Received: 15 December 2023 | Revised: 14 October 2024 | Accepted: 21 October 2024

DOI: 10.1002/csr.3034

Corporate Social Responsibility and Environmental Management

WILEY

REVIEW ARTICLE

Charting the temporal evolution of stakeholder involvement in business model for sustainability: A comprehensive bibliometric review

Giovanna Attanasio[1,2] | Cinzia Battistella[2]

[1]Department of Economics and Statistics, University of Udine, Udine, Italy

[2]Department of Engineering and Architecture, University of Udine, Udine, Italy

Correspondence
Cinzia Battistella, Department of Engineering and Architecture, University of Udine, Via Delle Scienze 206, 33100 Udine, Italy.
Email: cinzia.battistella@uniud.it

Abstract

This paper aims to explore and analyse the temporal evolution of the concept of stakeholder involvement, highlighting the transformations, influences, and interpretations that this concept has undergone over the years. The particular setting is business models for sustainability (BMfS). Through in-depth bibliometric literature review and critical analysis, co-citation analysis is used to identify the past themes in the topic and bibliographic coupling analysis to explore its recent developments. Future developments of the themes are then outlined. The paper proposes a conceptual framework called Sustainability Strategy Map for Stakeholder Involvement that can help organisations move towards business models for sustainability, acting on purpose, architecture and involvement to achieve outcomes. The goal is to create a detailed map of the evolution of this concept over time, highlighting crucial milestones, controversies, and connections with other key concepts. Major results show that, compared with the past, recent research is more practical, improvement-oriented, expanded to polluting industries and focused on economic performance. Finally, stakeholder involvement shifted from management and engagement to integration, a deeper and longer connection characterised by a strategic relationship.

KEYWORDS
bibliographic coupling, bibliometric analysis, business model for sustainability, co-citation, literature review, stakeholder involvement

1 | INTRODUCTION

Nowadays, an increasing number of organisations are implementing sustainability practices (Holliday et al., 2002; Jonker, 2000; Schaltegger et al., 2020), such as improving resource utilisation, extending product life, and disposing of waste (Pieroni et al., 2019; Yang & Evans, 2019). Organisations may strategically decide to consider social and environmental priorities alongside economic ones by changing the way of doing business (Stubbs & Cocklin, 2008). Innovating the business model towards sustainability often emerges as a radical change (Abdelkafi & Täuscher, 2016), and it can represent a challenge for different organisations (e.g., for-profit, non-profit, non-governmental, social enterprises, etc.). In recent years, a large body of literature has discussed *business models for sustainability* (BMfS), helping to evolve its conceptualisation and disentangling major issues. BMfS is a model that contributes to the company's and society's sustainable development and generates a competitive advantage across superior customer value (Lüdeke-Freund, 2010). It assists in achieving sustainability by appropriately managing resource efficiency, ethical sourcing, enrichment of labour, and ensuring social relevance, localisation and involvement, and organisation longevity (Wells, 2013).

Some important challenges organisations face concern society's well-being and the reduction of environmental impacts, balancing interests between the organisation and its stakeholders. An important issue is the focus on the role of *stakeholders*. BMfS seeks to overcome the economic value by considering other value types for a broader range of stakeholders (Bocken et al., 2013). Indeed, a BMfS is a set of interrelated elements that a company deploys to propose, create, capture, and later exchange sustainable value *for* and *with stakeholders* (Geissdoerfer et al., 2016). In recent literature, the concept that stakeholders receive and contribute from/to sustainability value seems well-established (e.g., Attanasio et al., 2022; Dembek et al., 2023; Freudenreich et al., 2020). This means that sustainable value not only benefits stakeholders (*for* stakeholders) but also needs stakeholder involvement (*with* stakeholders) to be proposed, created, and later exchanged. Thus, stakeholders have a dual role in the BMfS: they receive (for stakeholders) and contribute (with stakeholders) from/to sustainable value. Specifically, stakeholders as contributors need to be involved in the BMfS (e.g., Attanasio et al., 2022; Dembek et al., 2023; Freudenreich et al., 2020). However, literature has only marginally discussed stakeholder involvement in BMfS, failing to provide a complete understanding of how sustainability, business model, and stakeholders connect and mutually strengthen each other. Gaining insight into these mechanisms would facilitate comprehension of the fundamental essence and the dynamics of stakeholder involvement in BMfS topic. The few studies that specifically address the topic have focused on only a portion of the dynamics implicated in stakeholder involvement in BMfS. Prior studies have mainly concentrated on delineating the sustainable value exchanged between organisations and stakeholders to accomplish a joint purpose (Freudenreich et al., 2020), leaving aside what kind of involvement is needed and the whole set of features of the BMfS. In addition, research has examined the practical manners in which stakeholders can contribute to ensuring the sustainability of the business model (Attanasio et al., 2022). In this case, the research does not explicate the specific type of sustainability generated by this contribution. Recent research (Dembek et al., 2023) emphasises the importance of conducting a more in-depth investigation into stakeholder involvement in BMfS topic. The study argues that the 'stakeholder theory perspective needs to be complemented with a systems theory lens to allow for a better picture of the effects of business models' (p. 2308). In addition, Norris (2024) highlights the urgency of untangling macro-level sustainability dimensions and micro-level stakeholder value creation (e.g., Hörisch et al., 2014), which, although representing two separate levels, are both connected to BMfS.

Literature reviews have focused mainly on BMfS, considering stakeholder involvement as a way to operationalise BMfS in practice (Comin et al., 2020), a key feature of BMfS (Goni et al., 2021), and a relevant theme in the BMfS literature (Preghenella & Battistella, 2021). Only Fobbe and Hilletofth's (2021a) analysis focuses specifically on the stakeholder involvement in BMfS topic, studying the stakeholder interaction role in BMfS in developing innovation and how they contribute to sustainable value. As highlighted in the possible future directions of the study, they did not study the meaning of stakeholder interaction as an element of BMfS, its scope and the mutual link of stakeholder interaction with other BMfS features. However, no literature review has identified the stakeholder involvement in BMfS intellectual structure, addressed themes and its evolution over time necessary to understand the topic and disentangle it comprehensively. This would help to define the nature and the sustainability purpose of involvement, which is a required link to consider stakeholder involvement as an element of BMfS.

Consequently, the existing literature on stakeholder involvement in BMfS requires improvements in research that comprehensively analyses and describes the growing scientific knowledge and evolutionary nuances. Specifically, there is a lack of studies that provide an overview of the key themes[1] that define the intellectual structure and recent developments in stakeholder involvement in BMfS topic.

The methodology commonly used when the scope of the review is broad—such as in the case of stakeholder involvement in BMfS topic—is bibliometric literature review. Bibliometric studies can build a solid foundation for advancing a topic in new and meaningful manners, enabling scholars to (1) create an overview, (2) uncover knowledge gaps, (3) arise new ideas, and (4) position new contributions in the topic (Donthu et al., 2021).

However, as regards review methodology on stakeholder involvement in BMfS topic, no bibliometric methods have been used, as the only paper that reviews this topic (Fobbe & Hilletofth, 2021a) is a systematic literature review. Only Preghenella and Battistella (2021) use bibliometric methods but focus on general issues related to BMfS, rather than on stakeholder involvement.

To fill these thematic and methodological gaps, a bibliometric literature review was conducted on stakeholder involvement in BMfS topic. Two different bibliometric methods have been used to interpret this topic, namely co-citation and bibliographic coupling analyses. This study aims to offer a comprehensive view of stakeholder involvement in the BMfS topic, identifying past (i.e., the intellectual structure) and recent (i.e., recent developments) themes and its evolution over time, highlighting crucial milestones, controversies, and connections among the nuances of meanings that characterise it and summarising the results in a model of antecedents, dimensions, and outcomes. Accordingly, the following research questions were defined:

RQ1. What are the themes (past and recent) of the stakeholder involvement in BMfS topic?

RQ2. How is stakeholder involvement in BMfS topic evolving (from past to recent themes)?

The main results show that, compared with the past, recent research on stakeholder involvement in BMfS is more practical, improvement-oriented, extended to polluting industries, and focused on economic performance. Finally, stakeholder involvement has shifted from management and engagement to integration (a deeper

[1]In this study, we use the term '*topic*' to identify the research field, while we denote by '*theme*' the different issues covered within the topic. Thus, stakeholder involvement in the BMfS topic will be composed of various themes.

and longer link between organisations and related stakeholders characterised by a strategic relationship). Based on our results, the *Sustainability Strategy map for Stakeholder Involvement* conceptual framework is derived. It proposes a model based on antecedents (pre-conditions internal and external to the organisation), dimensions (strategic and organisational restructuring through purpose identification and stakeholder involvement in BMfS) and outcomes (results that can be achieved by working on the dimensions). From a practical point of view, this map easily identifies the areas and aspects to focus on in transitioning to sustainability. It also enables organisational alignment, prioritisation of decisions, visualisation of strategic models and supports the monitoring of results through innovation, performance and impact outcomes.

The paper is structured as follows. After explaining the methodology used for this paper in Section 2, results are presented to answer the research questions. Section 3 presents the themes, and Section 4 the themes' evolution. In Section 5, the *Sustainability Strategy map for Stakeholder Involvement* conceptual framework is presented. Section 6 discusses the results obtained, while Section 7 concludes the work and describes future research.

2 | METHODOLOGY

In this section, the research methodology is presented. Different types of analyses were conducted to answer the two research questions. For each analysis, the necessary steps were detailed together with the results obtained. Figure 1 represents a summary of this process.

2.1 | Identify themes

2.1.1 | Bibliometric analysis explanation

To address the first research question, this study uses bibliometric analysis. Its purpose is to summarise numerous bibliometric data to depict the state of intellectual structure and emerging future directions in a research field. Bibliometric analysis is used when the dataset is very large for manual review. Moreover, bibliometric analysis is not only a quantitative analysis of publications but also a qualitative analysis for data interpretation (Donthu et al., 2021). Specifically, two

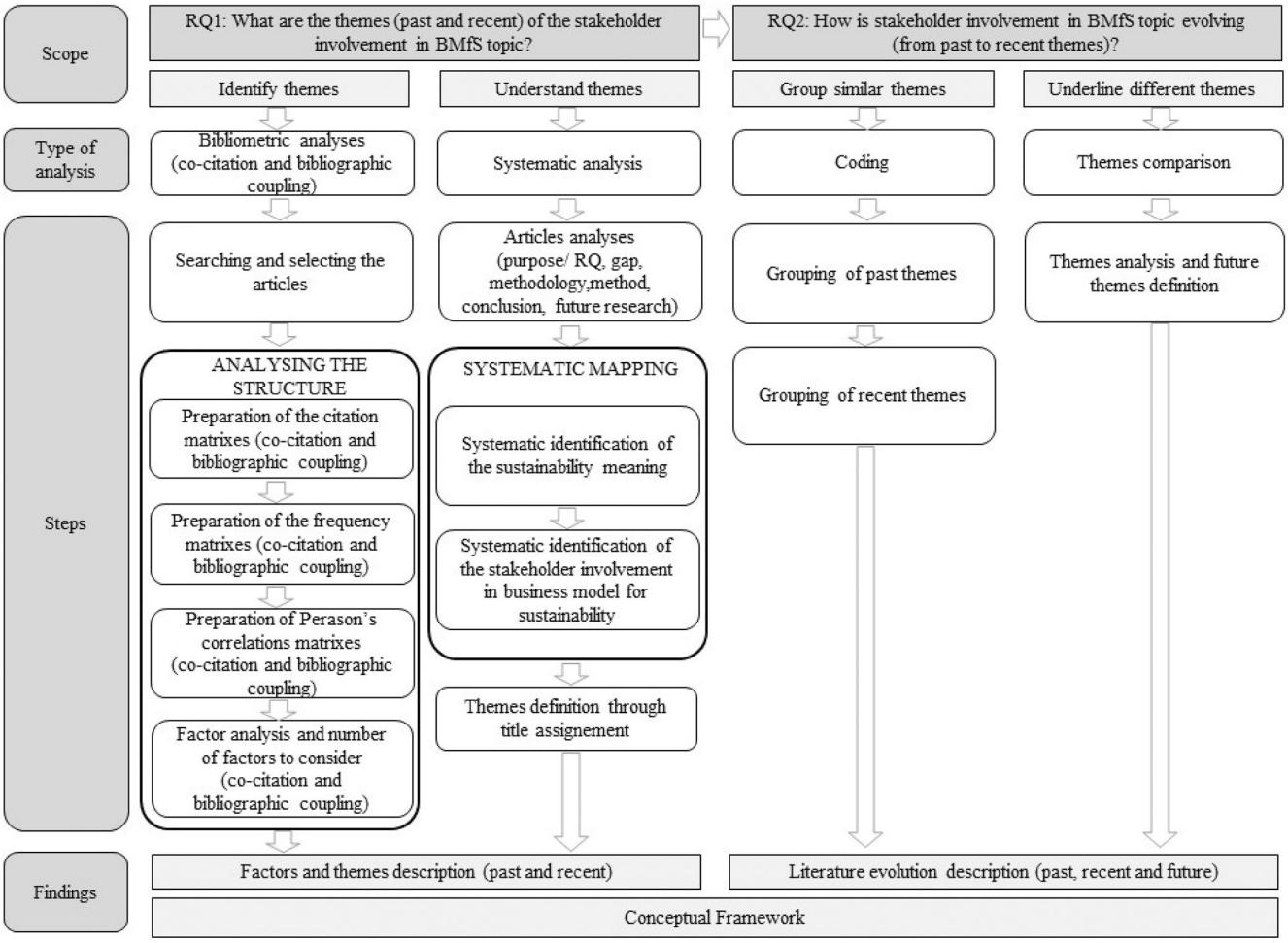

FIGURE 1 Scope, methodological steps, and findings.

bibliometric analyses used in this study are co-citation analysis and bibliographic coupling analysis, as we wanted to identify the past and the recent themes of the topic.

Co-citation analysis is an established technique in management (Annarelli et al., 2021; Di Stefano et al., 2010; Ferreira et al., 2014; McCain, 1990; Nerur et al., 2008; Preghenella & Battistella, 2021). The fundamental idea of co-citation is based on the fact that the more two articles are cited together, the more related the two articles should be and deal with the same aspects of a topic (Acedo et al., 2006). Therefore, co-citation helps in identifying the intellectual structure of a topic (Shafique, 2013).

The advantage of co-citation analysis is that it finds thematic clusters and the most influential publications. Co-citation analysis only looks at publications that have been highly *cited*. It does not include recent or niche publications in the thematic clusters. In this way, co-citation analysis is valuable for business scholars who want to find *seminal publications and knowledge bases in a topic* (Donthu et al., 2021).

Bibliographic coupling analysis was first used by Kessler (1963) and Weinberg (1974) and recently in management in the publications of Agostini and Nosella (2019), Khanra et al. (2022), Rojas-Lamorena et al. (2022) and Ahmad et al. (2023). The basic idea of bibliographic coupling is that two publications that share common references are also similar in content (Kessler, 1963; Weinberg, 1974). In this case, thematic clusters are determined based on *citing* publications. This means that recent and niche publications can be discovered through bibliographic coupling (as opposed to co-citation analysis). In this way, bibliographic coupling is used to identify *recent developments in a topic* (Donthu et al., 2021).

As indicated in the study of Donthu et al. (2021), co-citation analysis is helpful to map the *past* research while bibliographic coupling to map *recent* research. Their comparison indeed can offer an evolutionary view of the topic. Therefore, this study provides a map and an analysis of both the past themes through co-citation analysis and the recent themes through bibliographic coupling analysis regarding stakeholder involvement in BMfS topic. A summary of the bibliometric analysis used is given in Table 1 and Figure 2.

2.1.2 | Searching and selecting the articles

The same database was used as a starting point for both bibliometric analyses. The articles were searched in 2023 on Scopus using the keywords from the systematic review by Fobbe and Hilletofth (2021a), which focused on the role of stakeholder involvement in BMfS. The search string consists of the 'stakeholder involvement', 'business model', 'sustainability', and 'organisation' categories, detailed in Table 2. The categories with their synonyms were connected using the Boolean operator 'AND'. Filters were then applied to 'document type' by selecting 'article' and 'review' and to 'language' by selecting 'English'. No time limitation was applied. The search returned 699 articles.

TABLE 1 Summary of the bibliometric analysis used (Donthu et al., 2021).

	When to use	Technique	How it works	Usage
Bibliometric analysis	When the scope of review is broad.	Co-citation analysis	It builds thematic clusters based on the publications ***cited*** together in the articles	Discover **seminal publications** and **knowledge bases** in a topic
	When the dataset is too large for manual review.	Bibliographic coupling analysis	It builds thematic clusters based on publications ***citing*** other articles together	Discover **recent developments** in a topic

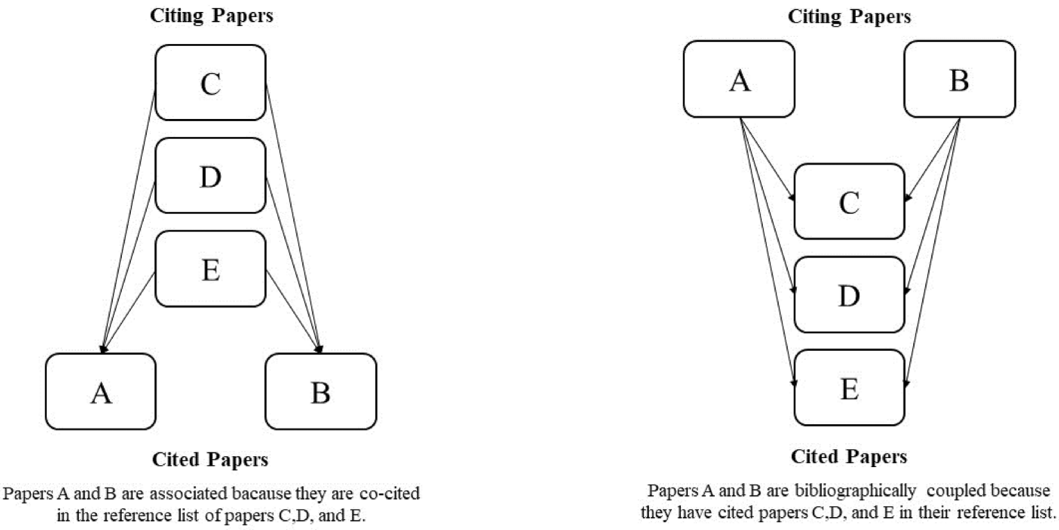

FIGURE 2 Functioning of co-citation and bibliographic coupling analysis.

TABLE 2 Search string.

Keyword theme	Search strings
Stakeholder involvement	(stakeholder*) AND (interact* OR collaborat* OR engag* OR manag* OR integrat* OR partnership* OR relationship* OR cooperat* OR participat* OR involv*)
Business model	("business model*" OR "value compan*" OR "compan* value" OR "value capt*" OR "capt* value" OR "value propos*" OR "propos* value" OR "value deliver*" OR "deliver* value" OR "co-creat* value" OR "value co-creat*" OR "value destroy*" OR "destroy* value")
Sustainability	(sustainab* OR "corporate social responsibility" OR csr OR "corporate sustainability" OR cs)
Organisation	(firm* OR compan* OR corporat* OR business* OR organisation* OR ngo* OR "non-governmental organisation*" OR "public sector organisation*" OR npo OR "non-profit organisation*" OR enterprise*)

2.1.3 | Analysing the structure

Co-citation analysis involves determining the frequency with which a specific pair of works are cited together in published articles. Bibliographic coupling requires determining the frequency of references that a selected pair of published articles have in common. UCINET software was used for these analyses. Figure 1 summarises the steps that will be described for co-citation and bibliographic coupling analyses.

The database of 699 articles was processed using the R package 'bibliometrix' to construct the citation matrix. The citation matrix is a square, symmetric matrix that has in rows (i) and columns (j) the 699 articles, that is, a 699 × 699 matrix. In co-citation analysis, the citation matrix is prepared by putting the cited articles in the rows and the citing articles in the columns. The cells of the matrix were filled by entering '1' in cell aij if article 'j' cited row 'i'. In addition, '0' was inserted in the other cases. For the bibliographic coupling analysis, we built the transport of the citation matrix, reporting on the rows the cited articles and the columns the citing articles. The cells were then filled in by entering '1' in cell aij if article 'j' was cited by row 'i'. In addition, '0' was inserted in the other cases. Then, we excluded some articles because these matrixes showed that they were neither cited by nor cited any other work.

