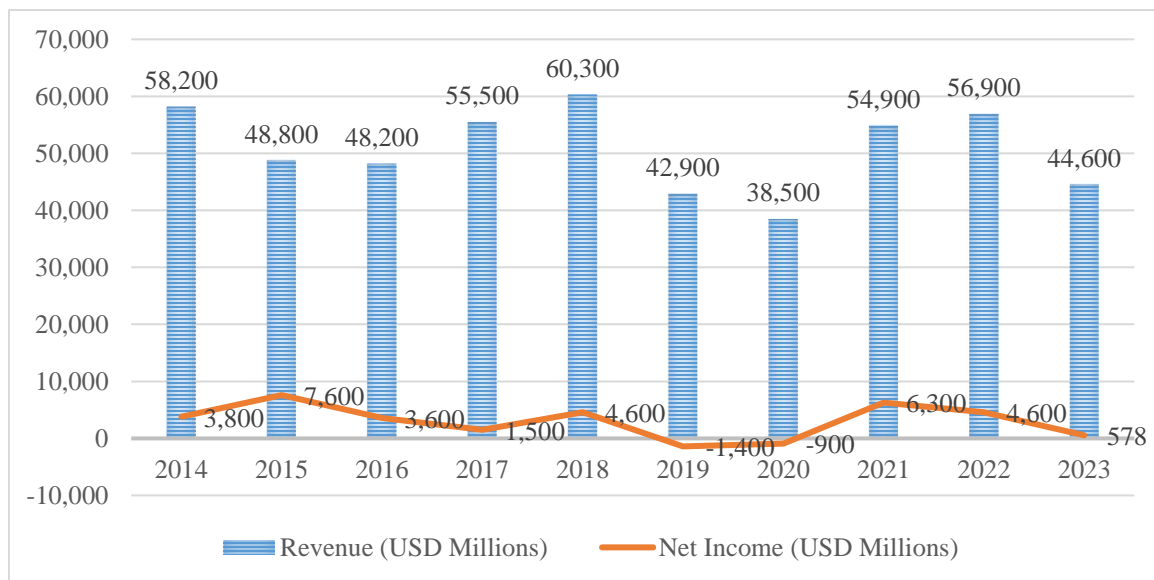


Figure 4.54: Dow Chemical

Figure 4.54, which shows revenue, net income, and profit margin variations from 2014 to 2023, illustrates expansion, contraction, and recovery periods. Revenue peaked at \$60.3 billion in 2018 and then fell precipitously in 2019 and 2020 when net income and profit margins were negative. 2019 had the biggest loss, with a -3.3% profit margin and a net income of -\$1.4 billion. Even though revenue did not return to pre-2019 levels, the company recovered in 2021 with a robust net income of \$6.3 billion and an 11.5% profit margin. While 2022 and 2023 saw profitability stay positive, 2023 saw a sharp decline in net income to \$578 million with a meagre 1.3% profit margin, indicating difficulties sustaining earnings in the face of revenue swings.

BASF (Badische Anilin- und Soda-Fabrik)

BASF's 2014–2023 financial performance, including Revenue (USD million), Net Income (USD million), and Profit Margin (%).

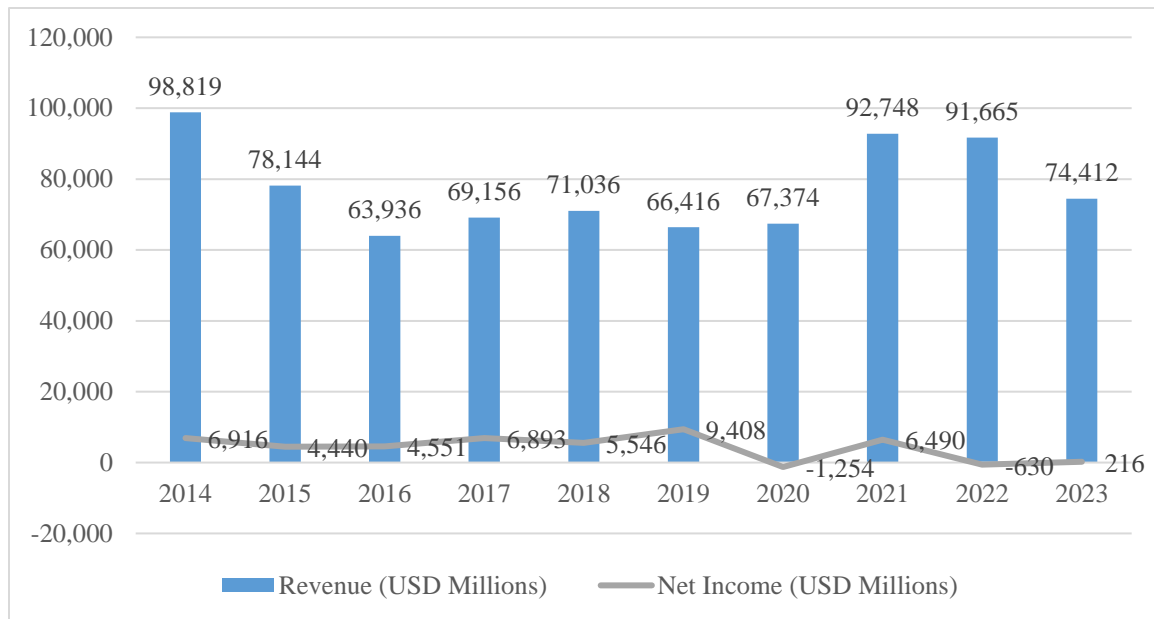


Figure 4.55: BASF

The figure above 4.55 From 2014 to 2023, revenue, net income, and profit margins fluctuated. Revenue started strong in 2014 at USD 98.8 billion, declined in subsequent years, and rose to USD 92.7 billion in 2021 before decreasing to USD 74.4 billion in 2023. Net income fluctuated after moderate profits in the mid-2010s, rising to USD 9.4 billion in 2019, falling into negative territory in 2020, recovering in 2021, then falling again in 2022 and rebounding somewhat in 2023. Although sales were robust, profit margins peaked at 14.2% in 2019 and then declined, including negative margins in 2020 and 2022, indicating operational issues.

Reliance Industries

Reliance Industries' revenue, net income, and profit margin summarize the company's financial performance from 2014 to 2023.

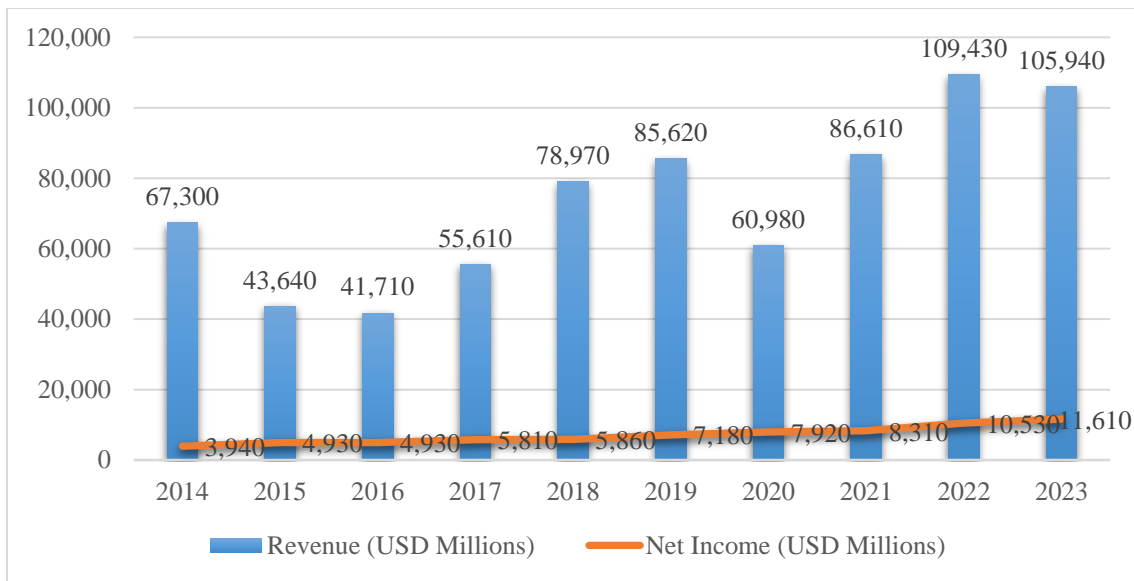


Figure 4.56: Reliance Industries

In Figure 4.56, the company's 2014–2023 financial results show revenue and profitability changes. In 2014, revenues were 67,300 million USD, and the profit margin was 5.9%. In 2015 and 2016, revenue fell to the low 40,000s, but profit margins soared beyond 11%, demonstrating that cost control and operational changes were enhancing earnings. Revenues increased substantially, reaching 55,610 million USD in 2017 and over 79,000 million USD in 2018, with better net profitability in 2019. In 2020, despite a drop in revenue to 60,980 million USD, the profit margin rose to 13%, indicating better expense management. From 2021 to 2023, revenues and net income rose, peaking at 109,430 million USD in 2022 and 105,940 million USD in 2023 with an 11.0% margin. This shows how strategic financial management helps the organization handle revenue swings and boost profits.

SABIC (Saudi Basic Industries Corporation)

The financial performance of SABIC (Saudi Basic Industries Corporation) from 2014 to 2023 also highlights important measures, including revenue, net income, and profit margin.

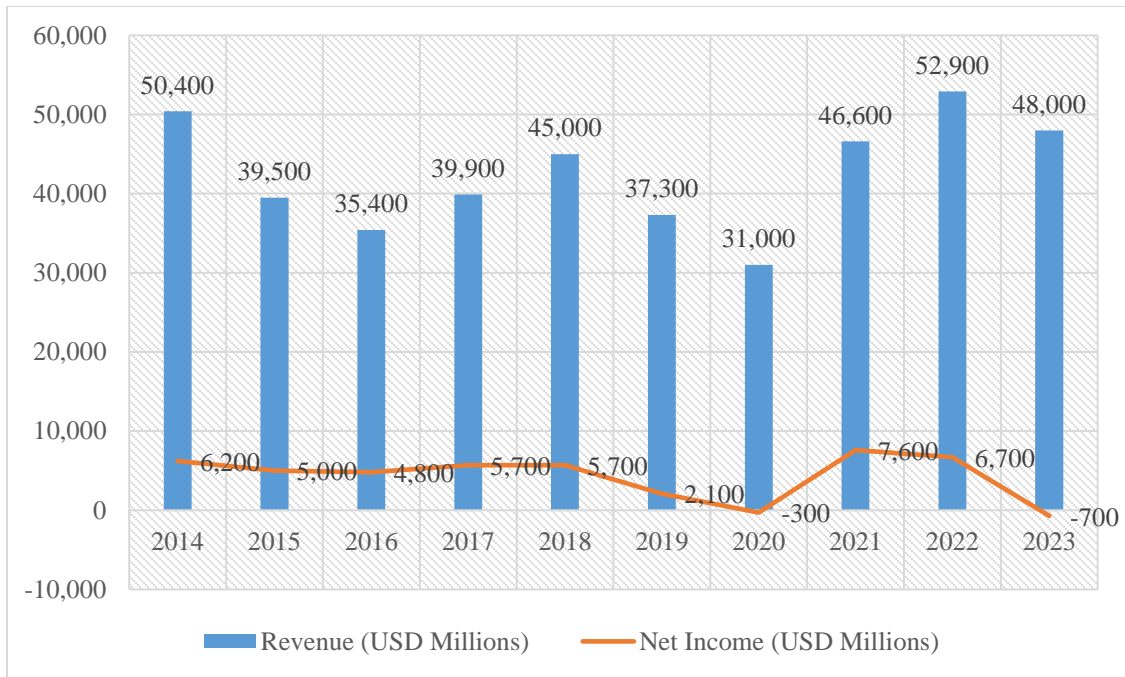


Figure 4.57 SABIC

Figure 4.57 shows SABIC's 2014–2023 financial performance as stable and volatile. The company maintained \$35,400 million to \$50,400 million in revenues and profit margins above 12% from 2014 to 2018. In 2019, net income fell drastically to \$2,100 million, decreasing the profit margin to 5.6%. In 2020, revenue decreased to \$31,000 million, resulting in the company's first negative profitability in a decade. A remarkable comeback occurred in 2021, with revenue rising to \$46,600 million and net income reaching \$7,600 million, a 16.3% margin. Following this bounce, net income fell in 2022 and 2023, despite record-high revenue of \$52,900 million and \$48,000 million, respectively. Even though the company may earn a lot of money, market conditions and operating costs have hurt profitability, especially in recent years.

LG Chem

The financial performance of LG Chem over the last ten years is examined, with particular attention paid to revenue, net income, and profit margin.

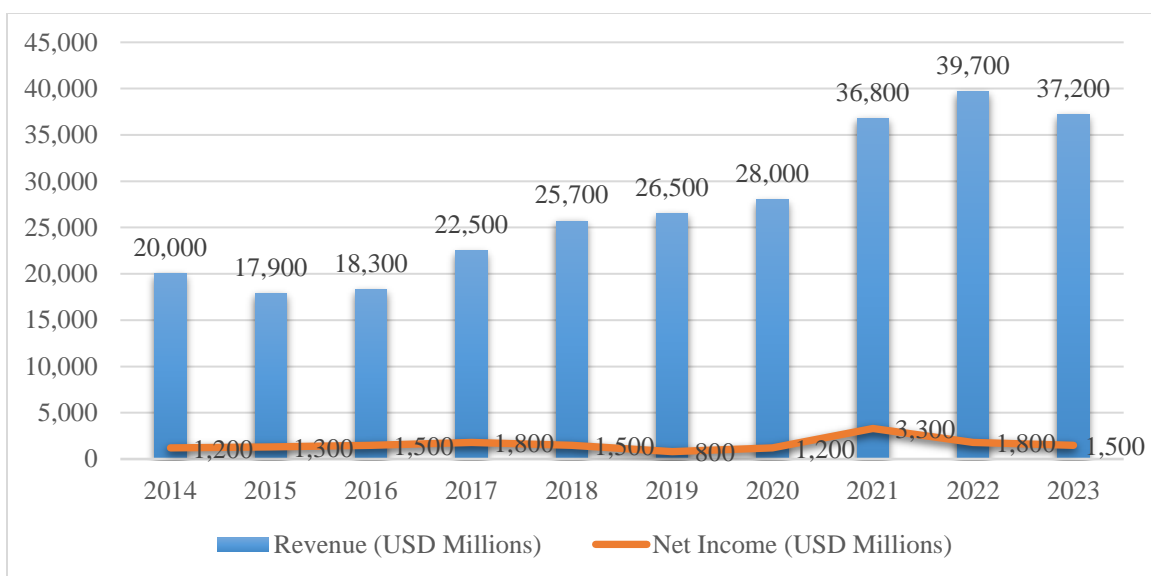


Figure 4.58: SABIC

The figure above 4.58 Despite occasional hiccups, the company's sales increased from 20,000 million USD in 2014 to over 39,700 million USD in 2022. Net income rose from 1,200 million USD in 2014 to 1,800 million USD in 2017, then fell to 800 million USD in 2019, then rose to 3,300 million USD in 2021 before tapering off. Profit margins started at 6.0%, peaked at 8.2% in the mid-2010s, fell to 3.0% in 2019, rebounded abruptly to 9.0% in 2021, and then settled between 4.0% and 4.5% in recent years. This suggests that while top-line growth has been encouraging, the company has struggled to turn revenue gains into stable profitability.

Chemical Company's Profit Margin Analysis

The profit margins (%) of five significant chemical companies—Dow, BASF, Reliance Industries, SABIC, and LG Chem—over a ten-year period (2014–2023).

Table 4.23: Chemical company's

Years	Profit Margin (%)				
	Dow	BASF	Reliance Industries	SABIC	LG Chem
2014	6.5	7	5.9	12.3	6

2015	15.6	5.7	11.3	12.7	7.3
2016	7.5	7	11.8	13.6	8.2
2017	2.7	10	10.4	14.3	8
2018	7.6	7.8	7.4	12.7	5.8
2019	-3.3	14.2	8.4	5.6	3
2020	-2.3	-1.9	13	-1	4.3
2021	11.5	7	9.6	16.3	9
2022	8.1	-0.7	9.6	12.7	4.5
2023	1.3	0.3	11	-1.5	4

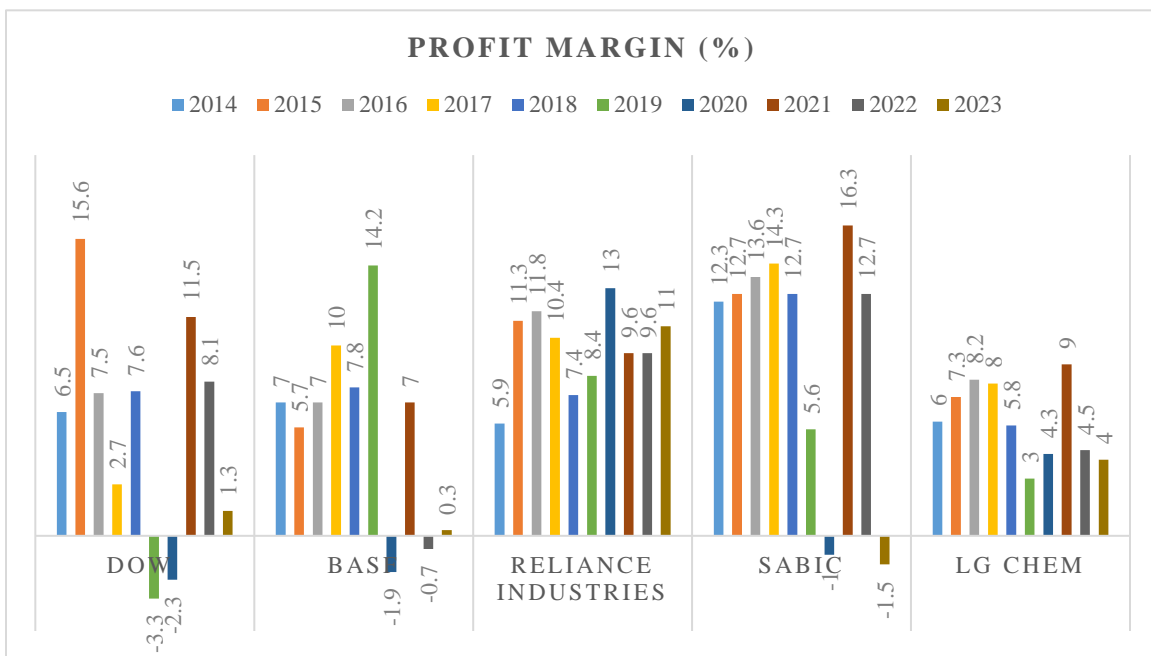


Figure 4.59: Chemical companies

In Figure 4.59 These companies have distinct market issues and operational initiatives, which affected their profit margins between 2014 and 2023. Dow had 15.6% margins in 2015 but fell to -1.3% in 2019 and 2020 before returning to 11.5% in 2021 and 1.3% in 2023. After starting with a 7% margin in 2014 and peaking at 14.2% in 2019, BASF's margins plummeted to zero by 2020 and 2022, recovering only to 0.3% in 2023.

Reliance Industries improved steadily from 5.9% in 2014 to 9%–11% in subsequent years. Despite a 16.3% margin in 2021, SABIC's margins dropped in 2020 and 2023 after peaking at 14.3% in 2017. In contrast, LG Chem's margins fluctuated, dropping to 3% in 2019 and displaying only small improvements afterward.

JPMorgan Chase & Co.

The financial performance of JPMorgan Chase & Co. from 2014 to 2023, focussing on Revenue, Net Income, and Profit Margin.

