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**FROM SUSTAINABLE
DEVELOPMENT TO
SUSTAINABILITY,
THROUGH EXCELLENCE
IN MANAGEMENT –
A THEORETICAL
APPROACH**

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Abstract: The desired corporate sustainability, and particularly the agri-food sector needs to go through sustainable development, and management excellence, which we vehemently discussed in the doctorate in agribusiness, and sustainability. Hence a question arose: is there a management system that offers sustainability to companies? Our objective was: to identify bibliographies that support the hypothesis that there is a gap to be filled, precisely the lack of management systems that provide economic, social, , and environmental sustainability to these companies. We propose specific objectives: 1. Collect and identify scientific articles published in appropriate journals, based on the keywords; 2. Verify and understand, and if the authors propose a management system focused on sustainable development and sustainability; 3. Verify that the European Quality Foundation's Management Excellence Model would be appropriate for the corporate sustainability proposal. We conducted a collection of 51 articles from the Scopus, and Scholar Google platforms, and qualitative analysis of the bibliographic search data. The research validated the hypothesis, and demonstrated that there is no management system that definitely provides companies with the desired sustainability. Therefore, it is challenging for further studies to clarify this issue, and the ODS EC 2030 to be addressed.

Keywords: Sustainable development; sustainability; excellence in management; EFQM.

INTRODUCTION

The goals of sustainable development, the sustainability of companies, , and in particular those of the agri-food chain, lead us to think about management systems that can provide an adequate path to the much-desired economic, social, and environmental sustainability, as described by Zinq (2008). This work is justified by the observation of an existing gap, which

is that of adequate management systems that provide corporate sustainability. Please note that there is no space here for an extensive review of what has been published according to the key issues. Nor is it a review article, but a limited search of fifty-one articles of free choice. We adopted as a research problem: is there a management system that provides sustainability to companies? This work had as general objective: to identify bibliographies that, from the keywords mentioned, support a hypothesis in the sense that there is a gap to be filled, which is precisely the lack of management systems that provide economic, social, and environmental sustainability to these companies. To this end, we propose three specific objectives, namely: 1. collect and identify scientific articles published in reputable journals, based on keywords; 2. verify, understand, and if the authors propose a management system focused on sustainable development and sustainability; 3. verify if the European Quality Foundation's Management Excellence Model would be adequate for the companies' sustainability proposition. We develop in three parts, being a) Sustainable Development, b) Sustainability, and c) Excellence in Management. We believe that the hypothesis was validated, as it was not clear, and defined that the EFQM quality management system effectively provides sustainability to companies.

MATERIALS AND METHODS

51 articles were listed from a universe of 285 articles, searched on the scientific platforms Scopus, and Scholar Google, with the orientation considered most appropriate, according to the keywords, and related to agrifood, agribusiness, and the business chain. We start from a narrative review of the literature, which does not need to exhaust the sources of information, nor apply sophisticated, and exhaustive search

strategies. The selection of studies, and the interpretation of information may be subject to the authors' subjectivity, which is adequate for this academic work. The selected articles are from the years 2016 to 2019 (inclusive), and a single article from the year 2008, whose research objective is Basic, and Strategic, Descriptive, and qualitative approach. With a hypothetical-deductive method, to validate the hypothesis raised by us, whose procedure was bibliographic.

LITERATURE REVIEW

a) Sustainable Development:

Zinq (2008) explains the discussion on sustainable development, which is mainly based on contributions from the Club of Rome in 1972, at the World Commission on Environment, and Development (WCED) in 1987, followed by the United Nations Conference in Rio de Janeiro in 1992. The principle of sustainability, however, is much older, and originally – in contrast to the modern concept – not based on norms, but on economic considerations.

The concept of sustainable development is based on three basic ideas:

- Sustainable development is focused on human needs (anthropocentric vision); According to Principle 1 of the Rio Declaration on Environment, and Development, human beings are at the center of concerns for sustainable development. They are entitled to a healthy, and productive life in harmony with nature.