To conduct co-citation analysis, we extracted co-citation frequencies from the citation matrix and inserted them into a co-citation matrix. The articles in the set are represented by the rows and columns of this square matrix, and the number of times each pair of articles has been cited together is represented by the cells. Exanimating this matrix, we found additional articles that only received 'isolated' citations. Other works cited these articles, but none were cited within our set. As a result, each cell in their rows and columns displayed '0' value. Consequently, we removed these publications from our set during this phase. Using the co-citation matrix, we found a group of 178 articles that were either not cited with any other articles or were only 'citing articles'. By removing these articles and focusing solely on those that were cited with more than one other article, we arrived at the final set of 103 publications.

TABLE 3 Factors extracted through the principal component analysis in co-citation analysis.

Factor	Value	Percent	Cum
1	3983.023	38.7	38.7
2	822.119	8.0	46.7
3	589.268	5.7	52.4
4	457.681	4.4	56.8
5	389.210	3.8	60.6
6	374.879	3.6	64.2
7	276.166	2.7	66.9
8	255.600	2.5	69.4
9	187.984	1.8	71.2
10	187.984	1.8	73.0

For bibliographic coupling, we followed the previously described procedure. The coupling frequencies were extracted from the citation matrix and subsequently inserted into a coupling matrix. In this case, the articles in the set are represented by the rows and columns of the coupling matrix, while the references that the articles share are represented by the cells. By analysing this matrix, we identified other articles that contain 'isolated' references. Although these articles have common references with other articles, they do not share them with the articles in our specific set. As a result, they showed '0' value in each cell of their rows and columns. Thus, during this selection phase, we excluded these publications from our set. Using this matrix, we detected a group of 94 articles that did not share references. By removing articles that did not share any references with another article, we arrived at the final set of 187 publications. In the next steps, for both co-citation and bibliographic coupling analyses, the respective citation matrixes were converted into a matrix of Pearson's correlation coefficients (with citation frequencies turned into correlation coefficients), representing a better measure of similarity between the two articles because they make it possible to standardise data and provide a better basis for statistical analysis. The correlation coefficients were then used to perform multivariate data analysis, specifically factor analysis.

Tables 3 and 4 show the set of factors obtained from the factor analysis for co-citation analysis and bibliographic coupling analysis, respectively. The total explained variance was used to decide the number of extracted factors to be considered. In co-citation analysis, 10 factors explained 73% of the total variance (Table 3) and in bibliographic coupling analysis, 10 factors explained 72% of the total variance (Table 4). In both cases, 10 factors were considered.

Following the methodological indications of the literature, a strict procedure is applied to factor loadings to link articles to the specific factor. More specifically, articles with all factor loadings less than 0.4 in absolute value, that is, articles that did not load on any factor, were excluded. Articles with only one factor loading above 0.4 in absolute

TABLE 4 Factors extracted through the principal component analysis in bibliographic coupling analysis.

Factor	Value	Percent	Cum
1	6623.269	35.4	35.4
2	1784.087	9.5	45.0
3	1190.610	6.4	51.3
4	777.835	4.2	55.5
5	654.629	3.5	59.0
6	618.156	3.3	62.3
7	586.360	3.1	65.4
8	460.519	2.5	67.9
9	396.627	2.1	70.0
10	369.129	2.0	72.0

value were linked to the corresponding factor. Finally, for articles that load on more than one factor, the largest loading among the factors was chosen. Following this procedure, the articles for each factor are shown in Table 5 for co-citation analysis and Table 6 for bibliographic coupling analysis. The total number of articles for co-citation analysis is 84, and for bibliographic coupling is 142.

2.2 | Understand themes

Articles in the factors for both co-citation and bibliographic coupling analyses were examined systematically, mapping for each: purpose and/or research question, gap, methodology and method, results, contributions, and future research. After this analysis, keywords were assigned to each article to summarise its content and results. The keywords were further examined to determine the theme within each factor (a summary of this examination for both co-citation and bibliographic coupling is in Appendix S1).

As can be seen from Tables 5 and 6, some articles are present in both the co-citation analysis factors and the bibliographic coupling analysis factors and, thus, in different themes. It is important to note that in defining the theme, the group was considered and not the single article. As a result of this process, each factor of co-citation and bibliographic coupling analyses was assigned a title summarising the factor theme. Throughout the theme's identification process, multiple meanings arose regarding how the articles in our dataset addressed stakeholder involvement and sustainability in BMfS. Consequently, the ultimate essence and purpose of stakeholder involvement and sustainability were outlined for each article. Additionally, a discrepancy in language was observed regarding stakeholder involvement. Some articles used the concept of 'stakeholder involvement' to describe how organisations generate value for stakeholders, although this did not necessarily mean that the stakeholders were actually involved. For this reason, for each article not only we summarised the involvement stage, but also mapped the stakeholder's role. This was done by differentiating between contributors (i.e., stakeholders who are actively involved and contribute to the company's activities and sustainable value) and receivers (i.e., stakeholders who benefit from the organisation's actions and sustainable value created but are not directly involved).

After completing the investigation, literature out of our dataset was reviewed to find the most suitable definitions and names that accurately encapsulated the concepts of stakeholder involvement stages and sustainability types. For each stakeholder involvement stage detected, our literature dataset was further investigated to operationalise the concepts and understand how and which stakeholders were most involved in this process. All the information extracted (theme, stakeholder involvement stage, stakeholder role, and type of sustainability) was used to provide a detailed description of the themes identified in each factor and related to stakeholder involvement in BMfS, the topic of this study (see Appendix S2).

2.3 | Group similar themes and underline the difference

To address the second research question, that is, highlight the evolution of the literature, we started from the results obtained, and it was necessary to group similar themes and highlight the differences within them. To find similar themes, the factors themes in the co-citation and bibliographic coupling analyses were assigned a coding. This step produced a structure of coded titles that were further analysed, compared and aggregated into first-order, second-order and third-order themes. These themes were then further grouped into aggregate themes based on conceptual similarities. Table 9 summarises these processes. Ultimately, future research directions were determined for some first-order themes. The choice was dictated by the greater availability of information in the factor articles. Accordingly, we relied on the future research discussed in every article in the factors and from themes evolution.

3 | PAST AND RECENT THEMES IN STAKEHOLDER INVOLVEMENT IN BMfS

Past themes identified for the co-citation factors are: Innovation of BMfS (F1cit), Stakeholder relationships related to BMfS (F2cit), Business Model for Sustainable Development (F3cit), Strategies for social value in BMfS (F4cit), BMfS impacts (F5cit), BMfS communication through integrating reporting (F6cit), E-health BMfS (F7cit), For-profit social enterprises capabilities in BMfS (F8cit), Business model for shared value in public sector (F9cit), BMfS systemic integration (F10cit).

Recent themes identified for the bibliographic coupling factors are: Transition to sustainability and circularity (F1coup), Sustainability implementation and communication (F2coup), Corporate social innovation strategies (F3coup), Challenges to implement BMfS in different contexts and industries (F4coup), Opportunities given by sustainability adoption (F5coup), Sustainability accounting and reputation for financial performance (F6coup), Fostering and spreading sustainability

TABLE 5 Articles for each factor in co-citation analysis.

Cod.	Authors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10
A122	Preghenella and Battistella (2021)	0.852	-	-	-	-	-	-	-	-	-
A207	Lardo et al. (2020)	0.901	-	-	-	-	-	-	-	-	-
A233	Pucci et al. (2020)	0.864	-	-	-	-	-	-	-	-	-
A235	Giacomarra et al., 2019	0.898	-	-	-	-	-	-	-	-	-
A241	Schneider and Clauß (2020)	0.899	-	-	-	-	-	-	-	-	-
A247	Comin et al. (2020)	0.901	-	-	-	-	-	-	-	-	-
A261	Silvestre and Fonseca (2020)	0.903	-	-	-	-	-	-	-	-	-
A263	Sadovska et al. (2020)	0.901	-	-	-	-	-	-	-	-	-
A264	Matzembacher et al. (2020)	0.904	-	-	-	-	-	-	-	-	-
A270	Reinhardt et al. (2020)	0.901	-	-	-	-	-	-	-	-	-
A271	Fiore et al. (2020)	0.901	-	-	-	-	-	-	-	-	-
A285	Collins and Saliba (2020)	0.897	-	-	-	-	-	-	-	-	-
A288	Velter et al. (2020)	0.745	-	-	-	-	-	-	-	-	-
A363	Sousa-Zomer and Cauchick-Miguel (2019)	0.866	-	-	-	-	-	-	-	-	-
A380	Bocken et al. (2019)	0.863	-	-	-	-	-	-	-	-	-
A384	Collins and Saliba (2019)	0.897	-	-	-	-	-	-	-	-	-
A414	Díaz-Correa and López-Navarro (2018)	0.901	-	-	-	-	-	-	-	-	-
A433	Olofsson et al. (2018)	0.608	-	-	-	-	-	-	-	-	-
A443	Breuer et al. (2018)	0.836	-	-	-	-	-	-	-	-	-
A449	Morioka et al. (2017)	0.758	-	-	-	-	-	-	-	-	-
A463	Yang et al. (2017)	0.901	-	-	-	-	-	-	-	-	-
A465	Baldassarre et al. (2017)	0.752	-	-	-	-	-	-	-	-	-
A467	Stubbs (2017)	0.586	-	-	-	-	-	-	-	-	-
A546	Vidal et al. (2015)	0.901	-	-	-	-	-	-	-	-	-
A551	Bocken et al. (2015)	0.770	-	-	-	-	-	-	-	-	-
A578	Wagner and Svensson (2014)	0.853	-	-	-	-	-	-	-	-	-
A614	Matos and Silvestre (2013)	0.795	-	-	-	-	-	-	-	-	-
A652	Murphy and Arenas (2010)	0.893	-	-	-	-	-	-	-	-	-
A686	Maessen et al. (2007)	0.901	-	-	-	-	-	-	-	-	-
A74	Norris et al. (2021)	-	0.829	-	-	-	-	-	-	-	-
A195	Fobbe and Hilletofth (2021b)	-	0.809	-	-	-	-	-	-	-	-
A229	Bolis et al. (2020)	-	0.634	-	-	-	-	-	-	-	-
A243	Freudenreich et al. (2020)	-	0.733	-	-	-	-	-	-	-	-
A253	Keskin et al. (2020)	-	0.588	-	-	-	-	-	-	-	-
A322	Voinea et al. (2019)	-	0.571	-	-	-	-	-	-	-	-
A353	Karlsson et al. (2019)	-	0.623	-	-	-	-	-	-	-	-
A373	Clarke and MacDonald (2019)	-	0.824	-	-	-	-	-	-	-	-
A376	Zucchella and Previtali (2019)	-	0.856	-	-	-	-	-	-	-	-
A413	Bocken et al. (2018)	-	0.759	-	-	-	-	-	-	-	-
A424	Best et al. (2022)	-	0.620	-	-	-	-	-	-	-	-
A496	Witjes and Lozano (2016)	-	0.676	-	-	-	-	-	-	-	-
A530	Ranängen (2015)	-	0.695	-	-	-	-	-	-	-	-
A549	Schneider (2015)	-	0.610	-	-	-	-	-	-	-	-
A564	Hörisch et al. (2014)	-	0.862	-	-	-	-	-	-	-	-
A626	Richter (2012)	-	0.775	-	-	-	-	-	-	-	-
A674	Stubbs and Cocklin (2008)	-	0.695	-	-	-	-	-	-	-	-

(Continues)

TABLE 5 (Continued)

Cod.	Authors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10
A358	Ghosh and Rajan (2019)	-	-	0.630	-	-	-	-	-	-	-
A371	Maizza et al. (2019)	-	-	0.963	-	-	-	-	-	-	-
A596	Peterson (2013)	-	-	0.972	-	-	-	-	-	-	-
A617	Dentoni et al. (2012)	-	-	0.935	-	-	-	-	-	-	-
A656	Ramesh (2010)	-	-	0.972	-	-	-	-	-	-	-
A670	Tencati and Zsolnai (2009)	-	-	0.578	-	-	-	-	-	-	-
A539	Phillips et al. (2015)	-	-	-	0.800	-	-	-	-	-	-
A641	Crilly (2011)	-	-	-	0.752	-	-	-	-	-	-
A650	Bos-Brouwers (2010)	-	-	-	0.262	-	-	-	-	-	-
A679	Zappi (2007)	-	-	-	0.912	-	-	-	-	-	-
A680	Husted and Allen (2007)	-	-	-	0.974	-	-	-	-	-	-
A684	Ansett (2007)	-	-	-	0.912	-	-	-	-	-	-
A698	McGee (1998)	-	-	-	0.912	-	-	-	-	-	-
A273	Michelini et al. (2020)	-	-	-	-	0.684	-	-	-	-	-
A284	Gomez-Trujillo et al. (2020)	-	-	-	-	0.577	-	-	-	-	-
A486	Broman and Robèrt (2017)	-	-	-	-	0.408	-	-	-	-	-
A489	Jonkutė and Staniškis (2016)	-	-	-	-	0.654	-	-	-	-	-
A537	Lueg et al. (2015)	-	-	-	-	0.678	-	-	-	-	-
A588	Laquimia and Eweje (2014)	-	-	-	-	0.577	-	-	-	-	-
A599	Spitzeck et al. (2013)	-	-	-	-	0.530	-	-	-	-	-
A624	Mihalič et al. (2012)	-	-	-	-	0.654	-	-	-	-	-
A417	Dilling and Harris (2018)	-	-	-	-	-	0.953	-	-	-	-
A428	Gianfelici et al. (2018)	-	-	-	-	-	0.958	-	-	-	-
A472	McNally et al. (2017)	-	-	-	-	-	0.932	-	-	-	-
A586	James (2014)	-	-	-	-	-	0.800	-	-	-	-
A329	Christie et al. (2019)	-	-	-	-	-	-	0.965	-	-	-
A635	van Gemert-Pijnen et al. (2011)	-	-	-	-	-	-	0.964	-	-	-
A636	van Limburg et al. (2011)	-	-	-	-	-	-	0.964	-	-	-
A483	Goyal et al. (2017)	-	-	-	-	-	-	-	0.935	-	-
A519	Fonseca et al. (2016)	-	-	-	-	-	-	-	0.859	-	-
A609	Lumpkin et al. (2013)	-	-	-	-	-	-	-	0.689	-	-
A620	Torugsa et al. (2012)	-	-	-	-	-	-	-	0.614	-	-
A244	Anthony Jnr et al. (2020)	-	-	-	-	-	-	-	-	-0.613	-
A287	Rubio-Andrés et al. (2020)	-	-	-	-	-	-	-	-	0.744	-
A567	Spickermann et al. (2014)	-	-	-	-	-	-	-	-	-0.613	-
A682	Welford (2007)	-	-	-	-	-	-	-	-	0.744	-
A342	Lee and Chang (2019)	-	-	-	-	-	-	-	-	-	0.799
A364	Hossain et al. (2019)	-	-	-	-	-	-	-	-	-	0.799

culture (F7coup), Performance increase for BMfS (F8coup), Sharing and shaping knowledge for sustainable development (F9coup), and Initiatives to improve sustainability impacts (F10coup).

The extended description of the factor's themes for co-citation and bibliographic coupling analyses is provided in the Appendix S2. Different sustainability meanings are presented and discussed in Section 5.2.1. Different involvement stages in which stakeholders are contributors can be found in the themes of co-citation and bibliographic coupling analyses. No involvement was found when stakeholders were receivers. These stages will be discussed in Section 5.2.2. Tables 7 and 8 provide a concise overview of past and recent themes, stakeholder involvement stages encountered and sustainability meanings, associated within them (for the descriptions see Appendix S3).

TABLE 6 Articles for each factor in bibliographic coupling analysis.

Cod.	Authors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10
A20	Hoffman et al. (2022)	0.918	-	-	-	-	-	-	-	-	-
A24	Attanasio et al. (2022)	0.681	-	-	-	-	-	-	-	-	-
A56	Koilo (2022)	0.869	-	-	-	-	-	-	-	-	-
A64	Mihailova et al. (2022)	0.823	-	-	-	-	-	-	-	-	-
A69	Fobbe and Hilletofth (2021a)	0.589	-	-	-	-	-	-	-	-	-
A71	Jain et al. (2021)	0.937	-	-	-	-	-	-	-	-	-
A74	Norris et al. (2021)	0.824	-	-	-	-	-	-	-	-	-
A109	Moggi and Dameri (2021)	0.793	-	-	-	-	-	-	-	-	-
A122	Preghenella and Battistella (2021)	0.735	-	-	-	-	-	-	-	-	-
A128	Hernández-Chea et al. (2021)	0.896	-	-	-	-	-	-	-	-	-
A162	Donner et al. (2021)	0.937	-	-	-	-	-	-	-	-	-
A164	Minoja and Romano (2021)	0.937	-	-	-	-	-	-	-	-	-
A188	Acciarini et al. (2022)	0.930	-	-	-	-	-	-	-	-	-
A195	Fobbe and Hilletofth (2021b)	0.823	-	-	-	-	-	-	-	-	-
A218	Galvão et al. (2020)	0.925	-	-	-	-	-	-	-	-	-
A241	Schneider and Clauß (2020)	0.912	-	-	-	-	-	-	-	-	-
A243	Freudenreich et al. (2020)	0.894	-	-	-	-	-	-	-	-	-
A247	Comin et al. (2020)	0.787	-	-	-	-	-	-	-	-	-
A250	Press et al. (2020)	0.889	-	-	-	-	-	-	-	-	-
A264	Matzembacher et al. (2020)	0.644	-	-	-	-	-	-	-	-	-
A271	Fiore et al. (2020)	0.916	-	-	-	-	-	-	-	-	-
A288	Velter et al. (2020)	0.695	-	-	-	-	-	-	-	-	-
A292	Diepenmaat et al. (2020)	0.924	-	-	-	-	-	-	-	-	-
A308	Dalborg and von Friedrichs (2021)	0.905	-	-	-	-	-	-	-	-	-
A340	Tamayo and Vargas (2019)	0.574	-	-	-	-	-	-	-	-	-
A353	Karlsson et al. (2019)	0.937	-	-	-	-	-	-	-	-	-
A359	Lee and Chang (2019)	0.937	-	-	-	-	-	-	-	-	-
A376	Zucchella and Previtali (2019)	0.937	-	-	-	-	-	-	-	-	-
A380	Bocken et al. (2019)	0.832	-	-	-	-	-	-	-	-	-
A413	Bocken et al. (2018)	0.937	-	-	-	-	-	-	-	-	-
A414	Díaz-Correa and López-Navarro (2018)	0.863	-	-	-	-	-	-	-	-	-
A419	Valdez-Juárez et al. (2018)	0.574	-	-	-	-	-	-	-	-	-
A433	Olofsson et al. (2018)	0.911	-	-	-	-	-	-	-	-	-
A443	Breuer et al. (2018)	0.937	-	-	-	-	-	-	-	-	-
A449	Morioka et al. (2017)	0.924	-	-	-	-	-	-	-	-	-
A465	Baldassarre et al. (2017)	0.905	-	-	-	-	-	-	-	-	-
A467	Stubbs (2017)	0.937	-	-	-	-	-	-	-	-	-
A472	McNally et al. (2017)	0.937	-	-	-	-	-	-	-	-	-
A474	Monastyrnaya et al. (2017)	0.937	-	-	-	-	-	-	-	-	-
A482	Lozano et al. (2017)	0.950	-	-	-	-	-	-	-	-	-
A484	Bocken (2017)	0.937	-	-	-	-	-	-	-	-	-
A486	Broman and Robèrt (2017)	0.937	-	-	-	-	-	-	-	-	-
A490	Dahlmann and Veal (2016)	0.937	-	-	-	-	-	-	-	-	-
A496	Witjes and Lozano (2016)	0.937	-	-	-	-	-	-	-	-	-
A507	Khalid et al. (2016)	0.937	-	-	-	-	-	-	-	-	-
A524	Jabłoński and Jabłoński (2016)	0.937	-	-	-	-	-	-	-	-	-