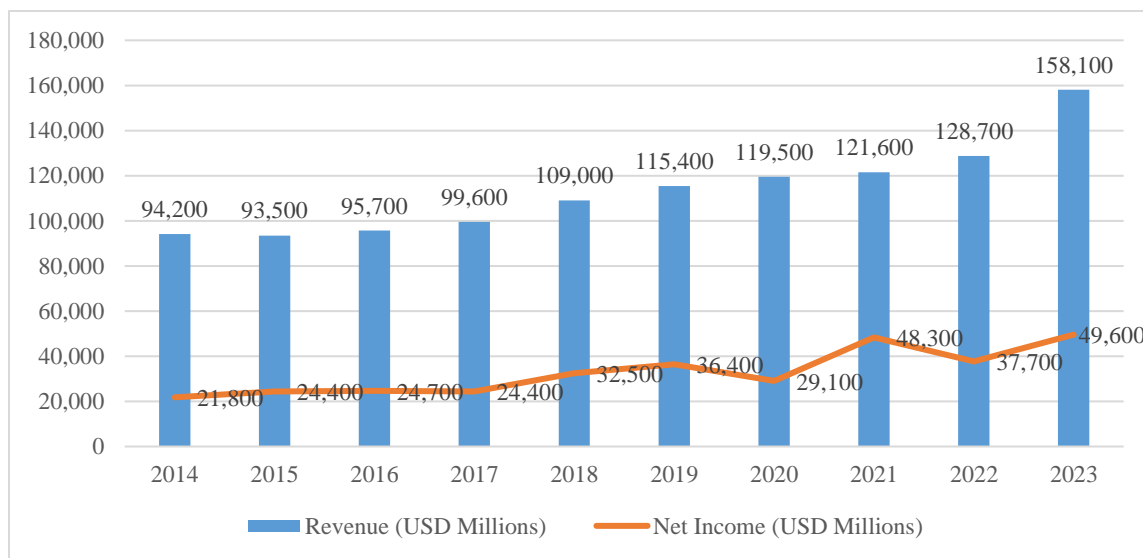


Figure 4.60 JPMorgan Chase & Co.

The figure above 4.60 From 2014 to 2023, JPMorgan Chase & Co. saw steady revenue growth and varying profitability. Revenue climbed from \$94.2 billion in 2014 to \$158.1 billion in 2023, indicating strong growth. Generally, net income rose to \$49.6 billion in 2023. Profit margins peaked at 39.7% in 2021, mainly due to market conditions, before stabilizing at 31.4% in 2023. Revenues increased steadily, but margins dropped to 24.4% in 2020 during the pandemic before recovering. The corporation had strong financials, maintaining high-profit margins and growing revenue.

Industrial and Commercial Bank of China (ICBC)

Revenue (USD Millions), Net Income (USD Millions), and Profit Margin (%) for ICBC from 2014 to 2023.

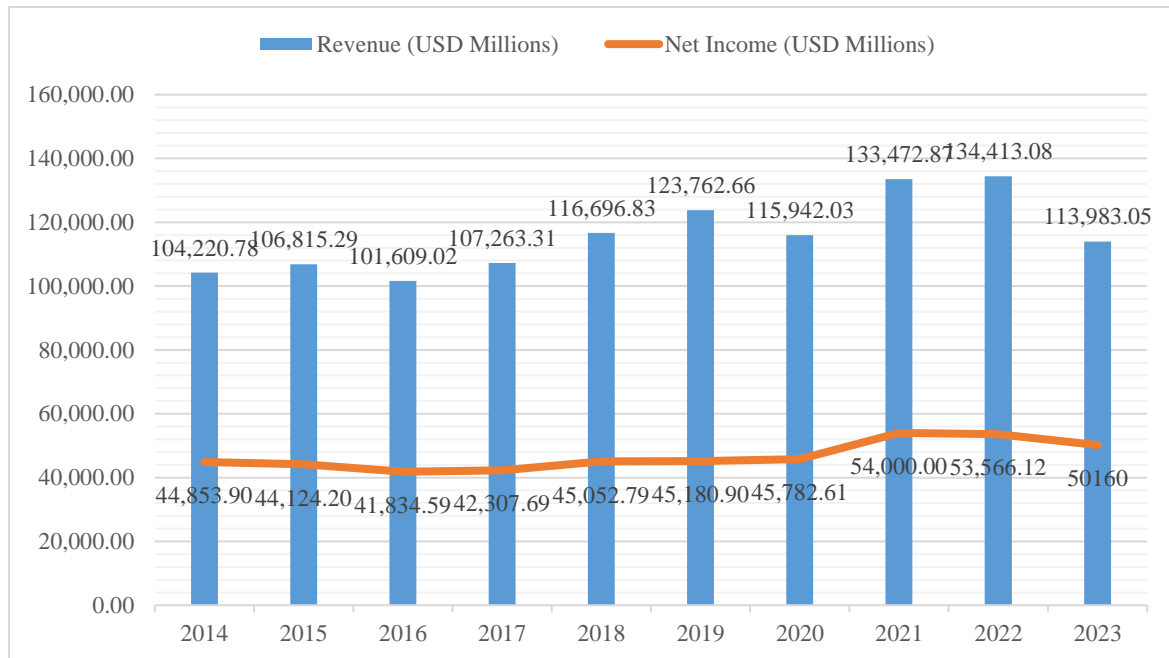


Figure 4.61: Industrial and Commercial Bank of China (ICBC)

Figure 4.61 shows that ICBC maintained high revenue and profitability from 2014 to 2023. From 2014 to 2022, revenue rose from \$104.2 billion to \$134.4 billion before falling to \$114 billion in 2023. Before dropping off, net income peaked at \$54 billion in 2021. Profit margins kept ranging between 36.5% and 44%, peaking at 43.1% in 2014 and returning to 44% in 2023. ICBC's cost control and financial stability allowed it to generate significant profits despite revenue changes.

Bank of America

The snapshot shows Bank of America's financial performance from 2014 to 2023, including Revenue (USD Millions), Net Income (USD Millions), and Profit Margin (%).

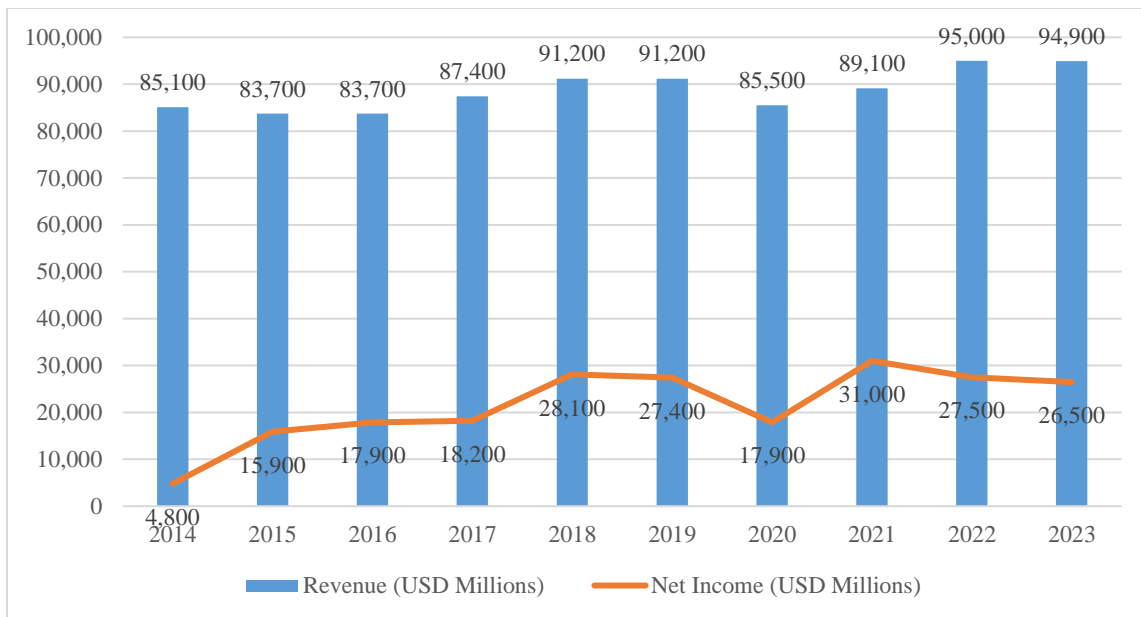


Figure 4.62: Bank of America

Figure 4.62 Despite revenue volatility, Bank of America's profitability has improved over the past decade. By 2015, net income had increased, raising the bank's profit margin to 19.0% from 5.6% of \$85.1 billion in 2014. The rise continued through 2016 and 2017, reaching 30.8% in 2018 and remained strong into 2019. Even though revenues and net income fell in 2020, and margins dropped to 20.9%, the bank rebounded in 2021, reaching its greatest profit margin of 34.8% despite a tiny revenue basis. Revenues stabilized around \$95 billion in 2022 and 2023, while margins dropped to 28%, indicating that while profitability has been good, recent years have shown some volatility in translating revenues into net income.

Wells Fargo

The financial performance of Wells Fargo from 2014 to 2023 shows key metrics like Revenue (USD Millions), Net Income (USD Millions), and Profit Margin (%).

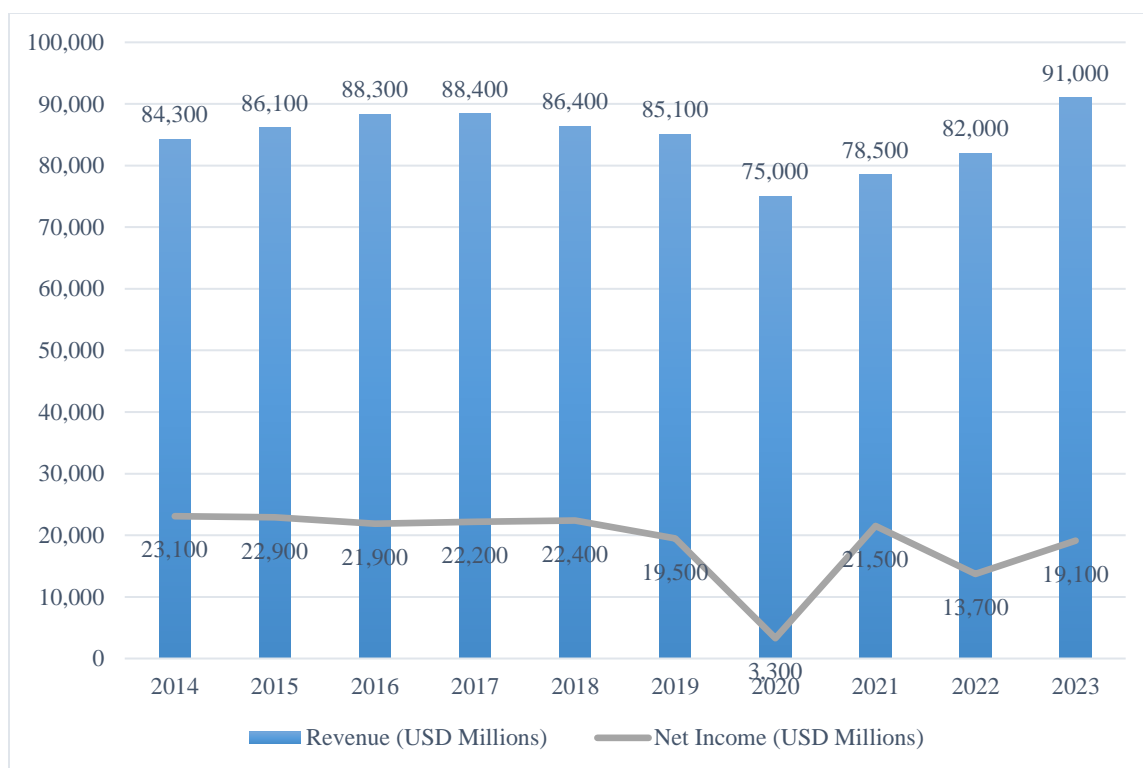


Figure 4.63; Wells Fargo

The illustration above 4.63 Wells Fargo's Financial Performance from 2014 to 2023 shows continuous growth, downturns, and rebounds. Revenues peaked at \$88.4 billion in 2017, and profit margins ranged from 24.8% to 27.4% between 2014 and 2018. Net income dropped to \$19.5 billion in 2019, lowering the profit margin to 22.9%. Most significantly, revenue fell to \$75 billion and net income to \$3.3 billion in 2020, lowering profitability to 4.4% due to economic disturbances. In 2021, net income reached \$21.5 billion and margins 27.4%. Revenue reached a record \$91 billion in 2023, but profitability fell to 21%. The bank's resiliency and peak profitability issues are shown by this pattern.

HSBC Holdings

HSBC Holdings' 2014–2023 revenue, net income, and profit margin

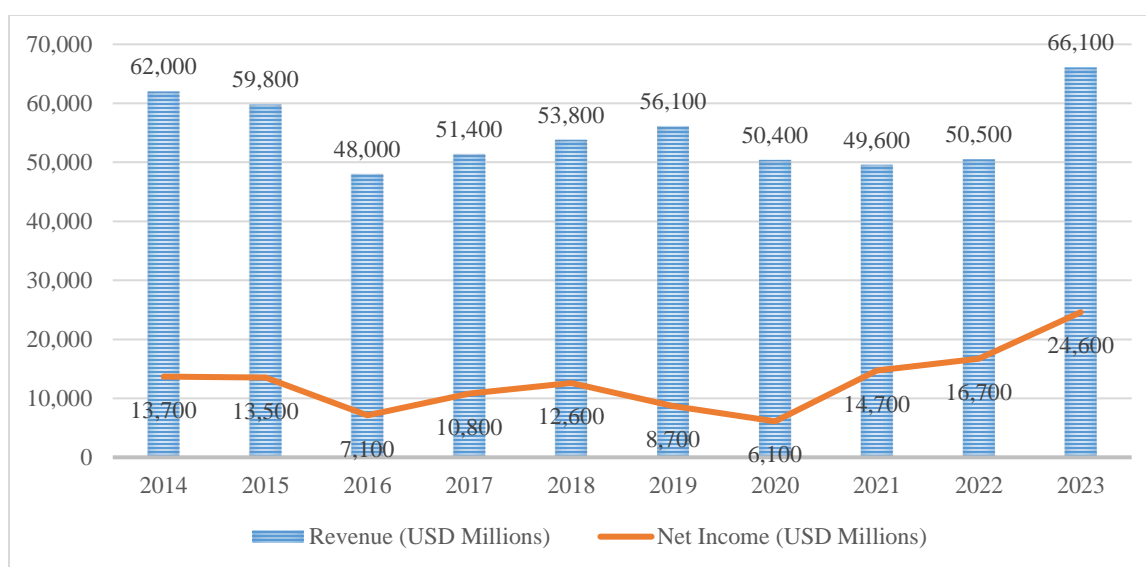


Figure 4.64: HSBC Holdings

Figure 4.64 shows the company's revenue and profitability changes from 2014 to 2023, with periods of decline and significant recovery. Revenue averaged \$60 billion in 2014–2015, with profit margins above 22%. However, revenue and net income plummeted in 2016, lowering the profit margin to 14.8%. Revenue rose to \$53.8 billion and profitability reached 23.4% in 2017 and 2018.

Revenue declined again in 2019 and 2020, while net income fell to \$6.1 billion, lowering profitability to 12.1%. In 2021, net income doubled to \$14.7 billion and profit margins reached 29.6%, indicating a recovery. Financial efficiency and earnings growth improved in 2023, resulting in record sales of \$66.1 billion and a profit margin of 37.2%.

4.5 Financial Company's Profit Margin Analysis

According to JPMorgan Chase & Co., ICBC, Bank of America, Wells Fargo, and HSBC Holdings' profit margin trends from 2014 to 2023 are compared.

Table 4.24: Financial Company's

	Profit Margin (%)
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Years	JPMorgan Chase & Co.	Industrial and Commercial Bank of China (ICBC)	Bank of America	Wells Fargo	HSBC Holdings
2014	23.1	43.1	5.6	27.4	22.1
2015	26.1	41.3	19	26.6	22.6
2016	25.8	41.2	21.4	24.8	14.8
2017	24.5	39.4	20.8	25.1	21
2018	29.8	38.6	30.8	25.9	23.4
2019	31.6	36.5	30.1	22.9	15.5
2020	24.4	39.5	20.9	4.4	12.1
2021	39.7	40.5	34.8	27.4	29.6
2022	29.3	39.8	28.9	16.7	33.1
2023	31.4	44.0	27.9	21	37.2

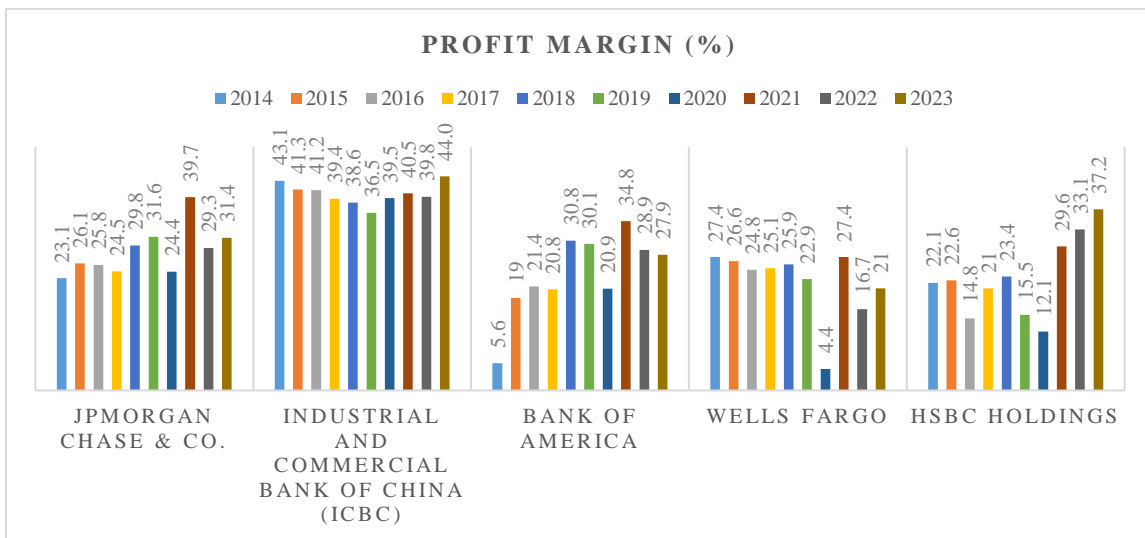


Figure 4.65: Financial Company's

Figure 4.65 Financial companies' profit margins varied from 2014 to 2023. Through 2023, JPMorgan Chase & Co. grew from 23.1% in 2014 to 31.4%. The Industrial and

Commercial Bank of China (ICBC) has the highest profit margins, 43.1% in 2014 and 44.0% in 2023, signifying healthy financial performance. It rose to 34.8% in 2021 but dropped to 27.9% in 2023 for Bank of America. While Wells Fargo's margin dropped to 4.4% in 2020, it rose to 21% in 2023. HSBC Holdings' profitability improved from 22.1% in 2014 to 37.2% in 2023.

Analysis of the Technology Company's Industry

Leaders in the Industry of Technology include the search leader Google (Alphabet), enterprise software leader IBM, electronics leader Apple, ERP software leader SAP, semiconductors leader Samsung, software and cloud computing leader Microsoft and more.

Google Alphabet

Financial performance of Google (Alphabet) from 2014 to 2023, including revenue, net income, and profit margin.