- The idea of inter, and intragenerational equity is focused on the definition of sustainable development, that is, every generation must be able to benefit from the heritage of previous generations, and is obliged to maintain it in confidence in relation to the needs of future generations.

- The so-called three pillars of sustainable development, comprising social, economic,

and environmental objectives, must be considered equally. The normative idea of sustainable development is interpreted in different ways; several main aspects characterize the debate on “sustainability” in the public, politics, and sciences. An important question is whether natural capital (eg natural resources or ecosystems as a whole) can be replaced by artificial capital (eg assets, technologies or knowledge). Proponents of the so-called weak sustainability concept maintain that synthetic capital stocks are replaceable. This includes that the current exploitation of natural resources can be completely replaced by anthropogenic capital, leaving the entire stock of capital constant. It corroborates in this sense Cavagnaro & George (2017).

Continues Zinq (2008) that corporate sustainability can be seen as a transfer of the general idea of sustainable development to the business level. Thus, it can be defined as meeting the needs of a company's direct, and indirect stakeholders, without compromising its ability to also meet the needs of future stakeholders. This definition implicitly includes several assumptions, showing the interpretation of the role of a corporation in its social system from the perspective of corporate sustainability:

- Satisfying human needs is the goal of all business activities, and therefore a top “reason for being” for every company. This points to the close link between the general idea of sustainable development, and the concurring actions at the enterprise level. Companies are important actors in the realization of a path to sustainable development. They not only satisfy human needs - together with a certain use of resources, and production of waste - they also create needs, and thus influence our consumption behavior, and lifestyle. This aspect is crucial in relation to the relevance of sufficiency strategies for sustainable development.

- The basis of a company's economic success is to best meet the needs of its (relevant) stakeholders. A company that is not able to obtain a "license to operate" will not survive. This is not just the case with stakeholder compensation. Several examples show that it can be of great importance for a company that the legitimacy of its business is also recognized, even by stakeholders it is not yet in contact with (eg non-governmental interest groups).

Sustainable development may be one of the greatest social awakenings of our time, rivaling the social shifts in feminism, and environmentalism of the latter parts of the 20th century. People, and organizations need a new paradigm to make this shift. So far, we have disciplines that emphasize non-aggression to human beings, the intelligent use of recycled materials, the reduction of our presence on the planet, and alternative forms of energy. Being truly sustainable requires a systemic view of preserving human, natural, environmental, and energy resources as a normal course of activity. The challenge is to move from these segmented views of sustainability to a more holistic perspective. In this context, Paolotti et al. (2019). Still with this same idea, Guliyev & Ayyubzada (2016) highlight that sustainable development, close to the operational facilities of the BP company in Azerbaijan, is the essential focus of the community development program. BP begins to exchange information with members of many communities near its facilities, and operations. Generating income, and creating broader economic opportunities is BP's focus. In 2011, around US\$800,000 was spent on the Community Development Initiative program, and several projects were supported by BP with its initiatives, aiming at sustainable development.

For Gianni et al. (2017), sustainable development is the center of interest for

many researchers, mainly because economic uncertainty has increased a lot. The ability of organizations to deal with current challenges, and volatile market conditions is questioned. Therefore, companies look for new effective paths to the long-term viability, and therefore effectively address "corporate sustainability".

Cherrafi et al (2017) understand, and that rapid changes in the business landscape, globalization, and growing concerns about the environment have forced many organizations to adjust their operations, and take a proactive role in developing cleaner processes. At the same time, shareholders, regulators, and consumers are clamoring for more sustainable products, and services. A normal starting point for developing better strategies to support environmental sustainability is to explore current best practices, and how they can be adapted, and implemented to meet sustainability requirements.

Sanchez-Ruiz (2019) states that it is important to deepen our understanding of the process of implementing continuous improvement, and specifically, it is important that all companies identify, and avoid the factors that make it difficult.

To Zaid et al. (2017) knowledge is an intellectual property that is generated, developed, and circulated among the members of a knowledge-based organization to achieve business sustainability, and gain a competitive advantage over business rivals. The effectiveness of the knowledge that circulates in the organization depends a lot on the skills, and knowledge of its workers. The productivity of such organizations may decline if experienced employees leave, and are replaced by inexperienced ones who need additional training.