(Continues)

TABLE 6 (Continued)

Cod.	Authors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10
A551	Bocken et al. (2015)	0.930	-	-	-	-	-	-	-	-	-
A559	Herrador et al. (2015)	0.937	-	-	-	-	-	-	-	-	-
A575	Antikainen and Valkokari (2016)	0.937	-	-	-	-	-	-	-	-	-
A614	Matos and Silvestre (2013)	0.937	-	-	-	-	-	-	-	-	-
A674	Stubbs and Cocklin (2008)	0.937	-	-	-	-	-	-	-	-	-
A15	Fonseca et al. (2022)	-	0.763	-	-	-	-	-	-	-	-
A54	Sanchez-Planelles et al. (2022)	-	0.516	-	-	-	-	-	-	-	-
A61	Luthra et al. (2022)	-	0.725	-	-	-	-	-	-	-	-
A98	de Abreu et al. (2020)	-	0.791	-	-	-	-	-	-	-	-
A155	Cortese et al. (2020)	-	0.719	-	-	-	-	-	-	-	-
A200	Martín et al. (2020)	-	0.659	-	-	-	-	-	-	-	-
A210	Fritz and Lara-Rodríguez (2022)	-	0.706	-	-	-	-	-	-	-	-
A221	Salvioni and Almici (2020)	-	0.820	-	-	-	-	-	-	-	-
A232	Watson et al. (2020)	-	0.725	-	-	-	-	-	-	-	-
A235	Giacomarra et al. (2019)	-	0.757	-	-	-	-	-	-	-	-
A285	Collins and Saliba (2020)	-	0.791	-	-	-	-	-	-	-	-
A363	Sousa-Zomer and Cauchick-Miguel (2019)	-	0.722	-	-	-	-	-	-	-	-
A409	Tate and Bals (2018)	-	0.706	-	-	-	-	-	-	-	-
A491	Rodríguez et al. (2016)	-	0.725	-	-	-	-	-	-	-	-
A546	Vidal et al. (2015)	-	0.706	-	-	-	-	-	-	-	-
A7	Camilleri (2022)	-	-	0.962	-	-	-	-	-	-	-
A230	Khojastehpour and Shams (2020)	-	-	0.962	-	-	-	-	-	-	-
A337	Ahen (2019)	-	-	0.962	-	-	-	-	-	-	-
A352	Alonso-Martínez et al. (2019)	-	-	0.959	-	-	-	-	-	-	-
A387	Görög (2019)	-	-	0.962	-	-	-	-	-	-	-
A404	Roszkowska-Menkes (2018)	-	-	0.962	-	-	-	-	-	-	-
A461	Camilleri (2017)	-	-	0.962	-	-	-	-	-	-	-
A495	Yin and Jamali (2016)	-	-	0.955	-	-	-	-	-	-	-
A509	Bonfanti et al. (2016)	-	-	0.606	-	-	-	-	-	-	-
A514	Darus et al. (2016)	-	-	0.962	-	-	-	-	-	-	-
A518	López-Fernández and Rajagopal. (2016)	-	-	0.962	-	-	-	-	-	-	-
A564	Hörisch et al. (2014)	-	-	0.962	-	-	-	-	-	-	-
A565	Liu and Ko (2014)	-	-	0.962	-	-	-	-	-	-	-
A641	Crilly (2011)	-	-	0.962	-	-	-	-	-	-	-
A659	Decker (2010)	-	-	0.962	-	-	-	-	-	-	-
A5	Chirumalla et al. (2022)	-	-	-	0.867	-	-	-	-	-	-
A6	Shah and Guild (2022)	-	-	-	0.636	-	-	-	-	-	-
A19	Chawviang and Kiattisin (2022)	-	-	-	0.775	-	-	-	-	-	-
A21	Fritz and Lara-Rodríguez (2022)	-	-	-	0.432	-	-	-	-	-	-
A23	Best et al. (2022)	-	-	-	0.717	-	-	-	-	-	-
A34	Pizzi et al. (2021)	-	-	-	0.888	-	-	-	-	-	-
A43	Pedersen et al. (2023)	-	-	-	0.891	-	-	-	-	-	-
A45	Dominko et al. (2023)	-	-	-	0.899	-	-	-	-	-	-
A49	Maresova et al. (2022)	-	-	-	0.777	-	-	-	-	-	-
A58	Tapaninaho and Heikkinen (2022)	-	-	-	0.683	-	-	-	-	-	-
A77	Giovanelli et al. (2021)	-	-	-	0.777	-	-	-	-	-	-

TABLE 6 (Continued)

Cod.	Authors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10
A85	De Martino (2021)	-	-	-	0.707	-	-	-	-	-	-
A90	Basile et al. (2021)	-	-	-	0.899	-	-	-	-	-	-
A124	Coenegrachts et al. (2021)	-	-	-	0.777	-	-	-	-	-	-
A145	Goni et al. (2021)	-	-	-	0.725	-	-	-	-	-	-
A146	Rok and Kulik (2020)	-	-	-	0.799	-	-	-	-	-	-
A166	Son-Turan (2020)	-	-	-	0.707	-	-	-	-	-	-
A168	Bolis et al. (2021)	-	-	-	0.558	-	-	-	-	-	-
A208	Biloslavo et al. (2020)	-	-	-	0.918	-	-	-	-	-	-
A214	Diers-Lawson et al. (2020)	-	-	-	0.775	-	-	-	-	-	-
A239	Asikin et al. (2020)	-	-	-	0.775	-	-	-	-	-	-
A253	Keskin et al. (2020)	-	-	-	0.901	-	-	-	-	-	-
A270	Reinhardt et al. (2020)	-	-	-	0.744	-	-	-	-	-	-
A95	Gomez-Valencia et al. (2021)	-	-	-	-	0.559	-	-	-	-	-
A102	Vrabcova and Urbancova (2021)	-	-	-	-	0.583	-	-	-	-	-
A150	Palacio et al. (2021)	-	-	-	-	0.853	-	-	-	-	-
A201	Orefice and Nyarko (2021)	-	-	-	-	0.799	-	-	-	-	-
A256	Hidden and Tresman Marks (2020)	-	-	-	-	0.831	-	-	-	-	-
A489	Jonkutė and Staniškis (2016)	-	-	-	-	0.799	-	-	-	-	-
A501	Alegre and Berbegal-Mirabent (2016)	-	-	-	-	0.853	-	-	-	-	-
A190	Wardhani and Rahadian (2021)	-	-	-	-	-	0.955	-	-	-	-
A284	Gomez-Trujillo et al. (2020)	-	-	-	-	-	0.955	-	-	-	-
A345	Pajuelo Moreno and Duarte-Atoche (2019)	-	-	-	-	-	0.955	-	-	-	-
A410	Zubeltzu-Jaka et al. (2018)	-	-	-	-	-	0.955	-	-	-	-
A563	Ibe et al. (2015)	-	-	-	-	-	0.955	-	-	-	-
A629	Pätäri et al. (2012)	-	-	-	-	-	0.955	-	-	-	-
A667	Aras and Crowther (2009)	-	-	-	-	-	0.955	-	-	-	-
A142	Marjamaa et al. (2021)	-	-	-	-	-	-	0.899	-	-	-
A233	Pucci et al. (2020)	-	-	-	-	-	-	0.838	-	-	-
A257	Niski et al. (2020)	-	-	-	-	-	-	0.751	-	-	-
A261	Silvestre and Fonseca (2020)	-	-	-	-	-	-	0.899	-	-	-
A298	Millar and Searcy (2019)	-	-	-	-	-	-	0.899	-	-	-
A374	Benites-Lazaro and Mello-Théry (2019)	-	-	-	-	-	-	0.899	-	-	-
A384	Collins and Saliba (2019)	-	-	-	-	-	-	0.899	-	-	-
A8	Vrontis et al. (2022)	-	-	-	-	-	-	-	0.965	-	-
A68	Reyes-Rodríguez and Ulhøi (2022)	-	-	-	-	-	-	-	0.965	-	-
A236	Bressan and Pedrini (2020)	-	-	-	-	-	-	-	0.965	-	-
A361	Juntunen et al. (2019)	-	-	-	-	-	-	-	0.952	-	-
A527	Bocken (2015)	-	-	-	-	-	-	-	0.965	-	-
A103	Lehoux et al. (2021)	-	-	-	-	-	-	-	-	0.499	-
A229	Bolis et al. (2020)	-	-	-	-	-	-	-	-	0.469	-
A263	Sadovska et al. (2020)	-	-	-	-	-	-	-	-	0.912	-
A358	Ghosh and Rajan (2019)	-	-	-	-	-	-	-	-	0.486	-
A371	Maizza et al. (2019)	-	-	-	-	-	-	-	-	0.836	-
A448	Zondag et al. (2017)	-	-	-	-	-	-	-	-	0.863	-
A558	Demartini et al. (2015)	-	-	-	-	-	-	-	-	0.623	-
A612	Veldhuizen et al. (2013)	-	-	-	-	-	-	-	-	0.863	-

(Continues)

TABLE 6 (Continued)

Cod.	Authors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10
A510	Appelbaum et al. (2016a)	-	-	-	-	-	-	-	-	-	0.897
A512	Appelbaum et al. (2016b)	-	-	-	-	-	-	-	-	-	0.897
A513	Appelbaum et al. (2016c)	-	-	-	-	-	-	-	-	-	0.897
A537	Lueg et al. (2015)	-	-	-	-	-	-	-	-	-	0.897

TABLE 7 Summary of past themes—identified through co-citation analysis.

Cod.	Factors themes	# Articles	Stakeholder role	Stakeholder involvement stages	Sustainability meanings
F1cit	Innovation of BMfS	29	Contributors	Stakeholder engagement	Company sustainability
F2cit	Stakeholder relationship related to BMfS	17	Contributors	Stakeholder management	Company Sustainability Sustainable development Social value
F3cit	Business model for Sustainable Development	6	Contributors	Stakeholder engagement	Sustainable Development
F4cit	Strategies for social value in BMfS	7	Receivers	No involvement	Social value
F5cit	BMfS impacts	8	Receivers	No involvement	Company sustainability Sustainable Development
F6cit	BMfS communication through integrated reporting	4	Receivers	No involvement	Social value
F7cit	E-health BMfS	3	Receivers	No involvement	Sustainable Development
F8cit	For-profit social enterprises capabilities in BMfS	4	Contributors	Stakeholder engagement	Social value Sustainable Development
F9cit	Business model for shared value in public sector	4	Receivers	No involvement	Sustainable Development
F10cit	BMfS systemic integration	2	Contributors	Stakeholder engagement	Sustainable Development

4 | THEMES EVOLUTION IN STAKEHOLDER INVOLVEMENT IN BMfS TOPIC: A MAP OF FINDINGS

To highlight the differences in themes and between past and recent research, the following aggregate themes and third-order themes were found (Table 9): *Antecedents of stakeholder involvement in BMfS*: context level, stakeholder level, inter-organisational level; *Dimensions of stakeholder involvement in BMfS*: Purpose of stakeholder involvement in BMfS, BMfS architecture for stakeholder involvement, Stakeholder involvement in BMfS; *Outcomes of stakeholder involvement in BMfS*: innovation, performance, and impacts. Table 9 also shows the complete coding and aggregation process.

Tables 10 and 11 provide an explanation of the themes (past and recent) and their evolution over time. These tables also summarise the concepts of stakeholder involvement stages and sustainability meanings identified. These concepts appear in both past and present research, but do not change their definition and interpretation during time. Themes and concepts description start from Section 5.

5 | CONCEPTUAL FRAMEWORK: SUSTAINABILITY STRATEGY MAP FOR STAKEHOLDER INVOLVEMENT

From the synthesis of the evolution of the literature, the conceptual framework in Figure 3 was derived. It proposes a model based on antecedents, dimensions and outcomes, called *Sustainability Strategy map for Stakeholder involvement* in the BMfS. In fact, the map provides a guide to companies that allows the identification of three fundamental elements for achieving sustainability. The elements are:

1. the mapping of the as-is state of the internal and external preconditions of the organisation (antecedents),

TABLE 8 Summary of recent themes—identified through bibliographic coupling analysis.

Cod.	Factors themes	# Articles	Stakeholder role	Stakeholder involvement stages	Sustainability meanings
F1coup	Transition to sustainability and circularity	51	Contributors Receivers	Stakeholder management/ engagement/integration No involvement	Company sustainability
F2coup	Sustainability implementation and communication	15	Contributors Receivers	Stakeholder management/ engagement/integration No involvement	Company sustainability
F3coup	Corporate social innovation strategies	15	Receivers	No involvement	Social value Company sustainability
F4coup	Challenges to implement BMfS in different contexts and industries	23	Receivers	No involvement	Company sustainability
F5coup	Opportunities given by sustainability adoption	7	Contributors Receivers	Stakeholder engagement No involvement	Company sustainability Social value
F6cop	Sustainability accounting and reputation for financial performance	7	Receivers	No involvement	Company sustainability Social value
F7coup	Fostering and spreading sustainability culture	7	Contributors Receivers	Stakeholder engagement No involvement	Company sustainability
F8coup	Performance increase for BMfS	5	Contributors Receivers	Stakeholder integration No involvement	Company sustainability
F9coup	Sharing and shaping knowledge for sustainable development	8	Receivers	No involvement	Sustainable development
F10coup	Initiatives to improve sustainability impacts	4	Receivers	No involvement	Company sustainability

2. the strategic and organisational restructuring through the definition of the purpose and involvement of stakeholders in the BMfS (dimensions),
3. the sustainability results that can be achieved (outcomes) by working on the dimensions.

5.1 | Antecedents of stakeholder involvement in BMfS

Context, stakeholder, and internal organisational level are antecedents of organisational sustainability. Antecedents are pre-existing conditions or events that can influence the decision to implement sustainability in different organisations, such as for-profit, non-profit, non-governmental, and public. Policies, rules governing markets, social problems, and urgent challenges from traditionally polluting industries characterise the context level (*context level*; F3coup, F4coup, and F5coup).

Policies create the regulatory environment that can support change towards sustainability, for example, by influencing how resources are managed and suggesting goals to be achieved. Competition between organisations also influences the decision to adopt sustainability, as it triggers a mechanism of imitation between organisations. In addition, social problems create pressure on organisations to act more responsibly. Added to this are the urgent challenges from traditionally polluting industries with a footprint that must be noticed in the light of growing environmental awareness.

Stakeholders also play an important role (*stakeholder level*; F5coup). Therefore, external stakeholders may change their demands about products, services, or new sustainability-related needs, forcing organisations to adapt. Within the organisation, additional factors such as culture and consequent management (*internal organisation level*; F5coup) enable the pursuit of sustainability. For example, a corporate culture may already be devoted to sustainability but not formalised through clear policies. CEOs and managers may see sustainability as an opportunity and push for this change.

5.2 | Dimensions of stakeholder involvement in BMfS

Organisations can act on three dimensions for sustainability, namely purpose, BMfS, and stakeholder, which will be described in the following paragraphs.

5.2.1 | Purpose of stakeholder involvement in BMfS

Organisations must first identify its long-term purpose to achieve through stakeholder involvement in BMfS by answering the questions 'why and for who?'

The 'why' identifies the *sustainability meanings* to be pursued, that is, *social value* (F2cit, F4cit, F6cit, F8cit, F3coup, and F6cit), *sustainable development* (F2cit, F3cit, F5cit, F7cit, F8cit, F9cit, F10cit, and

TABLE 9 Summary of coding and aggregation process.

Aggregate theme	Third-order themes	Second-order themes	First-order themes/concepts	Factor
Antecedents of stakeholder involvement in BMfS	Context level	Context level	Changes forced by policies and rules governing markets	F4coup, F5coup
			Changes forced by social problems	F3coup
			Changes forced by urgent challenges from traditionally polluting industries	F4coup
	Stakeholder level	Stakeholder level	Changes forced by stakeholders	F5coup
	Internal organisational level	Internal organisational level	Changes forced by pre-existing organisational factors	F5coup
Dimensions of stakeholder involvement in BMfS	Purpose of stakeholder involvement in BMfS	Sustainability meanings	Social Value	F2cit, F4cit, F6cit, F8cit, F3coup, F6coup
			Sustainable Development	F2cit, F3cit, F5cit, F7cit, F8cit, F9cit, F10cit, F9coup
			Company sustainability	F1cit, F2cit, F5cit, F1coup, F2coup, F3coup, F4coup, F5coup, F6coup, F7coup, F8coup, F10coup
		Value for organisation/value for stakeholders	Value for organisation	F1cit, F2cit, F8cit, F1coup, F3coup, F6coup, F7coup, F8coup
			Value for stakeholder	F2cit, F8cit, F3coup, F7coup
	BMfS architecture for stakeholder involvement	Strategy and culture	Opportunities (external strategy)	F5coup
			Business orientation (internal strategy)	F3cit, F4cit, F9cit, F10cit, F3coup
			Sustainability culture	F7coup
		Organisation and processes	Relationships	F2cit
			Capabilities	F8cit
			Technologies	F7cit
			Implementation	F2coup, F4coup
			Communication	F6cit, F2coup, F9coup
	Stakeholder involvement in BMfS	Stakeholder involvement in BMfS	No involvement	F4cit, F5cit, F6cit, F7cit, F9cit, F1coup, F2coup, F3coup, F4coup, F5coup, F6coup, F7coup, F9coup, F10coup
			Stakeholder management	F2cit, F1coup, F2coup
			Stakeholder engagement	F1cit, F3cit, F8cit, F10cit, F1coup, F2coup, F5coup, F7coup
			Stakeholder integration	F1coup, F2coup, F8coup
Outcomes of stakeholder involvement in BMfS	Innovation	Innovation	Innovation	F1cit, F1coup
	Performance	Performance	Performance	F6coup, F8coup
	Impacts	Impacts	Impacts	F5cit, F10coup

F9coup) and *company sustainability* (F1cit, F2cit, F5cit, F1coup, F2coup, F3coup, F4coup, F5coup, F6coup, F7coup, F8coup, and F10coup).

Sustainable development and social value both concern society as a stakeholder. The distinction between sustainable development and social value is as follows: the first concerns the needs of society, while the second is the pursuit of equality for the different members of society. Company sustainability, on the other hand, concerns the organisation and its activities, which are rethought and transformed to ensure the achievement of economic, social and environmental value. Accordingly, the following definitions were considered:

- *Sustainable development* is 'development that meets the needs of the present without compromising the ability of future generations to meet their needs' (WCED, 1987; p. 15), and it is related to the generation of the benefit for society.

TABLE 10 Explanation of past, recent themes and their evolution and summary of the concepts identified.

Aggregate themes	Themes	Themes time	Themes explanation (past or recent themes)	Themes evolution (from past to recent themes)
Antecedents of stakeholder involvement in BMfS	Context level	Recent	The theme focuses on policies, rules governing markets, social problems, and urgent challenges from traditionally polluting industries.	-
	Stakeholder level	Recent	The theme focuses on external stakeholders that change their demands about products, services, or new sustainability-related needs, forcing organisations to adapt.	-
	Internal organisational level	Recent	The theme focuses on culture and consequent management enable the pursuit of sustainability.	-
Dimensions of stakeholder involvement in BMfS	Purpose of stakeholder involvement in BMfS	See details in Table 11.		
	BMfS architecture for stakeholder involvement			
	Stakeholder involvement in BMfS			
Outcomes of stakeholder involvement in BMfS	Innovation	Past and Recent	The theme focuses on how to innovate the BM towards sustainability and circularity.	Innovation have shifted from being a theoretical theme focused primarily on value components, to a more practical one focusing on designing, selecting and deploying practical ways to improve the elements that already exist.
	Performance	Recent	The theme deals with organisations and focuses not only on improving sustainability performance, but also on how to generate financial improvement for the company by considering sustainability a driver.	-
	Impacts	Past and Recent	The theme refers to impacts, that is, a change in the interconnections or purposes of a system (in which stakeholders are immersed) to which BMfS activities contribute directly or indirectly, without considering whether a stakeholder recognises or appreciates this change and considers it appropriate.	Impacts have shifted from a theoretical understanding of impacts in terms of stakeholder benefits to an attempt to improve these impacts.