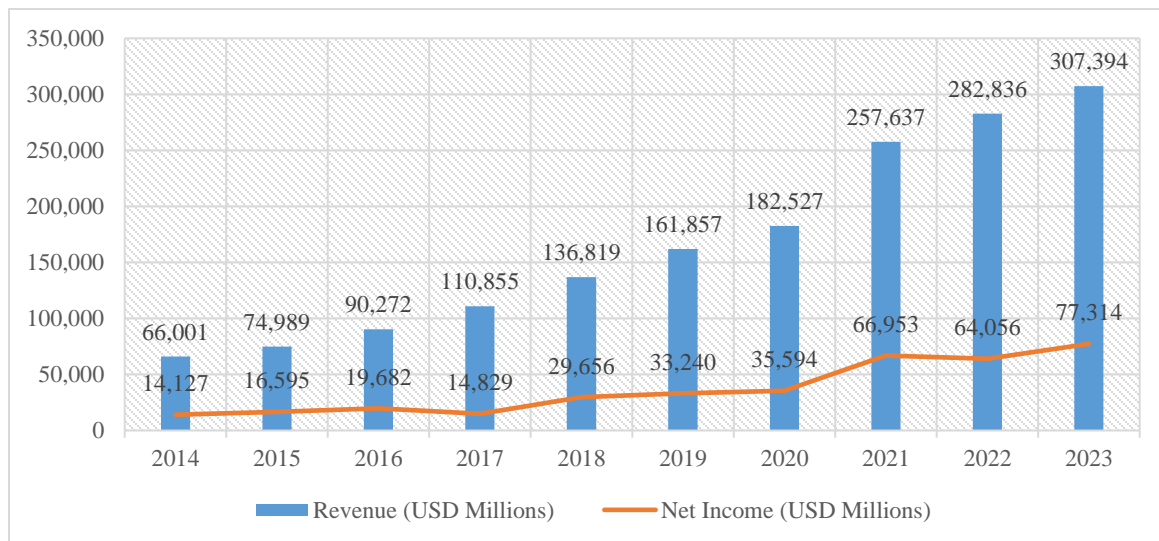


Figure 4.66 Google Alphabet

Google's 2014–2023 financial statistics (figure 4.13) indicate strong revenue and net income growth. Revenue rose from \$66.0 billion in 2014 to \$307.4 billion in 2023,

demonstrating the company's growth and technology dominance. Net income rose to \$77.3 billion in 2023, with a spike in 2021 to \$66.95 billion and a 29.5% profit margin. Profit margins ranged from 11.4% in 2017 to 24.0% in 2023, suggesting excellent profitability despite earnings volatility.

IBM (International Business Machines Corporation)

This summary of IBM's financial performance from 2014 to 2023, showing Revenue (USD Millions), Net Income (USD Millions), and Profit Margin (%).

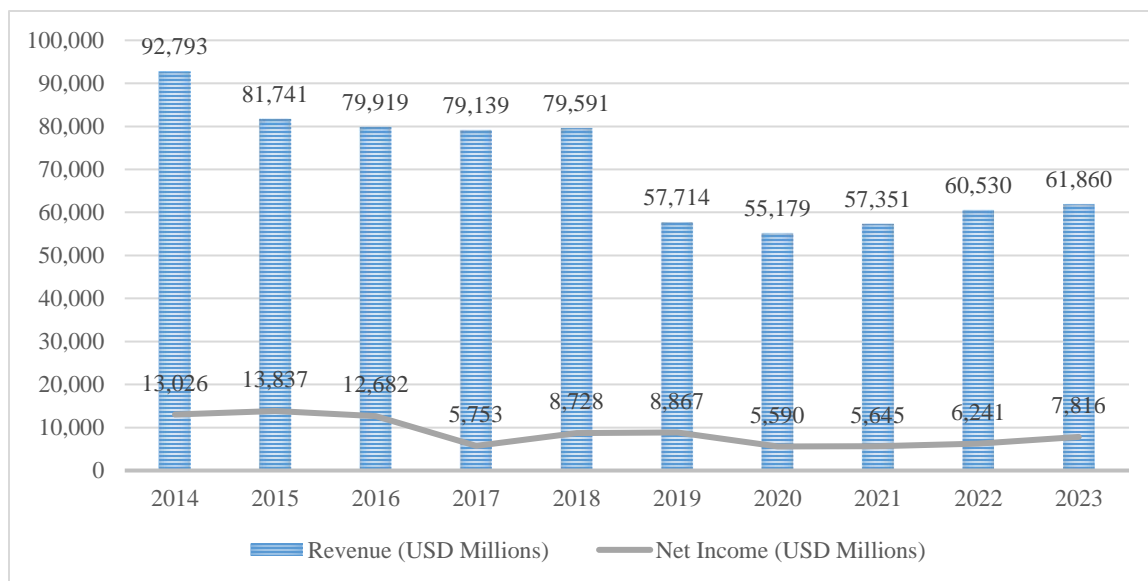


Figure 4.67 IBM (International Business Machines Corporation)

Figure 4.67 above shows IBM's financial performance from 2014 to 2023, emphasizing changes in profit margins, net income, and revenue. After a downward trend from \$92,793 million in 2014 to \$55,179 million in 2020, revenue gradually increased to \$61,860 million in 2023. Net income varied greatly, reaching a high of \$13,837 million in 2015 before plummeting to \$5,753 million in 2017. Profit margins often stayed between 10% and 16%, but in 2022, despite a rise in revenue, there was a noticeable decline to 2.7%. This implies that higher expenses or outside difficulties are affecting profitability.

All things considered, the information shows IBM's changing financial path as a result of shifting market dynamics and strategic decisions.

Apple

Apple's financial performance from 2014 to 2023, including Revenue (USD Millions), Net Income (USD Millions), and Profit Margin (%).

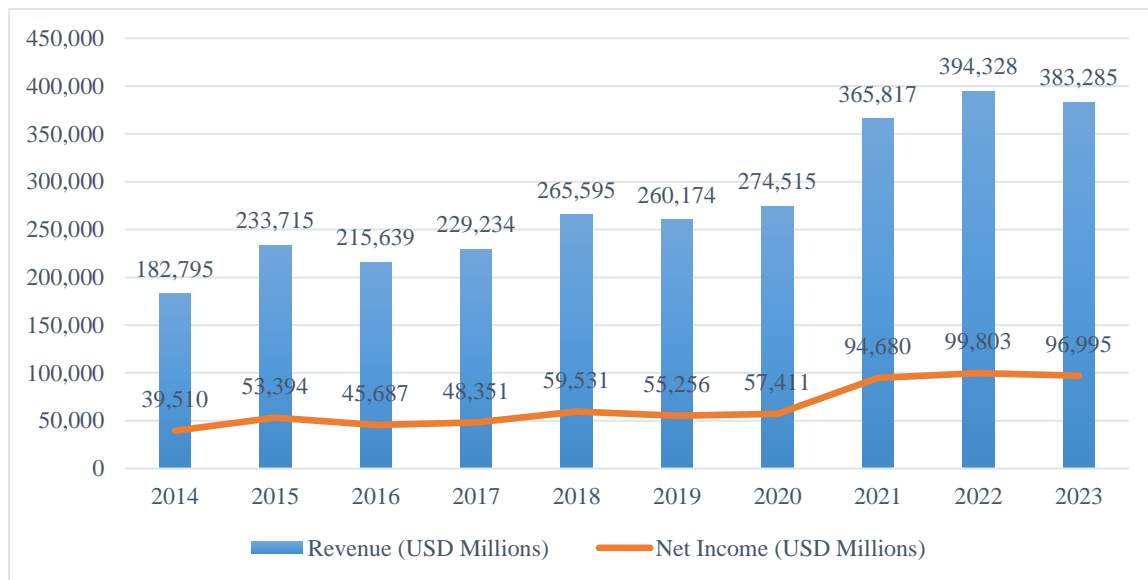


Figure 4.68: Apple

Figure 4.68 shows Apple's 2014–2023 revenue growth, with occasional variations. Revenue grew from \$182,795 million in 2014 to \$394,328 million in 2022 before falling to \$383,285 million in 2023. Net income increased from \$39,510 million in 2014 to \$99,803 million in 2022, then dropped to \$96,995 million in 2023. Despite revenue fluctuations, Apple's profit margin was 20.9%–25.9%, suggesting efficient profitability. Apple's fast revenue and profit growth from 2020 to 2021 shows considerable demand for products and services during the pandemic. Financial data shows Apple's outstanding performance, profitability, and resilience in a competitive market.

SAP

SAP (Systems, Applications & Products in Data Processing) revenue, net income, and profit margin trends from 2014 to 2023.

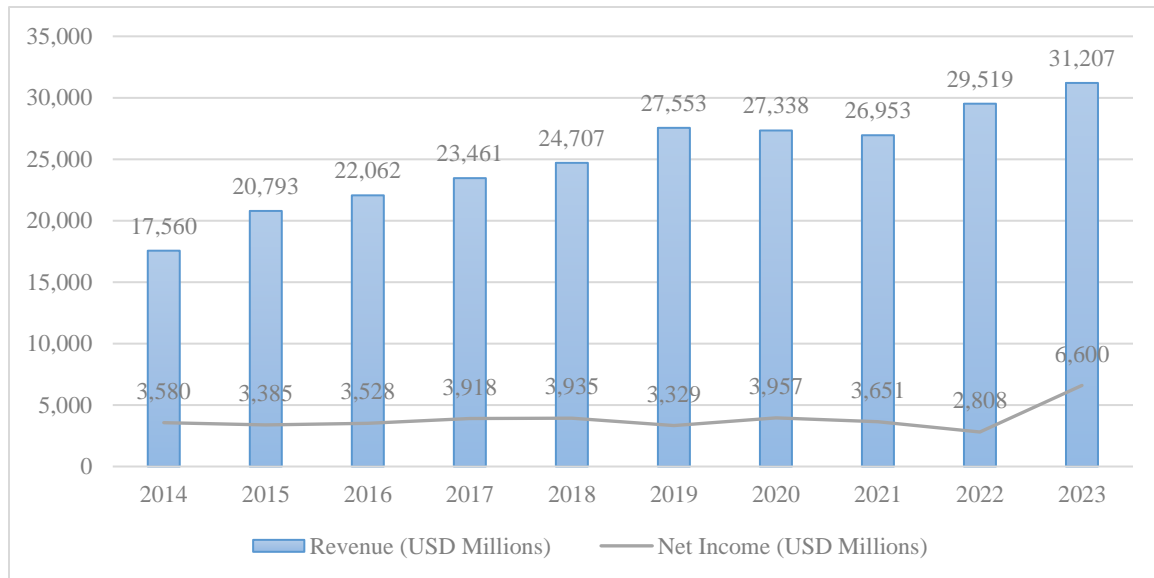


Figure 4.69 SAP (Systems, Applications & Products in Data Processing)

According to Figure 4.69, SAP's revenue increased from \$17,560 million in 2014 to \$31,207 million in 2023. Net income peaked at \$6,600 million in 2023 after falling to \$2,808 million in 2022. Due to rising costs or strategic investments, the profit margin dropped to 5.8% in 2022 before rising to 19.1% in 2023. Revenue growth was consistent, with profitability issues in 2019 and 2022, but a substantial recovery in 2023.

Samsung

Financial performance of Samsung from 2014 until 2023. It tracks revenue, net income, and profit margin to reveal corporate profitability trends.

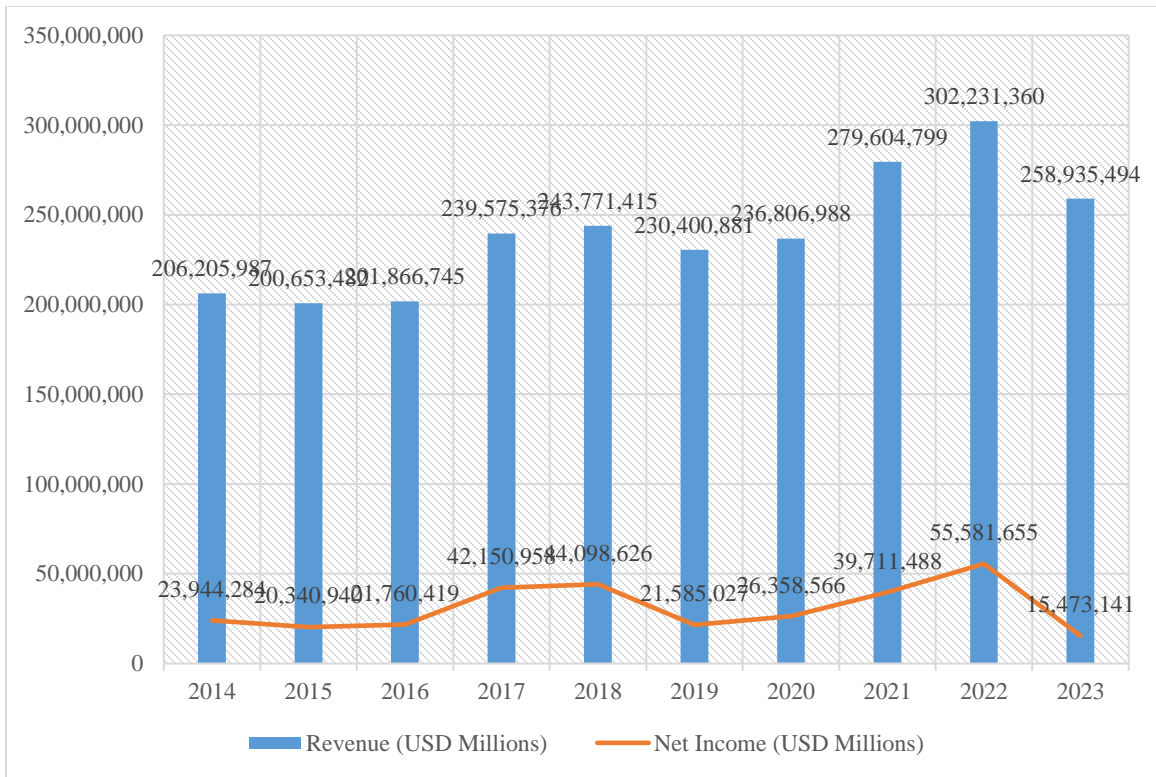


Figure 4.70 Samsung

Figure 4.70 shows Samsung's 2014–2023 financial growth and fall. Revenue rose from \$206,205 million in 2014 to \$302,231 million in 2022 before falling to \$258,935 million in 2023. Net income rose to \$55,581 million in 2022 before plummeting to \$15,473 million in 2023. Profit margins rose to 18.4% in 2022 but fell to 6.0% in 2023, suggesting demand, cost, or market volatility issues. Despite good performance in 2017–2022, the 2023 drop reflects external pressures on profitability.

Microsoft

Microsoft's revenue, net income, and profit margin from 2014 to 2023. According to the data, profit margins fluctuated over time, rising in 2019 and beyond.

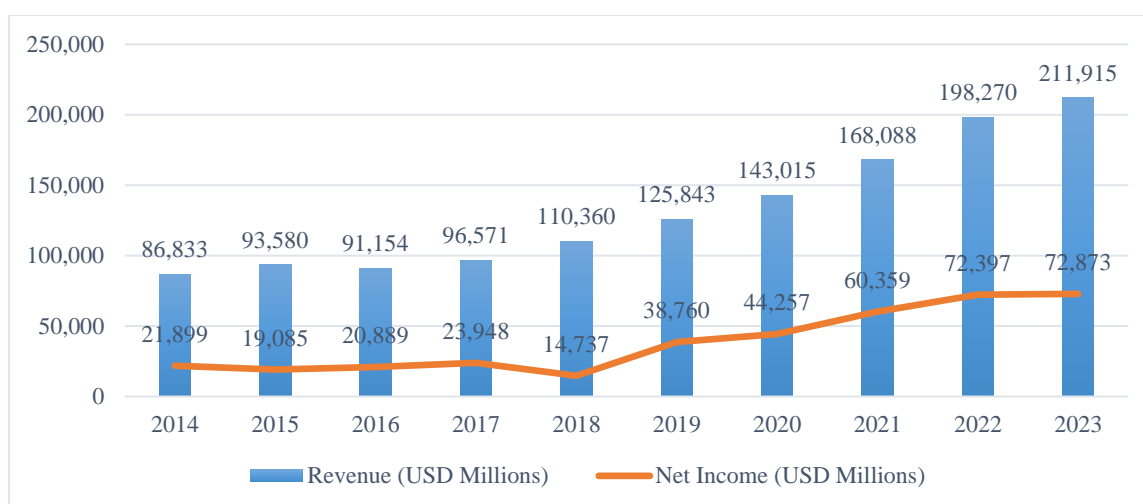


Figure 4.71 Microsoft

In Figure 4.71 above, Microsoft's 2014–2023 financial record shows stable revenue growth and profitability swings. The company's expansion and market presence raised revenue from \$86,833 million in 2014 to \$211,915 million in 2023. Profit dropped to \$14,737 million in 2018 before rising to \$72,873 million in 2023. After dropping to 13.0% in 2015, profit margins stabilized at 30% from 2019 to 2022, peaking at 36.7%. Microsoft's recent financial growth reinforces its market dominance in cloud computing, software services, and enterprise solutions.

4.6 Technology Company's Profit Margin Analysis

The profit margins of six IT companies—Google Alphabet, IBM, Apple, SAP, Samsung, and Microsoft—from 2014 to 2023 are displayed in this statement. The information illustrates how each company's profit margin has changed over time, highlighting both highs and lows for different businesses.

Table 4.25: Technology Company's

	Profit Margin (%)					
	Google Alphabet	IBM	Apple	SAP	Samsung	Microsoft
2014	21.4	13	21.6	18.7	11.3	25.4

2015	21.8	16.1	22.8	14.7	9.5	13
2016	21.6	14.9	21.2	16.4	11.3	22.5
2017	11.4	7.3	21.1	17.2	17.6	26.4
2018	22.5	11	22.4	16.5	18.2	15
2019	21.2	16.3	21.2	12.2	9.4	31.2
2020	22.1	10.1	20.9	19.3	11.2	31
2021	29.5	10	25.9	19.9	14.3	36.5
2022	21.2	2.7	25.3	5.8	18.4	36.7
2023	24	12.1	25.3	19.1	6	34.1

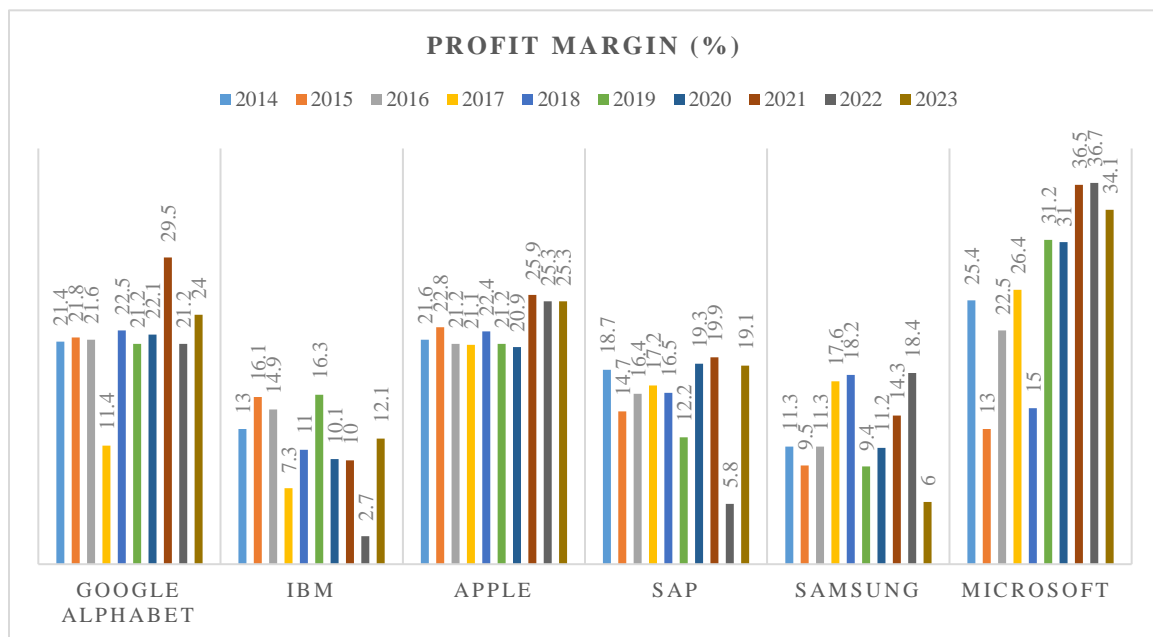


Figure 4.72: Technology Company's

Table 4.72 shows the profit margins of Google Alphabet, IBM, Apple, SAP, Samsung, and Microsoft from 2014 to 2023, showing significant profitability variations. Each organization underwent growth and decline due to market conditions, strategic decisions, and external causes. Apple's profit margin averaged 20%–25%, peaking at 25.9% in 2021. Margin volatility increased for IBM, from 16.3% in 2019 to 2.7% in 2022.

