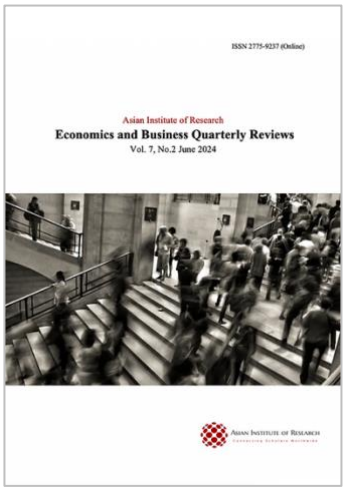

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Creating A Sustainable Innovation with Stakeholder Engagement: A Case from Food &Agriculture Sector

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Abstract
The purpose of this paper is to focus on the contribution of stakeholder engagement to Sustainable innovation (SI) within the context of sustainable food and agriculture context. It investigates whether engagement with different stakeholders promotes sustainable innovation. The empirical analysis is based on a distinctive single case study of sustainable-oriented ventures that successfully deliver sustainable impact within their SI. A qualitative study, which an abductive approach was performed in order to delve the stakeholder engagement and its relationship with the type of SI. We use multiple data sources. Primary data such as semi-unstructured interview with several representative innovating ventures. Then, secondary data from multiple sources gathered to acquire deeper knowledge and information to capture the retrospective data about SI journey and development process of the ventures. Result showed that proactive role in venture to engage with various and wider stakeholders is needed to foster the SI particularly in system-building SI. Moreover, sustainability-oriented innovation (SI) as a journey and its characteristics constitutes from on practices that constitute day-to-day SI activities, strategies, activities, and linkages that resulting SI output and outcome. Particularly, stakeholders are part of these linkages. The wider and various of stakeholders also its engagement in co-creation of SI is affecting the output and outcomes of its SI. This research extends the response to the lack of systematic knowledge about stakeholder collaboration in SI. This paper provides a fine-grain qualitative analysis, a single case study, and identifies several types of stakeholders with various roles in the SI.

Keywords: Sustainability, Innovation, Stakeholder engagement, Start-up, Indonesia

1. Introduction

The acknowledgment of the importance of socio-ecological systems and human welfare has led to the emergence of sustainability as a comprehensive societal objective. This objective was initiated from the Brutland Report in 1987 (Brundtland et al., 1987), "*Our common future"* which almost more than three decades since the declaration yet still a small number of achievements of these objectives.

One of the sectors that potentially contribute to more sustainable development is agriculture and food sectors. The agriculture and food sector are intersection of numerous sustainability challenges and opportunities (Sehgal et al., 2024). In the context of sustainability challenge. The food sector encounters sustainability problems relating to environmental degradation, depletion of resources, food security and health concerns (Prasanna et al., 2024). From its production side only. a number of major environmental consequences have emerged, including greenhouse gas (GHG) emissions, water pollution, and biodiversity loss. On the other side, the opportunities related sustainability in the food sector are also a game changing to sustainable development. Sustainable innovation potentially occupies these opportunities to alleviate numerous sustainability challenges, environmental, social, and also economic challenges. Recent literature, highlight the potential food and agriculture value chain actors in promoting sustainability (Prasanna et al., 2024).

Deep and intense efforts are needed to accomplish the sustainable food and agriculture sector (SFA), and entrepreneurship is increasingly recognized as a means to further this objective (Parrish, 2010). Transition to more sustainability-oriented calls for major improvement, business-as-usual (minor adjustments) is not sufficient. The transition into sustainability usually forces the venture to pursue multiple goals (Zahra et al., 2009) In SI literature, small businesses, which relatively young, are initially more prone to participate in sustainable innovation rather than market incumbents (Hockerts & Wüstenhagen, 2010) as well as generally accepted view (Ács & Audretsch, 1990). New entrants are more likely to engage in sustainable innovation (SI) as they are less constrained by existing technological perspectives and are often led by idealists willing to try novel approaches without concern for market share (Hockerts & Wüstenhagen, 2010). Sustainability-driven ventures play a crucial role in achieving sustainable innovation, particularly in the SFA.

Innovation in sustainability involves complex, multi-dimensional challenges that require ongoing discussions among all stakeholders (Hall & Vredenburg, 2003) Addressing these challenges necessitates considering various stakeholder concerns (Jay Polonsky & Ottman, 1998) Research on stakeholder engagement often focuses on managing conflicts between companies and stakeholder groups, particularly within multi-stakeholder initiatives where stakeholders may not be central to a company's strategy (Goodman et al., 2017). However, there has been no systematic application of stakeholder theory in sustainability business cases and their link to sustainability (Schaltegger et al., 2019).