- *Social value* is the value that allows all members of society to have equal access to resources and opportunities (Bansal, 2005).
- *Company sustainability* is the Triple Bottom Line and it is defined as the pursuit of economic prosperity, environmental quality and social equity (Elkington, 1997) in reference to business.

Sustainability meanings can be combined and then integrated and balanced with the organisation's short-term objectives, which represent why it exists and may concern aspects relating to the nature of the organisation (such as profit in for-profit organisations through market exploitation). In order to balance and integrate these sustainability meanings and short-term organisation's objectives (which may be at odds with each other), organisation must define to whom they are directed to define targeted actions.

The 'for who' identifies to whom the efforts to pursue BMfS should be directed. Indeed, organisations might decide to create value for itself (*value for organisation*; F2cit, F8cit, and F3coup) or to focus its efforts toward stakeholders (*value for stakeholder*; F2cit, F8cit, F3coup, and F7coup). *Value for organisation* means innovations in product, process, and organisational structure (F1cit, F1coup) and improvements in sustainability and economic performance of the organisation (F6coup, F8 coup). *Value for stakeholders* means creating positive impact for stakeholders (F5cit, F10coup).

Thus, to identify the purpose of stakeholder involvement in BMfS, it is necessary to define two aspects: (1) one or more sustainability meanings to be pursued and (2) to whom value creation efforts through BMfS should be directed.

TABLE 11 Explanation of past, recent themes/concepts and their evolution of 'Dimensions of stakeholder involvement in BMfS'.

Aggregate themes	Third-order themes	Second-order themes	First-order themes/ concepts	Themes/ concepts time	Themes explanation (past or recent themes)/concepts	Themes evolution (from past to recent themes)
Dimensions of stakeholder involvement in BMfS	Purpose of stakeholder involvement in BMfS	Sustainability meanings	Social Value	Past and Recent	Sustainable development is 'development that meets the needs of the present without compromising the ability of future generations to meet their needs' (WCED, 1987; p. 15), and it is related to the generation of the benefit for society.	The theme does not change its definition, but is found in past and present research.
			Sustainable Development		Social value is the value that allows all members of society to have equal access to resources and opportunities (Bansal, 2005).	The theme does not change its definition, but is found in past and present research.
			Company sustainability		Company sustainability is the Triple Bottom Line and it is defined as the pursuit of economic prosperity, environmental quality and social equity (Elkington, 1997) in reference to business.	The theme does not change its definition, but is found in past and present research.
		Value for organisation/ value for stakeholders	Value for organisation	Past and Recent	The theme focuses on the choice of organisations to create value for themselves through innovations in product, process, and organisational structure.	The theme does not change its interpretation, but is found in past and present research.
			Value for stakeholders	Past and Recent	The theme focuses on the choice of organisations to create value for stakeholder creating a positive impact for them.	The theme does not change its interpretation, but is found in past and present research.
	BMfS architecture for stakeholder involvement	Strategy and culture	Opportunities (external strategy)	Recent	The theme focuses on the search for opportunities for improvement towards sustainability. The search for opportunities is driven by strategic internal factors (e.g., physical assets, management, culture, etc.) and strategic external factors (e.g., changes in stakeholder demand and needs, rules governing the market and policies, etc.).	-
			Business orientation (internal strategy)	Past and Recent	The theme identifies several strategies that organisations can adopt to orient their business internally.	Strategies for orienting business have shifted from more focused toward to create social value and reach sustainable development, to orientations more focused toward company sustainability, which aims to achieve economic, social and environmental value. Thus, in the first case the purpose of business is more oriented toward generating stakeholder prosperity, while in the second case the purpose is twofold: generate stakeholder prosperity without neglecting business.
				Recent		-

TABLE 11 (Continued)

Aggregate themes	Third-order themes	Second-order themes	First-order themes/ concepts	Themes/ concepts time	Themes explanation (past or recent themes)/concepts	Themes evolution (from past to recent themes)
			Sustainability culture		The theme identifies culture as a new element that must be considered connected to sustainability because it takes on a new educational purpose that is rooted in corporate values.	
		Organisation and processes	Relationships	Past	The theme focuses on relationships as a driver for BM innovation.	-
			Capabilities	Past	The theme identifies the capabilities of for-profit social enterprises, which must ensure the achievement of social and sustainable development purposes through the achievement of economic purposes for the organisation.	-
			Technologies	Past	The theme deals with the adoption of e-health technologies to improve care practices.	-
			Implementation	Recent	The theme refers to sustainability implementation in different processes within the organisation and the challenges of implementation in non-conventional industries.	-
			Communication	Past and Recent	The theme focuses on how to communicate properly sustainability.	Communication have shifted from using integrated reports to disseminating knowledge within organisation to create a 'common understanding'.
	Stakeholder involvement in BMfS	Stakeholder involvement in BMfS	No involvement	Past and Recent	Stakeholder management is the stage of involvement in which organisations build relationships with stakeholders to effectively manage the effects of external changes.	The theme does not change its definition, but is found in past and present research.
			Stakeholder management			
			Stakeholder engagement		Stakeholder engagement is the stage of involvement that can be referred to as a collaborative effort.	The theme does not change its definition, but is found in past and present research.
			Stakeholder integration		Stakeholder integration is the stage of involvement defined as the degree of strategic collaboration among partners to collaboratively manage intra- and inter-organisational processes (Flynn et al., 2010).	The theme does not change its definition, but is found in past and present research.

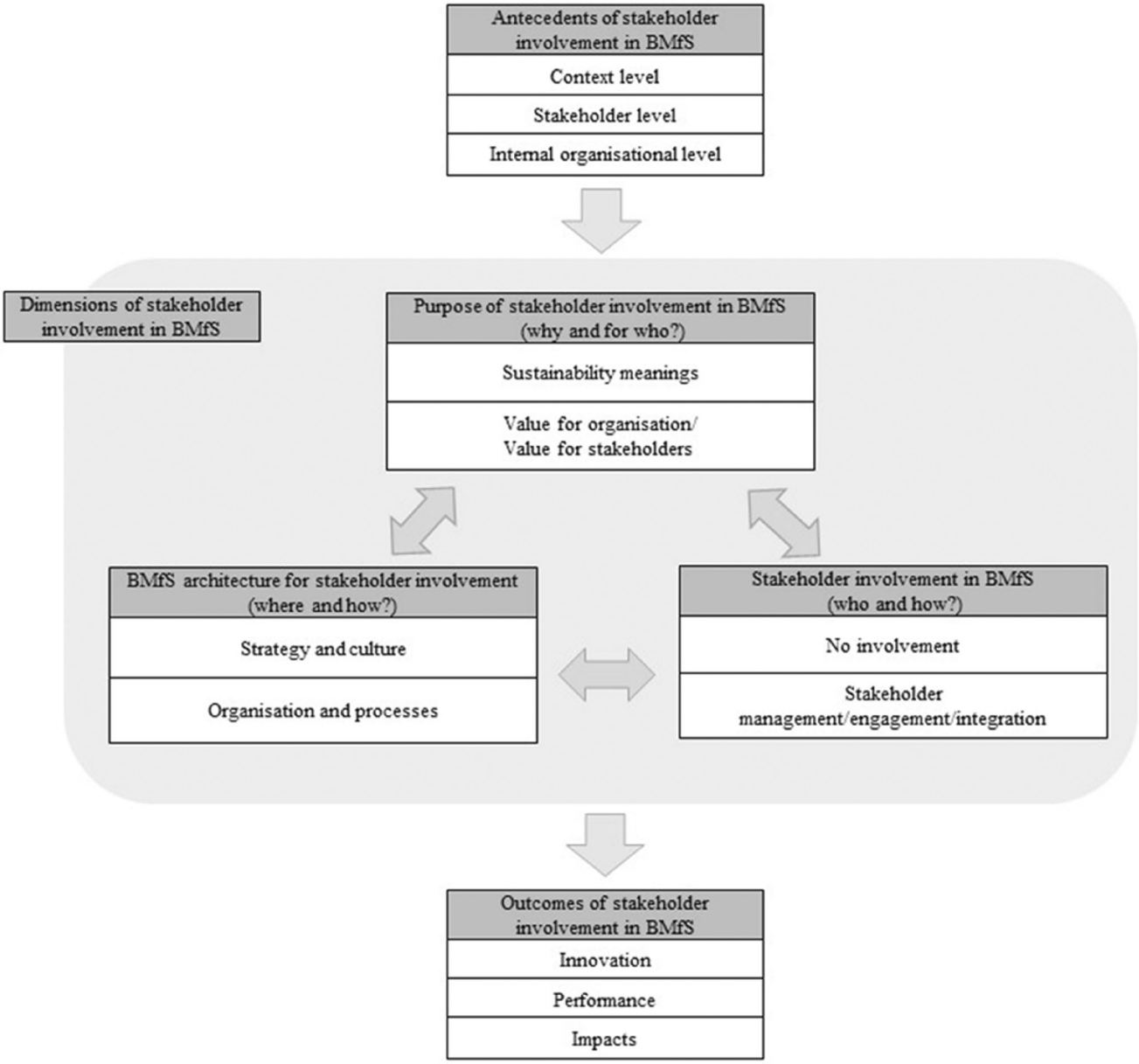

FIGURE 3 Conceptual framework—sustainability strategy map for stakeholder involvement.

5.2.2 | BMfS architecture for stakeholder involvement

Having defined the purpose, organisations can act on the BMfS by answering the 'where and how?' questions. Answering the 'where' defines where (considering either strategy and culture) to act in the business model to achieve the purpose. Indeed, acting on strategy and culture, organisations can identify and explore opportunities for sustainability in production processes, give precise business direction to create value for sustainable development (F3cit), social value (F4cit), in the public sector (F9cit) and through ecosystem creation (F10cit), or to create a strong culture of sustainability through the values of sharing, openness to dialogue, caring for the land, and so forth (F7 coup).

Answering the 'how' defines how (considering *organisation and processes*) to implement sustainability in BM. Indeed, acting on the organisation defines strategies for establishing relationships (F2cit), capabilities needed (F8cit) and technologies (F7cit), while acting on processes identifies ways to implement sustainability (F2coup, F4coup) and how to communicate it properly (F6cit, F2coup, and F9coup).

Strategy and culture

Opportunities (external strategy). Opportunities are a recent theme. In this theme, internal strategic factors (e.g., physical assets, management, culture, etc.) and external strategic factors (e.g., changes in stakeholder demand and needs, rules governing the market and policies, etc.) lead organisations to explore and identify opportunities

(F5coup) for improvement toward sustainability ([A501] Alegre & Berbegal-Mirabent, 2016). Sustainability opportunities include the production process ([A489] Jonkutė & Staniškis, 2016), communication, and the supply chain ([A95] Gomez-Valencia et al., 2021). In the production process, new opportunities can be seized from, for example, product life cycle assessment ([A102] Vrabcova & Urbancova, 2021), in communication through branding, that is, by properly communicating the implementation of voluntary sustainability accounting tools such as reports ([A102] Vrabcova & Urbancova, 2021) and in the supply chain by adopting different approaches such as corporate social responsibility, corporate social entrepreneurship ([A256] Hidden & Tresman Marks, 2020) or reducing financial or resource availability risks among actors ([A95] Gomez-Valencia et al., 2021). Practical tools (such as the Sustainable and RESponsible COMpany) can help companies select the most appropriate opportunities toward sustainability, but also what social and environmental impacts on stakeholders (considered as value receivers) are ([A489] Jonkutė & Staniškis, 2016) generated by resource exchange, dialogue development, transparency, and trust ([A201] Orefice & Nyarko, 2021).

In addition, engaging with stakeholder represents an opportunity for value creation because facilitates decision-making through early identification of risks and opportunities for shared value ([A95] Gomez-Valencia et al., 2021; [A256] Hidden & Tresman Marks, 2020), improves marketing ([A150] Palacio et al., 2021), innovation and market research for social enterprises in the tourism sector ([A501] Alegre & Berbegal-Mirabent, 2016), and better positioning against competitors ([A102] Vrabcova & Urbancova, 2021).

Business orientation (internal strategy). Business orientation is a past theme, but that is still evolving in recent research. This theme identifies several strategies that organisations can adopt to orient their business internally. Indeed, business can be oriented toward sustainable development (F3cit), social value (F4cit) and shared value in the public sector (F9cit). In addition, the integration of sustainability into whole systems (F10cit; e.g., ecosystems) represents another internal strategy that organisations can adopt. In particular, business strategies that are more oriented toward social value through CSR (F4cit; e.g., [A684] Ansett, 2007; [A698] McGee, 1998; [A679] Zappi, 2007) and shared value through socially oriented services such as mobility and smart cities (F9cit; e.g., [A244] Anthony Jnr et al., 2020; [A567] Spickermann et al., 2014) directly generate impact on stakeholders (considered as value receivers), reducing emissions, travel time in moving, and easy access to all available services.

On the other hand, through stakeholder engagement, inclusive business models are created to achieve sustainable development goals (F3cit. e.g., [A617] Dentoni et al., 2012; [A358] Ghosh & Rajan, 2019; [A596] Peterson, 2013) because fundamental human rights are promoted and economic and social progress is fostered, or business models that enable the sharing of knowledge and technologies for the systemic integration of sustainability within society (F10cit; e.g., [A364] Hossain et al., 2019; [A342] Liu & Stephens, 2019), for example, through open innovation and co-creation among triple/quadruple helix actors.

Corporate social innovation strategies (F3coup) emerge as new business directions by which companies create value in technological, environmental and social ways to generate impact on stakeholders (considered as value receivers) while generating sustainable economic benefits (e.g., [A352] Alonso-Martínez et al., 2019). Impact on stakeholders is generated by optimising resources in supply chains, promoting responsible marketing and quality in disclosure.

Thus, comparing past and recent research, the strategies for orienting business have shifted from more focused on creating social value and reaching sustainable development (F3cit, F4cit, F9cit, and F10cit) to orientations more focused toward company sustainability (F3coup), which aims to achieve economic, social and environmental value. Thus, in the first case, the purpose of business is more oriented toward generating stakeholder prosperity, while in the second case, the purpose is twofold: generate stakeholder prosperity without neglecting business.

Sustainability culture. Sustainability culture theme has become relevant in recent research. This theme indicates that culture is a new element that must be considered connected to sustainability (F7coup) because it takes on a new educational purpose that is rooted in corporate values. Indeed, an organisational culture based on the values of sharing, openness to dialogue, care for the surrounding territory, and respect for the environment creates an impact on internal stakeholders (e.g., employees as receivers) who change their behaviours to align with corporate values, and external stakeholders (e.g., society) who will be educated about the culture of sustainability through the dissemination initiatives undertaken by organisations ([A374] Benites-Lazaro & Mello-Théry, 2019; [A384] Collins & Saliba, 2019; [A142] Marjamaa et al., 2021). In addition, sustainability culture is reinforced through stakeholder engagement. In fact, through stakeholder engagement, sustainability culture is not only disseminated but also becomes part of stakeholder behaviours, allowing to bridge the gap between mere knowledge of sustainability principles and sustainability put into practice by concrete actions ([A298] Millar & Searcy, 2019; [A257] Niski et al., 2020; [A233] Pucci et al., 2020; [A261] Silvestre & Fonseca, 2020).

Organisation and processes

Relationships. Relationship theme is found in past research. In the theme, stakeholder relationships (F2cit) are the drivers of business model innovation toward sustainable development. In this theme, stakeholder management is the predominant stakeholder involvement stage.

Different strategies are needed to manage stakeholder relationships in BMfS (e.g., [A373] Clarke & MacDonald, 2019; [A376] Zucchella & Previtali, 2019) depending on the organisational purpose. In fact, different types of relationships are needed depending on the value creation purpose toward sustainability to be achieved, for example, company sustainability, social value, or sustainable development ([A373] Clarke & MacDonald, 2019; [A564] Hörisch et al., 2014;

[A496] Witjes & Lozano, 2016). Stakeholder assessment, stakeholder behaviour analysis, assessment of actual stakeholder strategies, and development of stakeholder-specific strategies are the four steps that define an appropriate strategy for stakeholder relationship management ([A530] Ranängen, 2015).

By defining a strategy, the relationship structure related to the business model is also changed. Indeed, systemic (e.g., [A424] Best et al., 2022; [A243] Freudenreich et al., 2020) or circular business models can be defined (e.g., [A253] Keskin et al., 2020; [A376] Zucchella & Previtali, 2019). In the first case, activities to create value are interdependent and stakeholders act by cooperating, while in the second case, they close the cycle of products and resources by coordinating. In addition, stakeholder relationships are a measure of the sustainability of the BM. Indeed, the more organisations establish relationships with their stakeholders, the more their sustainability and value creation goals are aligned toward a common value (e.g., [A229] Bolis et al., 2020; [A353] Karlsson et al., 2019; [A549] Schneider, 2015; [A674] Stubbs & Cocklin, 2008).

Capabilities. Capabilities theme is found in past research. The capabilities identified relate to for-profit-social enterprises (F8cit), that is, capabilities that must ensure the achievement of social and sustainable development purposes, while at the same time being economically viable through the achievement of economic purposes for the organisation. Among social entrepreneurship capabilities, the capability to create engagement with stakeholders increases the financial performance of the company ([A519] Fonseca et al., 2016; [A620] Torugsa et al., 2012) because helps to develop 'innovativeness, proactivity, risk-taking, competitive aggressiveness, and autonomy' ([A483] Goyal et al., 2017; [A609] Lumpkin et al., 2013) in the business.

Technologies. In past research, technologies as a theme (F7cit) are the tool to spread the BMfS by improving impacts on stakeholders (considered as value receivers). In particular, the adoption and implementation of e-health technologies contribute to improving care practices by considering the complexity of health care and the attitudes of patients and stakeholders ([A635] van Gemert-Pijnen et al., 2011; [A636] van Limburg et al., 2011). Care practices are improved by ensuring flexible interventions in technology and content, or by delivering an integrated intervention through collaboration with healthcare organisations, research institutions, nongovernmental organisations, or private companies ([A329] Christie et al., 2019).

Implementation. Sustainability implementation is a recent theme with practical implications. Indeed, sustainability implementation affects different processes within the organisation (F2coup) and emerges as a challenge in traditionally polluting industries (F4coup).

In the processes, sustainability can be implemented by establishing and managing relationships (through stakeholder management) with attracting stakeholders, which allows external knowledge to be acquired and integrated with internal knowledge ([A235] Giacomarra et al., 2019). Sustainability can be integrated into processes through stakeholder management and, thus, through collaborations aimed at creating a sense of ownership among stakeholders and a lasting relationship that goes beyond the specific project or transaction ([A285] Collins & Saliba, 2020). Particularly in the textile and apparel sector, stakeholder management is aimed at business-to-business participation because innovative solutions are achieved in product manufacturing ([A98] de Abreu et al., 2020).

Collaborations through stakeholder engagement also support alignment in mission, strategy, value proposition logic, social capital structure, and capabilities between companies and NGOs to make supply chains socially sustainable ([A491] Rodríguez et al., 2016). Through stakeholder engagement, collaborations between nonprofit organisations and external partners help implement sustainability to overcome different institutional logics ([A232] Watson et al., 2020), securing value by asserting one's interests (agent control); recombining one's resources and capacities to create value for partners, society, and the environment (resource integration); and navigating differences among institutional logics to increase shared value (value empathy) even in emerging countries ([A210] Fritz & Lara-Rodríguez, 2022; [A363] Sousa-Zomer & Cauchick-Miguel, 2019). In addition, through stakeholder engagement, cross-sector collaborations in circular supply chains optimise resources by fostering communication to improve know-how, having cross-sector leadership, unifying policies and visions, adopting new technologies, and standardising performance assessment ([A61] Luthra et al., 2022).