Microsoft's profit margins rose to 36.7% in 2022. Samsung's margins peaked at 18.4% in 2022 and dropped to 6.0% in 2023. SAP dropped to 5.8% in 2022 before recovering in 2023. These trends reveal the technology sector's competitive landscape and financial dynamics throughout the past decade.

Analysis of the Automotive Car Company's

Companies like Toyota, Volkswagen, Ford, Honda, Mercedes, TATA, and GM Finbox lead automotive innovation with electric vehicles, advanced technology, and digital financing solutions.

GM Finbox

The summary of GM Finbox's revenue, net income, and profit margin from 2014 to 2023, including a 2017 loss and fluctuating profit margins.

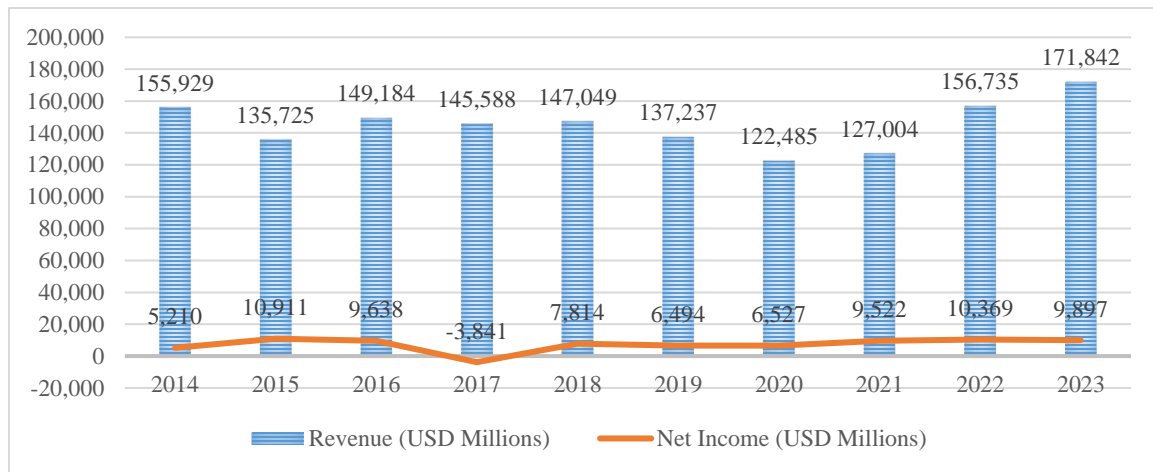


Figure 4.73: GM Finbox

Table 4.73 shows GM Finbox's 2014–2023 revenue, net income, and profit margin variations. After peaking at \$155,929 million in 2014, revenue fell to \$122,485 million in 2020 before rising to \$171,842 million in 2023. Net income was more unpredictable, losing \$3,841 million in 2017 but recovering to \$10,369 million in 2022. Profit margins fluctuated between 4.9% and 7.8%, peaking at 7.8% in 2021. The data shows that GM can rebound

from problems, such as the 2017 downturn, but still struggles to increase and stabilize profitability.

Toyota

The summarises Toyota's 2014–2023 revenue, net income, and profit margin. Toyota's revenue and net income fluctuate, while profit margins stay consistent, except for 2017 and 2023. Every year, Toyota has had positive net income.

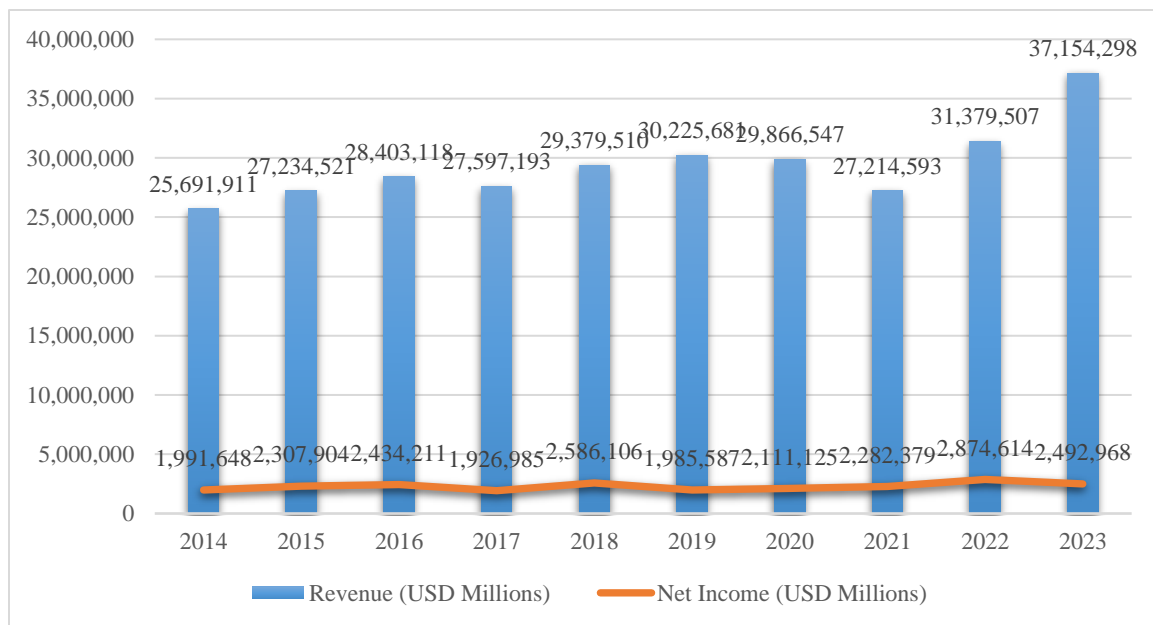


Figure 4.74: Toyota

Table 4.74 shows Toyota's 2014–2023 revenue, net income, and profit margin variations. Revenue increased steadily from \$25,692 million in 2014 to \$37,154 million in 2023. Net income peaked at \$2,874 million in 2022 and dropped to \$2,493 million in 2023. In 2022, profit margins peaked at 9.2%. In 2023, the margin fell to 6.7%, signaling profitability issues despite revenue growth. Toyota increased sales but experienced profitability constraints, notably in recent years.

Volkswagen

The financial performance of Volkswagen from 2014 to 2023, including sales, net income, and profit margin. The company's profitability fluctuates, with some years showing positive net profits and others losses.

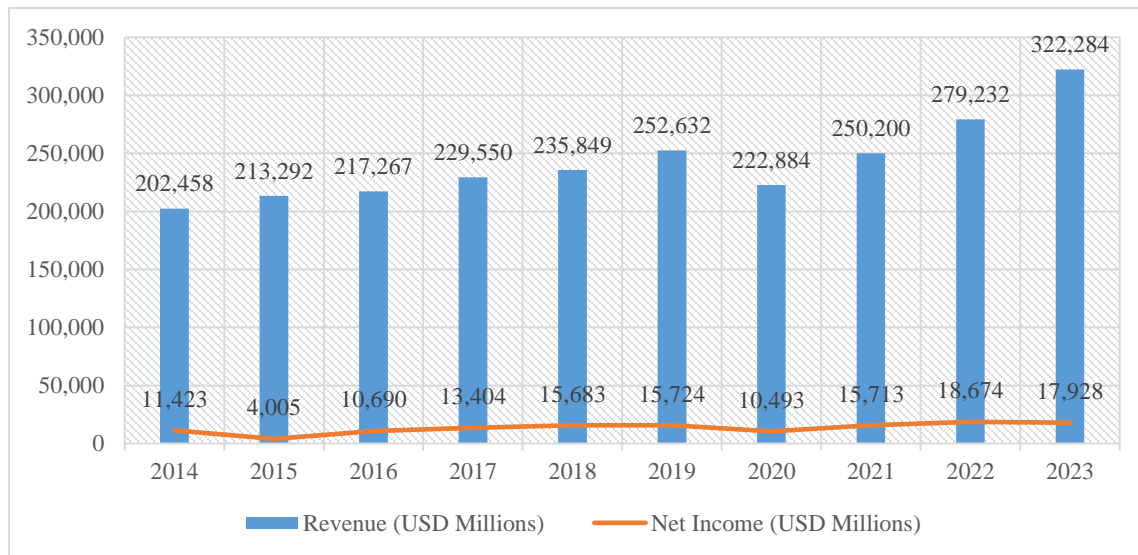


Figure 4.75: Volkswagen

Figure 4.75 shows Volkswagen's 2014–2023 revenue, net income, and profit margin variations. From 2014 to 2023, revenue increased from \$202,458 million to \$322,284 million. In 2015, the emissions scandal caused net income to plummet to \$4,005 million, although it recovered to \$18,674 million in 2022. Between 2.5% to 6.2%, profit margins ranged, with 2021 having the greatest margin. In 2020, Volkswagen's profit margin declined to 4.0% due to external variables and operating expenditures, despite revenue increases. Volkswagen generated income throughout the decade, although profitability fluctuated.

Ford

Ford's 2014–2023 financial record shows shifting revenues, net income, and profit margins. Ford had a rough 2020, but it recovered in 2021 with a 13.1% profit margin. The corporation saw profit margin fluctuations during the decade.

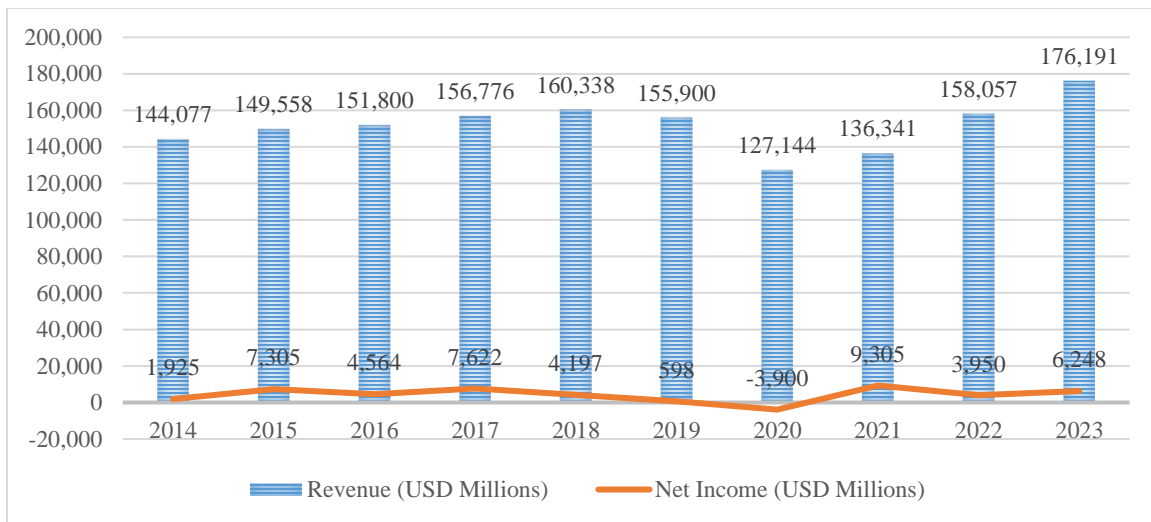


Figure 4.76: Ford

The above figure 4.76 displays Ford's 2014–2023 revenue, net income, and profit margin variations. Growth drove revenue from \$144,077 million in 2014 to \$176,191 million in 2023. Net income was volatile, with losses in 2020 and a steep decline in 2019 to \$598 million. Ford's profit margin rose from -1.4% in 2022 to 13.1% in 2021, showing periods of profitability and losses. 2020 was especially difficult, with a -1.0% margin. Though profitability was difficult for several years, Ford recovered in 2021 and sustained positive revenue growth.

Honda

The shows Honda's 2014–2023 revenue, net income, and profit margin. The profit margin peaked at 7.3% in 2018, then moderated, with a slight dip in 2023. Revenue grew steadily, peaking in 2023.

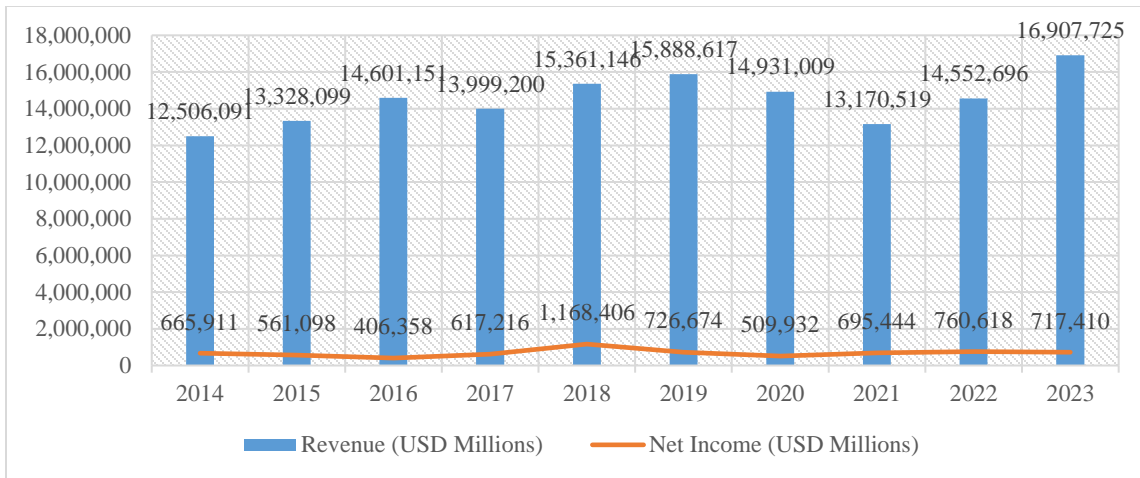


Figure 4.77: Honda

This above figure 4.77 shows Honda's 2014–2023 revenue, net income, and profit margin. From 2014 to 2023, revenue grew steadily from \$12,506 million to \$16,908 million. From 2018 to 2020, net income ranged from \$1,168 million to \$509,932 million. In 2016, profit margins were 2.8%; in 2018, 7.3%. Honda's recent profit margins were 4% to 5%, notwithstanding significant unpredictability. Honda generated constant revenue increases but struggled to maintain profitability beyond 2018.

Mercedes

This shows Mercedes's yearly revenue, net income, and profit margin from 2014 to 2023.

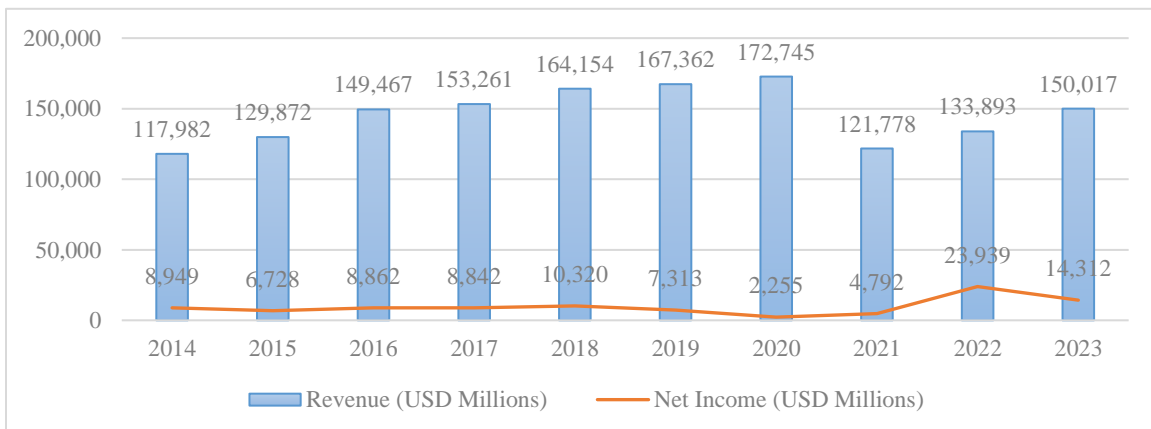


Figure 4.78: Mercedes

This above figure 4.78 displays Mercedes' 2014–2023 revenue, net income, and profit margin changes. Revenue consistently grew from \$117,982 million in 2014 to \$150,017 million in 2023. The COVID-19 epidemic reduced net income to \$2,255 million in 2020. After the epidemic, profit margins rose to 9.9% in 2023 from 1.6% in 2020. While 2021 dropped to 3.3%, 2022 had the highest profit margin. Mercedes has grown and profited despite the turmoil in 2020 and 2021.

TATA

TATA's financial information, including yearly revenue, net income, and profit margin, is displayed in the corporate summary for the years 2014–2023.

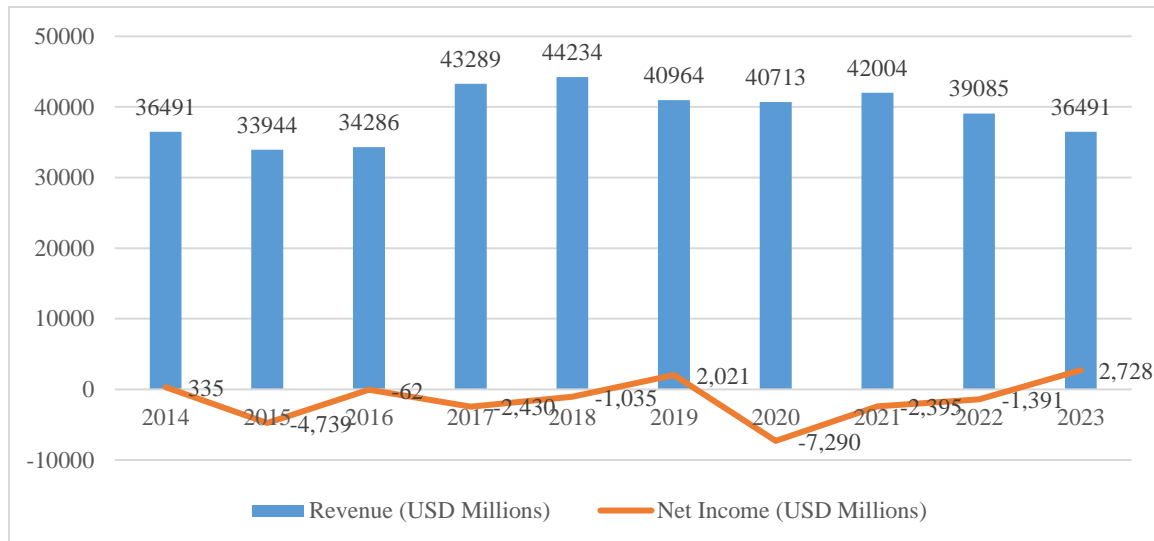


Figure 4.79: TATA

Figure 4.79 shows TATA's 2014–2023 revenue, net income, and profit margin fluctuations. Over time, revenue ranged from \$36,491 million to \$44,234 million. Net income was a problem for the company in 2015, 2020, and 2021, when it lost money. Profit margins fell to -17.91% in 2020. Following years of volatility, TATA recovered in 2023 with a net income of \$2,728 million and a profit margin of 7.48%. The company recovered from adversity and returned to profitability.

