



A study on the 'futuristic aspect' of transforming the organisations towards 'sustainable practises'

Varadaraj Aravamudhan, Ananth Sengodan, M. Prasanna Mohan Raj

DOI: 10.1504/IJIE.2024.10057864

Article History:

| Received: | 27 February 2022 |
|-------------------|------------------|
| Last revised: | 11 July 2022 |
| Accepted: | 04 May 2023 |
| Published online: | 13 December 2023 |

A study on the 'futuristic aspect' of transforming the organisations towards 'sustainable practises'

Varadaraj Aravamudhan*, Ananth Sengodan and M. Prasanna Mohan Raj

Alliance University, Alliance School of Business, Bengaluru, India Email: avraj28@gmail.com Email: ananth72@gmail.com Email: prasannasaai@gmail.com *Corresponding author

Abstract: Sustainability is already becoming progressively crucial in modern organisations, and it could help businesses succeed now and in the future. Incorporating environmental, societal, and policy interests within company choices is a critical component of sustainable construction. Because sustainable development is a continual process instead of a single action, decision-makers should be able to assess the present status of an organisation. To do the same, we will show how businesses might shape the area of activity for something like the transition to sustainability. In addition, the researcher has developed a selection tool to estimate whether sustainability activities should indeed be carried out in compliance with the valuation strategic management function, that is, considering their financial ramifications. This is crucial to note, nevertheless, that sustainable performance can be achieved by such a single company (or, for just that point, the whole corporate sector) acting alone. If we are to satisfy today's modern demands while jeopardising future generations' infrastructure to accommodate their requirements, ecological sustainability is a widespread idea where just about every actor in the international economy (especially governments and companies) must agree.

Keywords: transformation of organisation; organisation.

Reference to this paper should be made as follows: Aravamudhan, V., Sengodan, A. and Raj, M.P.M. (2024) 'A study on the 'futuristic aspect' of transforming the organisations towards 'sustainable practises'', *Int. J. Intelligent Enterprise*, Vol. 11, No. 1, pp.85–102.

Biographical notes: Varadaraj Aravamudhan is working as a Professor (OB&HR) in the Department of Management studies, Alliance University, Bengaluru. He possessed MBA, MPhil, PhD, Postgraduate in Tourism Management, and Postgraduate in Public relations. He has 20 years of experience includes teaching, manufacturing, and administration and marketing experience. He has published various articles in *Scopus Indexed Journals*, authored books, and presented research papers in national and international seminars. He is also a review board member of various journals.

Ananth Sengodan is working as an Associate Professor in Alliance University and holds PhD in Management with MBA degree (with a specialisation in Operations Management), and an undergraduate degree in Mechanical Engineering. He is a technologist with more than two decades of experience in

86 V. Aravamudhan et al.

the textile manufacturing industry and academics. He is an accomplished textile processing professional with expertise in garment and fabric manufacturing operations, lean operations, planning, merchandising, procurement, and logistics. He has held various positions in industry. As a certified systems auditor, he consults for several organisations in system design and ERP implementation.

M. Prasanna Mohan Raj is an Associate Professor of Marketing and Branding at the Alliance School of Business, Alliance University, Bangalore. His main fields of interests converge on brand management, marketing research and analytics. He pursued his Doctoral work from the prestigious National Institute of Technology (NIT), Trichy. He has published many research articles in scholarly, international journals with more citations. He is on the editorial board of some leading journals. He has professional experience of thirteen years including both in industry and academia.

1 Introduction

1.1 Practical consideration of implementing sustainable practises in any organisation

Although businesses have typically sought accuracy and pragmatism as the foundation for their preparation and implementation, environmental sustainability is a notion that defies easy description. It is dynamic, and now it shifts over time as more knowledge becomes available and society's values shift.

It is uncertain what role entrepreneurial endeavours have in ensuring continued output. While all organisations may benefit themselves to success, the capacity to change the performance varies by business and enterprise size (Ali et al., 2013). Most executives feel that perhaps the company's current aim is to make money. Everyone else sees a larger societal function for them. There seems to be no agreement around corporate executives just on the best way to strike the right balance beyond restricted consciousness and acts that benefit the community. Corporations are constantly forced to choose between how much they had 'like' to do even though what they 'must' do in order to stay afloat financially.

Whenever it comes to transitioning to more sustainability issues, companies need to make the market as well. A pharmaceutical corporation, for instance, may consider replacing a facility with high wastewater outputs with an even more appropriate treatment facility (Miao et al., 2021). Then would the corporation, however, risk gaining market share by closing the old factory for the 2 or 3 years construction time. It should, on either hand, attempt to function the polluting plant despite the increased expense of penalties and negative publicity. In light of the financial, communal well-being, as well as the environment, this seems to be the preferable course of action.

Furthermore, several aspects of environmental sustainability are still technologically vague, making it much more difficult to devise a viable strategy (Shahzad et al., 2020). The forestry sector, for instance, has struggled to make that determination conservation and sustainability. Many critics assert believe simply replacing plants is sufficient because the harvest is taking on and undermines the tree's ecology. To tackle technical challenges, extensive research would unquestionably be necessary. To a certain extent,

protection of the environment and sustainable development remain interchangeable terms. Among most firms, protection of the environment competition is expected to be a minimum requirements goal with sustained growth as a relatively long objective.

