

**EVOLUTION AND TESTING OF CONCEPTUAL  
FRAMEWORK FOR SUSTAINABLE ENTERPRISE:  
REGIONAL STUDIES USING MULTI-CASE METHOD**

**P. ANBARASAN**



**DEPARTMENT OF MANAGEMENT STUDIES  
INDIAN INSTITUTE OF TECHNOLOGY DELHI**

**JANUARY 2022**

© Indian Institute of Technology Delhi (IITD), New Delhi, 2022

**EVOLUTION AND TESTING OF CONCEPTUAL  
FRAMEWORK FOR SUSTAINABLE ENTERPRISE:  
REGIONAL STUDIES USING MULTI-CASE METHOD**

*by*

**P. ANBARASAN**

**Department of Management Studies**

**Submitted**

**in fulfilment of the requirements of the degree of Doctor of Philosophy  
to the**



**INDIAN INSTITUTE OF TECHNOLOGY DELHI**

**JANUARY 2022**

## Certificate

This is to certify that the dissertation entitled “**Evolution and Testing of Conceptual Framework for Sustainable Enterprise: Regional Studies Using Multi-Case Method**” being submitted by **P. Anbarasan** to the Indian Institute of Technology Delhi for the award of the degree of Doctor of Philosophy (Ph.D.), is a record of bona fide original work carried out by him. He has worked under my guidance and supervision and has fulfilled the requirements for the submission of the thesis, which has attained standard required for a Ph.D. degree of the Institute. The results presented in this thesis have not been submitted elsewhere for the award of any degree or diploma.

**(Prof. Sushil)**

Research supervisor

Department of Management Studies

Indian Institute of Technology Delhi

Hauz Khas, New Delhi-110016

## ACKNOWLEDGEMENTS

As the Taittiriya Upanishad, I.11.2, rightly utter that “Maatru Devo Bhava, Pitru Devo Bhava, Acharya Devo Bhava, Adhiti Devo Bhava; let your actions be honest none else.” It is the foremost respect and duty to thank my parents who supported me in understanding my abilities and helped me to pursue my dreams. It is their sincere prayer and dedication that kept me strong in hardships. The role of my research guide, Prof. Sushil, is something special and mentionable without contrast. As Veda’s rightly mentioned, it is the guru, who choose his disciples. We both underwent agonizing health problems, being a student given with second chance to complete my PhD, found a hope in his miraculous came back and I sincerely obliged to him.

Being an Institute fellow, and staying away from hostel, requires lot of financial support, such a bone chilling PhD journey, requires comfortable financial support, which even my parents might have hesitated to offer help, therefore I sincerely thank our institute senate and administration to accept me as an institute fellow and for providing generous financial support.

The role of Strategy Lab is laudable, the lab provided exclusive ambience in conducting research and many get togethers. Dr. Sanjay Dhir, being the lab in charge, he timely provided printing facilities, stationaries and actively involved us in academic and conference activities. My sincere pranam’s to those who directly and indirectly helped me in completing this PhD thesis.

Date:

P. Anbarasan

## **ABSTRACT**

Sustainability is widely adopted not only by socially conscious enterprises but also every good corporate citizen firms; amid push and pull between duties and rights, the aspect of responsible business practices along with profit maximisation had seen to be necessary. Literature is widely explaining sustainability principles, concepts and various structured definitions. The concern is, what ought to be sustainably responsible enterprise? What requires to be a responsible good corporate citizen? Such comprehensive perception became the purpose of the study.

The triple bottom line is continuing to remain an unnegotiable and important scientific phenomenon in sustainability thinking. Hence along with triple bottom line, two more perspectives had taken, such as customer perspective and governance perspective based on star model. Thus the study approach sustainability through star model design. The methodology follows a literature review that consist of over 260 journal articles narrowed down that are directly related to the research topic, and those 260 journal articles are directly cited, in the text. Different models have been reviewed, along with existing significant theories.

Further, the study classifies as three small sample studies and three main studies. TISM (total interpretive structural modelling) has been applied for model construction. For empirical analysis, correlation / regression analysis and panel data analysis are both incorporated. The testing case methods, such as TISM models are constructed; using the factors identified through various case studies. Such as single case study, comparative case study and multiple case study analysis. The data are secondary data collected from the case organisation balance sheet or financial statements and predictors are varied as per the requirement of the case studies.