From the innovation lens theory, diverse stakeholder networks are essential for accessing tools and resources needed for innovation. These networks provide ventures with data, assets, and credibility, helping them respond to market demands (Elfring & Hulsink, 2003). This research emphasizes the importance of stakeholders in sustainable innovation (SI) by examining collaboration between small businesses and their stakeholders. It explores how these ventures effectively utilize stakeholders to drive and co-create environmentally and socially responsible products, services, and business models. This study extends the literature on stakeholder engagement, particularly in young and small businesses, which differs from the market incumbents traditionally focused on economic objectives (Hockerts & Wüstenhagen, 2010; Schaltegger et al., 2019).

We position small businesses as pivotal in early industry sustainability transformation, acting as initiators of high levels of SI that incumbents often overlook (Hockerts & Wüstenhagen, 2010). The food and agriculture sector, chosen for its intersection of sustainability challenges and opportunities, highlights the need for SI to address capital constraints and incumbent inertia. Sustainable food and agriculture can impact multiple SDGs simultaneously (FAO, 2018). This research focuses on a successful sustainability-driven venture in this sector, aiming to illuminate strategies and practices for engaging stakeholders in SI. It seeks to reveal how stakeholder engagement fosters innovation that balances economic viability with social and environmental responsibility. The research's significance extends to practical implications for businesses, policymakers, and other stakeholders. By understanding stakeholder engagement dynamics, businesses can leverage their stakeholders for positive change, and policymakers can design better frameworks and incentives for sustainable entrepreneurship.

Overall, this research aims to deepen understanding of stakeholder engagement as a driver of sustainable innovation, providing actionable insights and recommendations through a detailed case study that informs theory, practice, and policy in sustainable entrepreneurship.

2. Literature Review

2.1 Sustainability-oriented innovation: Definition and its categorization

The need for innovation that addresses economic, social, and environmental goals simultaneously is continuously increasing year by year. These comprehensive goals are initiated from Brutland Report (Brundtland et al., 1987). The first term of innovation that cover these objectives was eco-innovation which focused on creating positive environmental impacts (Schiederig et al., 2012). Then evolved to include social aspects, leading to terms like "sustainable innovation" and "sustainability-related innovation" (Klewitz & Hansen, 2014). Sustainable innovation (SI) integrates economic, social, and ecological management into innovation (Klewitz & Hansen, 2014).

In a business context, SI is defined as the commercialization of new or improved products, services, or systems that provide environmental and/or social value throughout their lifecycle (Adams et al., 2016; Hansen & Große-Dunker, 2013). SI can replace less sustainable solutions and transform organizational practices. SOI encompasses various types of innovation without normative restrictions, including product, process, marketing, and organizational innovation (Jarmai, 2022). Adams et al. (2016) categorize SI based on organizational strategy and innovation outcomes, offering a comprehensive view of achieving sustainability. They divide the SI into three categories. The following are: 1.) Operational optimization, (Low Sustainability): Focuses on improving production systems with new process-oriented knowledge and tools, aiming to reduce harm (mainly ecological) through internal technical innovations. 2.) Organizational optimization (Medium Sustainability): Aims to create broader societal benefits and transform organizational structures, processes, and culture. This involves internal and external stakeholder engagement, emphasizing social innovation. 3.) System Building (High Sustainability): Involves collaboration among multiple parties to achieve sustainable change within a broader ecosystem. This model emphasizes collective efforts for a net positive impact, focusing on organizational innovation.

In summary, the strategies and approaches for SI impact the type and output of innovations. These differences are illustrated in Table 1 and Figure 1, showing how varying SI strategies affect innovation outcomes.

Table 1: Three types of SI based on their approach and activities

	1 **Operational Optimization:** *doing more with less*	**2** **Organizational Transformation:** *doing good by doing new things*	**3** **Systems Building:** *doing good by doing new things with others*
Strategy	Comply with regulations or pursue efficiency gains	Embed sustainability as a cultural and strategic norm in a shaping logic that goes beyond greening	Logic of wide collaborations and investing in systems solutions to derive new, co-created value propositions
Process	Focus on internal and incremental innovation facilitated by use of tools	Adopt new values and platforms (e.g. reverse innovation) and new ideation practices (e.g. biomimicry)	Adopt new collaborative process platforms with diverse stakeholders
Learning	Exploit existing knowledge management capabilities to identify and access relevant knowledge	Engage with key stakeholders of the firm – internal and external	Develop ambidextrous skills enabling 'shadow tracking' and learning from experimentation with multiple new approaches
Linkages	Recruit external domain experts for new knowledge	Shift focus from intra-firm linkages to collaborations with immediate stakeholders	Get the whole system in the room to diagnose problems, understand system complexity, build trust and identify levers for change

Innovative organization	Exploit existing innovation capabilities	Embed SOI culture through the organization	Adopt new business paradigms (e.g. B-Corps)

Sources: Adams et al (2016).