In the last 30 years, different quality improvement philosophies point to the importance of sustaining, and developing continuous improvement as a strategy to

achieve the different competitive advantages necessary to have excellent business processes, according to Jurburg (2018). In particular, some authors point out that the most important source of competitive advantage in the implementation of continuous improvement is the human factor, mainly due to its intangible characteristics, and difficult to copy. For this, it became evident the need to develop, and nurture a specific set of routines to achieve this capacity for improvement, with which Başaran (2017) agrees.

According to Krivorotev et al. (2016), one of the most important determinants that define the sustainable development of a company or industrial complex (including large companies, forming the technological production cycle, their sales, and marketing mix, and also the after-service system of goods) is its business development model, responsible for the business, social, and ecological environment. It argues that competitiveness, and sustainability are concepts that reinforce each other, forcing management techniques to grow in innovation in general.

Martucci et al (2019) present us with the Social Life Cycle Assessment (ACVS), which is a tool that specifically captures the social impacts of the production of a good or service, allowing any critical problems to be seen throughout the life cycle. of the product, enabling targeted, and targeted interventions to correct negative social impacts. ACVS is an essential tool in the context of sustainable development, policy choices, and the implementation of corporate strategies focused on sustainability, particularly in the social dimension.

Sustainable development, according to Feil et al. (2019), can be achieved through a new vision attributed to industrial processes in relation to the control of gas emissions, reuse and recycling of waste, types and quantities of environmental resources,

among others. This vision is not considered an easy task to achieve, as it involves high levels of business management, production and consumption of society. In this sense, ecological, social and economic pressure is increasing on industrial organizations, as the pollution generated by them has increased to levels never reached before.

For Silveira & Petrini (2018), the results of the studies show that corporate sustainability is still under development and different objects of study may emerge to deepen knowledge.

Technology transfer, according to Corsi et al. (2019) is mentioned by the UN Sustainable Development Goals (2015) as a mechanism that promotes sustainable development. However, the transfer process may present different flows and different technologies. These aspects need to be aligned with these objectives so that technology transfer can fulfill its role as a tool for advancing sustainability. Therefore, it is necessary to understand how technology transfer has been addressed in studies on sustainable development to achieve more sustainable practices.

Eyab (2019) understands that Corporate Social Responsibility will bring the desired sustainable development to Small and Medium-sized Enterprises in Sub-Saharan Africa, in relation to climate change.

b) Sustainability:

Adamek (2018) states that the authors understand that sustainability characterizes the ability of an organization to adapt to changes and offers a variety of opportunities and valuable practices for the delivery of services that are effective and efficient. As generally understood, sustainability is a multidimensional phenomenon that focuses on sustaining solid outcomes, generating knowledge, building capacity, experiencing stable funding and staffing patterns, and effectively delivering value-based services

and support. and efficient. These attributes are considered essential to the organization's ongoing health and well-being.

Green companies are socially and environmentally responsible. Green companies embrace principles and practices that protect people and the planet. They challenge themselves to bring the goals of social, and economic justice, environmental sustainability, as well as community health and development, to all their activities - from managing production and supply chain to employee relationships and customer service. client. client. They create jobs that empower workers and honor their humanity. They also serve as role models for the role that business can play in transforming our society into a socially just and environmentally sustainable society. For Paranitharan et al (2017), sustainability is to build a society in which an appropriate balance is created between economic, social and ecological objectives. For business, this involves sustaining, and expanding economic growth, shareholder value, prestige, corporate reputation, customer relationships and the quality of products and services.

Sustainability can be used as a strategy to contribute to social objectives and a powerful source of competitive advantage, an integral component of social responsibility, basic elements of organizational culture, transparency and risk management. Sustainability requires the adoption of product-oriented strategies and a shift from narrowly focused process management to more comprehensive product management that meets consumer needs.

