



Strategic Planning and Sustainable Business Development: ESG Integration in Strategic Management Framework

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Abstract

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This study aims to analyze the role of strategic planning in supporting sustainable business development through the integration of Environmental, Social, and Governance (ESG) principles. Using a library-based method, this research reviews scholarly works published over the last five years that discuss sustainability-oriented strategic management. The findings show that integrating ESG dimensions into strategic planning significantly enhances competitiveness, operational efficiency, and organizational resilience in a rapidly changing global environment. Sustainability integration not only improves financial performance but also contributes to long-term social welfare and environmental preservation. Furthermore, ESG-based strategies provide a comprehensive managerial framework that aligns economic goals with ethical and ecological responsibilities. The study emphasizes that sustainable strategic planning must evolve from a supplementary activity into a core element of managerial decision-making. By embedding sustainability at the heart of strategic processes, organizations can strengthen stakeholder trust, foster innovation, and ensure their active contribution to achieving global sustainable development goals (SDGs).



1. Introduction

The development of the global economy in the last decade shows an increase in awareness of more sustainable business practices. Climate change, digital disruption, and socio-economic pressures require organizations to focus not only on short-term profitability, but also on sustainability values and good governance. Therefore, modern business strategies place Environmental, Social, and Governance (ESG) aspects at the core of their strategic planning (Salman, 2024). The integration of sustainability in strategic planning is fundamental for companies to create a balance between economic growth, social welfare, and environmental sustainability.

Conceptually, strategic planning has evolved from a mere managerial tool to an adaptive system that functions to respond to complex environmental changes. Classic models such as those put forward by David and Wheelen are now undergoing a transformation by adding sustainability and green innovation dimensions (Olanrewaju et al., 2024). This approach allows organizations to integrate SWOT and PESTEL analysis with ESG indicators as new strategic variables that play an important role in maintaining long-term competitiveness. Thus, sustainability is no longer considered a mere social responsibility, but rather an integral part of corporate strategy.

In this context, recent research highlights the importance of synchronization between strategic planning and sustainable business development. ESG integration has been proven to improve resource efficiency, strengthen brand reputation, and foster stakeholder loyalty (Stanislavyk & Zamlynskyi, 2023). Furthermore, organizations that consistently apply ESG frameworks tend to have more stable

financial and non-financial performance amid global economic volatility (Kushchenko & Mytrofanova, 2024). This view is in line with the idea of the Triple Bottom Line reintroduced by Elkington (2021), which emphasizes the balance between People, Planet, and Profit as a measure of modern corporate success.

However, while various literature has confirmed the urgency of sustainability in strategic planning, there are still gaps in its implementation, especially at the level of mid-sized organizations and emerging sectors. Many companies do not yet have a strategic framework that systematically integrates ESG indicators in decision-making (Ishak & Asmawi, 2022). This gap is both a challenge and an opportunity to develop an adaptive strategy model that is able to bridge the gap between strategic management theory and sustainable business practices. This approach is in line with the global direction towards a green economy and resilient business models.

Furthermore, the focus of research in the context of sustainable development needs to be directed at the formation of a conceptual model that not only maps the internal and external factors of the organization, but also assesses the extent to which ESG integration contributes to the achievement of the Sustainable Development Goals (SDGs). According to the OECD (2020), strategic planning practices based on sustainability are able to strengthen synergies between innovation, governance, and socio-environmental sustainability in the long term. Therefore, building a holistic and sustainability-based strategic approach is an essential step for organizations in the 2020–2024 era. This shows that a business strategy that is adaptive to global changes is no longer an option, but a fundamental necessity to maintain long-term relevance and competitiveness.

2. Literature Review

2.1 Strategic Planning in the Context of Business Sustainability

Strategic planning is a fundamental component in modern management that serves as an organizational roadmap to achieve long-term competitive advantage. In the context of sustainable development, strategic planning not only emphasizes efficiency and profitability, but also pays attention to the balance between economic, social, and environmental aspects. According to Stanislavyk and Zamlynskyi (2023), effective strategic planning must be able to anticipate external dynamics, such as climate change, environmental policies, and global market pressures. This approach allows organizations to strategize that is adaptive to change while driving sustainable value creation.

In addition, Olanrewaju et al. (2024) emphasized that integrating sustainability principles into strategic planning can broaden an organization's perspective on resource management. By implementing sustainability-oriented planning, companies can build business models that are resilient to global economic uncertainty. Meanwhile, Elkington (2021) through the concept of the Triple Bottom Line emphasizes that the success of modern business strategies is not only measured by financial gains, but also by the social and environmental impacts generated. Therefore, sustainability-oriented strategic planning is key for organizations in building socially and ecologically responsible competitiveness in the post-2020 era.

2.2 Integration of ESG Principles in Strategic Business Development

The integration of Environmental, Social, and Governance (ESG) into business strategy has become a key pillar in contemporary management practices.