The study classified as three parts such as Asian regional case studies, European regional case studies and USA regional case studies. All the three regions are taken with twelve case organisations each to analyse and study their sustainable business practices and their structures involved with it. For empirical study analysis panel regression analyse incorporated, and identified the potential drivers of sustainability.

Twenty-three predictors are collectively taken for this study, and six predictors are significantly turned, out to explain the importance of sustainable business practices. Corporations are committed, towards sustainable business practices, and they are incorporating sustainability into their planning process. There is evidence that sustainability is positively contributing towards the total turnover of an enterprise and sustainability is viewed with enterprise reputation.

The know-how phenomenon is explained both through empirical validation and interpretive models. The study is attempting to bridge the gap between theory and practice that is shown up in sustainable business practices and enterprise sustainability commitments.

In order to study; what ought to be the sustainable enterprise, the study developed a social value expenditure (SVE) that is proxy with their social value commitments along with their major organisational activities. Second, creating value and standardization is discussed along with the novel theory of sustainable enterprise is explained.

## सारांश

न केवल सामाजिक रूप से जागरूक उद्यमों द्वारा बल्कि हर अच्छी कॉर्पोरेट नागरिक फर्मों द्वारा भी स्थिरता को व्यापक रूप से अपनाया जाता है; कर्तव्यों और अधिकारों के बीच धक्का-मुक्की के बीच, लाभ को अधिकतम करने के साथ-साथ जिम्मेदार व्यावसायिक प्रथाओं के पहलू को आवश्यक माना गया था। साहित्य व्यापक रूप से स्थिरता सिद्धांतों, अवधारणाओं और विभिन्न संरचित परिभाषाओं की व्याख्या कर रहा है। चिंता यह है कि स्थायी रूप से जिम्मेदार उद्यम क्या होना चाहिए? एक जिम्मेदार अच्छा कॉर्पोरेट नागरिक बनने के लिए क्या आवश्यक है? इस तरह की व्यापक धारणा अध्ययन का उद्देश्य बन गई।

सस्टेनेबिलिटी थिंकिंग में ट्रिपल बॉटम लाइन एक अपरिवर्तनीय और महत्वपूर्ण वैज्ञानिक घटना बनी हुई है। इसलिए ट्रिपल बॉटम लाइन के साथ, दो और दृष्टिकोण लिए गए थे, जैसे कि ग्राहक परिप्रेक्ष्य और स्टार मॉडल पर आधारित शासन परिप्रेक्ष्य। इस प्रकार अध्ययन स्टार मॉडल डिजाइन के माध्यम से स्थिरता का दृष्टिकोण रखता है। कार्यप्रणाली एक साहित्य समीक्षा का अनुसरण करती है जिसमें 260 से अधिक जर्नल लेख शामिल होते हैं जो सीधे शोध विषय से संबंधित होते हैं, और उन 260 जर्नल लेखों को सीधे पाठ में उद्धृत किया जाता है। मौजूदा महत्वपूर्ण सिद्धांतों के साथ-साथ विभिन्न मॉडलों की समीक्षा की गई है।

इसके अलावा, अध्ययन तीन छोटे नमूना अध्ययन और तीन मुख्य अध्ययनों के रूप में वर्गीकृत करता है। मॉडल निर्माण के लिए TISM (कुल व्याख्यात्मक संरचनात्मक मॉडलिंग) लागू किया गया है। अनुभवजन्य विश्लेषण के लिए, सहसंबंध/प्रतिगमन विश्लेषण और पैनेल डेटा विश्लेषण दोनों को शामिल किया गया है। परीक्षण मामले के तरीके, जैसे कि TISM मॉडल का निर्माण किया जाता है; विभिन्न केस स्टडीज के माध्यम से पहचाने गए कारकों का उपयोग करना। जैसे सिंगल केस स्टडी, तुलनात्मक केस स्टडी और मल्टीपल केस स्टडी विश्लेषण। डेटा केस संगठन बैलेंस शीट या वित्तीय विवरणों से एकत्र किए गए द्वितीयक डेटा हैं और केस स्टडी की आवश्यकता के अनुसार भविष्यवाणियां भिन्न होती हैं।