Ocampo (2018) says that, with regard to sustainability, although no official definition has been offered in the current literature, the sustainable manufacturing strategy can be defined as a coordinated pattern of decisions, both structural and infrastructural,

that guide the use of resources. productive resources. Manufacturing, in order to provide a competitive advantage in the manufacture of products with processes that limit impacts to the environment, mainly related to materials, energy and waste, and are safe for all stakeholders and economically viable.

Bocken et al. (2014), cited by Aryanasy et al (2017), introduced the eight archetypes of sustainable business, maximizing material productivity and energy efficiency, creating value from waste; replacing them with renewables and natural processes, limiting growth, associated with non-renewable resources and current production systems, providing functionality rather than ownership, taking a stewardship role, encouraging sufficiency, redefining business for society / environment and finally developing scale-up solutions, which means offering sustainable solutions on a large scale to maximize benefits for society and the environment.

For Elmualim (2016), research has shown that there is still an intriguing confusion in the definition and use of the term sustainability. With regard to corporate social responsibility, the term has been adopted by construction companies. Various terms have been used in various industry groups and organizations such as Corporate Social Responsibility, Corporate Sustainability, Sustainable Development and Sustainable Corporation to name a few. There is a lack of understanding of the terms and therefore they are used differently by different individuals and different organizations depending on time and context. This requires a broader dialogue about these two terms and their application in the sustainable practice of some companies. In this context, corroborates Niroula (2017).

Soebandrija (2017) understands that, from a strategic point of view, to maintain a high quality process, a company needs to move towards continuous improvement to

achieve sustainability. Precisely, to achieve sustainability, the company needs to involve leadership, organizational learning and innovation through the performance bridge. The aforementioned innovation is elaborated through the notion of Green Innovation that intertwines with the Sustainable Industrial System. These ideas corroborate Thawani (2018).

On Sustainability Indicators, Munyaneza et al. (2019), demonstrate that indicators are important according to the characteristics of a specific production system being examined. They are significant in two ways: they form a foundation on which a smaller, more refined set of indicators could be developed and which would be useful for monitoring sustainable progress, given the availability of data. Second, they are a baseline against which future changes in perceptions of industry priorities can be assessed. The identification of relevant indicators is an initial step in the sustainability assessment.

Mangla et al. (2019) state that sustainability involves a combination of ecological, social and financial responsibilities so that future generations meet their needs. Sustainability has become a significant concern among business organizations. The Agri-Food Supply Chain is at the forefront of this development due to the pressure exerted by the growing consumer demand for food quality and sustainability. Designing a chain network is a complex issue due to the intrinsic focus on product quality and environmental sustainability demands. In food distribution, quality, health and safety are considered centrally, due to the increase in food scares. Sustainability in this Supply Chain includes green fanatical aspects and a social dimension; the health and safety of employees must be guaranteed.

In the Agri-Food Supply Chain, retailers and suppliers can contribute to organizational

sustainability through higher temperature distribution, sustainable sourcing, reduced waste in storage and providing high-quality food service operations during preparation.

However, Clapp (2018) describes a number of factors that discourage policy and governance development on corporate concentration issues, including the lack of clear scientific consensus on how best to promote sustainable agriculture; the weak and fragmented nature of the regulatory frameworks and institutions that oversee competition policy and the sustainability of the food system; the power of agribusiness companies to influence policy outcomes; and the complex and distanced nature of the factors underlying corporate concentration in the sector.

Szulecka (2019) makes a critical review of the literature and shows that, although sustainability is a fundamental aspect, it remains little investigated and is usually an empty term. Most bioeconomy transition strategies are very broad frameworks and do not go into the details of environmental and socio-economic sustainability. She noted that only one bioeconomy perspective, dubbed the “bioecology view” clearly focuses on sustainability, but that it is often dominated by the competing perspectives of bioresource and biotechnology.

c) Excellence in Management:

The Business Excellence Models (BEMs), according to De Carvalho (2018), and their implementation programs and recognition awards focus on helping organizations as a whole to improve their level of performance and achieve excellent and sustained results according to Fundação for Quality Management, which in its 2018 notebooks. Over the years, and since its inception in the late 1980s or early 1990s, the implementation of such models has proven to be a valuable

approach for organizations to achieve these goals.