Stakeholder integration also ensures the implementation of complementary capabilities that can create shared value ([A409] Tate & Bals, 2018), a stronger culture of sustainability and circularity ([A221] Salvioni & Almici, 2020), and take advantage of the opportunities offered by digitalisation ([A200] Martín et al., 2020).

Implementing sustainability focuses on achieving greater sustainability performance and impacts for stakeholders ([A15] Fonseca et al., 2022; [A54] Sanchez-Planelles et al., 2022). Sustainability can also be implemented exploring new sectors such as battery and electric vehicle battery sectors ([A5] Chirumalla et al., 2022; [A270] Reinhardt et al., 2020), livestock production and marketing ([A239] Asikin et al., 2020), smart cooperatives ([A19] Chawviang & Kiattisin, 2022), laundry ([A43] Pedersen et al., 2023), mercury mining ([A21] Fritz & Lara-Rodríguez, 2022), oil and gas platforms ([A90] Basile et al., 2021), ICT ([A6] Shah & Guild, 2022), education (particularly university) ([A77] Giovanelli et al., 2021), and shared mobility ([A124] Coenegrachts et al., 2021). In this context, the aim of sustainability implementation is to have an impact on stakeholders (considered as value receivers) challenging new product development ([A145] Goni et al., 2021; [A253] Keskin et al., 2020), organisational values ([A168] Bolis et al., 2021), information technology in circularity ([A45] Dominko et al., 2023), and stakeholder legitimacy ([A208] Biloslavo et al., 2020).

Communication. Communication theme has been covered in the past but is still evolving in recent research. In past research, the theme of communication is treated as connected to integrated reporting (F6cit). Integrated reporting can be seen as a means to deliver the value generated as impacts to stakeholders (considered as value receivers)

(e.g., [A417] Dilling & Harris, 2018; [A472] McNally et al., 2017). In recent research, integrated sustainability has to be properly communicated (F2coup) to generate impact on stakeholders (even in this case considered as value receivers) by using social channels to present how they have implemented sustainability, explaining their vision, values, approaches, and choices on sustainability and responsibility ([A155] Cortese et al., 2020). Communicating sustainability internally allows both to increase the knowledge of employees who inevitably have an impact on corporate sustainability ([A229] Bolis et al., 2020), and to create a 'common understanding' through knowledge and information sharing impact (F9coup; [A612] Veldhuizen et al., 2013). Thus, communication shifts from using integrated reports (F6cit) to disseminating knowledge (F2coup, F9coup).

5.2.3 | Stakeholder involvement in BMfS

It is also necessary to define stakeholder involvement by answering the questions 'who and how?' The 'who' defines who should be involved, while the 'how' defines the level of involvement through which a specific purpose is to be achieved. In fact, organisations might decide to involve stakeholders by considering that:

1. *Through stakeholder management*, organisations manage stakeholder relationships to position itself in the context of the global sustainability challenge, coordinate resources, and implement sustainability in the organisation's internal processes (F2cit, F1coup, and F2coup).
2. *Through stakeholder engagement*, organisations can collaborate with stakeholders to achieve mutual benefits around the common goal of sustainability, such as optimising resources, improving knowhow through open innovation, co-developing products, or orienting the business (F1cit, F3cit, and F10cit).
3. *Through stakeholder integration*, organisations can strategically collaborate to achieve superior value that cannot be achieved individually, for example, integrating capabilities, strengthening sustainability culture, networking, mitigating risks, and improving ultimate performance (F1coup, F2coup, and F8coup).

Organisations may also decide not to adopt engagement and thus devote all their efforts to positive impact on stakeholders, through social value creation strategies (e.g., CSR) even in areas with few rights, good communication and dissemination of sustainability, and through technologies that improve services (F4cit, F5cit, F6cit, F7cit, F9cit, F3coup, F4coup, F6coup, F9coup, and F10coup).

In the following paragraphs, the stakeholder involvement stages identified will be described. These stages represent the different types of BMfS involvement that organisations may adopt, in one or more components of the value flow (namely value proposition, value creation, value delivery and value capture by Bocken et al., 2015). A detailed description of the link between stakeholder involvement stages and BMfS is presented in the Appendix S2. The stakeholder involvement stages are presented from the lowest degree of involvement, stakeholder management, to the highest degree of stakeholder integration. The intermediate degree is represented by stakeholder engagement.

Stakeholder management

Stakeholder management is the stage of involvement in which organisations build relationships with stakeholders to effectively manage the effects of external changes. Successful stakeholder management primarily depends on optimising the long-term benefits of the organisation, in addition to consider the needs of all the key stakeholders (Jeffery, 2009; Kujala et al., 2022; Nair, 2020; Yang et al., 2011). Specifically, stakeholder management consists of four phases: dialogue, long-term relationship's establishment, co-learning and participation.

- In the dialogue phase, organisations make contact with different stakeholders through targeted actions. For example, meetings are organised to exchange information and open dialogue for employees ([A424] Best et al., 2022; [A530] Ranängen, 2015); update meetings for the status of production processes, reports and communication aimed at generating trust for suppliers and business partners ([A530] Ranängen, 2015); reports and meetings for owners and authorities ([A530] Ranängen, 2015); interviews and reports for the media; marketing improvement actions and environmental sustainability communication for the company and local companies ([A353] Karlsson et al., 2019; [A530] Ranängen, 2015).
- The long-term relationship's establishment phase is aimed at employees and suppliers. For employees, organisations ensure that there is job security, reliable contracts, and well-being through the study of workplace ergonomics ([A229] Bolis et al., 2020; [A243] Freudenreich et al., 2020). For suppliers, governance mechanisms are activated, which can be both formal (e.g., codes of conduct, contracts on commodity prices, quantities, and qualities) and informal (e.g., word agreements) ([A376] Zucchella & Previtali, 2019).
- The co-learning phase addresses employees through conjoined staff training and development workshops and suppliers through knowledge-sharing routines for a two-way learning and joint working process ([A98] de Abreu et al., 2020).
- The last phase of participation is aimed at suppliers. In fact, the participation phase implies investment by the organisation together with suppliers in specific assets (e.g., specialised production processes) and in the sharing of experiences in the production of products or components, or in the utilisation of resources ([A98] de Abreu et al., 2020; [A74] Norris et al., 2021).

Stakeholder engagement

Stakeholder engagement is the stage of involvement that can be referred to as a collaborative effort. It allows all stakeholders to collaborate in pursuing mutually beneficial, diverse, or multiple goals. The organisation fosters mutually respectful relationships with stakeholders and improves its ability to engage stakeholders through an iterative process. The success of stakeholder engagement is dependent upon the organisation's culture, leadership, engagement plan,

transparency, and trust among all stakeholders. The engagement plan should include the perspectives and discussions of all key stakeholders (Jeffery, 2009; Kujala et al., 2022; Nair, 2020; Yang et al., 2011). Specifically, stakeholder engagement consists of five phases: organisation activities legitimation, stakeholder identification and attraction, value alignment, institutionalisation, and collaboration.

- At the beginning, the organisation seeks to legitimise its activities by organising cultural events, courses and conferences (including in schools) for the local community ([A24] Attanasio et al., 2022; [A414] Díaz-Correa & López-Navarro, 2018; [A614] Matos & Silvestre, 2013) by entering into agreements with universities ([A364] Hossain et al., 2019), by adopting a proximity strategy to share resources for the local community and local suppliers ([A414] Díaz-Correa & López-Navarro, 2018) and supporting customers in adopting fair prices ([A414] Díaz-Correa & López-Navarro, 2018).
- Next, in the stakeholder identification and attraction phase, stakeholders with the same principles, objectives and complementary resources to the organisation are identified ([A614] Matos & Silvestre, 2013; [A256] Hidden & Tresman Marks, 2020; [A241] Schneider & Clauß, 2020; [A61] Veldhuizen et al., 2013; [A232] Watson et al., 2020).
- Afterwards, through coaching, legends, rituals and organisational norms, the alignment of values takes place. These initiatives are mostly aimed at employees and suppliers ([A491] Rodríguez et al., 2016).
- The next institutionalisation phase includes stakeholders with the same values being involved in corporate decision-making ([A271] Fiore et al., 2020). Through this, risk sharing between organisations and stakeholders takes place ([A232] Watson et al., 2020). The most considered stakeholders for this phase are: employees, management staff, local authorities, suppliers, consumers, and local communities ([A271] Fiore et al., 2020; [A232] Watson et al., 2020).
- The final phase is collaboration. This phase is characterised by formal agreements and sharing of know-how with suppliers and competitors, and the participation of suppliers, customers and competitors in innovative business projects and in the reduction of environmental impacts ([A235] Giacomarra et al., 2019).

Stakeholder integration

Stakeholder integration is the stage of involvement defined as the degree of strategic collaboration among partners to collaboratively manage intra- and inter-organisational processes (Flynn et al., 2010). Stakeholder integration consists of three phases: capabilities identification, common vision creation, and cooperation.

- In the capabilities' identification phase, the organisation seeks to understand what complementary capabilities another stakeholder has in order to achieve performance and innovation goals ([A69] Fobbe & Hilletofth, 2021a; [A361] Juntunen et al., 2019; [A109] Moggi & Dameri, 2021; [A409] Tate & Bals, 2018). The identification of these capabilities takes place mainly by addressing the top management of other organisations ([A361] Juntunen et al., 2019).
- Then the phase of creating a common vision, together with the top management of the other organisations, begins. The creation of this new common sustainable vision must meet stakeholder expectations and consequently, tools, such as the materiality matrix, are used ([A128] Hernández-Chea et al., 2021; [A200] Martín et al., 2020; [A109] Moggi & Dameri, 2021).
- In the cooperation phase, the formal integration of capabilities then takes place, projects are initiated, and performance monitoring metrics are defined ([A56] Koilo, 2022; [A109] Moggi & Dameri, 2021).

5.3 | Outcomes of stakeholder involvement in BMfS

By acting on these three dimensions, organisations can achieve different outcomes. Outcomes are about process or product/service innovation (F1cit, F1coup), performance is about improving sustainability or financial performance for organisations (F6coup, F8coup), and impacts (F5cit, F10coup) are about generate positive impact on stakeholder. Organisations that are able to achieve these outcomes simultaneously develop a strong capacity to adapt and respond to the growing challenges of sustainability. The ability to adapt is indispensable to achieve the resilience of the system in which organisations are immersed.

Innovation

The theme of innovation is found in both past and present research. In past research, methodologies, practices, frameworks and principles are explored as theoretical bases for innovating business models toward sustainability (F1cit). Following these theoretical foundations, stakeholder engagement can be understood as an enabler of innovation by overcoming barriers to sustainability related to divergent visions (e.g., [A449] Morioka et al., 2017; [A578] Wagner & Svensson, 2014). Moreover, stakeholder engagement strategies can help corporate decision-makers better connect with stakeholders ([A614] Matos & Silvestre, 2013) and to obtain sustainable supply chain innovation ([A235] Giacomarra et al., 2019).

In recent research, innovation focused on identifying tools for the transition to sustainability (F1coup). In addition to this, circularity is a new goal of business model transition. The transition to sustainability and circularity (F1coup) takes the form of an output of business model that can be implemented by considering different stages of stakeholder involvement.

- Through stakeholder management, organisations can understand where strategically to position themselves in the context of the global sustainability challenge ([A486] Broman & Robèrt, 2017). The transition usually begins by considering the maturity of the business being transformed ([A524] Jabłoński & Jabłoński, 2016).
- Through stakeholder engagement, the transition can be facilitated (e.g., [A443] Breuer et al., 2018; [A449] Morioka et al., 2017;

[A578] Wagner & Svensson, 2014) because sustainability-oriented collaborative design occurs through concrete actions ranging from waste reduction, resource sharing to the co-creation (e.g., [A551] Bocken et al., 2015; [A380] Bocken et al., 2019; [A652] Murphy & Arenas, 2010).

- Through stakeholder integration, the transition is implemented by creating networks ([A128] Hernández-Chea et al., 2021; [A109] Moggi & Dameri, 2021).

Thus, innovation moves from being a theoretical theme focused primarily on value components (F1cit), to a more practical one focusing on designing, selecting and deploying practical ways to improve the elements that already exist (F1coup).

Performance

Performance emerges as a recent theme. Performance is about organisations and focuses not only on improving sustainability performance (F8coup), but also on how to generate financial improvement for the company by considering sustainability a driver (F6coup). Organisations can increase their sustainability performance by integrating stakeholders. Stakeholder integration into an organisation occurs through sharing corporate values, better financial management, and joint risk mitigation ([A527] Bocken, 2015, [A236] Bressan & Pedrini, 2020; [A361] Juntunen et al., 2019). Improving sustainability performance by implementing environmental management practices (e.g., complying with environmental legislation and regulations from the government, waste and emission reduction, raw materials adaptation, certifications, etc.) also generates impacts on stakeholders ([A68] Reyes-Rodríguez & Ulhøi, 2022; [A8] Vrontis et al., 2022). Accounting for sustainability practices sustains the company's reputation among stakeholders who, exercising the power of choice, help generate an economic return for the company (e.g., [A410] Zubeltzu-Jaka et al., 2018).

Impacts

The theme of impacts is found in both past and recent research. According to Dembek et al. (2023), impacts represent a change in the elements, interconnections, or purpose of a system (in which stakeholders are immersed) to which BMfS activities contribute directly or indirectly, whether or not a stakeholder recognises or appreciates this change and considers it appropriate. Thus, impacts produce a change for stakeholders who are part of a system.

In past research, frameworks take into account the impact on stakeholder value creation by considering, for example, supply chain improvement, risk management, opportunity for innovation, or exploration of new markets (F5cit; e.g., [A486] Broman & Robèrt, 2017; [A284] Gomez-Trujillo et al., 2020; [A588] Laquimia & Eweje, 2014). In present research, initiatives (e.g., linked to culture or management) of business model improvement for sustainability in terms of impact are found (e.g., [A537] Lueg et al., 2015).

Thus, there is also a shift from theoretically understanding impacts in terms of stakeholder benefits (F5cit) to trying to improve these impacts (F10coup).

6 | DISCUSSION OF THE TEMPORAL EVOLUTION OF STAKEHOLDER INVOLVEMENT IN BMfS

From the analysis of the results obtained in response to RQ1 and RQ2, some important considerations can be drawn.

First, in both past and recent themes where stakeholders have the role of contributors, stakeholder involvement is used to achieve company sustainability in most cases. This emphasises that stakeholders play a strategic role in achieving sustainability that aims not only at stakeholder well-being but also at the economic survival of the organisation (e.g., F1cit, F2cit, F1coup, F2coup, F5coup, F7coup, and F8coup). This result is also supported by the new dual contributor/receiver role that stakeholders can assume in a circular business model (F1coup) when sustainability is implemented and communicated (F2coup) for opportunities (F5coup), sustainability culture (F7coup) and performance (F8coup). Stakeholders who intervene to achieve social value and sustainable development are equally strategic. In this case, stakeholders are the bridge between the organisation and society (F3coup) in creating relationships (F2coup) and systems (F10coup).

Second, the meaning of sustainability has shifted from being more oriented towards sustainable development and social value in past themes to being more oriented towards company sustainability in recent themes. This result is very significant because it highlights that sustainability is not only a goal to be achieved but can also be the guiding principle for organisations in carrying out their business activities.

Third, recent research is more focused on the 'how', as opposed to past research more focused on the 'what'. In fact, past research tried to understand what shapes (including stakeholders) the theory of business models for sustainability in organisations that adopt different meanings of sustainability (for-profit, non-profit, non-governmental, social enterprises, etc.). In contrast, recent research seeks to identify, including through practical tools, for example, how the transition (F1coup), actual implementation (F2coup) and improvement (F10coup) of a business model for sustainability also takes place through stakeholders. Recent research also explores how to implement sustainability in different organisational contexts (e.g., start-ups, cooperatives, etc.) and traditionally polluting industries, such as (e.g., mercury mining, oil and gas platforms, etc.) by identifying the challenges (F4coup).

Fourth, in recent research a new stage to involve stakeholders is identified: stakeholder integration (F1coup, F2coup, and F8coup). Stakeholder management means nurturing stakeholder relationships and stakeholder engagement by working together for mutual benefit.

Compared with stakeholder management and engagement, stakeholder integration is a deeper and more lasting connection, in which

strategically stakeholders together with organisation set common goals to be achieved. This highlights the need to tackle the complex problems that sustainability poses as a common endeavour, achieving results that would be hard to achieve individually.

7 | CONCLUSIONS

To conclude, the purpose of this study was to offer a comprehensive view of stakeholder involvement in BMfS topic, identifying past (i.e., the intellectual structure) and present (i.e., recent developments) themes and its evolution over time, highlighting crucial milestones, controversies, and connections among the nuances of meanings that characterise it. Major results show that, compared with the past, recent research is more practical, improvement-oriented and expanded to traditionally polluting industries. In recent research, stakeholders are involved through stakeholder integration, a deeper and longer connection characterised by a strategic relationship. Finally, while environmental performance has been the centre of investigation in the past, economic performance has become central in the recent literature. From the synthesis of the evolution of the results, the *Sustainability Strategy map for Stakeholder Involvement* in the BMfS conceptual framework was developed to guide organisations in achieving sustainability.

The evolution of the resulting themes also provided the basis for outlining the future of stakeholder involvement in BMfS research, which is presented in Section 7.1. Then, Section 7.2 presents the contributions and practical implications of the research.

7.1 | Future research directions

In this section, future research directions are outlined. Future research directions are based on the availability of information in future research of factor articles and on the theme's evolution. Four future research directions are identified. The first is '*Risk management and sustainability adoption*' which arises from the theme of '*Opportunities*'. The second is '*Sustainable business ecosystem to support and innovate BMfS*' which represents the future evolution of business orientation theme, but also of the innovation ones. The third is '*New Methods to foster sustainable mindset within organisation*' which represents the future research of 'Sustainability culture' and 'Communication' themes. The last is '*Generation and improvement practices for impacts and performance*' arising from the theme of '*Implementation*', '*Performance*' and '*Impacts*'. Table 12 represents a summary of the future research directions.

7.1.1 | Risk management and sustainability adoption

The recent theme of opportunities identifies the possible benefits of adopting sustainability in organisational processes (e.g., in production

TABLE 12 Summary of future research themes directions.

Aggregate themes	Third-order themes	Second-order themes	First-order themes	Future themes
Dimensions of stakeholder involvement in BMfS	BMfS architecture for stakeholder involvement	Strategy and culture	Opportunities (external strategy)	Risk management and sustainability adoption
			Business orientation (internal strategy)	Sustainable business ecosystem to support and innovate BMfS
			Sustainability culture	New methods to foster sustainable mindset within organisation
		Organisation and processes	Relationships	Sustainable business ecosystem to support and innovate BMfS
			Capabilities	Sustainable business ecosystem to support and innovate BMfS
			Technologies	Generation and improvement practices for impacts and performance
			Implementation	Generation and improvement practices for impacts and performance
			Communication	New methods to foster sustainable mindset within organisation
Outcomes of stakeholder involvement in BMfS	Innovation	Innovation	Innovation	Sustainable business ecosystem to support and innovate BMfS
	Performance	Performance	Performance	Generation and improvement practices for impacts and performance
	Impacts	Impacts	Impacts	Generation and improvement practices for impacts and performance

Note: Grey gradients show which themes converge towards the same future theme.

or communication processes) or along the supply chain. However, for long-term adoption and management of sustainability, in addition to the identification of opportunities, it is necessary to identify the associated risks. As suggested by [A95] Gomez-Valencia et al. (2021, p. 1), 'risk management in an organisation represents a decisive function in seizing opportunities' and adequate risk management could influence business growth and development, long-term survival and stakeholder involvement. Future studies could focus on sustainability risk management in BMfS by investigating the risk associated with a change in stakeholder expectations, the risks associated with the impact of a certain type of communication on corporate reputation and the risks associated with the adoption of sustainability in a specific context or industry. Moreover, the risk given by the involvement stages of a certain stakeholder should also be considered.