1.2 The development of managerial process through sustainable development

To tackle such technological challenges, extensive research would undoubtedly be required. To a certain extent, protection of the environment and sustainable development remain interchangeable terms. Among most firms, protection of the environment competition is expected to be an acceptable short-term aim, with sustained growth as a relatively long objective. It thus, nevertheless, might cause misunderstanding (Bacinello et al., 2021). The focus in the industrialised world is on environmental protection, but quick and sustainable growth is critical in underdeveloped nations.

- Improved responsibility to stakeholders that are not conventional.
- Improving reporting processes on a regular basis.

In order to implement a successful managerial vision for effective growth, decision-making as well as administration must be addressed. Both company strategic planning communication and knowledge tools should include the concept of long-term sustainable practices. Current management must present evaluations of performance versus specific plans. Responsibility is growing more important as the organisation and its senior leaders become more liable. All stages of decision-making will have to be more attentive to the difficulties that arise from sustainability.

1.3 The positive signs in any organisation through sustainable practices

Many of those in the corporate sector think that now the atmosphere has become a major concern that poses equal difficulties and opportunities. "Humans have seen so many polls throughout the last decades proving the significance of the ecosystem to all." "Only an unscrupulous corporation could reject this movement as a transitory fad as well as refuse to acknowledge the importance of incorporating ecological consequences through every part of its operations." Environmental quality has to develop and commercialise. That is in our financial greatest advantage to do just that. In truth, we frequently find possibilities when we are pushed to adapt.

The Organisation for Economic Cooperation and Development echoes this favourable shift in views and behaviours, saying, "There was already a reasonable hope of reconciling financial and environmental factors, and as such of progressively integrating both aims in legislation." Environmentalists obviously have something else to give enterprise, according to the executives of these companies (Ahmad et al., 2016). "Researchers are already seeing the emergence of commercial sustainability. In reality, a business can easily be the primary driver of future sustainable development." Elkington points out that there have been other noteworthy advances as well. Several people nowadays are willing to pay more money for ecologically friendly items. Furthermore, the rise of conscientious institutional investors has brought corporate social and environmental performance into the limelight.

1.4 Literature review

An integrated information system is needed to implement proper sustainability in an organisation, for example 'enterprise resource planning (S-ERP)' system. Chofreh et al. (2018) proposed evaluating S-ERP model with expert review approach. They conducted an interview on 12 experts to determine the efficiency and content of the model. The findings suggest that initial model of S-ERP must be split into "sustainability implementation framework and system implementation framework." This framework consists of two aspects like "decisional paradigm (strategic level, tactical level, and operational level)" and "sustainability paradigm (environment, economy, society)."

Global economy has faced the worst hit by COVID-19 in the recent history. It led to economic crisis and global lockdown, making recovery process very challenging. It has affected supply, demand, consumption, and production in a way that whole economic growth had been on a standstill. There are some organisations and sectors which have been resilient with better survivability and anticipation for faster recovery. Rai et al. (2021) presented a holistic insight to resilience of an organisation to introduce sustainable development. There are three aspects of resilience covered by the study – "organizational robustness, crisis anticipation, and recoverability."

Rathore (2022) evaluated far-fetched innovative growth for fashion industry to create environmental, economic, and social value. It required certain changes to existing operations. This study was planned to have close observation and pragmatic details in 'economic, social, environmental (ESE)' model and benefits for fashion industry. Personal interviews were conducted with industry experts and spokespersons from several brands to analyse the recent 'GRI reports'. They have got empirical evidence to draw conclusions. They gained better knowledge of existing fashion industry regarding ESE model, which is a great way to sustainable development.

According to Purwaningsih (2022), the environmental sustainability created and produced a dystopian future in which legislation gets an embedded objective of economic, socioeconomic, as well as environmental goals, as well as important structural change appears to occur, with both the overarching objective of generating which it "gets to meet the needs of the current generation without adversely affecting outcomes' potential to satisfy stated or implied needs." It creates a world that is obviously more now in keeping with everything we already want. It is much more ecologically sound, and it provides a good standard of life for all people. The scenario towards ecological sustainability represents a support strategic on the three pillars of sustainability, and an express incorporation of (active) world limitations of ecosystems capacities.

As per Khiabani and Shokouhi (2021), the evaluated over time in the implementation of business relations built on honesty and long-term mutual benefits cooperation lead to the development as well as development of industrial subjects' appropriate marketing positioning in present circumstances. The company should guarantee one's own long-term growth and improve its quality and productivity. Above that the debate outlines that authors' view that the essential to market topics' achievement in present circumstances is to focus upon that holistic approach in successful operation interaction to develop strong serious relationships mutual beneficial honesty and collaboration. Organisations can guarantee their efficiency and efficacy by incorporating '4C' via stakeholder engagement.