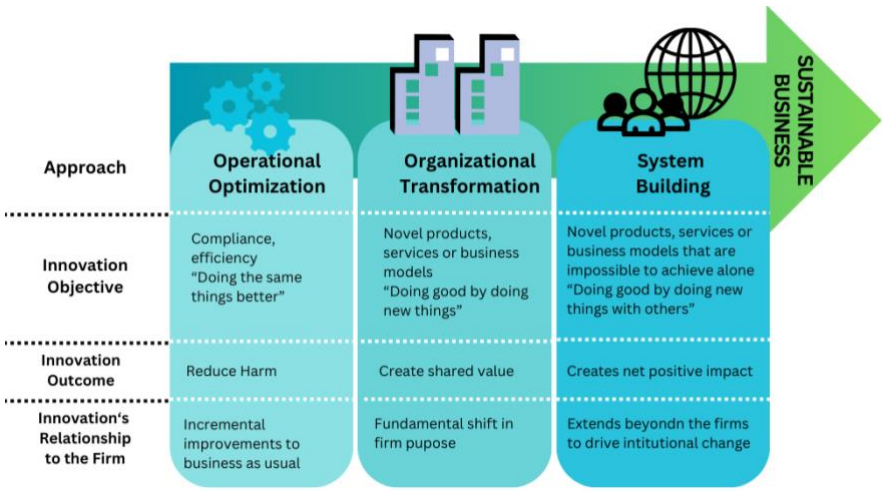

Figure 1: SI Level Categorization based on Organizational Approach

2.2 Small Ventures: Entrepreneurial Solutions for Sustainability

The modern economic system, with many uninternalized externalities, perpetuates unsustainable practices. These practices hinder sustainable development, highlighting the need for sustainability-oriented innovation (SOI) in businesses. Entrepreneurship, particularly sustainability-driven entrepreneurs, is increasingly recognized for advancing sustainable development by transforming unsustainable practices (Adams et al., 2016; Berchicci, 2005; Parrish, 2010).

Currently, the main barriers to sustainability are the operations of most businesses (Schaltegger et al., 2015; Weissbrod & Bocken, 2017). Large organizations face challenges such as organizational inertia and the economic benefits of unsustainable practices, which impede the implementation of SOI (Weissbrod & Bocken, 2017). SOI involves changes to an organization's philosophy, values, products, processes, or practices to create social and environmental value alongside economic returns (Adams et al., 2016). These changes are complex and require balancing economic growth with social equity and environmental protection, along with long-term resource investment and overcoming resistance to change (Adams et al., 2016).

In contrast, small, young, and new organizations are more flexible and prone to innovation, especially in SOI (Hockerts & Wüstenhagen, 2010; van Rijnsoever, 2022). These startups can propose radical solutions for sustainable development and emphasize adding social or environmental value without sacrificing commercial importance (Muñoz-Pascual et al., 2019). They are often led by idealists willing to try novel approaches, making them more likely to engage in SOI (Hockerts & Wüstenhagen, 2010).

However, sustainability-driven ventures face challenges balancing economic efficiency with sustainability goals (Zahra et al., 2009). They struggle to convert sustainability objectives into valuable product features due to a lack of understanding of sustainability-related problems and the complexity of solutions (York & Venkataraman, 2010). SOI often requires action without reliable performance data, particularly regarding social and environmental impacts (Berchicci, 2005). Additionally, these ventures need external links to access necessary tools, resources, data, assets, and market insights (Elfring & Hulsink, 2003; Maillat, 1990).

Therefore, pursuing sustainability objectives requires collaboration and engagement with diverse networks and stakeholders, especially for startups and small businesses. Despite their potential, more research is needed on how these ventures effectively engage stakeholders to create successful SOI.