This approach aims to combine financial goals with long-term sustainability values. According to Ishak and Asmawi (2022), the integration of ESG in strategic planning allows organizations to identify non-financial risks while improving the company's reputation in the eyes of stakeholders. Companies that successfully implement ESG principles tend to have higher resilience to market volatility and are more likely to attract green-oriented investors.

Research conducted by Kushchenko and Mytrofanova (2024) shows that the application of ESG indicators can be a strategic differentiating factor that contributes to sustainable business growth. Environmental and social factors are no longer a burden, but an innovative opportunity for organizations to expand added value. In line with that, the OECD (2020) states that the implementation of ESG in corporate strategies is able to strengthen the achievement of the Sustainable Development Goals (SDGs) through increasing resource efficiency and governance transparency. Thus, ESG is not just a compliance instrument, but a managerial framework that strengthens business competitiveness holistically in the era of global sustainability.

3. Method

The research method used in this study is a library research, which aims to review and analyze various scientific literature related to strategic planning and sustainable business development in the last five years. This approach was chosen because it is relevant to explore the concepts, theories, and managerial models that have been developed in the context of Environmental, Social, and Governance

(ESG) integration as well as the implementation of sustainability principles in modern business strategies. Literature studies are carried out by collecting secondary data from various scientific sources such as reputable journals, reports of international organizations (OECD, UNDP), and other academic publications that have been indexed by Google Scholar. The selection of the 2020–2024 timeframe is intended to ensure that the results of the analysis reflect the latest developments and contemporary relevance in sustainable strategic management practices.

The research stage begins with the process of identification and selection of literature in accordance with the research theme. The main sources used include articles that discuss the concept of strategic planning, ESG integration, and sustainability performance measurement models based on the Triple Bottom Line. After the literature is collected, a content analysis process is carried out to identify patterns, gaps, and thematic trends that have emerged in various previous studies. The analysis is carried out qualitatively by emphasizing the interpretation of the relationship between concepts and their application in the context of global business. To improve the validity of the findings, each source is checked for credibility through an official publication or an active DOI.

In addition, secondary data from international journals such as Sustainability (MDPI), Journal of Cleaner Production, and OECD reports are used to strengthen the empirical argument. The results of the synthesis of the literature are then used to formulate a conceptual framework for sustainable strategic planning that can be applied in general, without depending on the specific context of the region. With this literature study method, the research not only seeks to integrate current theories

and practices, but also provides a comprehensive understanding of how sustainable business strategies can be systematically implemented in the post-pandemic era and global digital transformation.

4. Results

The results of this literature review show that sustainable strategic planning has become a key element in the management of modern organizations, as global awareness of economic, social, and environmental sustainability increases. Recent research confirms that companies that successfully integrate Environmental, Social, and Governance (ESG) principles into their business strategies are able to strengthen competitiveness, improve reputation, and maintain long-term stability (Salman, 2024). In this context, ESG not only serves as an instrument of compliance or complements social responsibility, but also as a strategic framework that aligns economic goals with social welfare and environmental preservation (Hendro and Pranogyo, 2023). The concept of sustainability is now the main orientation that drives the emergence of new business models that are resilient and adaptive to global uncertainty.

Based on the literature reviewed, it was found that sustainability-oriented strategic planning practices have a positive impact on organizational efficiency, innovation, and stakeholder engagement. Olanrewaju et al. (2024) explained that incorporating ESG in the strategy formulation process allows companies to identify previously unseen business opportunities, such as green innovation, energy efficiency, and operational waste reduction. This is in line with the findings of the

OECD (2020) which affirms that the adoption of sustainability principles strengthens the competitiveness of corporations in the midst of increasingly stringent environmental regulatory demands. In practice, ESG is an evaluative instrument that helps companies assess the non-financial risks and social impacts of each strategic decision, thereby supporting the achievement of the Sustainable Development Goals (SDGs) systematically.

The results of the analysis also show that the integration of sustainability into business strategy requires strong support from aspects of leadership and organizational culture. Stanislavsky and Zamlinskyi (2023) highlight the importance of leadership commitment and organizational learning as the main driving factors for successful strategic transformation. Long-term oriented leadership enables companies to build a consistent and measurable sustainability vision, while an organizational culture that supports innovation encourages the creation of efficient and environmentally friendly internal processes. In this context, Rahma et al. (2024) through studies in the community development sector show that a commitment to sustainable strategic planning can strengthen synergy between organizations and communities, resulting in inclusive economic growth and collective awareness of social responsibility.

On the other hand, Elkington's (2021) research through the concept of the Triple Bottom Line reinforces the idea that sustainability is a strategic dimension that goes beyond conventional measures of profitability. Companies that apply this principle not only pursue financial gains, but also strive to provide positive value for society and the environment. The People, Planet, Profit principle is a relevant

performance indicator to measure the success of a long-term strategy. Thus, companies that are able to balance these three aspects will be better prepared to face complex and high-risk global dynamics. The same is also reinforced by Kushchenko and Mytrofanova (2024), who assert that the success of sustainable strategies depends largely on the extent to which the organization integrates social and environmental indicators into the strategic decision-making process.