According to Mhlanga (2022), the World Commission on Environment and Development defines sustainable development as "progress that satisfies the demands of

the current without compromising the needs of future generations to satisfy their own requirements." The idea incorporates aspects of the economy, society, environment, as well as intergenerational relations. Environmental sustainability is a 'moving target' that is always changing rather than a goal that can be attained. As a result, the idea of sustainable development highlights how human well enough and sustainability of the environmental sustainability is a contentious issue, just as corporate sustainability. Environmental sustainability is a shifting aim, and various individuals have varied ideas of what it should be.

However, it is difficult to promote environmental sustainability. The majority of issues facing sustainable growth are widespread and unsolvable. The majority of corporate sustainability difficulties are systemic due to the intricate, cross-scale, and intertemporal links between the financial, social, and ecological aspects of sustainability. The SDGs are plagued by these complicated problems. Reaching the Sustainable Developments Goals (SDGs) necessitates addressing systems rather than focusing on indicators due to the lack of simple cures.

According to Mhlanga (2022), despite widespread claims to the contrary, it is possible that businesses have not made the structural contributions necessary for sustainable growth. The fact that businesses seem to view the SDGs as separate silos rather than an integrated whole is a serious flaw. To date, for example, businesses have given SDGs centred on economic growth in developing countries the highest priority, whereas giving SDGs centred on ecosystems, both above and below the surface, the lowest priority. Although the economic factors that businesses engage in do regularly favourably contribute to development of industry, these good benefits also commonly coincide with negative influences on SDGs that are concentrated on the ecosystem or by generating pollution that is detrimental to health.

1.5 Research gap

Research is a one-of-a-kind approach to express something in new ways, recreate existing ideas in new ways, or find a new notion. Every researcher distinguishes himself by their research. As a result, the research gap serves as a bridge for the extension of previously unexplored concepts. In this research paper, the researcher has explained all the policies and objectives of sustainable practices that should be adopted in detail which has not been mentioned in any other research paper, and that makes it more unique.

1.6 Research question

- 1 What could be the sustainable development objectives for an organisation?
- 2 What should be the sustainable development policies for an organisation?
- 3 What are the processes of measuring sustainability in micro and macro level?

1.7 Research objectives

• To study the sustainable practices that any organisation should adopt for betterment in the future.

90 V. Aravamudhan et al.

- To identify the role of stakeholders in the adoption of sustainable development.
- To find the challenges on the way of implementing sustainable development practices.
- To clarify the basic structure of corporate social responsibility for any organisation.
- To identify the measurement of sustainability in micro and macro level

1.8 Importance of study

Despite the fact that the concept of sustainable development is getting popular, many business leaders are unaware of it. For the most part, the concept remains abstract and conceptual. The preservation of an organisation's information foundation is a widely held management belief. Companies, on the other hand, rarely consider how this principle could be applied to the world's human and natural resources. If sustainability is to live up to its promise, it must be integrated into the management and measurement processes of commercial enterprises. And, in order to attain that purpose, the concept must be presented in terms that corporate leaders understand.

2 Research methodology

2.1 Research method

The research strategy serves as a roadmap for the researcher, laying out the specific steps to take during the data collecting and analysis stages. It directs the researcher on how to obtain information to support his or her study aims. As a result, the researcher has measured a large number of articles in a methodical manner in order to obtain ideal responses to the study questions. The work is both descriptive and informational in character. Methods and design are an important aspect of the research process because they allow the researcher to utilise a methodology or procedure to obtain solutions or answers to the research question that can then be interpreted further. The researcher evaluated this study using the secondary research approach.

2.2 Research approach

The research strategy serves as a roadmap for the researcher, laying out the specific steps to take during the data collecting and analysis stages. It directs the researcher on how to obtain information to support his or her study aims. As a result, the researcher has measured a large number of articles in a methodical manner in order to obtain ideal responses to the study questions. The work is both descriptive and informational in character.

2.3 Research limitation

For any research, though it is primary or secondary the limitations are the relevant part that the researcher takes care of. While approaching the audience through the research work, the researcher needs to pay attention to every single in order to avoid making mistakes. As this is a secondary research paper, the researcher had to invest more time in the data collection methods as the researcher had to go through so many research articles and journals and news publications that had relevancy with the research topic. The other biggest limitation is that the results are not statistically significant thus the findings could not be scientifically used for interpretation.

3 Analysis of the study

Q1 What could be the sustainable development objectives for an organisation?

3.1 Sustainability implications for business organisations

Every future of a corporation is intricately bound to the global ecosystem or the neighbourhood in which it has been situated. In attaining its objectives, a business may promote dignity and work for a society who safeguards the environmental issues. So at the turn of the last century, corporate policies were mostly focused on maximising returns for shareholders and investors (Guerci et al., 2015). Corporations just were not expected to address some other societal and environmental goals. Natural and human resource exploitation was the usual in many sectors, but was a contempt for such a well of the regions for which the firm ran. In summary, organisations constituted exclusively responsible to their own stakeholders.

Any business's future remains intrinsically associated with the overall environment and the community with which it is located. In order to achieve goals, a firm may encourage morality as well as operate for a nation that seems to be concerned about the environment. As a backdrop, as during the turn of the last century, corporate policies were directly associated with maximising profits for shareholders and investors (Wesselink et al., 2015). Corporations were simply expected to fulfil such civic duties and understand the environment. Physical and anthropogenic resource extraction was common in areas, although there was a contempt over such a well about the regions wherein the business was responsible. To summarise, companies are entirely responsible for their own customers.