Human service organizations are increasingly focusing on two concepts to guide their thoughts and actions: sustainability and quality improvement, as defined and added by Siva et al. (2016). Sustainability characterizes an organization's ability to adapt to change and provide a variety of valuable service delivery opportunities and practices that are effective and efficient. As generally understood, sustainability is a multidimensional phenomenon that focuses on sustaining solid results, generating knowledge, building capacity, experimenting with stable funding and staffing patterns, and delivering value-based services and support effectively and efficiently. These attributes are considered essential to the organization's ongoing health and well-being.

The second concept, quality improvement, is increasingly being seen as an effective and efficient approach to operationalizing sustainability. Seen from this perspective, quality improvement is not a discrete event, nor is it a one-time process. It is an ongoing process that occurs most rapidly in organizations that have developed the capacity for change and in organizations that take a balanced approach to its formulation and implementation. Furthermore, quality improvement involves the integration of the organization's self-assessment, planning, execution and assessment; involve key stakeholders in the quality improvement process; incorporate multiple performance-based perspectives; implementation of specific quality improvement strategies aligned with these perspectives; and establishes the mindset among the organization's personnel that change is possible by initiating the quality improvement process with the question, "What are the desired outcomes and what needs to be implemented for these outcomes

to occur? Quality improvement is defined as an integrative, sequential, participatory and continuous process, based on best practices and whose main objective is to improve the effectiveness, efficiency and sustainability of an organization.

Paranitharan et al (2017) understands that sustainability can be achieved through effective implementation of quality management systems, sound environmental practices and a robust safety culture to meet global customer expectations. The organization must employ certain management systems, such as quality, environment, safety and social responsibility, to meet these requirements in a systematic way.

Some of the management systems fall under various standard practices, namely the International Organization for Standardization (ISO) series for quality management, environment management, and customer satisfaction and complaint systems to meet stakeholder needs. These standards are widely practiced by most manufacturers and sought after by customers. Likewise, Total Quality Management (TQM), Management Excellence Model (EMM), Define, Measure, Analyze, Control and Improve (DMAIC), lean production, agile production and sustainable production are used to improve product quality and systems performance.

Adamek (2018) reiterates that some authors agree that the conception of quality improvement is increasingly seen as a tool for an effective and efficient approach to the operationalization of sustainability. It is an ongoing process that occurs most rapidly in organizations that have developed the capacity for change and in organizations that take a balanced approach to its formulation and implementation.

Furthermore, quality improvement involves the integration of the organization's self-assessment, planning, execution and

assessment; involve key stakeholders in the quality improvement process; incorporate multiple performance-based perspectives; implement specific quality improvement strategies aligned with these perspectives and use right-to-left thinking that establishes the mindset among the organization's personnel that change is possible by initiating the quality improvement process.

Dubey (2016) presents the European Foundation for Quality Management (EFQM) model as a starting point. The most used model for self-assessment and strategic change is the EFQM management excellence model, based on the following eight concepts:

- Results orientation;
- customer focus;
- leadership and constancy of purpose;
- management by processes and facts;
- people development and involvement;
- continuous learning;
- innovation and improvement, and
- partnership development and social responsibility.

The EFQM training materials emphasize that an organization that achieves excellence in the eight areas listed will experience sustainable developments through better stakeholder relations, with social, environmental and financial outcomes. Citing other authors, Dubey (2016) states that this model embodies the principles of quality management, largely leaving quality management issues to individual organizations through systems such as ISO or 6 Sigma, expanding the notion of quality improvement to a holistic management concept, which encompasses all management activities, integrating inputs, processes and outputs. Also included in this context are Robu et al. (2019), in addition to adding that one of the determinants of business excellence, common to all models, is leadership.