अध्ययन को तीन भागों में वर्गीकृत किया गया है जैसे एशियाई क्षेत्रीय केस स्टडी, यूरोपीय क्षेत्रीय केस स्टडी और यूएसए क्षेत्रीय केस स्टडी। सभी तीन क्षेत्रों को बारह केस संगठनों के साथ लिया गया है, जिनमें से प्रत्येक को उनकी स्थायी व्यावसायिक प्रथाओं और उनके साथ शामिल संरचनाओं का विश्लेषण और अध्ययन करने के लिए लिया गया है। अनुभवजन्य अध्ययन विश्लेषण के लिए पैनेल प्रतिगमन विश्लेषण शामिल है, और स्थिरता के संभावित ड्राइवर्स की पहचान की गई है।

इस अध्ययन के लिए तेईस भविष्यवाणियों को सामूहिक रूप से लिया गया है, और छह भविष्यवक्ताओं को स्थायी व्यावसायिक प्रथाओं के महत्व को समझने के लिए महत्वपूर्ण रूप से बदल दिया गया है। निगम स्थायी व्यवसाय प्रथाओं के प्रति प्रतिबद्ध हैं, और वे अपनी योजना प्रक्रिया में स्थिरता को शामिल कर रहे हैं। इस बात के प्रमाण हैं कि एक उद्यम के कुल कारोबार में स्थिरता सकारात्मक योगदान दे रही है और स्थिरता को उद्यम की प्रतिष्ठा के साथ देखा जाता है।

ज्ञान की घटना को अनुभवजन्य सत्यापन और व्याख्यात्मक मॉडल दोनों के माध्यम से समझाया गया है। अध्ययन सिद्धांत और व्यवहार के बीच की खाई को पाटने का प्रयास कर रहा है जो स्थायी व्यावसायिक प्रथाओं और उद्यम स्थिरता प्रतिबद्धताओं में दिखाया गया है।

पढ़ने के लिए; स्थायी उद्यम क्या होना चाहिए, अध्ययन ने एक सामाजिक मूल्य व्यय (एसवीई) विकसित किया जो उनकी प्रमुख संगठनात्मक गतिविधियों के साथ-साथ उनकी सामाजिक मूल्य प्रतिबद्धताओं के साथ प्रॉक्सी है। दूसरा, मूल्य निर्माण और मानकीकरण पर चर्चा के साथ-साथ टिकाऊ उद्यम के उपन्यास सिद्धांत को समझाया गया है।

# CONTENTS

Content	Page No.
<i>Certificate</i>	i
<i>Acknowledgements</i>	ii
<i>Abstract</i>	iii
<i>Contents</i>	v
<i>List of Figures</i>	xiii
<i>List of Tables</i>	xiv
<i>List of Appendices</i>	xv
<i>Nomenclature</i>	xvi
<b>Chapter 1: Introduction</b>	
1.1 Introduction	1
1.2 Background of the Study	2
<i>1.2.1 Extending Perspectives: Customer and Governance</i>	3
1.3 Purpose of the Study	4
1.4 The Research Questions	5
1.5 Objective of the Study	6
1.6 Scope of the Study	6
1.7 Methodological Overview	7
<i>1.7.1 Phase One: Pilot Study</i>	7
<i>1.7.2 Phase Two: Asian Case Studies</i>	7
<i>1.7.3 Phase Three: Europe Case Studies</i>	8
<i>1.7.4 Phase Four: USA Case Studies</i>	9
<i>1.7.5 Phase Five: Synthesis and Conclusion</i>	9
1.8 Organization of Thesis	9
1.9 Concluding Remarks	12