Table 4.26: Automotive Car Company's

	Profit Margin (%)						
	GM Finbox	Toyota	Volkswagen	Ford	Honda	Mercedes	TATA
2014	2.6	7.8	5.5	0.9	5.3	7.4	0.92
2015	7.1	8.5	-0.6	4.9	4.2	5.6	-13.96
2016	6.2	8.6	2.5	3	2.8	5.8	-0.18
2017	-2.7	7	5	4.9	4.9	5.7	-5.61
2018	5.4	8.8	5.2	2.3	7.3	6.5	-2.34
2019	4.9	6.6	5.6	0.1	4.3	4.5	4.93
2020	5.2	7.1	4	-1	3.4	1.6	-17.91
2021	7.8	8.4	6.2	13.1	5.3	3.3	-5.7
2022	6.2	9.2	5.7	-1.4	5.2	17.5	-3.56
2023	5.7	6.7	5.6	2.5	4.2	9.9	7.48

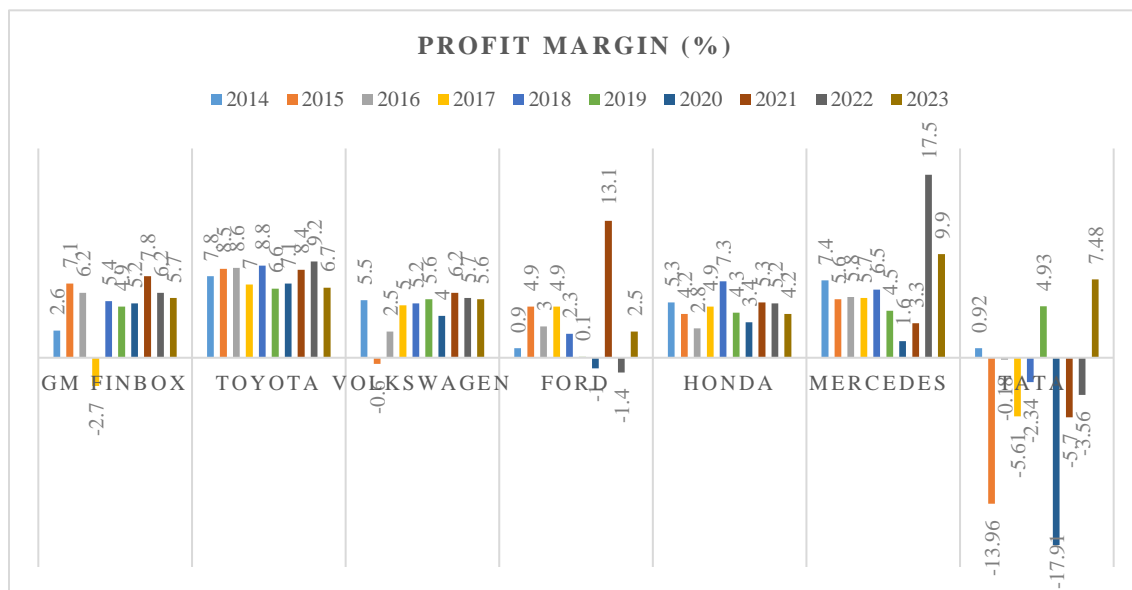


Figure 4.80: Automotive Car Company'

The above figure 4.80 compares the profit margins of several major automotive companies from 2014 to 2023. GM Finbox, Ford, and TATA showed significant fluctuations in their profit margins, with TATA having the most extreme variations, including a significant negative margin in 2020. Toyota and Mercedes maintained higher and more consistent profit margins, with Toyota reaching 8.8% in 2018 and Mercedes 17.

Analysis of the Oil and Energy Industry

In the oil and energy sector, major players like Exxon Mobil, Shell, BP, Chevron, and Total Energies SE ADR are among the biggest players. They are involved in oil production, natural gas, and renewable energy solutions globally, and they have demonstrated excellence in innovation, green initiatives, and the transition to cleaner energy alternatives.

Exxon Mobile

Data from 2014 to 2023 displays Exxon Mobil's revenue, net income, and profit margin. In 2020, profit margin dropped, recovered in 2021, and improved in 2022 and 2023.

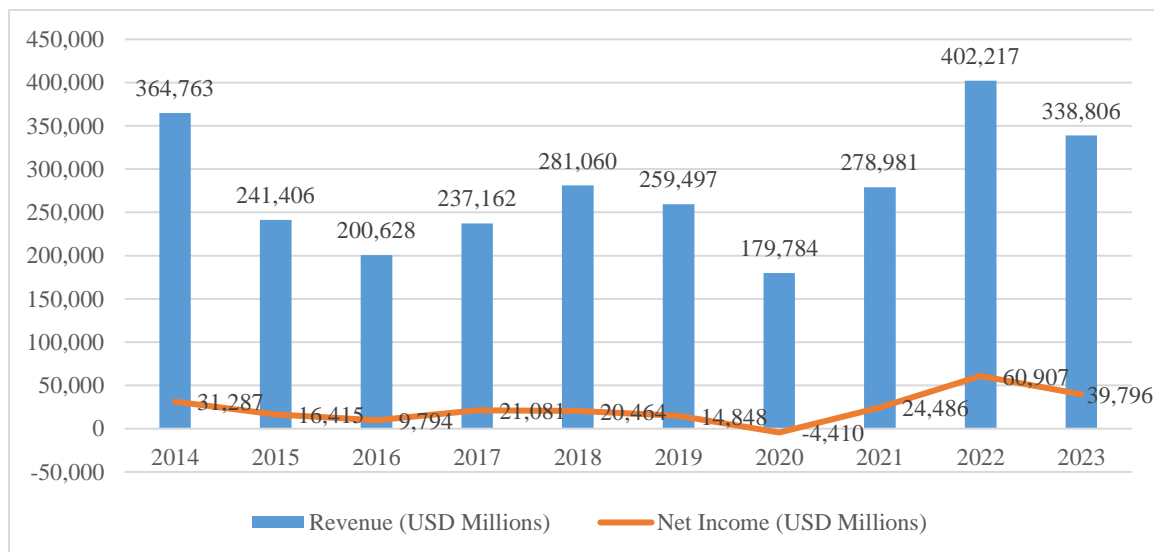


Figure 4.81: Exxon Mobil's

Figure 4.81 shows Exxon Mobil's revenue, net income, and profit margin from 2014 to 2023. In 2014, the company had a 9.2% profit margin, but in 2020, the pandemic and reduced global oil demand caused it to drop to -12.9%. In 2021, the company rebounded to 8.5%, and in 2022, it reached 14.3% due to high oil prices.

Shell

Data from 2014 to 2023 displays shell's revenue, net income, and profit margin. In 2020, profit margin dropped, recovered in 2021, and improved in 2022 and 2023.

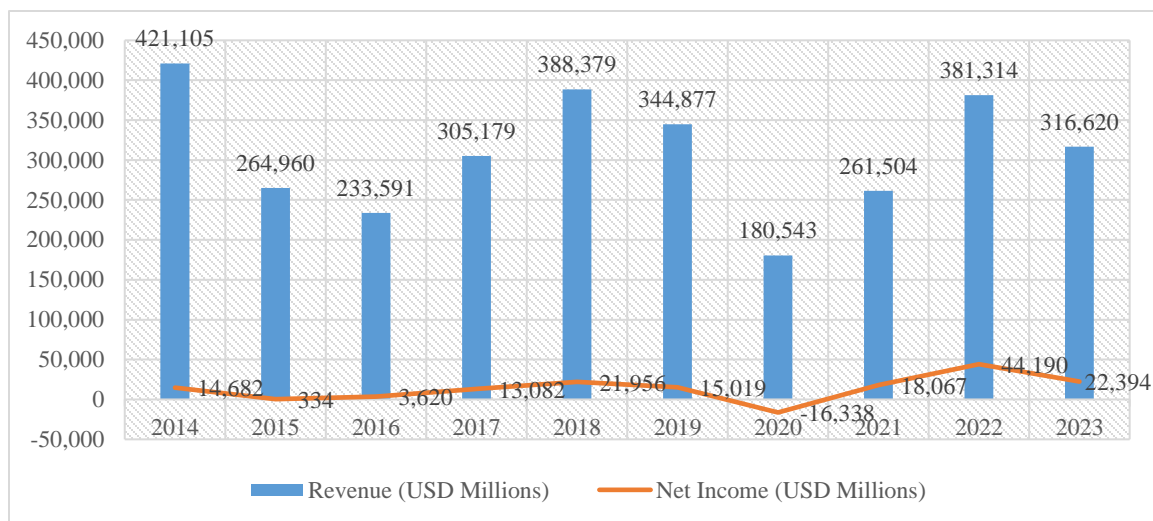


Figure 4.82: Shell

Figure 4.82 for Shell from 2014 to 2023 shows large financial changes, particularly in profit margins. In 2014, Shell had a 3.5% profit margin. In 2015 and 2016, it dropped to 0.8% and 2.0%, respectively. Due to the pandemic's influence on global oil demand, the company's profit margin dropped 11.9% in 2020. Shell recovered in 2021, increasing its profit margin to 7.9%, and in 2022, it reached 11.2%. Shell grew despite a 6.2% fall in 2023 due to higher energy costs and strategic oil and gas sector reforms.

BP (British Petroleum)

From 2014 to 2023, BP (British Petroleum) revenue, net income, and profit margin are shown. BP's profit margin fluctuated, turning negative in 2020. In 2021–2023, the corporation recovered with positive profit margins.

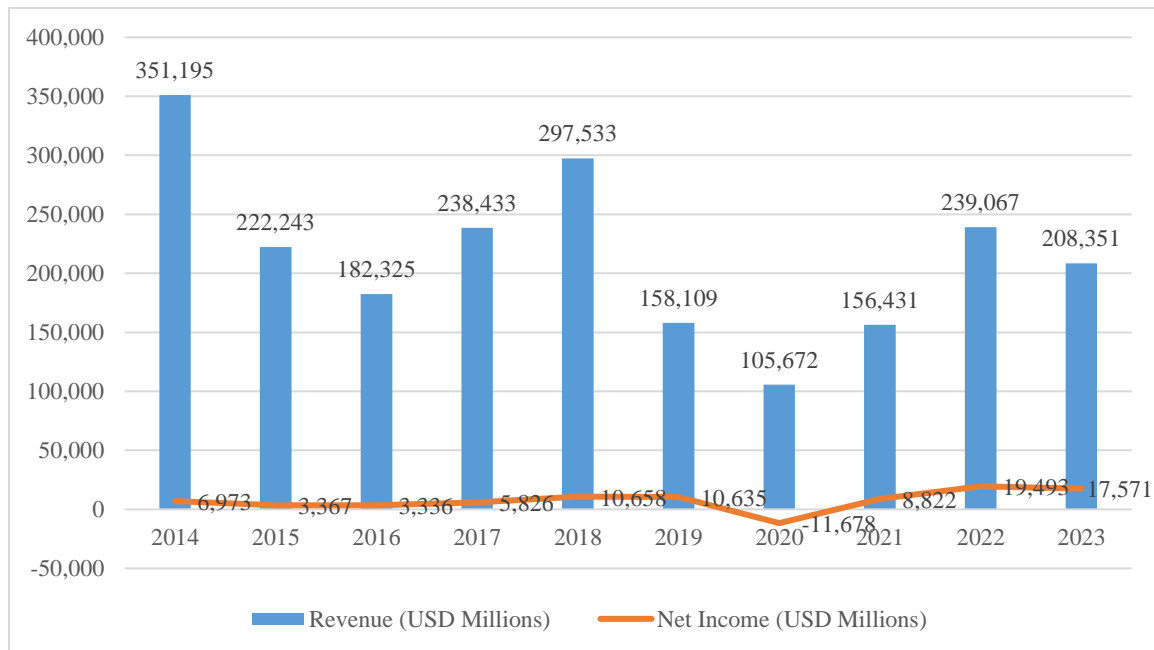


Figure 4.83 BP (British Petroleum)

Figure 4.83 shows BP's 2014–2023 revenue, net income, and profit margin volatility. BP's 2014 profit margin was 1.1%, while 2015 and 2016 saw falling revenues and near-zero profitability. With profit margins rising to 3.2% in 2017 and 2018, the company recovered. The COVID-19 pandemic hit hard in 2020, resulting in a steep sales drop, a net loss, and a -19.6% profit margin. BP recovered in 2021 with a 5.4% profit margin and advanced in 2023 with 7.6%. Oil pricing, operational efficiency, and energy industry strategy likely drove this rebound.

Cheron

Data from 2014 to 2023 displays Cheron's revenue, net income, and profit margin. In 2020, profit margin dropped, recovered in 2021, and improved in 2022 and 2023.

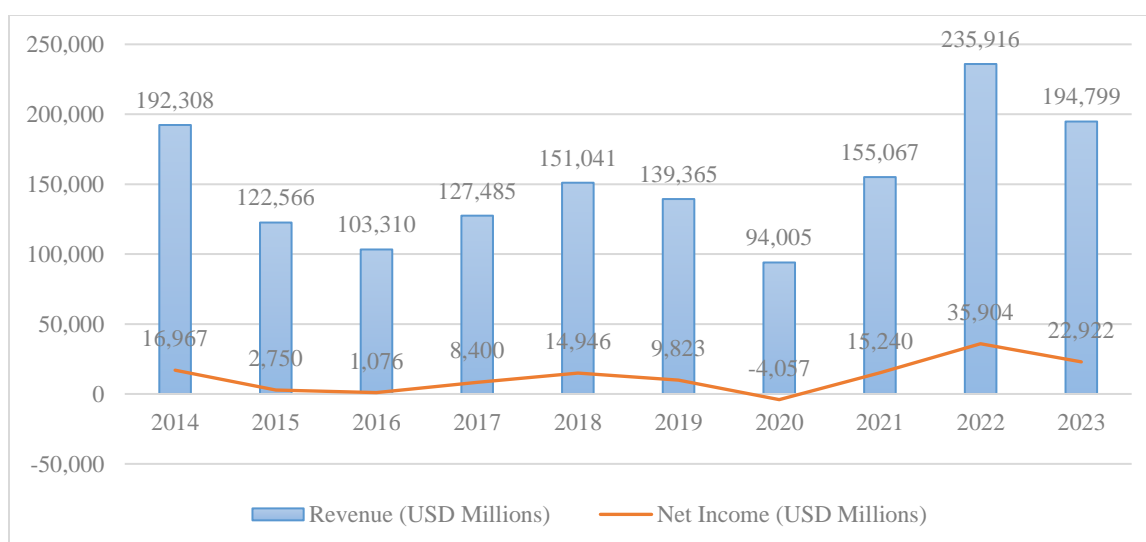


Figure 4.84: Chevron

The illustration above figure 4.84 Market factors, especially oil price volatility, affected Chevron's 2014–2023 financial performance. Its profit margin was 10.0% in 2014, but declining oil prices caused a severe reduction in 2015 and 2016, with net income falling and even going negative (-0.4% profit margin). 2017 and 2018 profit margins recovered to 9.8%.

In 2019, profitability dropped to 2.0%, and in 2020, the COVID-19 pandemic caused another financial catastrophe, totaling -5.9%. Due to rising oil prices and demand, Chevron returned in 2021 with a 10.1% margin and peaked in 2022 with 15.1%. In 2023, Chevron's 11.0% profit margin showed outstanding cost control and operational efficiency in a volatile energy environment despite declining revenue.

Total Energies SE ADR

The revenue, net income, and profit margin of Total Energies SE ADR from 2014 to 2023.

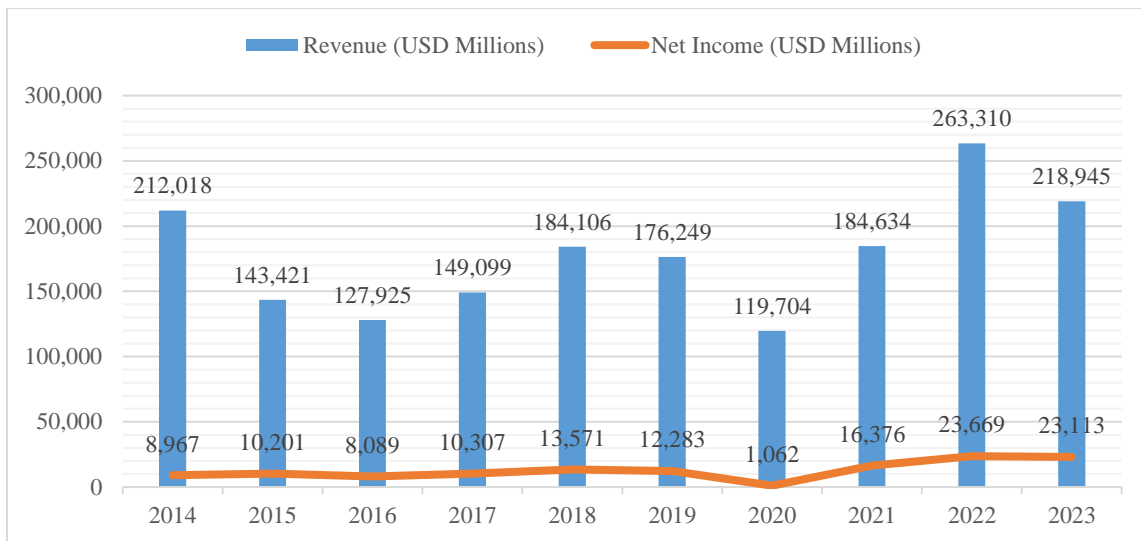


Figure 4.85 Total Energies SE ADR

Oil and Energy companies

The data presents the profit margins of Exxon Mobil, Shell, BP, Chevron, and Total Energies SE ADR from 2014 to 2023, highlighting fluctuations in profitability across different years.

Table 4.27: Oil and Energy companies

	Profit Margin (%)				
	Exxon Mobil	Shell	BP	Cheron	TotalEnergies SE ADR
2014	9.2	3.5	1.1	10	2
2015	6.9	0.8	-2.9	3.8	3.3
2016	4.2	2	0.1	-0.4	4.9
2017	8.4	4.4	1.5	7.3	5.6
2018	7.6	6.2	3.2	9.8	6.3
2019	5.7	4.8	2.7	2	6.5
2020	-12.9	-11.9	-19.6	-5.9	-6.1
2021	8.5	7.9	5.4	10.1	8.9
2022	14.30%	11.2	-0.6	15.1	8

2023	11	6.2	7.6	11	9.8
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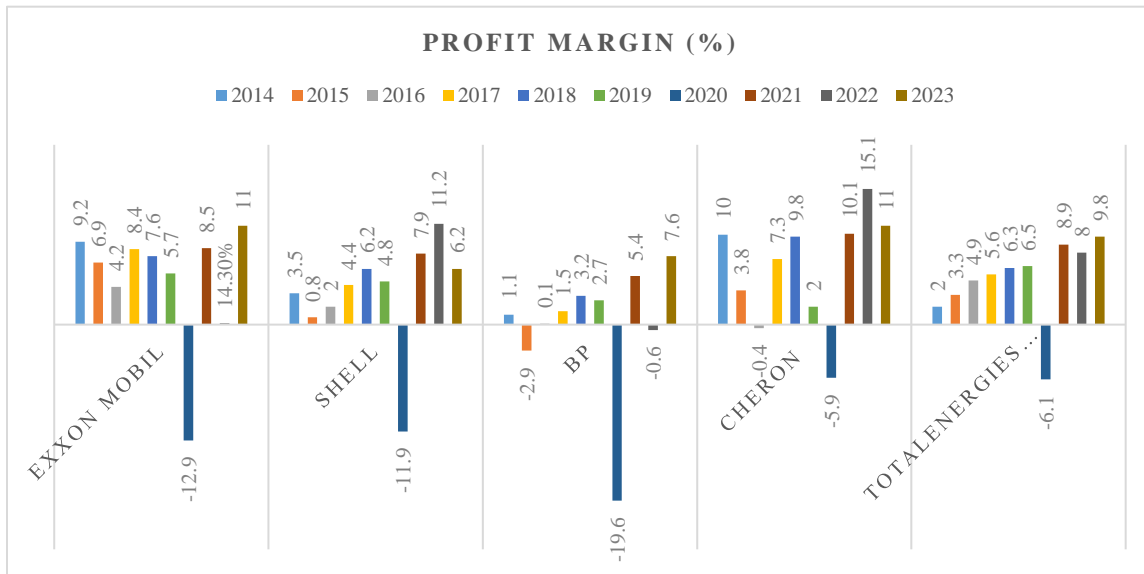


Figure 4.86: Oil and Energy Companies

Figure 4.86 Total Energies SE ADR's 2014–2023 financial performance reflects market cycles, particularly oil and energy price swings. Starting with a 2.0% profit margin in 2014, the company rapidly improved to 6.5% in 2019. However, the 2020 COVID-19 pandemic hit the energy sector hard, lowering revenue and net income and resulting in a -6.1% profit margin. Energy demand and rising oil prices boosted profit margins to 8.9% in 2021. The corporation had a 9.8% profit margin despite a small revenue dip in 2023 after reaching its highest revenue in 2022 (\$263.3 billion). Successful cost control and market adaptability ensure sustained financial success in a turbulent energy business.