2.3. The need for stakeholder engagement in SOI

Stakeholder theory shifts the focus from maximizing shareholder value to maximizing value for a broader range of stakeholders (Freeman & Reed, 1983; Freeman R.E., 1984). Freeman R.E., (1984) defines stakeholders as "any group or individual who can affect or is affected by the achievement of the organization's objectives," highlighting the interdependency between firms and stakeholders. Stakeholders include shareholders, employees, NGOs, and others.

Stakeholder engagement literature emphasizes categorizing and identifying stakeholders, often as primary and secondary (Ayuso et al., 2006; Buysse & Verbeke, 2003). Mitchell et al. (1997) classify stakeholders based on power, legitimacy, and urgency, influencing which stakeholders receive management attention. This suggests that managers' perceptions of stakeholders are adaptable and context-dependent (Rodriguez et al., 2002).

The concept of stakeholder engagement varies among authors. Greenwood (2007) views it as a process of positively involving stakeholders in business operations, while Sloan (2009) distinguishes between active and passive involvement, implying a broad stakeholder group including internal teams, consumers, suppliers, shareholders, NGOs, and governments. This variability makes stakeholder engagement a flexible and somewhat vague concept, depending on the extent and manner of engagement (DeFillippi & Roser, 2014; Ramaswamy, 2009).

Despite this variability, stakeholder engagement is crucial in sustainability-oriented innovation (SOI), which impacts social and environmental aspects and involves multiple stakeholders (Bos-Brouwers, 2010; Halme & Korpela, 2014). However, much stakeholder research focuses on resolving conflicts rather than positively integrating stakeholders into core operations (Clarkson, 1995; Eesley et al., 2023; Greenwood, 2007) Moreover, there is limited stakeholder theory research on business and innovation (Goodman et al., 2017; Schaltegger et al., 2019).

Innovation research shows the critical role of diverse stakeholders, especially in the early stages and commercialization of innovation (Aarikka-Stenroos & Lehtimäki, 2014; Berchicci, 2005). In SOI, engaging diverse stakeholders is particularly important for new entrants. Keskin et al. (2013) and (Aagaard et al. 2021) highlight stakeholders' roles in ideation, design, and market phases, emphasizing co-creation and value creation with stakeholders. Additionally, van Rijnsoever (2022) highlights the role of Entrepreneur Support Organizations in connecting sustainability-oriented ventures to financial networks.

This study extends the literature on stakeholder engagement in developing SOI, focusing on young and small businesses. These businesses have the potential to create radical, high-level sustainability-driven innovations. Recent studies have focused on incumbent firms, differing from startups and small businesses, especially in high-level sustainability approaches that emphasize wide collaboration to create value propositions (Adams et al., 2016).

3. Research Methodology

3.1. Research Method

To comprehensively understand stakeholder engagement in developing sustainability-oriented innovation (SOI), comprehensive evidence is needed (Goodman et al., 2017). This study employs a qualitative approach (Yin, 2009) to enable an in-depth examination of the cooperation between businesses and stakeholders (Denzin & Lincoln, 2000).

Our research uses qualitative methods to explore how stakeholder engagement contributes to SOI, allowing for detailed insights into stakeholder roles (Yin, 2009). As an exploratory study, we combine data collection and analysis methods for cross-validated findings (Langley, 1999).

Focusing on a single case study, we investigate a successful sustainability-oriented venture in the food and agriculture sector. This business integrates social, environmental, and economic innovations, reflecting a high level of SOI (Adams et al., 2016) and supporting sustainable food and agriculture (SFA) transitions. This distinctive case offers valuable insights into the development of SOI (Seawright & Gerring, 2008).

3.2. Data Collection

We created detailed case descriptions and triangulated answers using various qualitative data sources. This approach involved gathering multiple data types to capture the perspectives of both business actors and relevant stakeholders. Primary data was collected through semi structured interviews with open-ended questions posed to internal and external stakeholders. Secondary data included information about company activities from desk research, such as news articles, papers, press announcements, websites, and blogs. Over 100 documents were analyzed to acquire comprehensive information. The data sources are listed in Table 2

Table 2: Data sources

Source of data	**Number of data**
Interviews	2024: 3 Interviews with the innovator business
News article	>75 news article about Javara and Helianti Hilman (Founder) were retrieved from National, International News Agency (2013 - 2024)
Publications	>5 journal articles and a book on Helianti Hilman and Javara story >40 Javara article about activity of Javara in international and national event.

The interviews included key stakeholders, such as the founder, CEO, head of R&D, and head of marketing or business relations, who were knowledgeable about and actively involved in the SOI process. We also interviewed key stakeholders who participated in co-creating value propositions. Interviewees were chosen based on their contributions to the innovator firms. The retrospective interviews aimed to track the outcomes of innovation and activities.