7.1.2 | Sustainable business ecosystem to support and innovate BMfS

The topic of business orientation has evolved from an increased focus on social value and sustainable development to corporate sustainability. This shift requires innovating business orientation strategies, which must focus not only on generating benefits for stakeholders, but also on the economic sustainability of organisations. To achieve this dual objective, organisations need to think of their business model as the infrastructure of a business ecosystem, defined as 'networks of interconnected actors that depend on each other for their mutual effectiveness and survival' (Ansari et al., 2016; Bocken et al., 2019, p. 3; Iansiti & Levien, 2004; Moore, 1996). Although emerging as a past theme, stakeholder relations play a key role in this context. Relationships with actors in the ecosystem (i.e., the stakeholders) would help the company to generate profits, and the company in turn would generate an impact on the stakeholders. Thus, organisations need to develop new sustainable dynamic capabilities to manage relationships with a wide range of stakeholders with different needs, echoing the past research line. In this eco-system, companies must also rethink their role in the transition towards sustainability and circularity. Indeed, the recent evolution of the innovation theme lays the groundwork for the theorisation of the dual role of organisations, becoming both receivers and contributors of value in the system in which they are immersed.

Future research, in addition to adopting the business ecosystem perspective, should focus on defining what makes a business ecosystem sustainable, on how and what capabilities are needed to attract, retain and create relationships with stakeholders, and on the organisation's new roles in the sustainable and circular transition.

7.1.3 | New methods to foster sustainable mindset within organisation

Sustainability culture and sustainability communication are two distinct topics, but with one point in common: sustainability education. The recent theme of culture is connected to sustainability education within the organisation because it changes the internal stakeholder (e.g., employees) values and behaviours, who will naturally embrace sustainability practices for the BMfS. Similarly, recent developments on the communication theme underline the importance of internal knowledge sharing about sustainability, which can be seen as a viable approach to education. In the future, these two themes may converge, and new studies could research what new educational methods can be used within organisations to encourage a sustainable mindset and greater stakeholder involvement in BMfS practices.

7.1.4 | Generation and improvement practices for impacts and performance

The recent implementation theme has shown the need to implement sustainability in different contexts and industries (including traditionally polluting industries ones) and to consider how to generate impact on stakeholders and to increase organisational performance. Following this trend, performance and impact themes also suggest operationalising how to generate these types of outcomes for organisations. In addition to this, technologies could be used as a catalyst to improve impacts, echoing the past research.

Future research could identify which practices or technologies (applicable in different contexts and industries) enable the implementation of sustainability and specify for each practice or technology whether it generates/improves impacts or performance. Furthermore, it should be investigated which practices or technologies generate the most stakeholder involvement.

7.2 | Research contributions and implications

This paper presents elements of originality compared with other existing literature reviews. This literature review uses a methodological approach that has never been used before. Bibliometric analyses of co-citation and bibliographic coupling are used in combination to identify themes representing intellectual structure and recent developments (Donthu et al., 2021) of the stakeholder involvement in BMfS topic.

These analyses are complemented by a systematic mapping that not only outlines the evolution over time but also identifies the nuances of meaning related to the sustainability types and stakeholder involvement stages. To the best of our knowledge, no literature review has combined bibliometric and systematic mapping, and this paper paves the way this new combination of methodologies. Indeed, on the one hand, bibliometric analyses allow for the analysis of large datasets and broad scopes; on the other hand, after the large skimming of bibliometric reviews, systematic mapping allow for the exploration of connections between and within themes of stakeholder involvement in BMfS topic.

The contribution is the '*Sustainability Strategy map for Stakeholder Involvement*' conceptual framework. The conceptual framework is

derived from the synthesis of the evolution in the literature of stakeholder involvement in BMfS topic and it be used as a strategy map based on stakeholder involvement in the BMfS to achieve sustainability. *Sustainability Strategy map for Stakeholder involvement* is in fact a guide showing what elements to act on for sustainability in organisations, highlighting the strategic role of stakeholders.

The research thus has also a twofold implication. From an academic perspective, the research aims to narrow the gap on stakeholder involvement in BMfS topic by offering a comprehensive view and identifying its evolution in the literature through past and recent themes. This study also highlights themes and connections that can be the basis for future research in this topic. Specifically, this study contributes to the literature on stakeholders and the literature on BMfS. In the first case, the research provides a clear connection of the stakeholder literature with the BMfS literature, showing the strategic role of stakeholders in achieving organisational sustainability. It formalises and clarifies the different stages of stakeholder involvement, previously identified as low, medium and high levels of interaction. This approach not only clearly defines each stakeholder stages, but also operationalises stakeholder involvement, providing for the first-time detailed guidance on how to proceed and identifying the stakeholders most likely to be involved at each stage.

In the second case, the research contributes to the BMfS literature by positioning the business model in broader scenarios, showing how certain pre-conditions, correspond to certain strategic choices and outcomes. This research also shows that BMfS is the junction between strategic, cultural, and process and organisational themes. In previous research, BMfS has been treated in isolation, leaving out its close interdependencies with other cultural and operational factors that enable its sustainability types and meanings of sustainability are clarified, giving clear indications on the organisational purpose to be followed in the BMfS.

From a managerial perspective, the Sustainability Strategy map for Stakeholder involvement provides a clear picture of the path and choices that must be made to achieve organisational sustainability. In fact, the map can be used by organisations that want to embark on a path of transition to sustainability and do not know what elements to consider when developing a strategic plan. The map could help corporate decision-makers achieve organisational alignment, as it allows them to identify explicit purposes to be integrated, such as in the culture or processes. In addition, it makes it possible to understand which involvement stages are most in line with specific purposes, providing clear indications of the efforts required of the organisation (low for management, medium for engagement and high for integration).

Its representation facilitates the prioritisation of decisions to be made to initiate a transition process and helps visualise patterns of strategies that can be implemented. In addition to facilitating planning, it supports monitoring expected results through innovation, performance or impact outcomes.

ACKNOWLEDGMENT

Open access publishing facilitated by Universita degli Studi di Udine, as part of the Wiley - CRUI-CARE agreement.

ORCID

Giovanna Attanasio https://orcid.org/0000-0002-9091-7300
Cinzia Battistella https://orcid.org/0000-0002-7953-4923

REFERENCES

Abdelkafi, N., & Täuscher, K. (2016). Business models for sustainability from a system dynamics perspective. *Organization & Environment*, *29*(1), 74–96. https://doi.org/10.1177/1086026615592930

Acciarini, C., Borelli, F., Capo, F., Cappa, F., & Sarrocco, C. (2022). Can digitalization favour the emergence of innovative and sustainable business models? A qualitative exploration in the automotive sector. *Journal of Strategy & Management*, *15*(3), 335–352. https://doi.org/10.1108/JSMA-02-2021-0033

Acedo, F. J., Barroso, C., & Galan, J. L. (2006). The resource-based theory: Dissemination and main trends. *Strategic Management Journal*, *27*(7), 621–636. https://doi.org/10.1002/smj.532

Agostini, L., & Nosella, A. (2019). Inter-organizational relationships involving SMEs: A bibliographic investigation into the state of the art. *Long Range Planning*, *52*(1), 1–31. https://doi.org/10.1016/j.lrp.2017.12.003

Ahen, F. (2019). Making resource democracy radically meaningful for stakeowners: Our world, our rules? *Sustainability*, *11*(19), 5150. https://doi.org/10.3390/su11195150

Ahmad, F., Bask, A., Laari, S., & Robinson, C. V. (2023). Business management perspectives on the circular economy: Present state and future directions. *Technological Forecasting & Social Change*, *187*, 122182. https://doi.org/10.1016/j.techfore.2022.122182

Alegre, I., & Berbegal-Mirabent, J. (2016). Social innovation success factors: Hospitality and tourism social enterprises. *International Journal of Contemporary Hospitality Management*, *28*(6), 1155–1176. https://doi.org/10.1108/IJCHM-05-2014-0231

Alonso-Martínez, D., González-Álvarez, N., & Nieto, M. (2019). The influence of financial performance on corporate social innovation. *Corporate Social Responsibility & Environmental Management*, *26*(4), 859–871. https://doi.org/10.1002/csr.1726

Annarelli, A., Battistella, C., Costantino, F., Di Gravio, G., Nonino, F., & Patriarca, R. (2021). New trends in product service system and servitization research: A conceptual structure emerging from three decades of literature. *CIRP Journal of Manufacturing Science & Technology*, *32*, 424–436. https://doi.org/10.1016/j.cirpj.2021.01.010

Ansari, S., Garud, R., & Kumaraswamy, A. (2016). The disruptor's dilemma: TiVo and the US television ecosystem. *Strategic Management Journal*, *37*(9), 1829–1853. https://doi.org/10.1002/smj.2442

Ansett, S. (2007). Mind the gap: A journey to sustainable supply chains. *Employee Responsibilities & Rights Journal*, *19*(4), 295–303. https://doi.org/10.1007/s10672-007-9055-x

Anthony Jnr, B., Abbas Petersen, S., Ahlers, D., & Krogstie, J. (2020). Big data driven multi-tier architecture for electric mobility as a service in smart cities: A design science approach. *International Journal of Energy Sector Management*, *14*(5), 1023–1047. https://doi.org/10.1108/IJESM-08-2019-0001

Antikainen, M., & Valkokari, K. (2016). A framework for sustainable circular business model innovation. *Technology Innovation Management Review*, *6*(7), 5–12. https://doi.org/10.22215/timreview/1000

Appelbaum, S. H., Calcagno, R., Magarelli, S. M., & Saliba, M. (2016a). A relationship between corporate sustainability and organizational change (part one). *Industrial & Commercial Training*, *48*(1), 16–23. https://doi.org/10.1108/ICT-07-2014-0045

Appelbaum, S. H., Calcagno, R., Magarelli, S. M., & Saliba, M. (2016b). A relationship between corporate sustainability and organizational change (part two). *Industrial & Commercial Training*, *48*(2), 89–96. https://doi.org/10.1108/ICT-07-2014-0046

Appelbaum, S. H., Calcagno, R., Magarelli, S. M., & Saliba, M. (2016c). A relationship between corporate sustainability and organizational

change (part three). *Industrial & Commercial Training*, *48*(3), 133–141. https://doi.org/10.1108/ICT-07-2014-0047

Aras, G., & Crowther, D. (2009). Making sustainable development sustainable. *Management Decision*, *47*(6), 975–988. https://doi.org/10.1108/00251740910966686

Asikin, Z., Baker, D., Villano, R., & Daryanto, A. (2020). Business models and innovation in the Indonesian smallholder beef value chain. *Sustainability*, *12*(17), 7020. https://doi.org/10.3390/su12177020

Attanasio, G., Preghenella, N., De Toni, A. F., & Battistella, C. (2022). Stakeholder engagement in business models for sustainability: The stakeholder value flow model for sustainable development. *Business Strategy & the Environment*, *31*(3), 860–874. https://doi.org/10.1002/bse.2922

Baldassarre, B., Calabretta, G., Bocken, N. M. P., & Jaskiewicz, T. (2017). Bridging sustainable business model innovation and user-driven innovation: A process for sustainable value proposition design. *Journal of Cleaner Production*, *147*, 175–186. https://doi.org/10.1016/j.jclepro.2017.01.081

Bansal, P. (2005). Evolving sustainably: A longitudinal study of corporate sustainable development. *Strategic Management Journal*, *26*(3), 197–218. https://doi.org/10.1002/smj.441

Basile, V., Capobianco, N., & Vona, R. (2021). The usefulness of sustainable business models: Analysis from oil and gas industry. *Corporate Social Responsibility & Environmental Management*, *28*(6), 1801–1821. https://doi.org/10.1002/csr.2153

Benites-Lazaro, L. L., & Mello-Théry, N. A. (2019). Empowering communities? Local stakeholders' participation in the clean development mechanism in Latin America. *World Development*, *114*, 254–266. https://doi.org/10.1016/j.worlddev.2018.10.005

Best, B., Miller, K., McAdam, R., & Maalaoui, A. (2022). Business model innovation within SPOs: Exploring the antecedents and mechanisms facilitating multi-level value co-creation within a value-network. *Journal of Business Research*, *141*, 475–494. https://doi.org/10.1016/j.jbusres.2021.11.043

Biloslavo, R., Bagnoli, C., Massaro, M., & Cosentino, A. (2020). Business model transformation toward sustainability: The impact of legitimation. *Management Decision*, *58*(8), 1643–1662. https://doi.org/10.1108/MD-09-2019-1296

Bocken, N. (2017). Business-led sustainable consumption initiatives: Impacts and lessons learned. *Journal of Management Development*, *36*(1), 81–96. https://doi.org/10.1108/JMD-10-2014-0136

Bocken, N., Boons, F., & Baldassarre, B. (2019). Sustainable business model experimentation by understanding ecologies of business models. *Journal of Cleaner Production*, *208*, 1498–1512. https://doi.org/10.1016/j.jclepro.2018.10.159

Bocken, N., Short, S., Rana, P., & Evans, S. (2013). A value mapping tool for sustainable business modelling. *Corporate Governance*, *13*(5), 482–497. https://doi.org/10.1108/CG-06-2013-0078

Bocken, N. M. (2015). Sustainable venture capital–catalyst for sustainable start-up success? *Journal of Cleaner Production*, *108*, 647–658. https://doi.org/10.1016/j.jclepro.2015.05.079

Bocken, N. M., Schuit, C. S., & Kraaijenhagen, C. (2018). Experimenting with a circular business model: Lessons from eight cases. *Environmental Innovation & Societal Transitions*, *28*, 79–95. https://doi.org/10.1016/j.eist.2018.02.001

Bocken, N. M. P., Rana, P., & Short, S. W. (2015). Value mapping for sustainable business thinking. *Journal of Industrial & Production Engineering*, *32*(1), 67–81. https://doi.org/10.1080/21681015.2014.1000399

Bolis, I., Morioka, S. N., Brunoro, C. M., Zambroni-de-Souza, P. C., & Sznelwar, L. I. (2020). The centrality of workers to sustainability based on values: Exploring ergonomics to introduce new rationalities into decision-making processes. *Applied Ergonomics*, *88*, 103148. https://doi.org/10.1016/j.apergo.2020.103148

Bolis, I., Morioka, S. N., Leite, W. K. D. S., & Zambroni-de-Souza, P. C. (2021). Sustainability is all about values: The challenges of considering moral and benefit values in business model decisions. *Sustainability*, *13*(2), 664. https://doi.org/10.3390/su13020664

Bonfanti, A., Battisti, E., & Pasqualino, L. (2016). Social entrepreneurship and corporate architecture: Evidence from Italy. *Management Decision*, *54*(2), 390–417. https://doi.org/10.1108/MD-08-2014-0532

Bos-Brouwers, H. E. J. (2010). Corporate sustainability and innovation in SMEs: Evidence of themes and activities in practice. *Business Strategy & the Environment*, *19*(7), 417–435. https://doi.org/10.1002/bse.652

Bressan, A., & Pedrini, M. (2020). Exploring sustainable-oriented innovation within micro and small tourism firms. *Tourism Planning & Development*, *17*(5), 497–514. https://doi.org/10.1080/21568316.2019.1673810

Breuer, H., Fichter, K., Lüdeke-Freund, F., & Tiemann, I. (2018). Sustainability-oriented business model development: Principles, criteria and tools. *International Journal of Entrepreneurial Venturing*, *10*(2), 256–286. https://doi.org/10.1504/IJEV.2018.092715

Broman, G. I., & Robèrt, K. H. (2017). A framework for sustainable strategic development. *Journal of Cleaner Production*, *140*, 17–31. https://doi.org/10.1016/j.jclepro.2015.10.121

Camilleri, M. A. (2017). The rationale for responsible supply chain management and stakeholder engagement. *Journal of Global Responsibility*, *8*(1), 111–126. https://doi.org/10.1108/JGR-02-2017-0007

Camilleri, M. A. (2022). Strategic attributions of corporate social responsibility and environmental management: The business case for doing well by doing good! *Sustainable Development*, *30*(3), 409–422. https://doi.org/10.1002/sd.2256

Chawviang, A., & Kiattisin, S. (2022). Sustainable development: Smart cooperative management framework. *Sustainability*, *14*(6), 3641. https://doi.org/10.3390/su14063641

Chirumalla, K., Reyes, L. G., & Toorajipour, R. (2022). Mapping a circular business opportunity in electric vehicle battery value chain: A multi-stakeholder framework to create a win–win–win situation. *Journal of Business Research*, *145*, 569–582. https://doi.org/10.1016/j.jbusres.2022.02.070

Christie, H. L., Martin, J. L., Connor, J., Tange, H. J., Verhey, F. R., de Vugt, M. E., & Orrell, M. (2019). eHealth interventions to support caregivers of people with dementia may be proven effective, but are they implementation-ready? *Internet Interventions*, *18*, 100260. https://doi.org/10.1016/j.invent.2019.100260

Clarke, A., & MacDonald, A. (2019). Outcomes to partners in multi-stakeholder cross-sector partnerships: A resource-based view. *Business & Society*, *58*(2), 298–332. https://doi.org/10.1177/0007650316660534

Coenegrachts, E., Beckers, J., Vanelslander, T., & Verhetsel, A. (2021). Business model blueprints for the shared mobility hub network. *Sustainability*, *13*(12), 6939. https://doi.org/10.3390/su13126939

Collins, H., & Saliba, C. (2019). Our common purpose: Understanding the relationship between SMES' and their stakeholders within sustainability-oriented innovation. *The International Journal of Sustainability Policy & Practice*, *15*(2), 15–38. https://doi.org/10.18848/2325-1166/CGP/v15i02/15-38

Collins, H., & Saliba, C. (2020). Connecting people to purpose builds a sustainable business model at Bark House. *Global Business & Organizational Excellence*, *39*(3), 29–37. https://doi.org/10.1002/joe.21992

Comin, L. C., Aguiar, C. C., Sehnem, S., Yusliza, M. Y., Cazella, C. F., & Julkovski, D. J. (2020). Sustainable business models: A literature review. *Benchmarking: An International Journal*, *27*(7), 2028–2047. https://doi.org/10.1108/BIJ-12-2018-0384

Cortese, D., Rainero, C., & Cantino, V. (2020). Stakeholders' social dialogue about responsibility and sustainability in the food sector. *British Food Journal*, *123*(3), 1287–1301. https://doi.org/10.1108/BFJ-11-2019-0826

Crilly, D. (2011). Predicting stakeholder orientation in the multinational enterprise: A mid-range theory. *Journal of International Business Studies*, *42*(5), 694–717. https://doi.org/10.1057/jibs.2010.57

Dahlmann, F., & Veal, G. (2016). The role of umbrella agreements in achieving sustainability goals: Energy efficiency at the Empire State

building. *Journal of Green Building*, *11*(1), 71–94. https://doi.org/10.3992/jgb.11.1.71.1

Dalborg, C., & von Friedrichs, Y. (2021). The role of business advisers in supporting social entrepreneurship. *Social Enterprise Journal*, *17*(2), 280–301. https://doi.org/10.1108/SEJ-12-2019-0102

Darus, F., Mad, S., Nejati, M., & Yusoff, R. (2016). When quality matters! CSR disclosure and value creation. *International Journal of Economics & Management*, *10*(2), 285–302.

de Abreu, M. C. S. D., Ferreira, F. N. H., Proenca, J. F., & Ceglia, D. (2020). Collaboration in achieving sustainable solutions in the textile industry. *Journal of Business & Industrial Marketing*, *36*(9), 1614–1626. https://doi.org/10.1108/JBIM-01-2020-0041

De Martino, M. (2021). Value creation for sustainability in port: Perspectives of analysis and future research directions. *Sustainability*, *13*(21), 12268. https://doi.org/10.3390/su132112268

Decker, O. S. (2010). Exploring the corporate social responsibility agenda of British credit unions: A case study approach. *International Journal of Banking, Accounting & Finance*, *2*(3), 275–294. https://doi.org/10.1504/IJBAAF.2010.033501

Demartini, P., Paoloni, M., & Paoloni, P. (2015). Sustainability and intangibles: Evidence of integrated thinking. *Journal of International Business & Economics*, *15*(2), 107–122. https://doi.org/10.18374/JIBE-15-2.9

Dembek, K., Lüdeke-Freund, F., Rosati, F., & Froese, T. (2023). Untangling business model outcomes, impacts and value. *Business Strategy and the Environment*, *32*(4), 2296–2311. https://doi.org/10.1002/bse.3249

Dentoni, D., Hospes, O., & Ross, R. B. (2012). Managing wicked problems in agribusiness: The role of multi-stakeholder engagements in value creation: Editor's Introduction. *International Food & Agribusiness Management Review*, *15*(B), 1–12.