3.2 Positive results of applicability of sustainability in business organisation

Today's established companies work in a more difficult as well as requirements are fulfilled. Numerous rules and regulations control their operations, and their directors are called to account to a wide array of participants. In incorporating coming generations as well as resources, the concept of sustainability aims to broaden the group of stakeholders all the more. This next purpose is to express these basic principles that perhaps the company needs its personnel to subscribe to in order to achieve sustainable growth, and to also create operative specific goals.

Management is also responsible for building a sustainable reform agenda for the company and also identifying desired goals. The word 'sustainable design' refers to far more than simply 'the environment'. It also includes social components, such as reducing poverty as well as macroeconomic equality. Thus it considers macroeconomic variables that may have been disregarded in a merely 'green' perspective. It underscores, in

especially, the need of sustaining or strengthening the nation's capital supply, but also the limitation of feminism's capacity to supplant man-made capital for ecological services. Therefore, an environmental protection framework is a useful starting step for resolving the wider sustainability challenges. Corporate objectives should really be reflected into an extensive policy paper that outlines initial goals in order to promote sustainability.

This position statement would lead the project plan and to provide ideals for management, staff, and other groups such as suppliers to aim for. It is difficult to create a policy statement that is both inspiring and worthy of influencing behaviour. However, the gains justify the risk. It is critical that now the targets for ecological sustainability be clear, succinct, and, wherever practicable, articulated in a monetary manner. Defining measurable objectives seems critical if executives and others are to judge whether their activities of the company have reached the stated objectives. Administration will need to determine the right grade of aggregating whenever creating the targets. One purpose, for illustration, would be to develop concrete performance goals for eliminating waste at all manufacturing locations.

Announcing the formation of respect to sustainable development, the manager should review its strategic and financial strategies to these aims. In certain cases, corporate strategies will be in line with the goals of sustainable development. Current techniques in other cases might well be sufficient or contradicting. As either a response, approaches will need to be changed. It is important to ensure that the defined environmental sustainability targets match the company's present strategic plan. In the other words, the concept of sustainability should have been included within corporate strategies. It supplies upper executives with an alternative yardstick on which to evaluate business plans as well as achievements.

Boards and senior management has to have a competent active monitoring mechanism to verify the industry's sustainable policies, aspirations, as well as process management are suitable for the dynamic and continually changing market wherein it works. Knowledge should then be obtained on crucial issues such like:

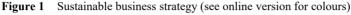
- new as well as appropriate legislation
- managerial duties as well as standards
- strategies of the competitors
- group retail DV and welfare-related activities
- proposal of trade union and concern
- mechanical developments, just like the new process of accessories.

Observing as well as affecting impacts occur means to be more actively involved in the policy development process for very many enterprises. A commitment to sustainable development entails assisting in the development of policies that affect external processes in order to attain business sustainability goals.

3.3 The role of stakeholder in maintaining sustainability in business enterprises

To that purpose, conscientious businesses take on management positions in trade associations, partnering with governmental and special lobby groups to generate favourable results both for the firm and its stakeholders. Monitoring external changes is especially difficult for organisations operating primarily export, far more so for those of us with manufacture in several regions. Several transnational corporations conform to the National Chamber of Commerce's pollution control guidelines. Obedience to environmentalist performance criteria has been one of them. Observing most considerable international developments, from the other hand, must be made individually (Eden, 2014). Most businesses have social welfare groups whose role encompasses problems of environmental sustainability. Others may have an environmental committee with just a stronger focus, which could be a challenging task. This retrospective study is something that can be incorporated.





Source: Slide Team (n.d)



Meantime, government agencies need to do everything in their electricity to support and promote personally liable, inclusive, and sustainable business: leading by example with state-owned businesses; constructing a facilitating, entrepreneurship, responsible investment, and competitiveness atmosphere; advising on and fully trying to incorporate company requirements into region development objectives; but rather, where necessary, using governmental but instead taxation prerogatives to prevent careless or unworkable firm. People's wages rise, because rising revenues finance improving living standards, including improved education and welfare.

And, of necessity, administrations, businesses, NGOs, the UNESCO, as well as universities everywhere are cooperating together around a complex mosaic of statutory as well as unwritten collaborations, first from worldwide here to county level, coordinating goals as well as coordinators to collaboratively deliver on its promises. That's a fascinating visual. Regrettably, our governments, enterprises, including nongovernmental organisations are still not suited up to provide it. They are also not institutionally equipped for interaction, as well as the conflict and friction which results in risks diverting advances towards the collaboration ideal.

Many macronutrients or framework barriers to inter engagement have been clearly covered, ranging from funders obsessed with annual reports to distrust across society divisions. To some extent, insufficient emphasis was placed also on the extent to which development players (including business) are fundamentally fit for purpose in order to accurately participate.

A worldwide gas firm sought to engage with a marketing group NGO in either a Middle Eastern country, including one with a \$10,000 investment (Ebner and Baumgartner, 2006). Processes at the gas corporation demanded the same degree of reasonable care as a \$45 million M&A transaction, with a behavioural dimensions report that came out too and demands that were unnecessary and unattainable for a modest NGO to achieve.