By integrating diverse data sources and using rigorous analytical techniques, this research aims to provide a comprehensive understanding of the role of stakeholder engagement in driving sustainability-oriented innovation. This in-depth exploration seeks to uncover actionable insights and best practices to inform and inspire future sustainable development and innovation efforts, particularly those that involve various stakeholders in fostering SOI.

3.3. Data Analysis

The study focuses on sustainability-oriented innovation (SOI) as its analytical unit, using the framework proposed by Adams et al. (2016) to categorize types of SOI undertaken by ventures. This framework assesses the strategy adopted, the innovation process, linkages in development, and learning processes within the ventures. The framework is depicted in the table 3.

Table 3. SOI Indicator

SOI Indicator	**Detail explanation**
Strategy	Organizational and management processes aligned to deliver sustainability
Innovation process	The organization of the innovation process to deliver sustainability, from searching for new ideas to converting them into products and services and capturing value from them
Learning	Recognizing the value of new knowledge, assimilating and applying it to support sustainability
Linkages	internal and external linkages crafted as opportunities for learning and influencing around sustainability

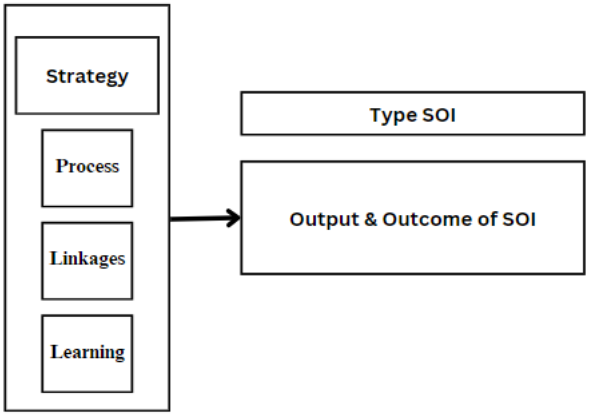

Figure 2: Research framing

We use Adams et al.'s (2016) framework as the foundation to analyze the types of sustainability-oriented innovation (SOI) throughout its journey within the venture, spanning initiation, development, dissemination, and continuous innovation phases. SOI is viewed as a dynamic process unfolding over time.

Our approach involves iterative data analysis, moving between theoretical insights and case-specific reports to uncover emerging patterns. Using Nvivo 10, we conduct coding, beginning with open coding techniques (Strauss & Corbin, 1998) for first-order analysis. Subsequently, we perform second-order analysis (Gioia et al., 2013) to identify broader categories and themes related to the SOI process, including the strategies adopted and the engagement of various stakeholders. Throughout the analysis, regular discussions between the authors ensure rigor and depth. Triangulation of findings from coding and desk research enhances validity and provides comprehensive insights into the SOI process and stakeholder engagements.

4. Results & Discussion

4.1. Indonesia's context of Sustainable Food and Agriculture

Indonesia's agricultural sector has played a pivotal role in poverty reduction and economic growth, contributing significantly to GDP (13% in 2019) and employing about one-third of the workforce (Wihardja et al., 2023). However, recent growth rates have been declining, from 3.89% in 2018 to 1.84% in 2021, posing challenges for further poverty alleviation and ensuring food security (Statistics Indonesia, 2022).

Despite these contributions, Indonesia faces persistent challenges in enhancing agricultural productivity and improving farmers' incomes to eradicate extreme poverty. Additionally, the agriculture sector is crucial for food and nutrition security, with Indonesia aiming to reduce stunting rates by 14% by 2024, although 21.6% of children under five were stunted in 2022 (Statistics Indonesia, 2022).

The sustainability of Indonesia's agriculture system is increasingly critical amid global climate change concerns. Agro-food systems are significant contributors to global greenhouse gas emissions, with Indonesia's emissions largely stemming from land-use change and deforestation, particularly for palm oil cultivation (Ritchie et al., 2022). Indonesia has recently accelerated its target to achieve net-zero carbon emissions by 2050, emphasizing the need for sustainable agriculture practices and increased efficiency across the food value chain.

To address these intertwined challenges of poverty eradication, food security, and climate action, innovative sustainable agro-food system solutions are essential. These solutions should prioritize minimizing deforestation and habitat conversion, while also promoting climate change adaptation and mitigation among farmers and consumers alike.