## **Chapter 2: Literature Review**

2.1 Introduction	13
2.2 Evolution of the Concept Sustainability	14
2.2.1 <i>Sustainable Development Business Practices</i>	15
2.3 Organizational Role in Social Welfare	16
2.3.1 <i>Enterprise Economic Growth and Competitive Advantage</i>	17
2.3.2 <i>Societal Development: -Enterprise Growth and Responsibilities</i>	18
2.3.3 <i>Organization Environmental Commitments</i>	19
2.4 Complexities: CSR and Sustainability	21
2.4.1 <i>Corporate Sustainability and Sustainable Enterprise</i>	22
2.4.2 <i>Some Definitions of Sustainable Enterprise</i>	22
2.4.3 <i>Imperatives of Sustainable Enterprise</i>	23
2.5 Two More Perspectives: Customer and Governance	25
2.6 Review of Sustainable Business Models	27
2.6.1 <i>Society Versus Firm Model</i>	27
2.6.2 <i>Triple Value Triangle Model</i>	28
2.6.3 <i>Shareholder Value Model</i>	29
2.6.4 <i>Sustainability Sweet Spot Model</i>	30
2.6.5 <i>Organizational Sustainability Model</i>	30
2.6.6 <i>Star Model of Sustainable Enterprise</i>	31
2.6.7 <i>Integrated Management of Quality and Sustainability Model</i>	32
2.6.8 <i>Summary of the Models</i>	32
2.7 Review of Theories	34
2.7.1 <i>Adam smith Classical Theory: The theory of Moral Sentiments</i>	35
2.7.2 <i>Solow's Neo-Classical Growth Theory</i>	36
2.7.3 <i>Institutional Development Theory</i>	36
2.7.4 <i>Marx Environmental Perspectives</i>	37
2.7.5 <i>Environmental Theorist Approach</i>	38

2.7.6 <i>Stakeholder Theory</i>	39
2.7.7 <i>Discussion on Theories</i>	39
2.8 Research Gaps	41
2.8.1 <i>Research Attempt</i>	42
2.9 Review Synthesis Through Integrative Conceptual Framework	42
2.9.1 <i>Application of TISM</i>	43
2.10 Concluding Remarks	46
<b>Chapter 3: Conceptual Framework</b>	
3.1 Introduction	48
3.2 Elements of Conceptual Framework: An Overview	48
3.2.1 <i>Concepts and Purpose Relationships</i>	50
3.2.2 <i>Framework Context</i>	51
3.2.2.1 <i>Regional Context</i>	51
3.2.3 <i>Time Frame</i>	52
3.2.3.1 <i>Regional Context Time Frame</i>	52
3.3 Star Model as Conceptual Base	53
3.3.1 <i>Societal Perspective</i>	54
3.3.2 <i>Environmental Perspective</i>	55
3.3.3 <i>Economic Perspective</i>	56
3.3.4 <i>The Customer Perspective</i>	57
3.3.5 <i>The Governance Perspective</i>	57
3.3.5.1 <i>The Governance Aspect</i>	58
3.4 Value Creation and Standardization	59
3.4.1 <i>Context and Strategy</i>	60
3.4.2 <i>Structure and Strategy</i>	60
3.5 Theory of sustainable Enterprise	61
3.5.1 <i>Responsible Communication</i>	61
3.5.2 <i>Creating Social Capital</i>	62

3.5.3 <i>Engaging Actors</i>	62
3.5.4 <i>The Know-How Knowledge</i>	62
3.6 Concluding Remarks	63
<b>Chapter 4: Methodology of the Study</b>	
4.1 Introduction	64
4.2 Case Study Method	65
4.2.1 <i>Justification of Case Study Selection</i>	67
4.2.2 <i>Case Study Source: Annual Reports</i>	67
4.3 Phase One: Pilot Study	68
4.3.1 <i>Study One</i>	68
4.3.2 <i>Study Two</i>	69
4.3.3 <i>Study Three</i>	70
4.4 Phase Two: Asian Cluster Case Study	71
4.4.1 <i>Total Interpretive Structural Modeling</i>	71
4.4.2 <i>Modified Total Interpretive Structural Modeling</i>	73
4.4.3 <i>Social Value Expenditure</i>	73
4.4.4 <i>Poisson Situation</i>	73
4.4.5 <i>Goodness of Fit Test</i>	74
4.5 Phase Three: Europe Cluster Case Studies	74
4.5.1 <i>Outliers</i>	75
4.5.2 <i>Robust Regression</i>	76
4.6 Phase Four: USA Cluster Case Studies	76
4.7 Phase Five: Synthesis and Conclusion	77
4.8 Justification of Research Methods	77
4.9 Road Map of the Study	78
4.10 Concluding Remarks	79

## **Chapter 5: Pilot Study: Evolution and Testing Case Methods**

5.1 Introduction	80
5.2 Feasibility of the Study	81
5.3 Existing Sustainability Design	82
5.4 The Focusing Issue of Sustainability	82
5.5 Small Sample Size Study	83
5.6. How Main Study Differ from Small Sample Study?	85
5.7 Confirmatory Study One: Single Case Study Method	86
5.8 Confirmatory study Two: Comparative Analysis	87
5.9 Confirmatory Study Three: Multiple Case Analysis	89
5.10 Discussion on Pilot Study	91
5.11 Concluding Remark	92