A UN agency had guidelines that required any partnership with a business to have a minimum monetary payment to the agency. The requisite set a hostile view for staff members early part of alliance dialogue: "I felt like just a lickspittle, trying to appeal to the bank's generosity, rather than just an honest broker next to each other collaborating out how we might jointly produce wealth for both [the associate] and the organisation", one organisation person says. This also exemplifies a whole perspective of businesses becoming donors rather than partners.

When the NGO partnership member shifted, successful new cooperation between an incredibly quick household products firm as well as a recognised brand multinational NGO fell up entirely. The new head was a very successful filmmaker who was used to making immediate choices and was not suited to joint work (Kolk and Van Tulder, 2010). "We moved between publicly discussing problems and trying to work things out to something that seemed like a 'them vs. them' situation with our motivations constantly being scrutinised", the firm administrator explained.

Six actions that companies should take now:

- 1 *Evaluate and make a commitment:* An important stage for businesses will be to determine how its goals direct and indirect ways relate to current operations. To make an excellent difference, businesses should take a proactive approach that matches their company (Van Kleef and Roome, 2007). For example with both the pertinent ambitions.
 - Organisations need to think about: Determining the targets requires a high effect in terms of exposure and opportunities, and what the organisation has by far the most capability to contribute to advancement towards the objectives. Identify the valves that could be used to improve effectiveness with impact on company formats, procurement strategy, goods, and activities. Making a clear commitment to the SDGs in efforts to answer particular genes. Determining various levers that could be used to improve influence through changes to the business strategies, contractual arrangements, commodities, and solutions. Making a clear commitment toward the SDGs is in terms of addressing particular genes.
- 2 Create goals and KPIs: The 17 following objectives (SDGs) are supported by 169 comprehensive, worldwide, as well as widely valid goals. Companies need to develop their own clear objectives as well as critical success factors (KPIs) to track as well as disseminate accomplishment as they pick their priority SDGs and start exploring their policy.

- Organisations need to think concerning: Working on plans and KPIs that are clearly relevant to the pertinent SDG. Connecting any stated objectives, monitor and evaluation techniques, existing KPIs with both the new goals and KPIs.
- 3 *Align sustainability as well as the strategy of the company's targets:* Firms will assess how effectively organisational practices are matched with both the concerns as well as objectives whenever organisations grow and evolve by selecting the relevant SDGs and defining aspirations and KPIs.
 - Organisations can think about finding locations keep it that way:
 - 1 Payment systems can be modified.
 - 2 Product and services being created.
 - 3 Supply lines are altering.
 - 4 Innovation, as well as technology, are being reoriented.
 - 5 Environmental strategies are being redesigned that satisfy either business goals as well as the SDGs.
- 4 *Make new business models:* The SDGs provide us with a framework for making income, improving economic prospects, as well as encouraging consumer experience creation. It is possible that more resistant and rich communities will result in the development of finding new revenue streams, goods, or services that drive progress toward achieving, markets should extend and new models will arise, while customer bases may develop.
 - Organisations need to think about:
 - 1 Discovering underrepresented locations and groups of society that would benefits from creative, long-term services and goods
 - 2 Increasing funding, building capacity, and employment opportunities to improve the economy and conserve the environment.
 - 3 Using resource efficiency, reduced carbon emissions, and corporate sustainability ideas to break the relationship between economic expansion and intensive use of environmental assets and commodities.
- 5 *Collaborate:* It is unlikely that each of these challenges can be managed by a particular firm alone, hence teamwork is important, both within the sector and even beyond enterprises. The collaboration will undoubtedly be a more important enabler of successfully meeting the SDGs and upgrading operations.
 - Organisations need to think about: Discovering possibilities for partnership with colleagues, users, suppliers, universities, as well as nonprofits, but also across businesses, to produce win-win solutions, harness networks, produce scale, and share responsibility. Partnerships with states, cities, and social organisations to use the company's accounting, intellectual, and human effort to increase progress, stability, and globalisation.
- 6 *Measuring, evaluating, reporting, and communicating:* Businesses will almost certainly be held responsible again for the impacts of their operations, particularly achievement toward SDG-related targets. Businesses can focus on delivering

tangible mutual benefit by incorporating the SDGs into their primary market and monitoring cycle.

 Organisations need to think about: Integrating current monitoring and communications with the SDGs can evaluate achievement in light of a SDGs' aspirations, as well as matching disclosure with SDGs' terminology to establish a shared discussion amongst participants. Creating methods that include SDG monitoring into day-to-day business decision-making.

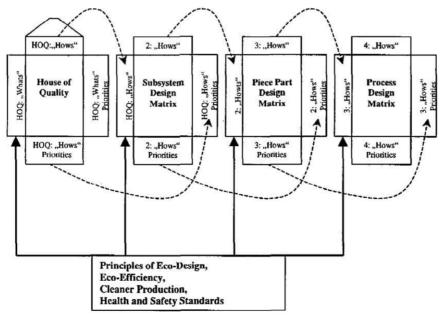
SDGs provide a pathway for businesses to work with partners to improve sustainable plans that really can revolutionise business strategies, products or services, as well as the communities in which it operates.

