



Key Factors Influencing Sustainability Integration into Corporate Strategy in Thailand

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Abstract

Integrating sustainability into corporate strategy has become increasingly important for achieving long-term value creation, particularly in emerging economies such as Thailand, where organizations face growing pressure from regulators, investors, and society. Despite this importance, sustainability practices in many Thai businesses remain weakly embedded in strategic decision-making. This study aims to investigate the key factors influencing the integration of sustainability into corporate strategy in the Thai business context, thereby addressing a contextual and empirical gap in the sustainability and strategic management literature.

A qualitative research approach was employed using content analysis of in-depth interviews with five experts in the sustainability field in Thailand. The analysis was guided by a theoretical framework encompassing organizational, technical, and cognitive dimensions, enabling a systematic examination of both enabling factors and key challenges. The findings reveal a strong consensus among experts that leadership commitment, particularly the “tone from the top,” is the most influential factor driving effective sustainability integration. Clear strategic direction and top management support are identified as critical organizational enablers. However, the study also highlights a lack of genuine and systematic integration of sustainability into core corporate strategy, resulting in fragmented implementation and limited realization of tangible business benefits. These findings suggest that sustainability is often treated as a peripheral initiative rather than a strategic imperative. The study contributes practical and theoretical insights by emphasizing the central role of leadership and strategic alignment in advancing sustainability integration within Thai organizations.

Keywords: *Sustainability Integration, Corporate Strategy, Organizational Factors, Technical Factors, Cognitive Factors*