Di Stefano, G., Peteraf, M., & Verona, G. (2010). Dynamic capabilities deconstructed: A bibliographic investigation into the origins, development, and future directions of the research domain. *Industrial & Corporate Change*, *19*(4), 1187–1204. https://doi.org/10.1093/icc/dtq027

Díaz-Correa, J. E., & López-Navarro, M. A. (2018). Managing sustainable hybrid organisations: A case study in the agricultural sector. *Sustainability*, *10*(9), 3010. https://doi.org/10.3390/su10093010

Diepenmaat, H., Kemp, R., & Velter, M. (2020). Why sustainable development requires societal innovation and cannot be achieved without this. *Sustainability*, *12*(3), 1270. https://doi.org/10.3390/su12031270

Diers-Lawson, A., Coope, K., & Tench, R. (2020). Why can CSR seem like putting lipstick on a pig? Evaluating CSR authenticity by comparing practitioner and consumer perspectives. *Journal of Global Responsibility*, *11*(4), 329–346. https://doi.org/10.1108/JGR-02-2020-0033

Dilling, P. F., & Harris, P. (2018). Reporting on long-term value creation by Canadian companies: A longitudinal assessment. *Journal of Cleaner Production*, *191*, 350–360. https://doi.org/10.1016/j.jclepro.2018.03.286

Dominko, M., Primc, K., Slabe-Erker, R., & Kalar, B. (2023). A bibliometric analysis of circular economy in the fields of business and economics: towards more action-oriented research. *Environment, Development and Sustainability*, *25*(7), 5797–5830. https://doi.org/10.1007/s10668-022-02347-x

Donner, M., Verniquet, A., Broeze, J., Kayser, K., & De Vries, H. (2021). Critical success and risk factors for circular business models valorising agricultural waste and by-products. *Resources, Conservation & Recycling*, *165*, 105236. https://doi.org/10.1016/j.resconrec.2020.105236

Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, *133*, 285–296. https://doi.org/10.1016/j.jbusres.2021.04.070

Elkington, J. (1997). *Cannibals with forks. The triple bottom line of 21st century business*. Capstone, Oxford.

Ferreira, M. P., Santos, J. C., de Almeida, M. I. R., & Reis, N. R. (2014). Mergers and acquisitions research: A bibliometric study of top strategy and international business journals, 1980–2010. *Journal of Business Research*, *67*(12), 2550–2558. https://doi.org/10.1016/j.jbusres.2014.03.015

Fiore, M., Galati, A., Gołębiewski, J., & Drejerska, N. (2020). Stakeholders' involvement in establishing sustainable business models: The case of Polish dairy cooperatives. *British Food Journal*, *122*(5), 1671–1691. https://doi.org/10.1108/BFJ-04-2019-0263

Flynn, B. B., Huo, B., & Zhao, X. (2010). The impact of supply chain integration on performance: A contingency and configuration approach. *Journal of Operations Management*, *28*(1), 58–71. https://doi.org/10.1016/j.jom.2009.06.001

Fobbe, L., & Hilletofth, P. (2021a). The role of stakeholder interaction for developing and innovating sustainable business models. A systematic literature review. *Journal of Cleaner Production*, *327*, 129510. https://doi.org/10.1016/j.jclepro.2021.129510

Fobbe, L., & Hilletofth, P. (2021b). Stakeholder interaction for sustainability in seaports. Analysing the implementation and its linkages to overarching interaction efforts. *European Business Review*, *33*(5), 693–724. https://doi.org/10.1108/EBR-06-2020-0167

Fonseca, L., Ramos, A., Rosa, Á. L., Braga, A. C., & Sampaio, P. (2016). Stakeholders satisfaction and sustainable success. *International Journal of Industrial & Systems Engineering*, *24*(2), 144–157. https://doi.org/10.1504/IJISE.2016.078899

Fonseca, L., Silva, V., Sá, J. C., Lima, V., Santos, G., & Silva, R. (2022). B Corp versus ISO 9001 and 14001 certifications: Aligned, or alternative paths, towards sustainable development? *Corporate Social Responsibility & Environmental Management*, *29*(3), 496–508. https://doi.org/10.1002/csr.2214

Freudenreich, B., Lüdeke-Freund, F., & Schaltegger, S. (2020). A stakeholder theory perspective on business models: Value creation for sustainability. *Journal of Business Ethics*, *166*(1), 3–18. https://doi.org/10.1007/s10551-019-04112-z

Fritz, M. M., & Lara-Rodríguez, J. S. (2022). Mercury-free artisanal and small-scale gold mining: Proposing a community-business model canvas. *The Extractive Industries & Society*, *9*, 101039. https://doi.org/10.1016/j.exis.2021.101039

Galvão, G. D. A., Homrich, A. S., Geissdoerfer, M., Evans, S., Scoleze Ferrer, P. S., & Carvalho, M. M. (2020). Towards a value stream perspective of circular business models. *Resources, Conservation & Recycling*, *162*, 105060. https://doi.org/10.1016/j.resconrec.2020.105060

Geissdoerfer, M., Bocken, N. M., & Hultink, E. J. (2016). Design thinking to enhance the sustainable business modelling process—A workshop based on a value mapping process. *Journal of Cleaner Production*, *135*, 1218–1232. https://doi.org/10.1016/j.jclepro.2016.07.020

Ghosh, S., & Rajan, J. (2019). The business case for SDGs: An analysis of inclusive business models in emerging economies. *International Journal of Sustainable Development & World Ecology*, *26*(4), 344–353. https://doi.org/10.1080/13504509.2019.1591539

Giacomarra, M., Crescimanno, M., Sakka, G., & Galati, A. (2019). Stakeholder engagement toward value co-creation in the F&B packaging industry. *EuroMed Journal of Business*, *15*(3), 315–331. https://doi.org/10.1108/EMJB-06-2019-0077

Gianfelici, C., Casadei, A., & Cembali, F. (2018). The relevance of nationality and industry for stakeholder salience: An investigation through integrated reports. *Journal of Business Ethics*, *150*(2), 541–558. https://doi.org/10.1007/s10551-016-3194-7

Giovanelli, L., Rotondo, F., & Ezza, A. (2021). Business models for integration of sustainability in universities: An explorative analysis of Italian state universities. *Journal of Cleaner Production*, *324*, 129227. https://doi.org/10.1016/j.jclepro.2021.129227

Gomez-Trujillo, A. M., Velez-Ocampo, J., & Gonzalez-Perez, M. A. (2020). A literature review on the causality between sustainability and corporate reputation: What goes first? *Management of Environmental Quality: An International Journal*, *31*(2), 406–430. https://doi.org/10.1108/MEQ-09-2019-0207

Gomez-Valencia, M., Gonzalez-Perez, M. A., & Gomez-Trujillo, A. M. (2021). The "Six Ws" of sustainable development risks. *Business Strategy & the Environment*, *30*(7), 3131–3144. https://doi.org/10.1002/bse.2794

Goni, F. A., Gholamzadeh Chofreh, A., Estaki Orakani, Z., Klemeš, J. J., Davoudi, M., & Mardani, A. (2021). Sustainable business model: A review and framework development. *Clean Technologies & Environmental Policy*, *23*(3), 889–897. https://doi.org/10.1007/s10098-020-01886-z

Görög, G. (2019). Is the sharing economy socially responsible? Case study examination about sharing economy companies with the help of stakeholder theory. *International Journal of Business & Globalisation*, *23*(3), 401–419. https://doi.org/10.1504/IJBG.2019.102917

Goyal, S., Sergi, B. S., & Kapoor, A. (2017). Emerging role of for-profit social enterprises at the base of the pyramid: The case of Selco. *Journal of Management Development*, *36*(1), 97–108. https://doi.org/10.1108/JMD-05-2015-0070

Hernández-Chea, R., Jain, A., Bocken, N. M., & Gurtoo, A. (2021). The business model in sustainability transitions: A conceptualization. *Sustainability*, *13*(11), 5763. https://doi.org/10.3390/su13115763

Herrador, M., Carvalho, A., & Feito, F. R. (2015). An incentive-based solution of sustainable mobility for economic growth and CO_2 emissions reduction. *Sustainability*, *7*(5), 6119–6148. https://doi.org/10.3390/su7056119

Hidden, K., & Tresman Marks, J. (2020). Misaligned needs in the pursuit of shared value: A multi-stakeholder study of the shift from corporate social responsibility to corporate social entrepreneurship in an emerging economy. *Journal of Entrepreneurship & Innovation in Emerging Economies*, *6*(2), 363–382. https://doi.org/10.1177/2393957520913766

Hoffman, M., Schenck, C. J., & Herbst, F. (2022). Exploring the intersection where business models, a circular economy and sustainability meet in the waste economy: A scoping review. *Sustainability*, *14*(6), 3687. https://doi.org/10.3390/su14063687

Holliday, C. O., Schmidheiny, S., & Watts, P. (2002). *Walking the talk: The business case for sustainable development*. Greenleaf Publishing. https://doi.org/10.4324/9781351281966

Hörisch, J., Johnson, M. P., & Schaltegger, S. (2014). Implementation of sustainability management and company size: A knowledge-based view. *Business Strategy & the Environment*, *24*(8), 765–779. https://doi.org/10.1002/bse.1844

Hossain, M., Leminen, S., & Westerlund, M. (2019). A systematic review of living lab literature. *Journal of Cleaner Production*, *213*, 976–988. https://doi.org/10.1016/j.jclepro.2018.12.257

Husted, B. W., & Allen, D. B. (2007). Corporate social strategy in multinational enterprises: Antecedents and value creation. *Journal of Business Ethics*, *74*(4), 345–361. https://doi.org/10.1007/s10551-007-9511-4

Iansiti, M., & Levien, R. (2004). Strategy as ecology. *Harvard Business Review*, *82*(3), 68–78.

Ibe, C. M., Min, W. Z., Ling, K. C., & Yii, D. S. K. (2015). Exploring performance-based practice of CSR in sustaining the relationship between business and society: A literature review. *Asian Social Science*, *11*(5), 181. https://doi.org/10.5539/ass.v11n5p181

Jabłoński, A., & Jabłoński, M. (2016). Research on business models in their life cycle. *Sustainability*, *8*(5), 430. https://doi.org/10.3390/su8050430

Jain, V., O'Brien, W., & Gloria, T. P. (2021). Improved solutions for shared value creation and maximization from used clothes: Streamlined structure of clothing consumption system and a framework of closed loop hybrid business model. *Cleaner & Responsible Consumption*, *3*, 100039. https://doi.org/10.1016/j.clrc.2021.100039

James, M. L. (2014). The benefits of sustainability and integrated reporting: An investigation of accounting majors' perceptions. *Journal of Legal, Ethical & Regulatory Issues*, *17*(2), 93.

Jeffery, N. (2009). *Stakeholder engagement: A road map to meaningful engagement*. https://dspace.lib.cranfield.ac.uk/bitstream/handle/1826/3801/Stakeholder_engagement-2009.pdf?sequence=3

Jonker, J. (2000). Organisations as responsible contributors to society: Linking quality, sustainability and accountability. *Total Quality Management*, *11*, 741–746. https://doi.org/10.1080/09544120050008156

Jonkutė, G., & Staniškis, J. K. (2016). Realising sustainable consumption and production in companies: The SUstainable and RESponsible COMpany (SURESCOM) model. *Journal of Cleaner Production*, *138*, 170–180. https://doi.org/10.1016/j.jclepro.2016.03.176

Juntunen, J. K., Halme, M., Korsunova, A., & Rajala, R. (2019). Strategies for integrating stakeholders into sustainability innovation: A configurational perspective. *Journal of Product Innovation Management*, *36*(3), 331–355. https://doi.org/10.1111/jpim.12481

Karlsson, N. P., Hoveskog, M., Halila, F., & Mattsson, M. (2019). Business modelling in farm-based biogas production: Towards network-level business models and stakeholder business cases for sustainability. *Sustainability Science*, *14*(4), 1071–1090. https://doi.org/10.1007/s11625-018-0584-z

Keskin, D., Wever, R., & Brezet, H. (2020). Product innovation processes in sustainability-oriented ventures: A study of effectuation and causation. *Journal of Cleaner Production*, *263*, 121210. https://doi.org/10.1016/j.jclepro.2020.121210

Kessler, M. M. (1963). Bibliographic coupling between scientific papers. *American Documentation*, *14*(1), 10–25. https://doi.org/10.1002/asi.5090140103

Khalid, K., Hassam, S. F., & Ahmad, A. M. (2016). Inducing the entrepreneurial action theory into sustainable-business model: An alternative to entrepreneurship theory. *Advanced Science Letters*, *22*(5-6), 1188–1191. https://doi.org/10.1166/asl.2016.6610

Khanra, S., Kaur, P., Joseph, R. P., Malik, A., & Dhir, A. (2022). A resource-based view of green innovation as a strategic firm resource: Present status and future directions. *Business Strategy & the Environment*, *31*(4), 1395–1413. https://doi.org/10.1002/bse.2961

Khojastehpour, M., & Shams, S. R. (2020). Addressing the complexity of stakeholder management in international ecological setting: A CSR approach. *Journal of Business Research*, *119*, 302–309. https://doi.org/10.1016/j.jbusres.2019.05.012

Koilo, V. (2022). *Business model for integrated sustainable value creation: A supply chain perspective*.

Kujala, J., Sachs, S., Leinonen, H., Heikkinen, A., & Laude, D. (2022). Stakeholder engagement: Past, present, and future. *Business & Society*, *61*(5), 1136–1196. https://doi.org/10.1177/00076503211066595

Laquimia, M. B., & Eweje, G. (2014). Collaborative governance toward sustainability: A global challenge on Brazil perspective. In *Corporate social responsibility & sustainability: Emerging trends in developing economies*. Emerald Group Publishing Limited.

Lardo, A., Mancini, D., Paoloni, N., & Russo, G. (2020). The perspective of capability providers in creating a sustainable I4.0 environment. *Management Decision*, *58*(8), 1759–1777. https://doi.org/10.1108/MD-09-2019-1333

Lee, J. Y., & Chang, C. H. (2019). Efforts toward creating a sustainable business model: An empirical investigation of small-scale certified forestry firms in Taiwan. *Sustainability*, *11*(9), 2523. https://doi.org/10.3390/su11092523

Lehoux, P., Silva, H. P., Denis, J. L., Miller, F. A., Pozelli Sabio, R., & Mendell, M. (2021). Moving toward responsible value creation: Business model challenges faced by organizations producing responsible health innovations. *Journal of Product Innovation Management*, *38*(5), 548–573. https://doi.org/10.1111/jpim.12596

Liu, G., & Ko, W. W. (2014). An integrated model of cause-related marketing strategy development. *AMS Review*, *4*(3), 78–95. https://doi.org/10.1007/s13162-014-0061-5

Liu, Z., & Stephens, V. (2019). Exploring innovation ecosystem from the perspective of sustainability: Towards a conceptual framework. *Journal of Open Innovation: Technology, Market, & Complexity*, *5*(3), 48. https://doi.org/10.3390/joitmc5030048

López-Fernández, A. M., & Rajagopal, R. (2016). Analysis of stakeholder value derivation through corporate social responsibility for business

growth and society's collateral benefits. *International Journal of Business Performance Management*, *17*(4), 413–427. https://doi.org/10.1504/IJBPM.2016.079274

Lozano, R., Suzuki, M., Carpenter, A., & Tyunina, O. (2017). An analysis of the contribution of Japanese business terms to corporate sustainability: Learnings from the "looking-glass" of the East. *Sustainability*, *9*(2), 188. https://doi.org/10.3390/su9020188

Lüdeke-Freund, F. (2010). Towards a conceptual framework of business models for sustainability. In R. Wever, J. Quist, A. Tukker, J. Woudstra, F. Boons, & N. Beute (Eds.), *Knowledge collaboration & learning for sustainable innovation* (pp. 25–29). Delft.

Lueg, R., Pedersen, M. M., & Clemmensen, S. N. (2015). The role of corporate sustainability in a low-cost business model—A case study in the Scandinavian fashion industry. *Business Strategy & the Environment*, *24*(5), 344–359. https://doi.org/10.1002/bse.1825

Lumpkin, G. T., Moss, T. W., Gras, D. M., Kato, S., & Amezcua, A. S. (2013). Entrepreneurial processes in social contexts: How are they different, if at all? *Small Business Economics*, *40*(3), 761–783. https://doi.org/10.1007/s11187-011-9399-3

Luthra, S., Sharma, M., Kumar, A., Joshi, S., Collins, E., & Mangla, S. (2022). Overcoming barriers to cross-sector collaboration in circular supply chain management: A multi-method approach. *Transportation Research Part E: Logistics & Transportation Review*, *157*, 102582. https://doi.org/10.1016/j.tre.2021.102582

Maessen, R., Van Seters, P., & Van Rijckevorsel, E. (2007). Circles of stakeholders: Towards a relational theory of corporate social responsibility. *International Journal of Business Governance & Ethics*, *3*(1), 77–94. https://doi.org/10.1504/IJBGE.2007.011935

Maizza, A., Fait, M., Scorrano, P., & Iazzi, A. (2019). How knowledge sharing culture can become a facilitator of the sustainable development in the agrifood sector. *Sustainability*, *11*(4), 952. https://doi.org/10.3390/su11040952

Maresova, P., Javanmardi, E., Maskuriy, R., Selamat, A., & Kuca, K. (2022). Dynamic sustainable business modelling: Exploring the dynamics of business model components considering the product development framework. *Applied Economics*, *54*(51), 5904–5931. https://doi.org/10.1080/00036846.2022.2055740

Marjamaa, M., Salminen, H., Kujala, J., Tapaninaho, R., & Heikkinen, A. (2021). A sustainable circular economy: Exploring stakeholder interests in Finland. *South Asian Journal of Business & Management Cases*, *10*(1), 50–62. https://doi.org/10.1177/2277977921991914

Martín, M. G., Álvarez, A. P., Ordieres-Meré, J., Villalba-Díez, J., & Morales-Alonso, G. (2020). New business models from prescriptive maintenance strategies aligned with sustainable development goals. *Sustainability*, *13*(1), 1–26. https://doi.org/10.3390/su13010216

Matos, S., & Silvestre, B. S. (2013). Managing stakeholder relations when developing sustainable business models: The case of the Brazilian energy sector. *Journal of Cleaner Production*, *45*, 61–73. https://doi.org/10.1016/j.jclepro.2012.04.023

Matzembacher, D. E., Raudsaar, M., Barcellos, M. D. D., & Mets, T. (2020). Business models' innovations to overcome hybridity-related tensions in sustainable entrepreneurship. *Sustainability*, *12*(11), 4503. https://doi.org/10.3390/su12114503

McCain, K. W. (1990). Mapping authors in intellectual space: A technical overview. *Journal of the American Society for Information Science (1986-1998)*, *41*(6), 433.