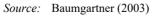
• Sustainability management tool for quality function of any organisation:

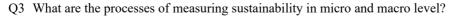
 Table 1
 Sustainable management tool

| Step | Matrix | What | How |
|------|--------------------------|--------------------------------|--------------------------------|
| 1 | House of quality | Voice of the customer | Technical performance measures |
| 2 | Sub-system design matrix | Technical performance measures | Piece-part characteristic |
| 3 | Piece part design matrix | Piece-part characteristics | Process parameters |
| 4 | Process design matrix | Process parameters | Production parameters |









Macro indications are upper indicators, whereas nano indicators often are known to be the lowest part indexes. Meta indicators show industrial, national, municipal, sometimes worldwide resource efficiency. Its multi-agency expert committee on SDG indicators (IAEG-SDG) created a worldwide measurement methodology for the 2030 agenda for sustainable development (SDGs) that includes 231 distinct microeconomic metrics (Jansen, 2003). As a top-down assessment, SDGs metrics have been created, promoting ongoing development on indicators at the regional level in line with appropriate realities as well as objectives, including encouraging the world community to help emerging governments' efforts.

There at macro-level, signals are necessary for assessing, analysing, evaluating, optimising numerous programs and interventions. Managers must have intelligence in order to choose precise signals that properly address the strategic objective of durability. Macro indications are upper edge data, while micro indicators are often referred to as bottom-up indicators. Macro-level indicators reflect industrial, national, regional, or worldwide sustainability performance (Boström et al., 2018). The inter-agency group of experts on sustainable development goals (IAEG-SDG) created a worldwide indicator methodology for the 2030 agenda for sustainable development (SDGs) that includes 231 different macro-level metrics. As a highest assessment, SDG indications have now been produced, and stimulate additional tasks on measures at the regional level in line with appropriate conditions as well as goals, and have encouraged the worldwide involvement of communities and community.

There at macro-level, indicators are necessary for reviewing, analysing, and enhancing many policies and interventions. Regulators had to have knowledge and ability to choose particular measures that properly address the specific goal of sustainable. Many challenges have utilised micro-macro-level metrics to fulfil a particular economic, socioeconomic, and sociological concern (Banaitė, 2016). These investigations used SDG criteria to implement this interrelated specific objectives and objectives via effective projects and programs. Examine one illustration form Europe's cycle local economy. They classified the measure into three categories: macro (worldwide, national, municipal, and city), meso (industrial synergy, and environmentally friendly), and micro (personal) (single firm, product).

The research confirms that a shortage of assessment as well as documenting progression more towards a sustainable society, specifically on a microeconomic scale, becomes a barrier for both businesses who wish to deliver cyclical products or services and users that want to compare products. Investigators evaluated 30 segments and sub markers of a supply chain, with the preponderance of indications concentrating on composting, end-of-life administration, either reusing, and fewer signs focusing upon disassembly, lifetime extension, waste management, resource efficiency, or reuse (Lemke and Bastini, 2020). They discovered no universally recognised technique of gauging the circular overall economy at the microeconomic scale, nor within the many corporate sustainability principles of recycling, reusing, and so forth.

Individuals, communities, particular places, organisations, as well as initiatives would have been the emphasis of segments and sub (bottom-up) indicators. To obtain particular, the frame of reference for base indicators is sometimes described as national data and aggregated data, as opposed to macro level, which aspires for data completeness. Researchers defined macro level as a larger term referring to a sustainable development index for a group of particular businesses in a variety of estates in one industrial building or a related group of specific sectors in other colonies in distinct estates (Boeren et al., 2019). He claims that now the indicator on durability is now measured there at micro level, such as with a manufacturing organisation. A viable index must always be established as one of a grouping of various firms in one business estate or comparable.

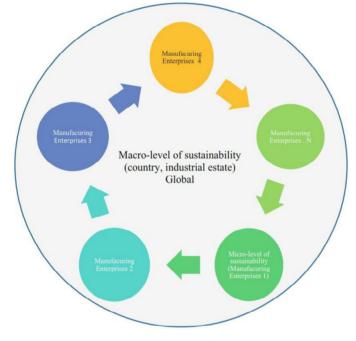


Figure 3 Macro-level sustainability (see online version for colours)

Source: Zainudin et al. (2020)

4 Results and conclusions

That is obvious from either the preceding discussion that implementing sustainability growth targets, procedures, and management framework necessitates senior management leadership as well as a dedication to continuous improvements.

This will be impossible for a company to establish sustainable practices even without active participation of a management board. Companies are allowed to promote a 'socially responsible council' that will be in charge of developing company policies on sustainability as well as engaging with concerns including such as health and welfare, recruitment policy, preservation of natural resources, as well as business ethics. The first step for businesses in adopting sustainable development principles is to assess their current position. Management should know the degree to which the company's activities line up with sustainable development principles. This requires evaluating the company's overall strategy, the performance of specific operations, and the effect of particular activities. It is indeed critical that a company's environmental sustainability methods are employed uniformly across the board. Quite so many companies have different levels of organisational honesty and morals based on the country involved. Such a double standard

is incompatible with said principles of sustainability, so it is the directors' responsibility to ensure that this would not prevail.

