

Integrating sustainability strategy with sustainability control system (SCS): The relevance of sustainability orientation

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This study examines the adoption of SCS as an effective approach to integrate sustainability strategy within blue corporations and strategies to bridge stakeholders' and companies' sustainability interests through the Sustainability intention lens. It emphasises how the adoption of SCS and performance outcomes (SDGs) can vary based on intentions. Hence, it could demonstrate the importance of true sustainability intention rather than mere adoption for supporting SDGs and ensuring a healthy ocean economy. This study further develops sustainability management and accounting approaches and frameworks to support blue corporations to move from mere integration to complete sustainability integration. Thus, this study will make a significant impact on BE partners, government and the research community, demonstrating the need for true sustainability-oriented intention to embed sustainability strategy within the organisation and stressing the importance of promoting more research to support Blue Corporations for measuring environmental and social sustainability performance indicators and embedding them in everyday decision making.

1. Why Blue Economy (BE)

"Future of the world economy and social well-being will heavily rely on ocean-economy" (Sarda et al., 2023)
Therefore, ensuring sustainable and healthy ocean is imperative.

Why BE?

- Benefits of BE**
 - Economic Growth
 - Nutrition and food supply
 - Human health
 - Improved livelihoods and creating jobs
 - Safeguard oceans and ocean resources
 - Energy production
 - Food security and social trust/well-being
- BE industries**
 - Tourism
 - Fishery
 - Aquaculture
 - Renewable energy
 - Sea bed mining
 - Marine Shipping
 - Bioprospecting
 - Marine biotechnology

BE industries are key to economic growth and to creating social trust. Therefore, scholarly and practical attempts must be taken to ensure the sustainable use of ocean resources.

2. Key challenges for Blue Economy

While BE and BE industries are emerging, it needs to balance two types of contradictory goals

- Growth and Development
- Ocean resource protection

Recent Challenges for BE Industries

- Ocean acidification
- Climate change
- Ocean pollution
- Ocean degradation
- Exploitative practices
- Ocean contamination
- Issues of coastal community

4. Gaps in BE research

Current research trends	Research Gaps
Focus mainly ocean Governance	Lack of studies on the sustainability of blue industries
More focus on Agriculture, engineering, environmental and social science	How to integrate sustainability within blue corporations is neglected
Small scale fishing and tragedy of commons	How to address stakeholders' interests in sustainability is neglected
Challenges, opportunities and Threats to BE	How to support to achieve SDGs by BE industries is missing
Need of achieving SDGs and the assessment of SDGs achievements	What approaches to support SDGs

3. Trends in Blue Economy Research

Blue economy industries and BE research are emerging

Australia is still new to BE research (142). Albeit BE industries are critical for development, research on Business and Management in BE represents only 2.3% (94). [Total records in this analysis: 1739 (Scopus database, BE article search; only English, accessed on 24.04.2023)]

5. Why Sustainability integration is important

Both social and environmentally sustainable industries. To get social license to operate

They need

Ocean sustainability, Sustainable development, SDGs

We call it: Sustainability management of ocean economy (Ocean industries)

6. Why Sustainability integration is an issue

Current knowledge
Recent BE and Sustainability management studies still consider to embed substantiality strategy within only external reports (CSR reports, sustainability reports)
Issue: Mere disclosure is not adequate unless sustainability practices not consider in everyday decision-making
What need: to embed sustainability practices within; organisational activities, operations, within functions/departments and have a shared understanding

How to embed: Companies can embed sustainability in organisation and day-to-day decision making using **managerial processes; Management control system (MCS), and sustainability control system (SCS)**
MCS – is designed to achieve economic objectives
SCS – is one of the emerging managerial approaches designed to achieve SD and SDGs.

Need for sustainability orientation – SO (intention)
While companies can design & use SCS to address sustainability objectives, managers' SO is critical to design and use SCS from mere existence to make more advanced and tangible sustainability outcomes
Despite the importance of SO as a strategic driver, studying its relevance in managing sustainability is minimal. This study reveals how sustainability integration, design and use of SCS vary at different intention choices

Different sustainability intention orientations; Creative, Proactive, Preventive, Reactive

7. How to achieve study objectives

Study context: Aquaculture companies (Why aquaculture)
It is critical BE industry that provides over 20% world's nutrition and food supply, and highly influences both social and environmental sustainability of oceans and community.

- Investigate how stakeholder pressure affect managers' sustainability intention to embed sustainability within companies
- Explore how companies' SCS adoption vary at different intention choices
- Explore how companies use SCS to implement SDGs at different intention choices
- Propose approaches/ frameworks to support BE companies to address sustainability issues and SDGs

Methodology

8. Research Impact on BE industry (Partners)

This study is very impactful for the aquaculture industry and also all BE companies as it reveals how blue companies can design and use SCS as an effective management accounting approach to address both the sustainability interests of stakeholders and the sustainability objectives of companies. Moreover, it will demonstrate how the design and use of SCS vary when managers change their intentions. It will also emphasise the significance of sustainability intention as a key to contributing to SD and SDGs. Finally, it will provide different paths for blue companies to move on from mere integration to complete integration of sustainability within organisations and systems.

9. Research Impact on Government and other Research Community (BE CRC)

For Government: Although governments introduced mounting ocean governance mechanisms, they have paid the least attention to the sustainability of ocean economies. Importantly, we need companies that adopt sustainability practices more proactively & creatively than merely doing it for only complying with regulations. Therefore, this study emphasises the need to consider the **managers' intention to address sustainability issues and achieve SD and SDGs** that are more important to any government to ensure sustainable and healthy ocean resources.

For Research community and BE CRC: BE CRC and research community support novel BE research to support a healthy and sustainable ocean economy leading to achieving SD and SDGs. They need companies who actively involve and ensure a sustainable blue economy. This study emphasises the need for managers' intention to integrate sustainability within organisations and address sustainability goals more actively. Moreover, it reveals different frameworks and approaches that can adopt sustainability within blue corporations. Finally, this provides insights for BE CRC/research community when appreciating corporate efforts, corporate intentions also to be reviewed, and, study findings can provide insights on promoting more research in the field of sustainability and management accounting in BE.

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