Cavaco & Machado (2018) argue that the constant need to be ahead, in order to gain competitive advantage, is the fundamental reason that drives companies to be innovative. To this end, it is crucial to develop capabilities to foresee new business opportunities and create market trends, which requires a strategic vision, taking into account the limitations and potential of its resources. This attitude requires the ability to explore alternative strategies and the talent to lead/manage resources for new projects. In this context, it is vital to define adequate strategies to face these challenges and, for this, companies must integrate innovation models in their strategic planning processes, allowing the assessment of their current competitiveness and the adequate definition of their business goals, operational goals. . and actions necessary to achieve its goals in a sustainable manner.

Nawaz & Koç (2019), citing other authors, argue that in order to identify how accounting and management systems can address organizational sustainability challenges, it is imperative to learn from the practical success of sustainable organizations. The authors called for academic engagement with organizations to learn from their internal processes, at the strategic and micro levels.

There are few studies in the literature that try to capture the best sustainability practices of organizations. These studies, however, have limited implications due to restrictions in their scope and research design. Some of the studies only capture practices that reflect on the role of leadership in increasing the impact of strategic initiatives, while others attempt to examine the influence of sustainability practices on profitability. Some others limit the scope of the survey to strategic initiatives or small and medium-sized companies.

In other cases, the selection of a sample is restricted to a single sector or a single country. These authors indicate that there are nine

main themes, which help the most sustainable organizations to outperform the rest of companies regarding sustainability. Each theme corresponds to the functional areas and best practices, namely: a) Optimization of resources and minimization of waste and emissions; b) Business and Operational Excellence; c) Corporate Citizenship and Social Development; d) Research and Innovation; e) Purchasing, supply chain and logistics; f) Governance; g) Sustainability Management Tools; h) Relations between employees; and i) Health, well-being, safety and security.

Nunhes et al (2016) propose that the category “Integrated Management Systems + Sustainability” identified the need to investigate the impact of certifiable management systems on sustainable development, as well as the need to develop proposals for the integration of Integrated Management Systems. Management to corporate sustainability. governance to optimize results. In addition, studies are suggested aiming at improvements in the integration of operations management of the Integrated Management Systems as a contribution to the area of sustainable development.

Sony (2019) agrees that mixed results from the success of operational excellence programs appear to be important and worthy of investigation, especially in the context of implementing a sustainable operational excellence program that will be sustainable. In addition, organizations need a model that guides them towards the sustainability of operational excellence initiatives. The modern organization to be sustainable must act in the economic, environmental and social dimensions. There is very little research on developing a sustainable operational excellence model, which will provide some insight to the company on how to be sustainable with operational excellence initiatives. This is

achieved by reviewing the existing literature on operational excellence and developing a model for the sustainability of operational excellence initiatives in the organization.

Sehnm et al. (2019) write that operations management is involved in finding ways to improve sustainable supply chain performance through operational excellence approaches and can greatly contribute to company performance excellence, and these operations are essential for the creation of economy-based circular production systems. These operations focus on a detailed assessment of facility compliance, resource use and performance, potential environmental and health effects, product lifecycle and supply chain, as well as sustainable systems. In this sense, Wong et al (2018) agree.

Rofi'udin & Latief (2018) state that one of the approaches to sustainability is an effective and competitive integrated management system. This can be understood because the application of Quality Management Systems (QMS), Environmental Management (EMS) and Occupational Safety and Health Management (SGSSO) reflect the dimensions of balance in a sustainable system; economic sustainability can be achieved with the application of the QMS, the application of the SGSSO contributes to achieving social sustainability, while ecological sustainability can be achieved by optimizing the business processes of organizations that focus on the EMS. The level of management systems integration depends on the management systems integration process, especially the development strategy and methodology. The integration process has a significant impact on sustainability, mainly in terms of economic, social, political and environmental balance, reducing environmental impact and optimizing resources.

Ussahawanitchakit (2017) understands that strategic management accounting is an

essential factor for doing business successfully. Companies with efficient management control systems can effectively adjust to current and future situations and circumstances. These companies can critically develop and improve their operations, practices and activities. They can meet customer needs and market requirements; obtain competences, capabilities and competitive potential; and significantly increase its financial and non-financial performance.