Analysis of the FMGC (Fast-Moving Consumer Goods Company's)

Leading FMCG firms like Unilever, P&G, Nestlé, Coca-Cola, and Pepsi drive worldwide markets with diversified products. Coca-Cola and Pepsi dominate the beverage market, while Unilever emphasizes sustainability, P&G personal care, and Nestlé nutrition. They innovate to satisfy customers.

Unilever

The data shows Unilever's revenue, net income, and profit margin trends from 2014 to 2023.

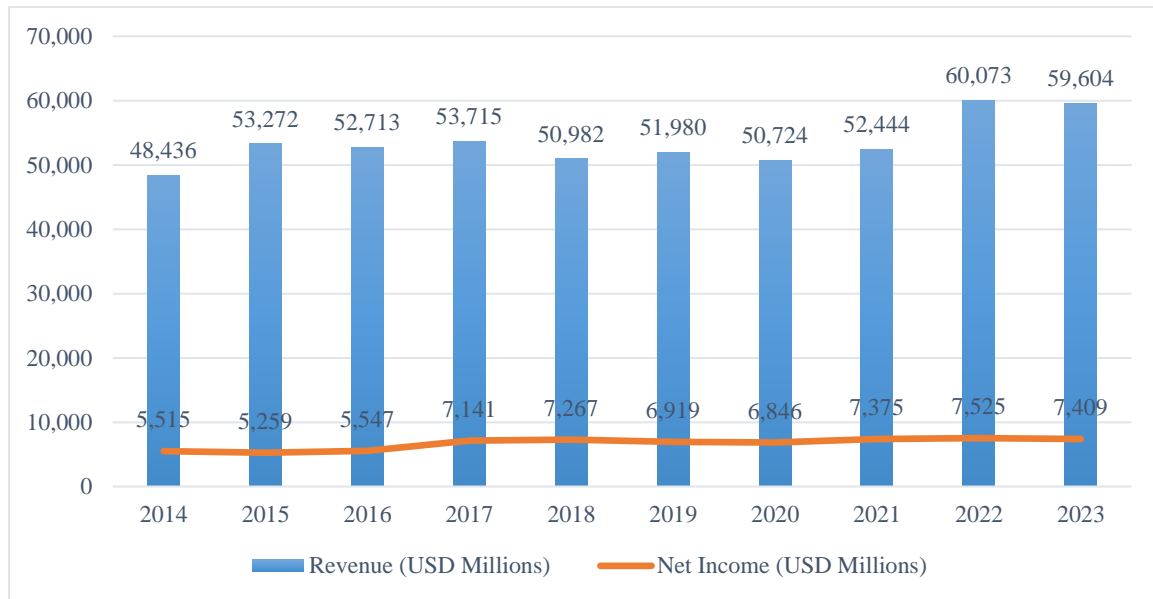


Figure 4.87: Unilever

Figure 4.87 shows Unilever's stable and substantial profit margin from 2014 to 2023, suggesting operational efficiency. After starting with 11.4% in 2014, the company's profit margin dropped in 2015 and 2016, but rapidly recovered to 12.0% in 2017. The biggest profit margin was 19.2% in 2018, a successful financial year. Since then, Unilever's profit margin has averaged 12%, peaking at 12.6% in 2021. Overall revenue has increased, peaking at \$60.1 billion in 2022 and falling to \$59.6 billion in 2023. Unilever's profitability shows its ability to manage expenses and grow in a competitive market despite sales fluctuations.

P&G (Procter & Gamble)

The statements represent P&G's 2014–2023 revenue, net income, and profit margin. It shows the company's revenue, net income, and profit margin variations across these years. The data shows P&G's profitability over time.

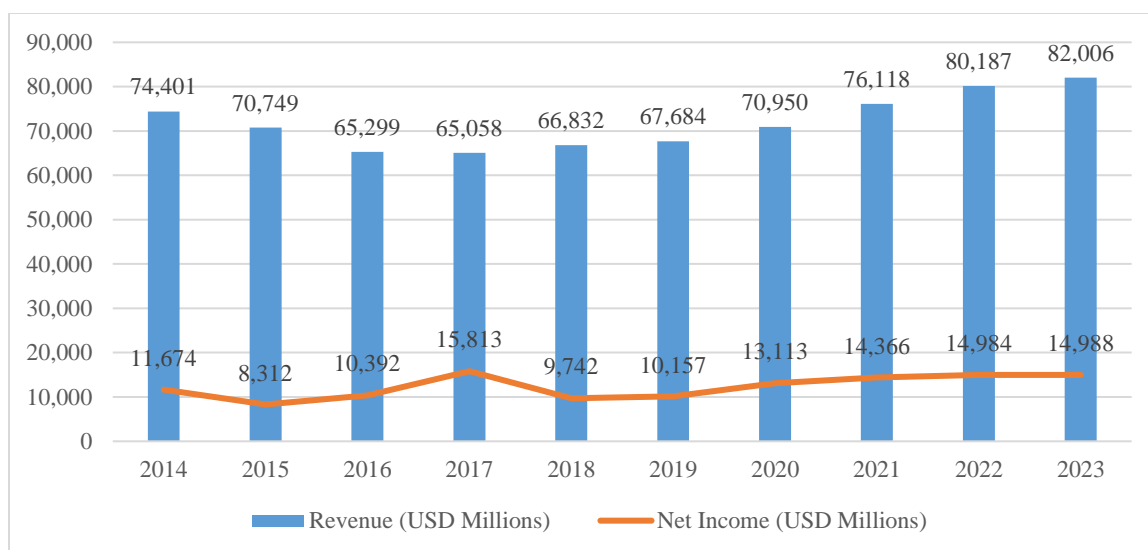


Figure 4.88: P&G (Procter & Gamble)

Figure 4.88 shows that Procter & Gamble (P&G) had strong financial performance between 2014 and 2023, with profit margin variations and stable revenue growth. In 2015, the company's profit margin fell to 10.1% from 15.8% in 2014. In 2016, P&G's profit margin rose to 16.2%, then peaked at 23.7% in 2017.

The company's profit margin dropped to 5.9% in 2019, perhaps due to market problems or higher costs. P&G's profit margin has held steady between 18.0% and 18.9% from 2020 to 2023, indicating better profitability. Revenue has grown annually, reaching \$82 billion in 2023, demonstrating the company's endurance and market dominance. Short-term swings aside, P&G's long-term track displays good financial management and growth.

Nestle

Nestlé's 2014–2023 revenue, net income, and profit margin overview. It shows the company's sales, net income, and profit margins over time.

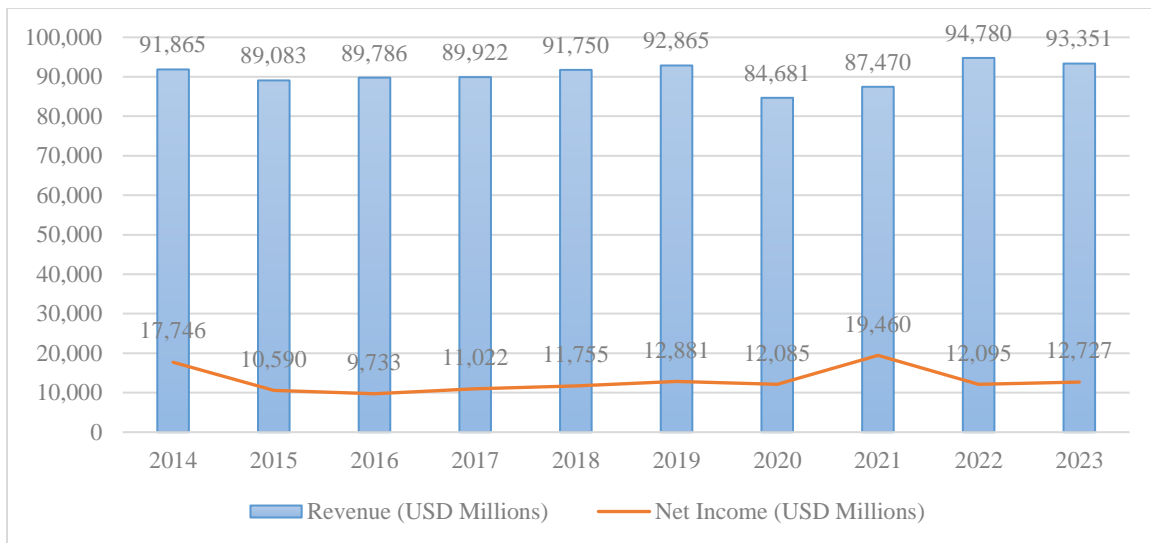


Figure 4.89: Nestlé

Figure 4.89 From 2014 to 2023, Nestlé's sales and profit margin fluctuated. Nestlé's profit margins dropped from 16.2% in 2014 to 8.4% in 2017. Most years, the corporation maintained revenue between \$89-\$92 billion, except for 2020, when it dropped to \$84.7 billion. Nestlé reversed its 2018 profit margin decline, reaching 13.9% in 2019 and 19.7% in 2021, indicating greater operational efficiency and profitability. The profit margin dropped again to 10.1% in 2022 before rising to 12.3% in 2023. Similarly, net income peaked at \$19.5 billion in 2021 before stabilizing around \$12 billion.

Coca Cola

Coca-Cola's revenue, net income, and profit margin changes from 2014 to 2023 are shown here.

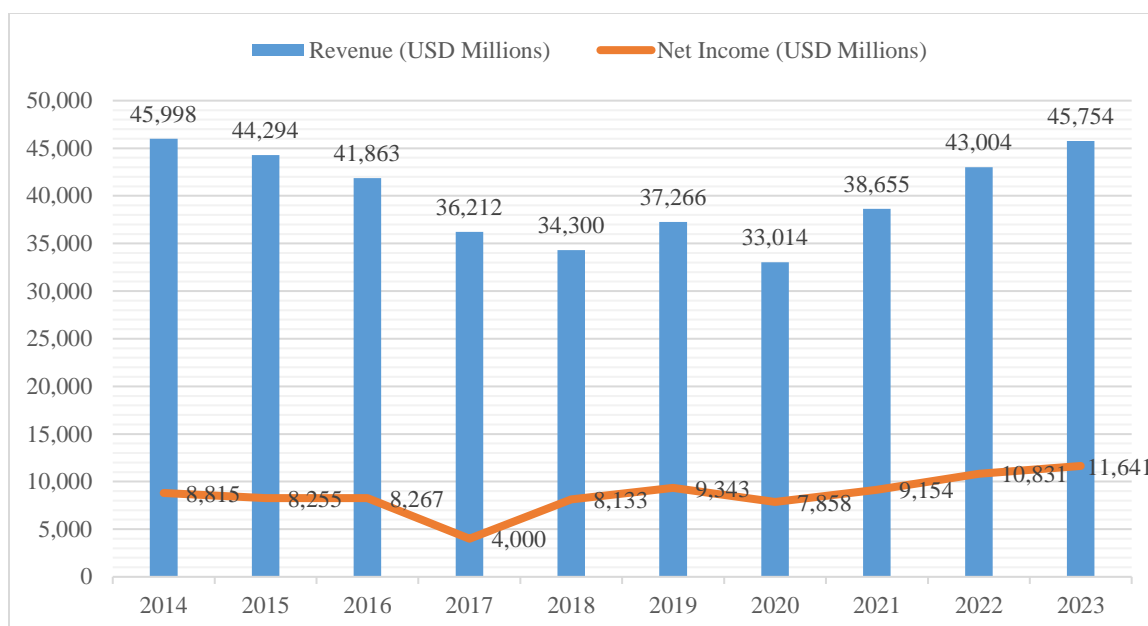


Figure 4.90: Coca Cola

Figure 4.90 From 2014 to 2023, Coca-Cola's revenues and profit margins fluctuated. Revenue fluctuated from \$33 billion to \$45 billion, peaking at \$45.998 billion in 2014. Coca-Cola's revenue fell from \$36.212 billion in 2017 to \$34.300 billion in 2018, but it recovered. Profit margins rose to 25.4% in 2021 from 15.5% in 2014. Coca-Cola's profit margins remained solid, especially between 2019 and 2023, when net income fluctuated with revenue. Coca-Cola's outstanding profit margins, even during low revenue periods, demonstrate its operational efficiency and beverage industry brand positioning.

Pepsi

Pepsi's 2014–2023 revenue, net income, and profit margin percentages show its financial movements.

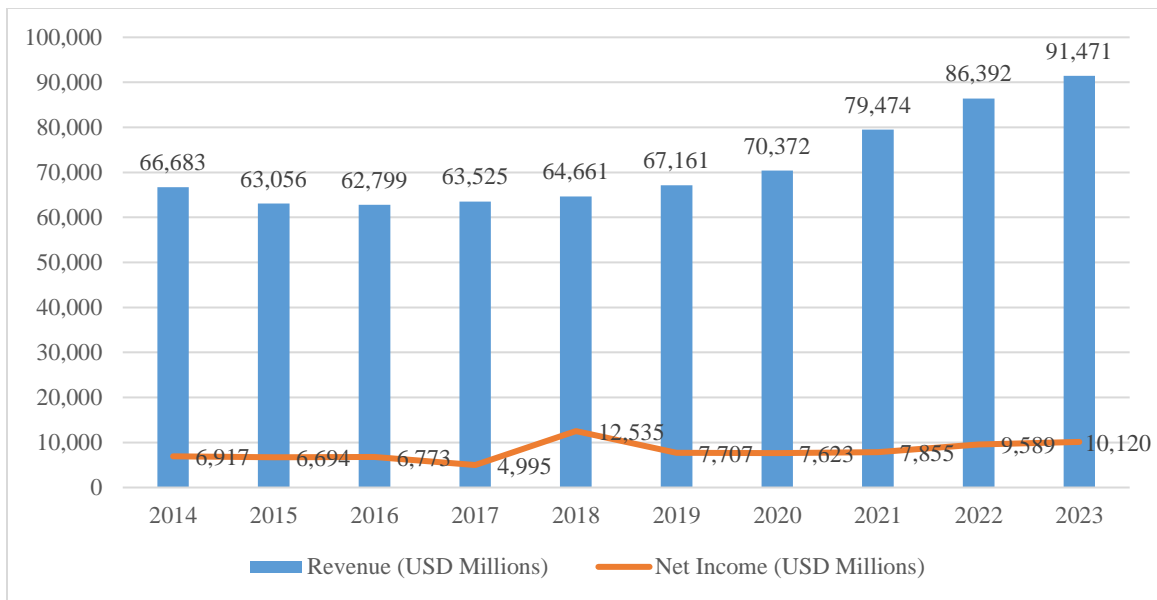


Figure 4.91: Pepsi

Figure 4.91 From 2014 to 2023, Pepsi continued to expand its revenue and net income, with small profit margin variations. Revenue continuously rose from \$66.683 billion in 2014 to \$91.471 billion in 2023. In 2018, Pepsi's net income reached \$12.535 billion, resulting in a 19.4% profit margin. In successive years, profit margins stabilized around 10%, peaking in 2018. Despite net income changes, Pepsi maintained profitability, demonstrating its business model's resilience and cost control.

4.7 Fast-Moving Consumer Goods Company's

Here are the annual profit margins for Unilever, P&G, Nestlé, Coca-Cola, and Pepsi from 2014 to 2023.

Table 4.28: FMGC (Fast-Moving Consumer Goods Company's)

	Profit Margin (%)				
	Unilever	P&G	Nestle	Coca Cola	Pepsi
2014	11.4	15.8	16.2	15.5	9.8
2015	9.9	10.1	10.6	16.6	8.7
2016	10.5	16.2	9.9	15.6	10.2

2017	12	23.7	8.4	3.5	7.7
2018	19.2	14.8	11.4	18.9	19.4
2019	11.6	5.9	13.9	24.1	10.9
2020	12	18.5	14.6	23.5	10.2
2021	12.6	18.9	19.7	25.4	9.7
2022	13.8	18.4	10.1	22.3	10.4
2023	12	18	12.3	23.4	10

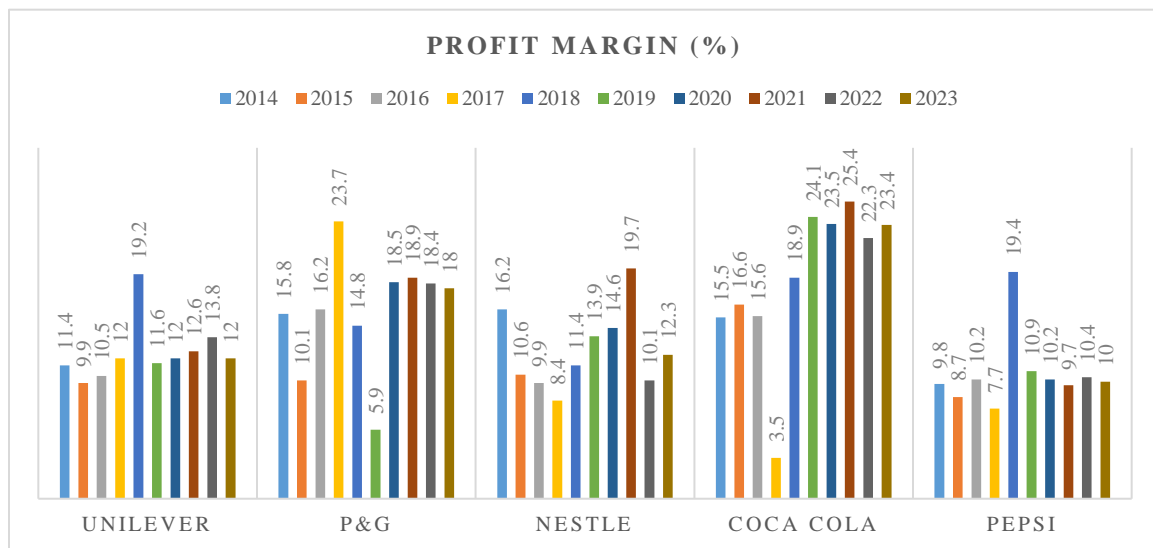


Figure 4.92 : FMGC (Fast-Moving Consumer Goods Company's)

The above figure 4.92 shows the margins of Unilever, P&G, Nestlé, Coca-Cola, and Pepsi exhibit various patterns from 2014 to 2023. Unilever's profit margin has averaged 12%, peaking at 19.2% in 2018. P&G's profit margin fluctuated, peaking at 23.7% in 2017 before stabilizing at 18%. Nestlé's profit margin ranged from 19.7% in 2021 to 10.1% in 2022. Coca-Cola's profit margin peaked at 25.4% in 2021 and held steady at 22%-23%. However, Pepsi maintained margins around 10%, peaking at 19.4% in 2018. Coca-Cola and P&G have had the largest margins recently, whereas Pepsi and Nestlé have fluctuated more.