The above procedure includes evaluating the firm's investment achievement to the shareholders' expectation. Organisational ideologies and methods should indeed be examined, as well as the extent of information disclosure on sustainability issues and the contemporary information methods' commitment to execute the requisite data. Management should assess the success of other, comparable organisations once they have a clear understanding of their very own processes. Comparison to other businesses' as well as environmentalist organisations' norms could be enlightening. When there is adequate public announcement, structured industry groups, and collaborative ecological development opportunities, this work should be reasonably simple. While these mechanisms need not be present, administration could contact neighbouring companies to explore exchange of information and possibly forming an industry association.

Following the approval of the strategy and broad strategy, comprehensive plans detailing how well the new approach would affect activities, management software, information management, and monitoring should be produced. These should include measurable targets for each area, as well as information on how success will be tracked.

Companies should perhaps state the amount of money that will be spent and the amount of training that will be required. These strategies should be prepared in collaboration with personnel from all levels of the business, maybe with the help of outside consultants. This will be a night before going to bed and a multidimensional concept with constant changes as material is gathered from numerous perspectives.

Only those companies would face hurdles in developing the proposed structure, although smaller companies might face significant obstacles. Smaller businesses, who have very little in-house knowledge, lack of resources, and much less traditional managerial systems than larger corporations, will have to adjust to the changing corporate climate in addition to sustainable development. Keeping up with ever-changing regulatory regulations will be challenging for them.

Surprisingly, professional organisations, trade associations, company activist organisations, domestic and international professional organisations, consulting firms, and academic institutions can provide most of the knowledge and experience that smaller companies necessitate.

Also there is a significant amount of literature, part of which is devoted to the experiences of businesses that have fully implemented environmental sustainability into their activities.

4.1 Outcome of the research

This research paper has elaborately described how sustainable practices have been used in the business organisations through their policy implications and rules and regulations in order to make perfect development for the near future. However, sustainable practices have so many types of benefits for all kinds of organisations which have been discussed below:

• Though 90% of CEOs feel sustainability is important, just 60% of respondents of companies have just a sustainability policy. Sometimes, firms that claim to also be ecological fall weak when it comes to operation. Another of the reasons I feel this is

100 V. Aravamudhan et al.

occurring is just because CEOs as well as business boards are just not as interested in sustainability plans because they should be.

• Starting up a business to make the city more sustainable will not only lift someone else to the status of a hero, but can also generate a lot of wealth, as Elon Musk demonstrated and become the world's wealthiest man. The globe is facing resource overuse. A sustainability policy, as per McKinsey, allows a business to make endless expenditures. When that gets hard, doing nothing may result in a greater loss in the future. Many corporate leaders are now becoming aware of the need of reuse or recycling and yet are pushing more towards recycling and reuse. This is also a major growth industry, and with the renewable energy market estimated to be around \$2.15 trillion by 2025.

4.2 Benefits of using sustainable practices in organisations

- Increase brand value and national competitiveness: According to a Nielsen poll, millennials are twice as likely as baby boomers to claim they anticipate adjusting their routines to decrease their ecological impact. Generation Z will key resources millenia as the dominant group, because they're as interested, if not more than the, about preservation. This illustrates that brand owners may help bolster their worth by concentrating on sustainably, and several of the world's finest companies are now doing exactly that. Cupertino has pledged to become energy independent in its procurement and supply system by 2030. Organisations that include implementation of sustainable strategies as well as financial reporting may gain a competitive advantage in the long term.
- *Meet consumer demands:* As per Nielsen research, 66% of users would pay extra for a product if it came from a responsible company, as well as 81% of the customers remain convinced that firms can aid in preserving the ecosystem. There seems to be a rising customer trend towards evolving trends, and it will only get bigger as the amount of individuals and Gen Zers grows. Since there are socioeconomic components to durability, environmental considerations dominate the discourse.
- *Increase efficiency:* As per McKinsey, a strategy might significantly cut cost and increase organisational profitability by up to 60%. So it reduces the usage of energy use. Through incorporating aligned with business divisions, an institution's chances of earning from its sustainability efforts significantly increased. It is also helpful to be upfront about sustainability programs. When Puma shared statistics on the amount of water used and carbon emitted across their distribution network, it aided in accessing this information to cut freshwater, electricity, and fuel usage by 60%. Being eco sustainable may actually improve relationships with the central government and local communities. It may be able to receive subsidies and tax breaks for the business.
- *Generate options available:* A sustainable economic offering may enable enterprises to explore entering emerging markets into old structures. China's initiative to fight air quality is expected to create more than \$3 trillion in investment options by 2030. Organisations that embrace sustainably would be in the strongest position to take advantage of profitable new business options.