As a reaction to more competitive and uncertain market environments, management control systems can be a valuable strategic management accounting approach and method to enhance the ability of companies to renew their organizational operations, develop management activities, increase their business excellence. and achieve long-term sustainability.

Gianni et al (2017) conclude that a multitude of management systems standards and guidelines address different perspectives of corporate sustainability, such as ISO 9001 on quality, ISO 14001 on environment, OHSAS 18001 on health and safety, the AA1000 series in guaranteeing responsibility and stakeholder engagement, SA 8000 in social responsibility and ISO 26000 in corporate social responsibility (CSR). In this context, the integration of the mentioned management systems are applied separately and without a systemic relationship, but always in search of sustainable development. In this context, they corroborate Arsenijević, O., Ferjan, M., Podbregar, I., Šprajc, P., Trivan, D., & Ziegler, Y. (2017).

A paradox lies in the fact that, while corporate sustainability accounting and reporting are extensively covered, there is almost no evidence of “black box” management, i.e. where the results come from and how they are used to improve performance. of Sustainability. Sustainability

and Social Responsibility reports are usually limited to isolated indicators with a lack of transparency and reliability. Notions such as performance measurement, performance management, and system management are often misused. To resolve this confusion, it suggests a holistic view of system sustainability, where sustainability first needs to be managed within a system. Second, the performance of this sustainability management needs to be managed and measured. And this approach includes Gechevski et al. (2016).

Carvalho et al. (2019), understand that excellence is not an abstract concept. It is related to an organization's values and culture and therefore cannot be defined by any prescriptive standard. Typically, those moving along the excellence journey already have a mature quality management system and are motivated to move towards the total quality management approach. This self-motivation is expressed proactively, even in cases where there was significant external motivation (eg, influence or even customer demand) in the initial implementation of core quality principles. The literature related to excellence is almost unanimous in stating that the implementation of excellence models and quality improvement programs has many advantages for organizations, such as improving organizational performance and addressing a highly dynamic market.

Excellence in sustainability, according to Ávila-Gutiérrez et al. (2019), it is considered the most evolved concept of quality towards commercial excellence in the quality management models of the European Foundation for Quality Management, as well as for the American Quality Award, which provide a source of information and serve as a channel for the transfer of technology for the propagation and distribution of knowledge.

About sustainability indexes Jankalová & Jankal (2018) examined the Business

Excellence Models (EFQM and Baldrige (USA)) as a multi-criteria analysis and determined that the best approach to sustainability assessment is the Business Excellence Model. Likewise, he stated that the EFQM Excellence Model is the best model for sustainability assessment, in view of the objective of the assessment, with a tool for reports, for assessment and self-assessment. Tasleem et al. (2017), Akkukuk & Gencer (2017) and Meza-Ruiz et al. (2017). Also for Kumar et al. (2019), a multi-criteria decision will be beneficial for decision-making in favor of sustainability.

For Hussain et al. (2018), sustainable business excellence is a consequence of continuously achieving balance between the competing and complementary interests of the main stakeholder segments. In addition to the most common stakeholder segments such as customers, shareholders and policymakers, Sustainable Business Excellence deeply integrates society as an explicit part and the natural environment as an implicit part. Achieving this balance increases the likelihood of superior and sustainable competitive positioning and, therefore, the long-term success of the company. This is accomplished through an integrated approach to organizational design and function, emphasizing innovation, operational performance, customer-related, human capital, finance, market, society and environmental performance.

Regarding tools for sustainability, Turan et al. (2017) understands that the application of green project management is the most desirable tool that will act as our guideline in encouraging sustainability assessment in the environmental management system of Malaysian industry. Therefore, a comprehensive sustainability report can certainly be prepared by the companies themselves. Equally important in this topic

is that the assessment of sustainability in the environmental management system is the most important issue, as the fulfillment of the necessary criteria in the integration of sustainability projects will be measured. The convergences of this process will be followed by the preparation of sustainability reports.