4.8 Summary of Findings

The research investigates how demographic elements including adult age, gender distribution and educational attainment and business model influence brand leadership with sustainability practices and profits. Research data shows no substantial variation between younger versus older participants along with women and men or those with different levels of education regarding most studied elements such that perceptions maintain similar consistency. The type of organization establishes significant influence over sustainability preferences as well as financial investments and brand devotion and innovation plans despite exhibiting diverse strategic orientations.

The correlation study establishes positive interlinks between brand leadership sustainability practices as well as transparency approaches in brands. This study confirms through interview data and word clouds that sustainability leads organizations towards superior brand reputations and staff motivation as well as client loyalty which generates lasting business expansion. Proponents of sustainability measure its initiatives through advantages derived from the competition and regulatory obligations and capacity for innovation demonstrating their dual role in positioning strategy along with operational success. The essential components for assessing sustainability performance and keeping stakeholders trust involve both transparencies together with accountability mechanisms.

The research indicates that demographic traits play a minimal role but organizational strategies strongly impact sustainability results together with financial performance and market recognition. Sustainability stands beyond legal requirements because it serves as an essential strategic framework for building corporate responsibility and enhancing business market position and long-term value.

4.9 Conclusion

The focus of this study is on the crucial role of sustainability, brand leadership and profit success in the success of business. The results indicate that demographics such as

age, gender and education do not impact significantly on the focus of the key business issues, while organizational strategies are very important determinants of the priority of sustainability, resource allocation, brand loyalty and innovation. The correlation analysis further confirms the high connection between brand perception, sustainability, and transparency — businesses that affixes putting responsible practices first, get an edge over competitors, build customer trust, and lay out for future gains.

Then, the qualitative insights add that sustainability projects have a positive effect on brand reputation, employee commitment, customer habits, and earnings performance. Businesses that integrate sustainability early are able to build stronger strategic position in terms of serving their stakeholders better, as well as obtaining a competitive advantage in marketing. Transparency and accountability mechanism is crucial in building trust and measure of progress towards the sustainability goals.

Overall, the study shows that sustainability is not an enforceable compliance item but a strategic tool to strengthen your business resilience, spark innovation and to build business longevity. Sustainability and responsible business practices that are proactively embraced by organizations provide the ability to address market challenges and provide benefit for stakeholders over the longer term.

CHAPTER V:

DISCUSSION

5.1 Introduction

The importance of organizational strategies in shaping business outcomes through the relationship between brand leadership, sustainability and profit maximization have been found by this study. Demographic factors like age, gender and education, however, did not significantly distinguish in terms of their influence on critical dimensions; rather type of organization turned out to be the best determining factor of sustainability priorities, budget allocation, brand loyalty and innovation (Mandarić et al., 2022). Such a finding implies a more important role of structural and strategic rather than individual demographic factors in driving sustainability initiatives and their financial performance in organizations.

The analysis of correlation between brand leadership and transparency and sustainability affirms the high relationship between the three. Consistent with these beliefs on brand loyalty, market perception and the trust from stakeholders, businesses that focus on sustainability will certainly receive higher brand loyalty, will experience improved market perception, and strengthened relationships with the stakeholders (Agustiawan, 2024).

This finding corroborates the literature that exists which states that sustainability focused organizations are more capable of competitive distinctiveness and long-run success. Additionally, the findings show that sustainability does not only serve as a technology of compliance, but it is an enabler of the strategic business growth, innovation, and operational efficiency (Lopez-Torres et al., 2022).

Semi structured interviews provide qualitative confirmations of these observations on the basis that sustainability initiatives increase employee engagement, change customer behavior and aid brand reputation (Kirchner-Krath et al., 2024). Working in a sustainability

organization leads to better job satisfaction and motivation because they perceive their job work to have meaning beyond themselves. Customers also shows a propensity to associate sustainability practices with a brand that supports responsible practices and higher quality product and ethical business merit (Jia et al., 2023).

The influencing factor budget and resource allocation was another cause affecting the sustainability outcomes. The organizations that accord a due value to sustainable initiatives in terms of financial resources to them are able to manage the sustainable initiatives with better results in terms of brand positioning, compliance readiness and innovation (Afzal & Lim, 2022). The research findings imply that sustainability investments are not made for any economic reason, but for tactical purposes with return on investments and alignment with brand image. Leveraging sustainability in a proactive manner to embed it in the business strategy not only reduces risks of business cancellations through regulatory and environmental concerns as well as provides new market opportunities, but it also enhances customer relationships (Ayush Singh, 2024).

In general, this study shows that while demographic individual factors are not being perceived to have any significant effects on brand leadership and sustainability perceptions, organizational strategies and structural priorities are very important (Hermundsdottir & Aspelund, 2022). Sustainability is a core business strategy for companies; and they will gain not only the benefit from increased brand equity and customer loyalty, but also from this improved financial performance. Such findings are strong evidence that sustainability is increasingly becoming a determinant in defining the contemporary business environment and therefore calls for organizations to fully enclose sustainability in operational and strategic approaches for attaining long term success (Zhivkova, 2022).

5.2 Discussion of research question One

To what extent do sustainable practices impact the financial performance and customer satisfaction of MNEs operating in the APAC region?

Ans. In the case of MNEs in APAC and on other emerging markets, both financial performance and customer satisfaction are influenced significantly by the same sustainable practices (Fazal et al., 2023). Although, the effects of this are varied across the industry, based on regulatory requirements, and consumer expectations.

- **Financial Performance**

Sustainability can be incorporated into an MNE's business model, resulting in long term financial benefits including savings in cost, reduction in risk and better relations with the investors (M. T. Lee & Suh, 2022). They do the same thing as energy efficiency measures, waste reduction strategies and responsible sourcing lower operational expenses and also, they are also in compliance with regulatory. Financial viability is further enhanced through many APAC governments' giving in the form of subsidies, tax benefits and financial incentives to adopt green initiatives like those in Japan, Australia, Singapore, etc (Asiva Noor Rachmayani, 2015).

Further, companies with good ESG performance also attract more investors because sustainability has moved from an option to an essential requirement in institutional stakeholders. Yet, as with sustainability, there are still short-term costs involved with such as investments in green infrastructure and adjustments from supply chains; the main challenge often faced by resource intensive industries are manufacturing and logistics (Hariyani et al., 2024).

- **Customer Satisfaction**

The APAC region is now showing an increasing influence of sustainability on consumer preference, especially among younger and urban populations. This helps in

stronger customer trust and brand loyalty by creating an eco-friendly packaging, ethical sourcing, carbon neutral operations as well corporate social responsibility (CSR) initiatives (Schiaroli et al., 2024). Consumers are more accepting of commitment to sustainability if they are transparent in terms of third-party certifications or sustainability reports.

Nevertheless, in markets where price is very important to the customer, MNEs may be unable to sell sustainably sourced products without charging a premium, and must succeed in balancing affordability with their green commitment (Brach et al., 2018). Excerpts from this study show that when sustainability has a strong impact on customer satisfaction the industries included are fashion, food & beverage, and technology as Environmental and Ethical considerations are key elements in customer buying decisions.

- **Extent of Impact**

Sustainability has positive impact on financial performance and customer satisfaction, however, with different degree of influence and depend on the industry dynamics, consumer awareness as well as regulatory pressures. Sustainable companies that embed Sustainability in their core business strategies are more likely to have their sustainable business model that is also a competitive advantage, which results in better customer engagement, and profitability (Ogunbukola & Consulting, 2024).

Finally, considering that integrating sustainable practices is not simply a corporate responsibility but also a strategic necessity for MNEs pursuing to continue to improve its market position in the APAC, the East Coast learning process paves a path forward for them (Muhammad Ardiansyah & Alhamzah Alnoor, 2024).

5.3 Discussion of research question two

What is the relationship between business excellence and sustainable practices in the APAC region, and how does it influence profit maximization and customer centricity?

Ans. In the APAC region, business excellence and sustainable practices are merging and finding their place in corporate strategies and being incorporated into companies' long-term profitability and customer engagement (Assoratgoon & Kantabutra, 2023). Companies who integrate sustainability into their business excellence frameworks achieve operational efficiency, enhance brand reputation, gain competitive advantage and will ultimately profit maximization and focus on the customer (Adewole, 2024).

- **Business Excellence and Sustainable Practices**

In business excellence it is defined as the adoption of the best practice and continuous improvement and optimisation of operation for better performance. Sustainability is now becoming part of the business excellence core of any organization in the APAC region as organizations now realize that environmental responsibility, ethical governance, and social impact are important factors for long term success (Mann et al., 2011).

With the advent of sustainability into business models, for example energy efficiency, reduced waste, ethical supply chains and responsible governance they have been incorporated into business pursuits to meet the demands of legislators and investors, consumers (Turunen & Halme, 2021). Governments in the APAC are Japan, Singapore and Australia have strict policy in sustainability, and drafted guidelines to corporate businesses to follow the global ESG (Environmental, Social, and Governance) standards.

- **Influence on Profit Maximization**

Business excellence linked to sustainability constitutes a financial excellence as it positively contributes to financial performance through improving operational efficiency, minimizing costs and risk mitigation (Dharmayanti et al., 2023). This lowers excessive expenses and improves resource utilization through energy saving initiatives, responsible sourcing and developing a circular economy model. Furthermore, businesses that invest

more in sustainability are likely to have more access to finances and investments as ESG investors tend to choose companies that value sustainability highly (Aydoğmuş et al., 2022). But the financial benefits may not be immediate as it takes serious upfront in investing in sustainable operations. However, in the long haul, companies that can flawlessly fuse adequacy into their business models get higher profitability from innovation, cost proficiency, and market diverse (Gupta & Tiwari, 2022).

- **Impact on Customer Centricity**

Good practices are observed in business to satisfy customer's needs and expectations as they improve their trust and loyalty. In the APAC region, including particularly in the urban and developed markets, customers are catering more towards ethical business conduct, environment friendly products and corporate responsibility (Adhikari, 2021). Sustainability is part of business sustainability and leads to enhanced relationships with current and future clients, especially if they are driven by corporate responsibility, transparency, and promotion of social initiative (Ortiz-Martínez et al., 2023). This will help improve customer satisfaction and reduces the probability of the customers leaving to the competitors.

5.4 Discussion of research question three

What are the challenges faced by MNEs in the APAC region in adopting and implementing sustainable practices, and how do they overcome these challenges?

Ans. Ethics, different regulatory landscape, cost constraint, complexity in the supply chain, and differences in the level of consumers awareness create challenges for multinational enterprises (MNEs) in the APAC region to adopt and implement sustainable practices (Bhandari et al., 2022). Through these challenges, companies are adjusting strategic initiatives that enable sustainability integration into a company's operation, however, all profitable and competitive (Pawar & Dawkhar, 2024).

There are a number of primary challenges which include problem of regulatory and policy variability across the region (Iqbal & Biller-Andorno, 2022). The APAC market is composed of economies with completely different sustainability policy. Contrary to this, emerging markets do not enforce strict ESG (Environmental, Social, and Governance) regulations like Japan and Australia do (Monnavarian et al., 2011). This variation will render compliance efforts for the MNEs operating across different jurisdictions more difficult, with higher operational complexity and costs.

This is also a high cost of implementation. For this reason, investing a significant amount of money needs to be done not only in sustainable infrastructure, renewable energy, but also in responsible sourcing (Meng et al., 2024). These costs are particularly high for industries such as manufacturing and logistics, and making the commitment to sustainability is in many cases an extremely expensive proposition, especially in the price sensitive markets.

They also face additional difficulties with regard to supply chain sustainability (Liu et al., 2020). However, simple standardization of supply chain management and manufacturing practices is not easily applied to many MNEs whose source chains are so complex, multileveled, and difficult to control and enforce (Govindan et al., 2021). However, creating the sustainable enterprise involves addressing such issues as the reliance on non-renewable resources, unethical labour practices and inefficient logistics, resulting in a daunting integration of supply chain in sustainability.

Additionally, the APAC markets differ immensely in the level of awareness and demand for sustainability. The increase in eco-conscious consumerism in urban and developed economies is frequent, whereas in the case of the emerging markets, affordability is more important than environmental concerns (Liu et al., 2020). This

variation makes firms of MNEs to choose between sustainability commitments with profitability and market competitiveness.

A second issue is profiting pressures over the short term. When they receive pressure from shareholders and investors to return money quickly, many businesses have little time spent on long-term sustainability investments (Haessler, 2020). If companies perceive sustainable practices to reduce short term financial performance, companies may resist adopting them.

In order to overcome these challenges, MNEs are beginning to utilize global sustainability frameworks such as United Nations Sustainable Development Goals (SDGs), Global Reporting Initiative (GRI) as well as the Task Force on Climate Related Financial Disclosures (TCFD) (Goswami K. et al., 2023). Following these standards allows for a consistency in ESG reporting and compliance across the region of APAC.

Also, MNEs are investing in green innovation and partnership in order to overcome these high implementation costs (Wang & Ahmad, 2024). Both cost effective sustainable technologies as well as waste treatment technologies are developed through collaborations with governments, research institutes and industry stakeholders. Also, green financing options, such as tax benefits and subsidies, assist in promoting companies to invest in sustainability in a way that is not detrimental to profitability (Agrawal et al., 2024).

Another strategy put into place is enhancing the supply chain transparency. And as more and more companies are utilizing blockchain, AI driven analytical and third-party audit to gain more visibility and accountability of their supply chains (Yekeen et al., 2024). Associating with ethical suppliers and following the responsible source practices minimise risks associated with sustainability.

To solve the issues of the consumer, MNEs have educated the customer and put sustainability as a brand differentiator (Aldossary et al., 2024). Transparency in terms of

the issuing of certifications like Fair Trade, Carbon Neutral, LEED and sustainability reporting contribute to increasing trust and loyalty of consumer by providing companies. Digital marketing as well as CSR initiatives add to sustainability message (Tariq et al., 2022).

Finally, it now moves beyond the status of a stand-alone initiative and is being embedded in the core business strategy of leading MNEs (Oluwatosin Yetunde Abdul-Azeez et al., 2024). Businesses provide ESG performance continues as a long-term priority while driving financial success by linking it to executive incentives and corporate governance frameworks (Zhu et al., 2024).

5.4 Discussion of research question four

What is the impact of cultural differences and regional variations on the adoption and implementation of sustainable practices and business excellence in MNEs operating in the APAC region?

Ans. Cultural difference and geographic variation pose challenges and offer opportunities to multinational enterprises (MNEs) with regard to adopting sustainable practices and achieving business excellence while operating in the APAC region (VLAD & STAN, 2013). The regional business environments and cultures with regard to sustainability, coupled with different economies, all shape how businesses embed environmental, social and governance (ESG) factors into their operations (Gartia et al., 2024).

- **Cultural Differences and Sustainability Adoption**

The entirety of business pursuits are culturally based and socially conditioned, and it is reflected via the values that people hold and the expectations that they have of businesses including their sustainability efforts (Kantabutra, 2021). In the Japanese style of business or South Korean style of business, corporate responsibility and strategic long-

term planning are a natural hair to the idea of sustainability as a means of social harmony, and economic stability. Whereas the same may not apply in standard national economies, but immediately growing economies like India, Indonesia, and Vietnam, economic growth and cost efficiency allows no room for the consideration of sustainability, making it much harder for MNEs to impose green policies on their own without strong government policy or strong consumer demand (Jannesar Niri et al., 2024).

There is also great divergence in consumer attitudes about sustainability. Consumers are also more conscience of the environment and willing to pay a premium of the producers of the sustainable products in wealthier economies such as Australia and Singapore (Tseng & Hung, 2013). However, in price sensitive markets, sustainability initiatives become balanced with the affordability in order to be adopted by the general public. The variation needs that MNEs shall adopt a specific sustainability strategy to both meet local consumer preferences and purchasing power (Boz et al., 2020).

- **Regional Variations in Regulatory and Business Practices**

There are huge differences in government regulations and sustainability policies among APAC countries. However, for certain markets in ESG like Australia, Japan and Singapore, the frameworks are well developed while other markets have patchwork or developing regulations that create inconsistencies for MNEs who operate across multiple jurisdictions (Leslie, 2024). An unfortunate result of this regulatory disparaging is that businesses must understand very different and complex compliance requirements across markets and have to adapt those policies in order to be applied in each different country (Hoofnagle et al., 2019).

In addition, corporate governance structures vary, and how sustainability is considered is defined. In Southeast Asia, similar to most places around the world, family owned businesses dominate in the starting numbers, and their decision making is often

more conservative which might mean waited to take such large investments into the sustainability and adaptive corridors of business. On the other hand, ESG considerations tend to be integrated by publicly traded companies with global stakeholders since there is a convergence of investor's expectations and international reporting standards (Cort & Esty, 2020).

- **Impact on Business Excellence**

However, similar business excellence frameworks —such as Total Quality Management (TQM), Six Sigma and the Baldrige Excellence Framework—are common in the APAC region however they are contaminated by the cultural, regional characteristics. The Kaizen philosophy of continuous improvement naturally fits into a sustainable business excellence in Japan. Nevertheless, in markets where the short-term profit reigns supreme, it can be difficult to do excellence at the same time keeping sustainability promises (Almarar & Nobanee, 2021).

In addition, the attitudes and leadership styles of workforces and HRM are found to influence sustainability adoption. Sustainability decisions in hierarchal cultures, such as in China and India, are more top down and need to be strongly led for any change. However, in countries that run with an open-minded collaborative business culture, like Australia, employee engagement in sustainability activities is rather organic, meaning that green initiatives are easier to implement (Hendry, 2022).

MNEs have to maintain an enabling environment in adopting sustainable practices and business excellence for the region as a whole, yet locally relevant ones. Key approaches include:

- Customized Sustainability Strategies – As MNEs, they should change their sustainability goals so that such aims are appropriate to the local cultural values

and consumer expectations while fulfilling global ESG commitments (Singhania & Saini, 2022).

- Taking Advantage of Government Incentives – Working with government regulators, and receiving subsidies, tax breaks, and green financing to some extent is a means to minimize the cost of sustainability investment (Taghizadeh-hesary & Yoshino, 2020).
- Collaborating with the local suppliers, government agencies, and other NGOs will help further beyond the product acceptability and support for sustainability initiative.
- Flexible Governance Models – It involves a compromise in centralized ESG policies and making them more decentralized to ensure consistency at the same time as dealing with the variations in the region (Li et al., 2025).
- Investing in employee training and development as a means to foster and support a sustainability-oriented culture helps to ensure that it remains a part of the DNA of corporate excellence, regardless of cultural variations (Bilderback, 2023).

CHAPTER VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

This study demonstrates that organisational strategies play a crucial role in achieving corporate results through the interplay of brand leadership, sustainability, and profit maximisation. It then shows that demographic features such as age, gender, and education barely affect sustainability priorities, but the type of organization determines where the bulk of budget is allocated, how much it is able to motivate loyalty to the brand, and how it ushers in new products and ideas. Results indicate that brands with a higher level of sustainability drive greater brand loyalty, better market perception, and stronger stakeholder relationships.

The study also confirms that sustainability is not just a compliance mandate but a fundamental enabler of business growth and operations, serving as a long-term beacon to outshine the competition. Further validation of these findings is provided through semi structured interviews which indicate that sustainability initiatives improve employee engagement, change consumer behaviour and improved brand reputation.