## **Chapter 6: Regional Study One: Asian Case Studies**

6.1 Introduction	94
<i>6.1.1 Rationale of Asian Regional Study</i>	94
6.2 Methodology of the Study	95
<i>6.2.1 Data</i>	95
6.3 Imperatives of Operational Excellence	96
<i>6.3.1 Organizational Strategic Inheritance</i>	98
6.4 Case Diagnostic Criteria and Background for Case studies	98
<i>6.4.1 Attributes of Sustainable Operational Decisions</i>	101
<i>6.4.2 Macro-Economic Criteria: Business Opportunities</i>	103
<i>6.4.3 Poisson Situation</i>	104
<i>6.4.4 Overall customer Needs</i>	105
<i>6.4.5 Channel Enhancement</i>	106
<i>6.4.6 Functional Training</i>	107
<i>6.4.7 Technology Integration</i>	107
<i>6.4.8 Opportunity Loss</i>	108

6.4.9 <i>Urban Infrastructure</i>	108
6.4.10 <i>Purposeful Design</i>	108
6.5 Application of TISM	109
6.6 Testing of the Framework Study	114
6.6.1 <i>Asian Regional Study Result Analysis</i>	116
6.6.2 <i>Implications</i>	119
6.6.3 <i>Sustainability Implications from Asian Case Studies</i>	120
6.7 Discussion	120
6.7.1 <i>Relationship with Conceptual Framework: Star Model</i>	122
6.8 Concluding Remarks	123
<b>Chapter 7 Regional Study Two: European Case Studies</b>	
7.1 Introduction	124
7.1.1 <i>Rationale for European Regional Study</i>	125
7.2 Methodology	126
7.2.1 <i>Data</i>	126
7.3 Factors About Strategic Intent	127
7.3.1 <i>Organizational Values and Growth</i>	128
7.3.2 <i>Competitive Parity and Services</i>	128
7.3.3 <i>Adaptation Efforts and Externalities</i>	129
7.3.4 <i>Conventional Local Knowledge</i>	129
7.4 The Dichotomy in Strategic intent	130
7.4.1 <i>Priorities and Strategies</i>	130
7.4.2 <i>Made to Fit and Legacy</i>	130
7.4.3 <i>Implementation and Adaptation</i>	131
7.4.4 <i>Mind and Body</i>	131
7.4.5 <i>Strategic Position and Stagnant</i>	132
7.5 Background of the Case Organizations	133
7.6 Application of TISM	136

7.7 Testing of the Framework Study	142
7.7.1 Results	142
7.7.2 European Regional Study Result Analysis	144
7.8 Implications	147
7.9 European Case Studies Sustainability Implications	148
7.10 Discussion	148
7.11 Concluding Remarks	149
<b>Chapter 8: Regional Case Studies: USA Case Studies</b>	
8.1 Introduction	150
8.2 Methodology	151
8.2.1 Data	151
8.3 Culture; Structure and Strategy	152
8.4 Structure Driven Strategy	153
8.4.1 Economic Structure	154
8.4.2 Political Structure	155
8.4.3 Growth Structure	155
8.4.4 Governance Structure	156
8.4.5 Capital Structure	156
8.4.6 Bureaucratic Structure	157
8.4.7 Culture Structure	157
8.4.8 Knowledge Structure	158
8.4.9 Structures and Sustainability	158
8.5 Case Organizations Background	159
8.6 Application of TISM	163
8.7 Testing of Framework Study	171
8.7.1 Result	172
8.7.2 USA Regional Study Result Analysis	172
8.8 Implications	175