RESULTS

It is observed that the authors understand that Sustainable Development and Sustainability are sometimes confused mainly by the knowledge of the actors and that sustainable development is the decision-making towards sustainability [51][9] and that satisfying human needs is the objective of all business activities and, therefore, a superior “raison d'être” for each company. The challenge is to move from these segmented views of sustainability to a more holistic one [9][40]. Continuous improvement as a strategy to achieve different competitive advantages is necessary to have excellent business processes [23] and that man is the central point of these issues [6]. Dealing with challenges, getting best practices, business development model, Social Life Cycle Assessment [27], high levels of corporate management [17], technology transfer [12], Corporate Social Responsibility [16]. All these concepts refer to sustainable development and corroborate each other.

Sustainability, on the other hand, refers to the organization adapted to changes, excellent practices with effective and efficient services [1], green companies are socially and environmentally responsible and adequate balance between economic, social and ecological objectives [35]. Strategic to maintain high quality, a company needs to move towards continuous improvement in order to achieve sustainability [42]. Clear scientific consensus on how best to promote sustainable agriculture is lacking [11]. Sustainability is a fundamental aspect and

remains under-researched and is generally an empty term [44].

About the EFQM Management Excellence Model, it helps organizations to improve their level of performance and achieve excellent and sustained results [13]. Quality improvement leads to sustainability [41], it is defined as an integrative, sequential, participatory and continuous process, based on best practices and whose main objective is to improve the effectiveness, efficiency and sustainability of an organization. Sustainability can be achieved through effective implementation of quality management systems, sound environmental practices and a robust safety culture to meet global customer expectations [35]. [14] and [36] state that this EFQM MEG embodies the principles of quality management for sustainability. Economic sustainability can be achieved with the application of the QMS, the application of the SGSSO contributes to the achievement of social sustainability, while ecological sustainability can be achieved by optimizing the business processes of organizations that focus on the EMS [37]. Finally, the authors agree that a complex management system can lead to corporate sustainability

FINAL CONSIDERATIONS AND LIMITATIONS

When studying about Sustainable Development, Sustainability, we are faced with the observation of an existing gap, which is the adequate management systems that provide corporate sustainability.

In view of this, the research had as its general objective: to identify bibliographies that, from the mentioned keywords, support a hypothesis in the sense that there is a gap to be filled, which is precisely the lack of management systems that provide economic, social sustainability and environment to those companies. This objective was met and

the hypothesis was confirmed, attesting that there really is a gap to be filled by a system of excellence in management that leads companies to sustainability.

The first specific objective: 1. to collect and identify scientific articles published in reputable journals, based on the keywords - was met according to the bibliographic references in the annex. The SO 2. verify and understand if the authors propose a management system aimed at sustainable development and sustainability – it was not verified. The authors refer to Management Systems, but not specifically or that lead to sustainability, but that help towards sustainability. And the SO 3. verify if the Management Excellence Model of the European Quality Foundation would be adequate for the proposition of the sustainability of the companies - in this case it was verified that there is no support by the authors that the MEG of the EFQM effectively leads to companies towards sustainability, but which is the first and fundamental step towards sustainability.

Therefore, the answer to the research problem: is there a management system that provides sustainability to companies? It was answered as follows. No, there is no management excellence model that provides sustainability to companies.

The methodology used was Basic and Strategic, Descriptive with a qualitative approach. With a hypothetical-deductive method, to validate the hypothesis raised by us, whose procedure was the bibliographic. To this end, 51 articles were listed from a Universe of 285 articles, searched on the scientific platforms Scopus and Scholar Google, with the orientation considered most appropriate, according to the keywords and related to the agrifood, agribusiness and business chain. We started with a narrative review of the literature, which does not need

to exhaust the sources of information, nor does it apply sophisticated and exhaustive search strategies.

The limitations of this work are precisely in a broader research and an exploratory

research in the operational field of companies and EFQM, or even an empirical work where we would look for companies that already have awards by the EFQM and that perhaps they could consider to be sustainable.

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