The purpose of the study is to investigate the effect of sustainable practice on financial performance and customer satisfaction of the MNEs in the APAC region. According to findings, sustainability leads to both cost savings, risk reduction and enhanced investor relations, while there is government incentive support in most APAC countries. But short-term costs remain the main problem especially in manufacturing and logistics industries. Sustainability practices further increase customer trust and loyalty, particularly among younger and urban populations. However, the willingness of consumers to pay a premium for sustainable products can be deterred in some markets if their price

sensitivity is not robust. Demand for sustainability initiatives from consumers is strongest within the fashion, food and beverage as well as technology industries.

Secondly, it investigates the relationship between the business excellence and sustainable practices in the APAC region, whereby the companies adopting sustainable practices in their excellence frameworks attain operational efficiency, improved brand reputation, and long-term profitability. It helped operational costs to reduce and utilized resources efficiently. At the same time, it attracted ESG investors. Even while the financial aspects of sustainability may not be direct, those that incorporate sustainability into their very core of business strategies tend to find a competitive benefit, which assists to attract an increased customer engagement and profitability. Additionally, the sustainability supports the customer centricity by responding to an increased desire from customers for ethical business practice and corporate responsibility which is critical in urban and developed markets where sustainability is an important part of decision making.

In the APAC region, MNEs face various such challenges in adopting and implementing sustainable practices such as regulatory variability, high costs, supply chain complexities, and varying levels of consumer sensitization. Implementation is difficult especially in cost sensitive markets due to high implementation costs, and compliance is difficult given the uniform ESG regulation does not exist in the region. This implies that supply chain transparency is still a major problem because ethical sourcing and environmental impact can be complicated when you are spanning across multiple jurisdictions.

MNEs draw on the global sustainability frameworks to overcome the challenges to acquire the green innovations and make strategic partnerships so to achieve the goals of sustainability. In addition, companies are using digital solutions like they are using on

blockchain and AI on supply chain visibility, through consumer education and transparency of sustainability report in order to build trust and differentiate the brand.

Last but not least, significant impacts in the APAC region are caused by implementing sustainable practices and business excellence are determined due to cultural differences and regional variations. Because of their long-term strategic planning, markets like Japan and South Korea naturally fit with sustainability while markets like emerging economies have an increased cost efficiency and growth over economic objectives that will be more provocative to adopt sustainability.

MNEs must follow a wide variety of regulatory frameworks, which differ and vary a great deal. Cultural factors have an impact on business excellence models like Total Quality Management (TQM) and Six Sigma, as they affect their incorporation of sustainability in the operations. To address these challenges, MNEs can address the sustainability strategy by customizing the strategy, taking advantage of the government incentives, forming local partnerships, and investing in the training of employees to develop a sustainability culture within the corporate. With these approaches, sustainability still remains at the core of the business but adapted to the regional and cultural differences.

6.2 Implications

- ***Theoretical Implications***

The contribution of this study to the burgeoning literature on sustainability, brand leadership, and business excellence is to reaffirm the strategic importance of sustainability to facilitation of long-term profitability and customers loyalty. The results are underscored so that sustainability is not only a compliance driven activity but also a transformative business strategy that simultaneously allows operations to become more efficient, market competitiveness to improve and stakeholder trust has increased. This research is consistent with stakeholder theory and resource-based theory that firm with sustainability-based

approach become more competitive because they have strong correlation with brand leadership, transparency, and sustainability.

The study also contributes to apply business excellence frameworks like Total Quality Management (TQM), Six Sigma, along with the integration of sustainability as a core dimension, in particular APAC region. The research also contributes empirical evidence in support of institutional theory as regulation and culture differences affect adoption in sustainability across markets.

In addition, it offers new perspectives on how organizations should approach the sustainability strategies for long term impact as well as identifying the role of organizational structures over individual demographic factors.

- ***Managerial Implications***

Application of the findings from a managerial perspective address how business leaders should integrate sustainability into their corporate strategies. The first point is that sustainability should be proactively and systematically embedded in the core business models of organizations, rather than being an obligation towards regulation. This involves a change from cost oriented short deems to a value creation approach over long terms where sustainability investments would result in improved brand equity, customer loyalty, and the overall financial resilience.

Second, managers should try to gain the trust of the stakeholders in a way consumer associate product sustainability with the trustworthiness of the corporation. Such can be achieved through clear sustainability reporting, third party's certifications, and ethical sourcing.

Since APAC is a region with greatly diverse regulatory frameworks and cultural attitude of the stakeholders, a flexible approach towards sustainability is necessary for the MNEs operating in this region. For companies, localized strategies should be done as a

combination of meeting consumer expectation and government policies whilst taking care of global ESG commitments. On the financial side, there are opportunities to mitigate the pressure of such investment by capitalizing on government incentives such as tax benefits and green financing. Moreover, the use of digital technologies such as blockchain and AI can also improve the supply chain transparency that will enable mitigation of risks that are related to unethical labor practices as well as environmental noncompliance.

Lastly, the managers need to develop the corporate culture as a sustainability driver by providing employee training and development. The fact lies with the ones who have an awareness of the value of sustainability; they are the ones who are more likely to contribute to an organization's long-term goals.

Sustainability's integration should also be part of performance metrics and executive incentives of leadership teams to hold people responsible and ensure that it's aligned with the company's business objectives. Through implementation of such strategic actions, the firms can get the business excellence, extreme customer satisfaction, and long run profitability on achieving the changing regulatory, consumer expectation.

6.3 Recommendations for Future Research

- ***Longitudinal Studies on Sustainability Impact:*** Future research should investigate MNEs' sustainability initiatives' financial and operational benefits in the long run, especially in the APAC region, using longitudinal studies.
- ***Industry-Specific Analysis:*** A deeper analysis is performed in how sustainability impacts various companies (manufacturing, retail, technology, and finance) to fetch an industry-specific read out of challenges and current most effective practices.

- ***Role of Digital Technologies in Sustainability:*** Future studies should examine how emerging technologies like AI, blockchain, and IoT improve sustainability practices, supply chain transparency, and ESG reporting.
- ***Consumer Perception and Behaviour Toward Sustainability:*** Research should be done in assessing how consumer attitude varies by age, gender or region as a basis for understanding how sustainability does or does not influence buying decision and brand loyalty.
- ***Comparative Cross-Regional Studies:*** There are comparative studies between APAC, Europe and North America which are able to interpret how the regulatory environment, cultural factors and economic conditions influence sustainability adoption within MNEs.
- ***Impact of Government Policies and Regulations:*** The government incentives and regulatory framework that promote sustainability can be investigated to see how effective they are in stimulating such behaviour.
- ***Sustainability and Financial Performance Metrics:*** Financial models that quantify the return on investment (ROI) of sustainability initiatives need to be developed and validated in the future research, so that firms can justify making long term investments.
- ***Organizational Culture and Leadership in Sustainability Adoption:*** They offer that corporate leadership styles, governance structure and organizational culture can have an impact in the integration of sustainability in company strategies, and therefore, studies should be conducted to clarify this aspect.
- ***Challenges in Emerging Markets:*** Additional analysis is needed to overcome these barriers of sustainability adoption in socially deprived economies,

especially financially restrictive, supply chain malpractices and inconsistency of regulations.

- ***The Intersection of Sustainability and Business Excellence Frameworks:***
Examining ways of which sustainability can be inserted into business excellence frameworks, such as Total Quality Management (TQM) and Six Sigma, can contribute to operational optimization.

6.4 Conclusion

The result of this study points to the relative weakness of the link between strategy implementing efficiency and sustainability as a driver of business excellence, brand leadership, and financial performance in the APAC region, the result highlights the growing importance of sustainability as a strategic driver of business excellence, brand leadership, and financial performance in the context of multinational enterprises (MNEs). The results suggest that demographic factors as such do not affect sustainability perception, while organizational strategies, budget allocation and structural priorities have a great impact on sustainability outcomes.

One of the benefits to companies who integrate sustainability into their core business operations is that it has significantly increased brand loyalty for those companies, enhanced stakeholder trust for companies, and helps improve long term profitability for companies. The study also examines the link between leadership, transparency and sustainability which confirms that sustainability is no longer a compliance factor but a competitive advantage.

In addition, the research shows that sustainable practices affect both financial and customer satisfaction performance, although the effects are determined by industry and regulatory contexts. Sustainability investments bear short term costs but generate long term profits through operational efficiency, cost reduction and sustainable flow of funds to

investors. Although, MNEs are faced with significant challenge when implementing sustainability initiatives such as regulatory variability, high implementation costs, complexities in supply chain and level of consumer awareness. These challenges need to be addressed through region specific sustainability strategies implementation, use of the government incentives, improving the supply chain transparency and employing of digital technologies to achieve better ESG compliance.

Sustainability is also adopted and implemented with various changes and differences in how the implementation is carried out so due to the fact that there are cultural differences and regional variations. The business models that optimize the environment tend to be more receptive to marketplaces that have a strong regulatory framework and high consumer awareness, such as Japan and Australia, while ready-to-market economies focus on the economic growth and cost efficiency, as opposed to environmental issues. To alleviate these differences, MNEs need to adopt flexible governance models, work with the involvement of local stakeholders and well invest in the workforce training to facilitate a sustainability culture within the organization.

Thus, this study in no way confirms sustainability as an optional business initiative that can be left to other time, as successful long-term business success will always need it. If sustainability is factored into their business strategy, these companies will not only be able to excel financially and operationally, but also position themselves in the market where this would be important: an economy becoming more and more sensitive to sustainability. Industry specific challenges, digital innovation and regulatory frameworks of various industries are to be researched more in future to infer more on sustainable business practices.

APPENDIX A



INFORMED CONSENT

Impact of Sustainability and Business Excellence on Profit Maximization and Customer Centricity: A Study of Multinational Enterprises in APAC

I, agree to be interviewed for the
research which will be conducted by.....a

doctorate student at the Swiss School of Business and Management, Geneva, Switzerland.

I certify that I have been told of the confidentiality of information collected for this research
and the anonymity of my participation; that I have been given satisfactory answers to my
inquiries concerning research procedures and other matters; and that I have been advised
that I am free to withdraw my consent and to discontinue participation in the research or
activity at any time without prejudice.

I agree to participate in one or more **electronically recorded** interviews for this research.

I understand that such interviews and related materials will be kept completely anonymous,
and that the results of this study may be published in any form that may serve its best.

I agree that any information obtained from this research may be used in any way thought best
for this study.

.....
Signature of Interviewee

.....
Date

APPENDIX B

COVER LETTER

Impact of Sustainability and Business Excellence on Profit Maximization and Customer Centricity: A Study of Multinational Enterprises in APAC

Dear Participants,

Thank you for participating in this research study. The purpose of this survey is to collect insights on evaluating sustainability and business excellence of the title above. Your viewpoints are extremely valuable for understanding the challenges, successes, and opportunities in different Sustainability and Business Excellence on Profit Maximization and Customer Centricity. Your contributions are essential for informing future feasibility initiatives in this area. Your feedback will help us understand the current Multinational Enterprises in APAC environment, identify areas for improvement, and develop strategies to better mitigate the risks. By sharing your insights and experiences, you are playing a vital role in enhancing business education and positively impacting many lives.

We kindly ask you to take a few moments to complete the survey. Rest assured that your responses will be kept confidential and used only for research purposes. We greatly appreciate your honest feedback, as it will assist us in enhancing our initiatives in higher education. If you experience any difficulties or have questions about the survey, please contact my supervisor, Professor David Annan, at david.annan@ssbm.ch.

Your feedback and suggestions are important to us, and we are committed to supporting you in any way possible. Thank you again for your participation and valuable insights.

Warm Regards

Anju Sharma

DATASET

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	
Age	Gender	Educated	Does job please	The score	How star	Sustain	Sustain	Our com	Our com	Sustain	Resour	Our sus	Custom	Our sustain	Our foci	Integrati	Custom	Sustain	Custom	Our sus	Sustain	W	X	Employe	Our Z	Sustain	Sustain	Our AC	Compl	
35-44	Male	Master's Yes, we Technol		5	3	4	4	4	4	4	4	4	4	4	4	4	4	5	5	3	4	4	4	4	4	4	4	4	4	4
45-54	Male	Master's Yes, we Technol		5	5	5	3	3	4	4	5	4	4	3	4	4	4	4	4	3	3	3	3	3	3	3	3	4	4	3
45-54	Male	Bachelor Yes, we Technol		2	2	2	2	3	2	2	3	3	3	3	3	2	2	3	3	3	2	2	2	3	3	2	2	1	2	
35-44	Female	Professi Yes, we Financia		5	5	5	5	5	5	5	5	5	5	3	3	3	3	4	4	4	3	3	3	3	3	3	4	4	5	5
35-44	Male	Master's Yes, we Financia		4	4	4	4	4	4	4	4	4	4	3	3	4	4	4	3	3	4	3	4	4	3	3	4	4	4	4
35-44	Male	Master's Yes, we Pharmac		4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
45-54	Male	Bachelo No, we Technol		5	5	4	4	4	3	3	4	4	3	4	3	3	3	3	3	3	3	3	3	3	3	4	4	4	3	3
45-54	Male	Master's No, we Financia		5	4	5	4	4	4	4	4	4	4	4	3	3	4	4	4	4	5	5	4	5	5	5	5	5	4	5
45-54	Male	Professi Yes, we Financia		5	5	5	5	5	5	5	5	5	3	3	3	4	4	3	3	4	3	4	4	4	4	4	4	4	5	5
55 Year Male		Professi Yes, we Technol		4	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	4	3	4	3
55 Year Male		Master's Yes, we Technol		3	3	4	4	4	5	4	5	4	5	4	4	3	3	3	4	2	3	3	3	3	3	4	4	4	5	5
35-44	Male	Master's Yes, we Oil and C		3	4	3	3	2	4	4	3	2	2	2	4	3	5	2	5	2	3	3	3	3	3	4	5	5	2	2
45-54	Female	Professi Yes, we Automat		3	5	4	3	4	4	4	5	4	4	4	3	3	3	3	3	2	4	4	4	4	5	5	5	5	5	5
25-34	Male	Bachelor Yes, we Consum		4	4	4	4	4	3	4	4	3	4	3	3	3	4	1	3	3	3	3	3	3	4	4	3	4	4	4
55 Year Male		Master's Yes, we Pharmac		4	4	4	4	5	4	4	4	4	3	2	3	4	4	3	3	4	4	4	4	4	4	4	4	4	4	4
17-25	Male	Master's Yes, we Financia		5	5	5	5	5	5	5	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
18-25	Male	Master's Yes, we Financia		5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
55 Year Male		Bachelor Yes, we Hospital		4	4	3	4	2	4	1	3	3	2	1	1	1	2	1	1	1	1	1	4	3	4	2	1	2	3	2
45-54	Male	Bachelo No, we Financia		3	3	5	5	5	5	5	5	5	3	1	1	5	5	5	3	4	1	4	4	4	5	5	5	5	5	4
55 Year Male		Master's No, we Technol		4	5	4	4	5	4	4	4	4	4	3	5	4	4	2	3	2	4	4	5	4	5	4	3	4	4	4
45-54	Female	Master's Yes, we Consum		5	5	5	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	3	3	4	4	4	4	4	4
25-34	Male	Master's Yes, we Technol		5	5	5	5	5	5	5	5	5	5	3	5	4	4	5	5	5	3	4	5	5	5	5	5	5	5	5
45-54	Male	Master's Yes, we Consum		4	4	4	4	4	4	4	4	4	3	3	3	4	4	3	3	3	3	3	3	3	4	4	4	4	4	4
45-54	Male	Master's Yes, we Consum		5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
25-34	Female	Master's Yes, we Consum		3	2	2	2	3	3	3	3	3	1	1	1	3	4	5	1	3	2	3	3	2	3	5	4	5	5	4
35-44	Male	Master's Yes, we Consum		3	2	2	2	3	3	3	3	3	1	1	1	3	4	5	1	3	2	3	3	2	3	5	4	5	5	4
35-44	Female	Master's Yes, we Oil and C		1	1	1	3	2	2	2	2	1	3	1	3	3	1	3	2	4	3	2	2	2	2	1	1	1	2	2
45-54	Male	Bachelor Yes, we Consum		3	4	3	3	5	5	5	5	5	5	3	4	3	3	2	4	3	2	2	2	2	3	4	3	4	3	4
45-54	Male	Bachelor Yes, we Oil and C		5	5	5	3	5	5	5	5	5	5	3	4	3	4	3	4	4	3	4	4	3	3	4	5	5	5	5
35-44	Male	Master's Yes, we Oil and C		4	4	3	2	2	2	3	1	2	1	2	1	3	1	1	2	3	2	2	2	2	3	4	4	4	2	3
25-34	Male	Master's Yes, we Consum		5	5	5	5	5	5	5	5	5	3	5	5	5	5	5	3	4	3	4	3	5	5	5	5	5	5	5
45-54	Male	Master's Yes, we Consum		4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	5	4	5	4	5	5	5	5	5	5	5
25-34	Male	Master's Yes, we Consum		3	5	4	4	4	4	4	4	3	3	3	3	3	4	2	2	2	4	3	3	3	4	4	4	5	4	4
45-54	Male	Master's Yes, we Financia		3	4	5	4	4	4	4	4	3	3	3	3	3	4	4	2	2	2	2	4	3	4	4	4	5	4	4
55 Year Male		Doctoral Yes, we Consum		5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
45-54	Male	Master's No, we Technol		2	3	4	3	3	3	3	3	3	2	1	4	3	3	2	2	4	3	3	3	3	4	4	4	4	3	4
65 Year Male		Master's No, we Technol		5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
45-54	Female	Bachelor Yes, we Consum		5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	4	5	4	3	5	5	4	5	4	5	5
55 Year Male		Professi Yes, we Oil and C		4	4	3	3	3	3	3	3	3	3	2	2	2	2	3	2	2	3	2	4	3	5	4	3	2	4	3
55 Year Male		Master's Yes, we Technol		2	2	2	2	2	2	3	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3	3	3	3	2	2
35-44	Male	Master's Yes, we Oil and C		5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
18-25	Male	Bachelor Yes, we Automat		5	2	5	5	5	5	5	5	3	5	4	4	5	5	5	4	4	4	4	4	4	4	4	3	4	5	3
55	18-25	Male	Master's Yes, we Financia	3	3	4	3	4	3	4	4	5	3	3	3	4	4	5	4	4	4	4	4	3	3	3	3	3	4	3
56	18-25	Female	Bachelo No, we Technol	5	4	5	5	5	5	5	2	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
57	18-25	Female	Bachelor Yes, we Technol	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
58	18-25	Male	Bachelor Yes, we Technol	4	5	4	5	3	5	5	5	5	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4
59	18-25	Male	Bachelor's No, we Automat	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
60	18-25	Male	Master's No, we Financia	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
61	18-25	Male	Master's No, we Financia	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
62	35-44	Female	Doctoral Yes, we Oil and C	5	4	5	5	5	5	5	5	5	5	4	4	4	3	5	4	4	4	4	4	5	5	5	4	4	4	5
63	35-44	Male	Master's No, we Automat	1	1	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
64	18-25	Female	Bachelor Yes, we Consum	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
65	25-34	Male	Bachelor Yes, we Financia	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
66	18-25	Female	Bachelor Yes, we Financia	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
67	18-25	Female	Bachelor's No, we Consum	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
68	18-25	Female	Bachelor Yes, we Technol	4	4	2	3	4	4	2	4	4	4	4	4	4	4	4	3	3	3	4	3	3	3	4	4	4	4	3
69	18-25	Female	Bachelor Yes, we Technol	3	3	3	4	1	2	3	3	3	5	2	3	5	4	5	4	3	5	4	3	3	3	5	1	3	4	4
70	18-25	Female	Bachelor Yes, we Consum	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
71	45-54	Male	Bachelor No, we Oil and C	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
72	45-54	Female	Bachelo No, we Pharmac	4	4	3	3	3	4	4	4	4	3	3	3	4	4	4	4	3	4	4	4	4	3	4	4	4	5	3
73	18-25	Male	High sch Yes, we Oil and C	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5								

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