8.9 USA Case Studies Sustainability Implication	175
8.10 Discussion	176
8.11 Concluding Remarks	177
<b>Chapter 9: Synthesis and Conclusion</b>	
<b>9.1 Introduction</b>	179
<b>9.2 An Inference from Literature review</b>	180
<b>9.3 Towards Revisiting the objectives</b>	183
<i>9.3.1 Business Models and Value Creation</i>	183
<i>9.3.2 Sustainable Enterprise and Organizational Value Creation</i>	185
<i>9.3.3 Design of Organizational Value Creation and Sustainable Performance</i>	186
<i>9.3.4 Sustainable Business Practices Identified Potential Drivers</i>	188
<i>9.3.5 Discussion on Star Model</i>	190
<b>9.4 Pilot Study</b>	190
<i>9.4.1 Pilot Study Synthesis</i>	192
<i>9.4.2 Synthesis in terms of Star Model</i>	193
<i>9.4.3 Sustainability Performance Observation: Pilot study</i>	194
<b>9.5 Main Study</b>	194
<i>9.5.1 The Idea of Regional Analysis</i>	197
<i>9.5.2 Justification for the Choice of Countries in Regional Studies</i>	198
<i>9.5.3 Sample Selection of Case Studies and the Parameters</i>	198
<i>9.5.4 Difference of Predictors used in Main Study: Pareto Chart Analysis</i>	199
<i>9.5.5 Globalization and Sustainability: MNC's as Sample</i>	200
<i>9.5.6 Overall Analysis</i>	201
<i>9.5.7 Results are Different</i>	201
<i>9.5.8 Empirical Synthesizing</i>	201
<i>9.5.9 Why Small Sample Study Demands Further Study?</i>	203
<i>9.5.10 The Results</i>	204
<b>9.6 Regional Comparative Observation</b>	205

9.6.1 Asian Perspective of Sustainability Practices	205
9.6.2 European Regional Case Studies Sustainability Practices	206
9.6.3 USA Regional Case Studies Sustainability Practices	207
9.6.4 Common Sustainability Practices among the Chosen Firms	208
<b>9.7 Theory Application: Regional Study</b>	<b>209</b>
<b>9.8 Implications</b>	<b>211</b>
9.8.1 Sustainability Implications	212
<b>9.9 Significant Research Contribution</b>	<b>213</b>
<b>9.10 Limitations of the Study</b>	<b>214</b>
<b>9.11 Future Scope of the Study</b>	<b>215</b>
<b>9.12 Concluding Remarks</b>	<b>216</b>
<i>References</i>	
<i>Appendices</i>	A1-A41

## LIST OF FIGURES

<b>Figure No.</b>	<b>Caption</b>	<b>Page No.</b>
1.1	Star Model of an Enterprise	4
1.2	Organization of Thesis Work	11
2.1	Society versus Firm Model	28
2.2	Triple Value Triangle Model	28
2.3	Key Dimensions of Shareholder Value	29
2.4	Sustainability Sweet Spot Model	30
2.5	Global Sustainability and Organizational Sustainability	31
2.6	Star Model of Sustainable Enterprise	31
2.7	Integrated Management of Quality and Sustainability Model	32
2.8	The Pictorial Representation of Identifying Classified Concepts from Literature Review	43
2.9	Total Interpretive Structural Modeling Based on Literature Review	44
3.1	The Generic Star Model explaining Five Perspectives	54
4.1	Phases of Methodology of the Study	65
4.2	Road Map of the Study	78
6.1	Fluctuations are Shown in Poisson Distribution from Obtained Case Data	105
6.2	The Successive Pairwise Comparison of Both Decision and Transitive Links of Asian Case Studies	109
6.3	Interpretive Structural Modelling (ISM) of the Asian Case Studies	111
6.4	Total Interpretive Structural Modeling of Asian Case Studies	111
6.5	The Bar Diagram Shows the Asian Firms Expenditure Activities	116
6.6	Samsung Performance with Exponential Lines	117
6.7	Hitachi Performance with Exponential Lines	118

6.8	Canon Performance with Exponential Lines	119
6.9	Paux Strategy Framework	122
7.1	Successive Pairwise Comparison of Both Decision and Transitive Links Obtained from European Case Studies	137
7.2	Interpretive Structural Modelling of European Union Case Factors	139
7.3	Total interpretive structural modeling of the European case studies	139
7.4	Bar Diagram Showing Investments and Employee Benefit Expenses of European Case Studies	145
7.5	AB In Bev Performance with Exponential Lines	145
7.6	Danone Performance with Exponential Lines	146
7.7	Sanofi Performance with Exponential Lines	147
8.1	Shows the Successive Pairwise Comparison of Both Decision and Transitive Links of USA Case Studies	163
8.2	Interpretive Structural Modeling of USA Case Studies	166
8.3	The Obtained TISM Model Based on USA Case Studies	167
8.4	Operating Activities and Financing activities of USA Case Studies	172
8.5	Johnson and Johnson Performance with Exponential Lines	173
8.6	Amazon Performance with Exponential Lines	174
8.7	General Motors Performance with Exponential Lines	175
8.8	Zeth Strategy Framework	177
9.1	The Model Synthesis	186
9.2	The Design of Value Creation and Sustainable Performance	187