References

- Ahmad, W.N.K.W., de Brito, M.P. and Tavasszy, L.A. (2016) 'Sustainable supply chain management in the oil and gas industry: a review of corporate sustainability reporting practises', *Benchmarking: An International Journal.*
- Ali, S., Green, P. and Robb, A. (2013) 'Measuring top management's IT governance knowledge absorptive capacity', *Journal of Information Systems*, Vol. 27, No. 1, pp.137–155.
- Bacinello, E., Tontini, G. and Alberton, A. (2021) 'Influence of corporate social responsibility on sustainable practices of small and medium-sized enterprises: implications on business performance', *Corporate Social Responsibility and Environmental Management*, Vol. 28, No. 2, pp.776–785.
- Banaitė, D. (2016) 'Towards circular economy: analysis of indicators in the context of sustainable development', Social Transformation in Contemporary Society, Vol. 4, No. 9, pp.142–150.
- Baumgartner, R. (2003) 'Tools for sustainable business management', WIT Transactions on Ecology and the Environment, Vol. 63.
- Boeren, E. (2019) 'Understanding Sustainable Development Goal (SDG) 4 on 'quality education' from micro, meso and macro perspectives', *International Review of Education*, Vol. 65, No. 2, pp.277–294.
- Boström, M., Andersson, E., Berg, M., Gustafsson, K., Gustavsson, E., Hysing, E. and Öhman, J. (2018) 'Conditions for transformative learning for sustainable development: a theoretical review and approach', *Sustainability*, Vol. 10, No. 12, p.4479.
- Chofreh, A.G., Goni, F.A. and Klemeš, J.J. (2018) 'Evaluation of a framework for sustainable enterprise resource planning systems implementation', *Journal of Cleaner Production*, Vol. 190, pp.778–786.
- Ebner, D. and Baumgartner, R.J. (2006) 'The relationship between sustainable development and corporate social responsibility', in *Corporate Responsibility Research Conference*, Queen's University, Belfast, Dublin, September, Vol. 4, Nos. 5/9, p.2006.
- Eden, S.E. (2014) 'Using sustainable development: the business case', *Global Environmental Change*, Vol. 4, No. 2, pp.160–167.
- Guerci, M., Radaelli, G., Silletti, E., Cirella, S. and Rami Shani, A.B. (2015) 'The impact of human resource management practices and corporate sustainability on organisational ethical climates: an employee perspective', *Journal of Business Ethics*, Vol. 126, No. 2, pp.325–342.
- Jansen, L. (2003) 'The challenge of sustainable development', *Journal of Cleaner Production*, Vol. 11, No. 3, pp.231–245.
- Khiabani, S.B. and Shokouhi, M.A. (2021) 'Applying a futuristic approach to understand the factors affecting sustainable urban development in Mashhad (case study: Districts 1 and 2)', *Physical Social Planning*, Vol. 8, No. 3, pp.35–50.
- Kolk, A. and Van Tulder, R. (2010) 'International business, corporate social responsibility and sustainable development', *International Business Review*, Vol. 19, No. 2, pp.119–125.
- Lemke, C. and Bastini, K. (2020) 'Embracing multiple perspectives of sustainable development in a composite measure: the Multilevel Sustainable Development Index', *Journal of Cleaner Production*, Vol. 246, p.118884.
- Mhlanga, D. (2022) 'Human-centered artificial intelligence: the superlative approach to achieve sustainable development goals in the fourth industrial revolution', *Sustainability*, Vol. 14, No. 13, p.7804.
- Miao, M., Saide, S., Ratna, S. and Muflih, M. (2021) 'Business continuity innovation in disruption time: sociotechnical systems, business analytics, virtual business, and mediating role of knowledge absorptive capacity', *IEEE Transactions on Engineering Management*, doi: 10.1109/TEM.2021.3086306.
- Purwaningsih, M.E. (2022) 'MSME sustainability development based on stakeholder participatory collaboration and independent campus freedom to learn policy', *Journal of Positive School Psychology*, pp.2317–2328.

- Rai, S.S., Rai, S. and Singh, N.K. (2021) 'Organizational resilience and social-economic sustainability: COVID-19 perspective', *Environment, Development and Sustainability*, Vol. 23, pp.12006–12023.
- Rathore, B. (2022) 'Supply Chain 4.0: sustainable operations in fashion industry', *International Journal of New Media Studies*, Vol. 9, No. 2, pp.8–13.
- Shahzad, M., Qu, Y., Ur Rehman, S., Zafar, A.U., Ding, X. and Abbas, J. (2020) 'Impact of knowledge absorptive capacity on corporate sustainability with mediating role of CSR: analysis from the Asian context', *Journal of Environmental Planning and Management*, Vol. 63, No. 2, pp.148–174.
- Slide Team (n.d) *Sustainable Business Strategy Powerpoint Slide* [online] https://www.slideteam. net/sustainable-business-strategy-powerpoint-slide.html.
- Van Kleef, J.A. and Roome, N.J. (2007) 'Developing capabilities and competence for sustainable business management as innovation: a research agenda', *Journal of Cleaner Production*, Vol. 15, No. 1, pp.38–51.
- Wesselink, R., Blok, V., van Leur, S., Lans, T. and Dentoni, D. (2015) 'Individual competencies for managers engaged in corporate sustainable management practices', *Journal of Cleaner Production*, Vol. 106, pp.497–506.
- Zainudin, N., Lau, J.L. and Munusami, C. (2020) 'Micro-macro measurements of sustainability', in *Affordable and Clean Energy*, pp.1–14, Springer International Publishing, Cham.