McGee, J. (1998). Commentary on 'Corporate strategies and environmental regulations: An organizing framework' by AM Rugman and A. Verbeke. *Strategic Management Journal*, *19*(4), 377–387. https://doi.org/10.1002/(SICI)1097-0266(199804)19:4<377:AID-SMJ988>3.0.CO;2-S

McNally, M. A., Cerbone, D., & Maroun, W. (2017). Exploring the challenges of preparing an integrated report. *Meditari Accountancy Research*, *25*(4), 481–504. https://doi.org/10.1108/MEDAR-10-2016-0085

Michelini, L., Grieco, C., Ciulli, F., & Di Leo, A. (2020). Uncovering the impact of food sharing platform business models: A theory of change approach. *British Food Journal*, *122*(5), 1437–1462. https://doi.org/10.1108/BFJ-06-2019-0422

Mihailova, D., Schubert, I., Burger, P., & Fritz, M. M. (2022). Exploring modes of sustainable value co-creation in renewable energy communities. *Journal of Cleaner Production*, *330*, 129917. https://doi.org/10.1016/j.jclepro.2021.129917

Mihalič, T., Žabkar, V., & Cvelbar, L. K. (2012). A hotel sustainability business model: Evidence from Slovenia. *Journal of Sustainable Tourism*, *20*(5), 701–719. https://doi.org/10.1080/09669582.2011.632092

Millar, E., & Searcy, C. (2019). The presence of citizen science in sustainability reporting. *Sustainability Accounting, Management & Policy Journal*, *11*(1), 31–64. https://doi.org/10.1108/SAMPJ-01-2019-0006

Minoja, M., & Romano, G. (2021). Managing intellectual capital for sustainability: Evidence from a re-municipalized, publicly owned waste management firm. *Journal of Cleaner Production*, *279*, 123213. https://doi.org/10.1016/j.jclepro.2020.123213

Moggi, S., & Dameri, R. P. (2021). Circular business model evolution: Stakeholder matters for a self-sufficient ecosystem. *Business Strategy & the Environment*, *30*(6), 2830–2842. https://doi.org/10.1002/bse.2716

Monastyrnaya, E., Le Bris, G. Y., Yannou, B., & Petit, G. (2017). A template for sustainable food value chains. *International Food & Agribusiness Management Review*, *20*(4), 461–476. https://doi.org/10.22434/IFAMR2015.0061

Moore, J. F. (1996). *The death of competition: Leadership and strategy in the age of business ecosystems*. HarperBusiness.

Morioka, S. N., Bolis, I., Evans, S., & Carvalho, M. M. (2017). Transforming sustainability challenges into competitive advantage: Multiple case studies kaleidoscope converging into sustainable business models. *Journal of Cleaner Production*, *167*, 723–738. https://doi.org/10.1016/j.jclepro.2017.08.118

Murphy, M., & Arenas, D. (2010). Through indigenous lenses: Cross-sector collaborations with fringe stakeholders. *Journal of Business Ethics*, *94*(1), 103–121. https://doi.org/10.1007/s10551-011-0782-4

Nair, S. R. (2020). The link between women entrepreneurship, innovation and stakeholder engagement: A review. *Journal of Business Research*, *119*, 283–290. https://doi.org/10.1016/j.jbusres.2019.06.038

Nerur, S. P., Rasheed, A. A., & Natarajan, V. (2008). The intellectual structure of the strategic management field: An author co-citation analysis. *Strategic Management Journal*, *29*(3), 319–336. https://doi.org/10.1002/smj.659

Niski, A., Krause, S., & Drusche, O. (2020). The sustainable corporate strategy in industrial goods markets. *Ökologisches Wirtschaften-Fachzeitschrift*, *1*, 30–37. https://doi.org/10.14512/OEW350130

Norris, S. (2024). In the eye of the beholder: Stakeholder perceived value in sustainable business models. *Long Range Planning*, *57*(1), 102406. https://doi.org/10.1016/j.lrp.2023.102406

Norris, S., Hagenbeck, J., & Schaltegger, S. (2021). Linking sustainable business models and supply chains—Toward an integrated value creation framework. *Business Strategy & the Environment*, *30*(8), 3960–3974. https://doi.org/10.1002/bse.2851

Olofsson, S., Hoveskog, M., & Halila, F. (2018). Journey and impact of business model innovation: The case of a social enterprise in the Scandinavian electricity retail market. *Journal of Cleaner Production*, *175*, 70–81. https://doi.org/10.1016/j.jclepro.2017.11.081

Orefice, C., & Nyarko, N. (2021). Sustainable value creation in event ecosystems—A business models perspective. *Journal of Sustainable Tourism*, *29*(11-12), 1932–1947.

Pajuelo Moreno, M. L., & Duarte-Atoche, T. (2019). Relationship between sustainable disclosure and performance—An extension of Ullmann's model. *Sustainability*, *11*(16), 4411. https://doi.org/10.3390/su11164411

Palacio, J. R. S., Climent, V. C., & Catala, A. E. (2021). The organizational model of the economy for the common good and its comparison with other approaches to sustainability. *CIRIEC-Espana Revista de Economia Publica, Social y Cooperativa*, *101*, 143–163.

Pätäri, S., Jantunen, A., Kyläheiko, K., & Sandström, J. (2012). Does sustainable development foster value creation? Empirical evidence from the global energy industry. *Corporate Social Responsibility & Environmental Management*, *19*(6), 317–326. https://doi.org/10.1002/csr.280

Pedersen, S., Clausen, C., & Jørgensen, M. S. (2023). Navigating value networks to co-create sustainable business models: An actionable staging approach. *Business Strategy and the Environment*, *32*(1), 240–258. https://doi.org/10.1002/bse.3127

Peterson, H. C. (2013). Fundamental principles of managing multi-stakeholder engagement. *International Food & Agribusiness Management Review*, *16*, 11–22.

Phillips, W., Lee, H., Ghobadian, A., O'regan, N., & James, P. (2015). Social innovation and social entrepreneurship: A systematic review. *Group & Organization Management*, *40*(3), 428–461. https://doi.org/10.1177/1059601114560063

Pieroni, M. P., McAloone, T. C., & Pigosso, D. C. (2019). Business model innovation for circular economy and sustainability: A review of approaches. *Journal of Cleaner Production*, *215*, 198–216. https://doi.org/10.1016/j.jclepro.2019.01.036

Pizzi, S., Leopizzi, R., & Caputo, A. (2021). The enablers in the relationship between entrepreneurial ecosystems and the circular economy: The case of circularity.com. *Management of Environmental Quality: An International Journal*, *33*(1), 26–43. https://doi.org/10.1108/MEQ-01-2021-0011

Preghenella, N., & Battistella, C. (2021). Exploring business models for sustainability: A bibliographic investigation of the literature and future research directions. *Business Strategy & the Environment*, *30*(5), 2505–2522. https://doi.org/10.1002/bse.2760

Press, M., Robert, I., & Maillefert, M. (2020). The role of linked legitimacy in sustainable business model development. *Industrial Marketing Management*, *89*, 566–577. https://doi.org/10.1016/j.indmarman.2019.05.009

Pucci, T., Casprini, E., Galati, A., & Zanni, L. (2020). The virtuous cycle of stakeholder engagement in developing a sustainability culture: Salcheto winery. *Journal of Business Research*, *119*, 364–376. https://doi.org/10.1016/j.jbusres.2018.11.009

Ramesh, G. (2010). Mainstreaming an unorganized industry: The case of Suguna poultry. *Vikalpa*, *35*(2), 35–48.

Ranängen, H. (2015). Stakeholder management in reality: Moving from conceptual frameworks to operational strategies and interactions. *Sustainable Production & Consumption*, *3*, 21–33. https://doi.org/10.1016/j.spc.2015.07.008

Reinhardt, R., Christodoulou, I., García, B. A., & Gasso-Domingo, S. (2020). Sustainable business model archetypes for the electric vehicle battery second use industry: Towards a conceptual framework. *Journal of Cleaner Production*, *254*, 119994. https://doi.org/10.1016/j.jclepro.2020.119994

Reyes-Rodríguez, J. F., & Ulhøi, J. P. (2022). Justifying environmental sustainability in small-and medium-sized enterprises: An analysis of complementary assets in the printing industry. *Business Strategy & the Environment*, *31*(1), 59–75. https://doi.org/10.1002/bse.2874

Richter, M. (2012). Utilities' business models for renewable energy: A review. *Renewable & Sustainable Energy Reviews*, *16*(5), 2483–2493. https://doi.org/10.1016/j.rser.2012.01.072

Rodríguez, J. A., Giménez, C., & Arenas, D. (2016). Cooperative initiatives with NGOs in socially sustainable supply chains: How is inter-organizational fit achieved? *Journal of Cleaner Production*, *137*, 516–526. https://doi.org/10.1016/j.jclepro.2016.07.115

Rojas-Lamorena, Á. J., Del Barrio-García, S., & Alcántara-Pilar, J. M. (2022). A review of three decades of academic research on brand equity: A bibliometric approach using co-word analysis and bibliographic coupling. *Journal of Business Research*, *139*, 1067–1083. https://doi.org/10.1016/j.jbusres.2021.10.025

Rok, B., & Kulik, M. (2020). Circular start-up development: The case of positive impact entrepreneurship in Poland. *Corporate Governance: The International Journal of Business in Society*, *21*(2), 339–358. https://doi.org/10.1108/CG-01-2020-0043

Roszkowska-Menkes, M. T. (2018). Integrating strategic CSR and open innovation. Towards a conceptual framework. *Social Responsibility Journal*, *14*(4), 950–966. https://doi.org/10.1108/SRJ-07-2017-0127

Rubio-Andrés, M., Ramos-González, M. D. M., Sastre-Castillo, M. Á., & Danvila-del-Valle, I. (2020). Exploring sustainability, good governance, and social responsibility in small and medium enterprises. *Corporate Social Responsibility & Environmental Management*, *27*(2), 852–869. https://doi.org/10.1002/csr.1849

Sadovska, V., Ekelund Axelson, L., & Mark-Herbert, C. (2020). Reviewing value creation in agriculture—A conceptual analysis and a new framework. *Sustainability*, *12*(12), 5021. https://doi.org/10.3390/su12125021

Salvioni, D. M., & Almici, A. (2020). Transitioning toward a circular economy: The impact of stakeholder engagement on sustainability culture. *Sustainability*, *12*(20), 8641. https://doi.org/10.3390/su12208641

Sanchez-Planelles, J., Segarra-Oña, M., & Peiro-Signes, A. (2022). Identifying different sustainable practices to help companies to contribute to the sustainable development: Holistic sustainability, sustainable business and operations models. *Corporate Social Responsibility & Environmental Management*, *29*(4), 904–917. https://doi.org/10.1002/csr.2243

Schaltegger, S., Horisch, J., & Loorbach, D. (2020). Corporate and entrepreneurial contributions to sustainability transitions. *Business Strategy & Environment*, *29*, 1617–1618.

Schneider, A. (2015). Reflexivity in sustainability accounting and management: Transcending the economic focus of corporate sustainability. *Journal of Business Ethics*, *127*(3), 525–536. https://doi.org/10.1007/s10551-014-2058-2

Schneider, S., & Clauß, T. (2020). Business models for sustainability: Choices and consequences. *Organization & Environment*, *33*(3), 384–407. https://doi.org/10.1177/1086026619854217

Shafique, M. (2013). Thinking inside the box? Intellectual structure of the knowledge base of innovation research (1988–2008). *Strategic Management Journal*, *34*(1), 62–93. https://doi.org/10.1002/smj.2002

Shah, M. U., & Guild, P. D. (2022). Stakeholder engagement strategy of technology firms: A review and applied view of stakeholder theory. *Technovation*, *114*, 102460. https://doi.org/10.1016/j.technovation.2022.102460

Silvestre, W. J., & Fonseca, A. (2020). Integrative sustainable intelligence: A holistic model to integrate corporate sustainability strategies. *Corporate Social Responsibility & Environmental Management*, *27*(4), 1578–1590. https://doi.org/10.1002/csr.1906

Son-Turan, S. (2020). The HESFS for higher education funding, employment and sustainability. *International Journal of Sustainability in Higher Education*, *22*(1), 100–119. https://doi.org/10.1108/IJSHE-10-2019-0310

Sousa-Zomer, T. T., & Cauchick-Miguel, P. A. (2019). Exploring business model innovation for sustainability: An investigation of two product-service systems. *Total Quality Management & Business Excellence*, *30*(5-6), 594–612. https://doi.org/10.1080/14783363.2017.1317588

Spickermann, A., Grienitz, V., & Heiko, A. (2014). Heading towards a multimodal city of the future?: Multi-stakeholder scenarios for urban mobility. *Technological Forecasting & Social Change*, *89*, 201–221. https://doi.org/10.1016/j.techfore.2013.08.036

Spitzeck, H., Boechat, C., & França Leão, S. (2013). Sustainability as a driver for innovation–towards a model of corporate social entrepreneurship at Odebrecht in Brazil. *Corporate Governance*, *13*(5), 613–625. https://doi.org/10.1108/CG-06-2013-0080

Stubbs, W. (2017). Characterising B Corps as a sustainable business model: An exploratory study of B Corps in Australia. *Journal of*

Cleaner Production, *144*, 299–312. https://doi.org/10.1016/j.jclepro.2016.12.093

Stubbs, W., & Cocklin, C. (2008). Conceptualizing a "sustainability business model". *Organization & environment*, *21*(2), 103–127. https://doi.org/10.1177/1086026608318042

Tamayo, U., & Vargas, G. (2019). Biomimetic economy: Human ecological-economic systems emulating natural ecological systems. *Social Responsibility Journal*, *15*(6), 772–785. https://doi.org/10.1108/SRJ-09-2018-0241

Tapaninaho, R., & Heikkinen, A. (2022). Value creation in circular economy business for sustainability: A stakeholder relationship perspective. *Business Strategy & the Environment*, *31*(6), 2728–2740. https://doi.org/10.1002/bse.3002

Tate, W. L., & Bals, L. (2018). Achieving shared triple bottom line (TBL) value creation: Toward a social resource-based view (SRBV) of the firm. *Journal of Business Ethics*, *152*(3), 803–826. https://doi.org/10.1007/s10551-016-3344-y

Tencati, A., & Zsolnai, L. (2009). The collaborative enterprise. *Journal of Business Ethics*, *85*, 367–376. https://doi.org/10.1007/s10551-008-9775-3

Torugsa, N. A., O'Donohue, W., & Hecker, R. (2012). Capabilities, proactive CSR and financial performance in SMEs: Empirical evidence from an Australian manufacturing industry sector. *Journal of Business Ethics*, *109*(4), 483–500. https://doi.org/10.1007/s10551-011-1141-1

Valdez-Juárez, L. E., Gallardo-Vázquez, D., & Ramos-Escobar, E. A. (2018). CSR and the supply chain: Effects on the results of SMEs. *Sustainability*, *10*(7), 2356. https://doi.org/10.3390/su10072356

van Gemert-Pijnen, J. E., Nijland, N., van Limburg, M., Ossebaard, H. C., Kelders, S. M., Eysenbach, G., & Seydel, E. R. (2011). A holistic framework to improve the uptake and impact of eHealth technologies. *Journal of Medical Internet Research*, *13*(4), 1672. https://doi.org/10.2196/jmir.1672

van Limburg, M., van Gemert-Pijnen, J. E., Nijland, N., Ossebaard, H. C., Hendrix, R. M., & Seydel, E. R. (2011). Why business modeling is crucial in the development of eHealth technologies. *Journal of Medical Internet Research*, *13*(4), 1674. https://doi.org/10.2196/jmir.1674

Veldhuizen, M., Blok, V., & Dentoni, D. (2013). Organisational drivers of capabilities for multi-stakeholder dialogue and knowledge integration. *Journal on Chain & Network Science*, *13*(2), 107–117. https://doi.org/10.3920/JCNS2013.1002

Velter, M. G. E., Bitzer, V., Bocken, N. M. P., & Kemp, R. (2020). Sustainable business model innovation: The role of boundary work for multi-stakeholder alignment. *Journal of Cleaner Production*, *247*, 119497. https://doi.org/10.1016/j.jclepro.2019.11949

Vidal, N. G., Berman, S., & Buren, H. V. (2015). Stakeholder theory and value creation models in Brazilian firms. *Revista brasileira de gestão de negócios*, *17*, 911–931. https://doi.org/10.7819/rbgn.v17i55.2070

Voinea, C. L., Logger, M., Rauf, F., & Roijakkers, N. (2019). Drivers for sustainable business models in start-ups: Multiple case studies. *Sustainability*, *11*(24), 6884. https://doi.org/10.3390/su11246884

Vrabcova, P., & Urbancova, H. (2021). Implementation of voluntary instruments by czech enterprises to meet sustainability and competitive growth. *Journal of Competitiveness*, *13*(3), 165. https://doi.org/10.7441/joc.2021.03.10

Vrontis, D., Iazzi, A., Maizza, A., & Cavallo, F. (2022). Stakeholder engagement in the hospitality industry: An analysis of communication in SMEs and large hotels. *Journal of Hospitality & Tourism Research*, *46*(5), 923–945. https://doi.org/10.1177/1096348020936351

Wagner, B., & Svensson, G. (2014). A framework to navigate sustainability in business networks: The transformative business sustainability (TBS) model. *European Business Review*, *26*(4), 340–367. https://doi.org/10.1108/EBR-12-2013-0146

Wardhani, R., & Rahadian, Y. (2021). Sustainability strategy of Indonesian and Malaysian palm oil industry: A qualitative analysis. *Sustainability Accounting, Management & Policy Journal*, *12*(5), 1077–1107. https://doi.org/10.1108/EBR-12-2013-0146

Watson, R., Wilson, H. N., & Macdonald, E. K. (2020). Business-nonprofit engagement in sustainability-oriented innovation: What works for whom and why? *Journal of Business Research*, *119*, 87–98. https://doi.org/10.1016/j.jbusres.2018.11.023

Weinberg, B. H. (1974). Bibliographic coupling: A review. *Information Storage & Retrieval*, *10*(5/6), 189–196. https://doi.org/10.1016/0020-0271(74)90058-8

Welford, R. (2007). Corporate governance and corporate social responsibility: Issues for Asia. *Corporate Social Responsibility & Environmental Management*, *14*(1), 42–51. https://doi.org/10.1002/csr.139

Wells, P. E. (2013). *Business models for sustainability*. Edward Elgar Publishing.

Witjes, S., & Lozano, R. (2016). Towards a more circular economy: Proposing a framework linking sustainable public procurement and sustainable business models. *Resources, Conservation & Recycling*, *112*, 37–44. https://doi.org/10.1016/j.resconrec.2016.04.015

World Commission on Environment and Development. (1987). *Report of the world commission on environment and development: Our common future*. Oxford University Press.

Yang, J., Shen, G. Q., Bourne, L., Ho, C. M. F., & Xue, X. (2011). A typology of operational approaches for stakeholder analysis and engagement. *Construction Management & Economics*, *29*(2), 145–162. https://doi.org/10.1080/01446193.2010.521759

Yang, M., & Evans, S. (2019). Product-service system business model archetypes and sustainability. *Journal of Cleaner Production*, *220*, 1156–1166. https://doi.org/10.1016/j.jclepro.2019.02.067

Yang, Y., Han, H., & Lee, P. K. (2017). An exploratory study of the mechanism of sustainable value creation in the luxury fashion industry. *Sustainability*, *9*(4), 483. https://doi.org/10.3390/su9040483

Yin, J., & Jamali, D. (2016). Strategic corporate social responsibility of multinational companies subsidiaries in emerging markets: Evidence from China. *Long Range Planning*, *49*(5), 541–558. https://doi.org/10.1016/j.lrp.2015.12.024

Zappi, G. (2007). *Corporate responsibility in the Italian banking industry: Creating value through listening to stakeholders*. Corporate Governance. https://doi.org/10.1108/14720700710820542

Zondag, M. M., Mueller, E. F., & Ferrin, B. G. (2017). The application of value nets in food supply chains: A multiple case study. *Scandinavian Journal of Management*, *33*(4), 199–212. https://doi.org/10.1016/j.scaman.2017.10.002

Zubeltzu-Jaka, E., Andicoechea-Arondo, L., & Alvarez Etxeberria, I. (2018). Corporate social responsibility and corporate governance and corporate financial performance: Bridging concepts for a more ethical business model. *Business Strategy & Development*, *1*(3), 214–222. https://doi.org/10.1002/bsd2.29

Zucchella, A., & Previtali, P. (2019). Circular business models for sustainable development: A "waste is food" restorative ecosystem. *Business Strategy & the Environment*, *28*(2), 274–285. https://doi.org/10.1002/bse.2216

SUPPORTING INFORMATION

Additional supporting information can be found online in the Supporting Information section at the end of this article.

How to cite this article: Attanasio, G., & Battistella, C. (2024). Charting the temporal evolution of stakeholder involvement in business model for sustainability: A comprehensive bibliometric review. *Corporate Social Responsibility and Environmental Management*, 1–32. https://doi.org/10.1002/csr.3034