## LIST OF TABLES

<b>Table No.</b>	<b>Caption</b>	<b>Page No.</b>
2.1	Literature Review Points Taken from the Review	20
2.2	Definitions of Sustainable Business Practices	23
2.3	The Summary of the Review of Models	34
2.4	The Theories Points Discussed	40
4.1	Methodology and Research Objectives	77
5.1	List of Factors Considered for Pilot Studies	92
6.1	Asian Case Organisations Industries and Sustainability Values	100
6.2	The Obtained Factors from the Case Studies	101
6.3	Elements of Sustainable Operational Decisions Shown from Asian Case Studies	102
6.4	Strategic intent of the Asian Case Study	109
6.5	Reachability and Transitivity Matrices	110
6.6	Hierarchical Partitioning of the Asian Case Studies TISM	110
6.7	Decision Links Obtained from Asian Case Studies	113
6.8	Transitive Links Related to Asian Case Studies	113
6.9	Pooled OLS model	114
6.10	Random -effect Model	114
7.1	European Region Case Organisations Industries and Sustainability Values	135
7.2	Factors Obtained from the European Regional Case Studies	136
7.3	Transitivity and Reachability Matrix	137
7.4	Hierarchical Partitioning	138
7.5	Interpretations for Decision Links Derived from European Case Studies	141

7.6	Transitive Links Interpretations for European Case Studies	142
7.7	Pooled OLS Model	143
8.1	USA Case Enterprises Sustainability Values	162
8.2	Factors obtained from USA Case Studies	162
8.3	Transitivity and Reachability Matrix	164
8.4	Level Partitioning	165
8.5	Logic Interpretation of Decision Links Derived from USA Case Studies	169
8.6	Transitive Links Interpretations for USA Case Studies	170
8.5	Random Effect Model of the USA Case Studies Data Analysis	171
9.1	The Tabular Form of Literature Review	181
9.2	Results of Pilot Study	192
9.3	Results of Main Study	196
9.4	Asian Region Quadrants	209
9.5	European Region Quadrants	210
9.6	USA Region Quadrants	211

## **LIST OF APPENDICES**

<b>Appendix No.</b>	<b>Title</b>	<b>Page No</b>
I	Literature Review –TISM Model	A-1
II	ITC Case Study-Small Sample Study 1	A-8
III	Comparative Case Study-Dabur and Tech Mahindra 2	A-13
IV	Multiple Case Study Approach-Small Sample Study 3	A-19
V	Asian Cluster Based Case Studies	A-26
VI	Europe Based Case Study	A-30
VII	USA Based Case Study	A-32
VIII	Conclusion and Synthesis	A-34

## NOMENCLATURE

ASDC	Automotive Skill Development Council
ASEAN	Association of Southeast Asian Nations
CEG	Capability Expectation Gap
CEO	Chief Executive Officer
CER	Corporate Environmental Responsibility
CSR	Corporate Social Responsibility
DIA	Distribuidora Internacional de Alimentación
EBSCO	Elton B. Stephens Corporations
FDS	Foundry Solutions
FMGC	Fast Moving Consumer Goods
GST	Goods and service Tax
ILO	International Labor Organization
ILOR	International Labor Organization Report
ISM	Interpretive Structural Modeling
ISO	International Organization for Standardization
ITC	Imperial Tobacco Company
L&T	Larsen and Toubro
LM	Lagrange Multiplier test is a principle for testing hypotheses
LPG	Liberalization Privatization and Globalization
MNC	Multinational Corporations
NTPC	National Thermal Power Corporation Limited
OLS	Ordinary Least Square
R&D	Research and Development
SACU	South Asian Customs Union

SAEU	South Asia Economic Union
SAFTA	South Asian Free Trade Area
SIA	Singapore Airlines
SSWC	Sustainability Strategic Working Committee
SVE	Social Value Expenditure
TISM	Total Interpretive Structural Modeling
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNGC	United Nations Global Compact
UNSDG	United Nations Sustainable Development Goals
USA	United States of America