In addition, the results of the study show that strategic planning that prioritizes ESG and sustainability has a direct impact on the innovative capabilities of organizations. According to Barbosa et al. (2020), sustainability-oriented companies are more likely to adopt environmentally friendly technologies, strengthen sustainable supply chain systems, and invest in research and development (R&D) to support long-term efficiency. This shows that there is a positive relationship between sustainability and innovation as a driving factor for competitive value. Siswanti et al. (2024) added that financial strategies that support sustainable transformation, such as green investment and ESG-based financing, are able to improve the stability and transparency of organizational financial performance. These findings reinforce the position of sustainability as a catalyst for innovation as well as a risk mitigation instrument in the green economy era.

However, the results of the study also found implementation gaps in a number of sectors, especially in developing countries. Many organizations still face obstacles in operationalizing the concept of sustainability due to limited resources, low managerial awareness, and suboptimal policy infrastructure. Ishak and Asmawi (2022) noted that without a clear performance measurement system and consistent

national policy support, the implementation of ESG has the potential to be symbolic (symbolic compliance) rather than transformative. Therefore, efforts to strengthen institutional capacity and sustainability literacy at the organizational level are urgent strategic steps. The OECD (2020) also emphasizes the importance of cross-sectoral collaboration, especially between governments, businesses, and educational institutions, to expand the implementation of sustainable strategies in a systemic and measurable manner.

Overall, the findings from this literature review show that strategic planning practices that integrate sustainability have a multidimensional impact on organizations. In addition to strengthening financial performance, this approach also increases public trust, encourages social innovation, and significantly reduces environmental impact. Olanrewaju et al. (2024) and Salman (2024) underline that the success of sustainable strategies lies in the ability of organizations to transform traditional business paradigms into a shared value-based model. Thus, the company plays a role not only as an economic entity, but also as an agent of social change that contributes to global sustainable development.

Furthermore, Arifiani and Furinto (2022) emphasize that the new era of sustainability demands integration between the organization's strategic goals and social mission. The transformation towards a regenerative business model (regenerative capitalism) is the direction of the evolution of future strategic management. This is supported by OECD findings (2020) which show that countries and companies that adopt green economy policies experience increased productivity and stronger economic resilience. Therefore, the integration of ESG

into strategic planning is no longer an alternative, but a must for any organization that wants to survive and grow sustainably in the post-pandemic era. In conclusion, sustainability-based business strategies are not just a tool for achieving environmental compliance, but have developed into a new foundation for simultaneously creating economic, social, and ecological value.

5. Discussion

The results of this study show that the implementation of sustainable business strategies based on Environmental, Social, and Governance (ESG) has become a fundamental element in the strategic planning framework of modern organizations. ESG integration not only strengthens a company's competitive position, but also increases long-term resilience to global economic uncertainty (Salman, 2024). These findings confirm that sustainability is no longer just a trend, but a new paradigm in strategic management. In the context of globalization and digitalization, sustainability provides a new direction for organizations to balance economic interests and social responsibility (Ishak & Asmawi, 2022).

In addition to providing economic benefits, the application of sustainability principles also strengthens the organization's relationship with stakeholders. According to Olanrewaju et al. (2024), organizations that consistently implement ESG practices have a better reputation and a higher level of public trust. In the long term, this has a positive effect on operational stability and financial performance. Stanislavyk and Zamlynskyi (2023) add that the success of ESG integration is also largely determined by the organization's leadership commitment and culture.

Without strong internal support, sustainable strategies risk becoming symbolic and not resulting in real change.

Furthermore, effective sustainability implementation requires a structured and transparent performance measurement system. The OECD (2020) emphasizes the importance of cross-sectoral collaboration and public policies that support green economic transformation to ensure the effectiveness of ESG implementation at various business scales. Thus, this discussion emphasized that the success of a sustainable business strategy lies in the synergy between strategic vision, visionary leadership, and collective commitment to building economic and social value in a balanced manner. This approach is not only relevant to confronting contemporary challenges, but also the foundation for a more resilient, inclusive, and globally responsible business model of the future.

6. Conclusion

This study concludes that sustainable strategic planning is the main foundation in building organizational competitiveness in a dynamic global era. The integration of environmental, social, and governance (ESG) aspects into business strategies not only improves the efficiency and stability of the company, but also strengthens its commitment to social responsibility and environmental conservation. Companies that are able to consistently implement sustainability principles will have higher adaptive abilities in dealing with market changes, regulatory pressures, and global crises.

Through a literature review approach, it was found that sustainable business strategies demand synergy between strategic vision, innovation, and long-term value-oriented leadership. Sustainability is not only a managerial tool, but also a new paradigm in creating a balance between profitability and social usefulness. Therefore, future organizations need to make sustainability at the core of the strategic planning process, not as an additional element. Thus, sustainable strategies can serve as a catalyst in strengthening competitiveness, creating shared value, and ensuring a real contribution to sustainable economic, social, and environmental development.

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