4.1.1 Brief company profile

Javara, founded in 2008 by Mrs. Helianti Hilman, exemplifies a social enterprise dedicated to preserving Indonesia's agricultural diversity, promoting sustainable practices, and uplifting local communities. At its core, Javara integrates cultural preservation, environmental conservation, and economic empowerment. They focus on supporting small-scale farmers, foragers, and indigenous communities across Indonesia, aiming to safeguard traditional farming techniques and biodiversity.

Through partnerships with over 50,000 farmers nationwide, Javara offers a wide range of products, including spices, grains, and agricultural commodities. These collaborations underscore their commitment to inclusivity and community engagement, providing farmers with market access and ensuring fair trade practices.

Javara's initiatives extend beyond economic benefits, contributing significantly to socio-economic development. By facilitating fair compensation and market opportunities, they empower local communities economically while fostering pride in cultural heritage. Their holistic approach to sustainability combines environmental stewardship, cultural preservation, and socio-economic development, creating lasting impact across Indonesia's agricultural sector.

Javara's success story is remarkable, expanding their products to 55 countries on 5 continents. They supply goods to 43 retail companies across 522 outlets and serve 107 hotels, restaurants, and catering services in Indonesia. With a product portfolio exceeding 981 Stock-keeping units (SKU), including rice, grains, cooking oil, and superfoods, Javara demonstrates how traditional farming practices can thrive in global markets.

This case of Javara serves as a model for developing sustainability-oriented innovation (SOI) without relying on disruptive technology. Instead, Javara emphasizes appropriate innovation and business development that involves diverse stakeholders, such as traditional farmers and indigenous communities, through fair trade and market access initiatives. Recognized with national and international awards, Javara exemplifies how sustainability-focused businesses can succeed while minimizing environmental impact and maximizing stakeholder collaboration ((Javara, 2024); Schwab Foundation, n.d.).

4.2. SOI Journey

4.2.1. SOI Initiation

The founder of Javara was inspired to support traditional farmers and indigenous communities due to three key factors. Firstly, a close familial connection played a significant role. This personal tie encouraged the founder to develop a deeper appreciation for local farmers and motivated efforts to address their challenges, such as unfair trade practices and marginalization by export companies. Secondly, the founder's professional background and work relationships provided opportunities to engage with traditional networks. This exposure further fueled the founder's commitment to solving issues faced by farmers, leveraging their expertise and networks to support agricultural communities. Thirdly, personal interest in the value of traditional farmer products also shaped the founder's perspective. Recognizing the potential of these products in premium retail stores and other markets sparked a drive to promote and elevate traditional farming practices to a global audience.

The reason behind the idea of Javara was initiated based on the problem that traditional farmer faced (e.g, unfair trade).
"So, from the problems that I see, whether it's about the problem of farmers being repressed by importers, I want to try to help them, on the other hand these products can go to European markets and so on ¬" - Founder

The founder initiates to help them by creating access to the market. This idea was influenced from combination of the support family, personal interest, and also professional experience that related to helping the traditional farmer and know the opportunity to their product in the premium store around the world. See Table 4.1 for further detail. Based on the initiation of the idea outlined by the founder, Javara started creating SOI with a sustainability-driven goal. Helping the traditional farmers she met by marketing and developing his agricultural products for premium retail and international markets.

4.2.2. SOI Development

Javara, founded in 2008 and operational since 2009, has a mission centered on empowering traditional farmers by creating natural and organic food products in partnership with them. This approach has led to several innovations at Javara. Initially, traditional farmers faced challenges selling their products through middlemen at unfair prices due to their dependency. Javara's collaboration introduced fair pricing and direct selling, empowering these farmers and expanding collaborations with similar communities such as indigenous groups and foragers.

Traditionally, these farmers used basic tools and methods, producing goods with organic practices but lacked market access and fair pricing. Recognizing the value in these traditional production methods, Javara positioned them as unique selling points, emphasizing organic certification and sustainability values. This strategic shift enabled Javara to compete in the organic market segment, commanding higher prices that benefited the farmers.

With a strong sustainability focus from the outset, Javara continued expanding its network to include diverse communities like indigenous groups and local foragers as suppliers and partners. These communities contributed valuable knowledge on diverse foods, inspiring Javara to co-create a variety of products. Javara provided guidance to these communities, assisting with organic certification, technical support, and capital investments to enhance productivity.

4.2.3. SOI Dissemination

During its initial commercialization phase, Javara targeted the premium market segment by collaborating with regional premium supermarkets like Ranch Market. This strategic move allowed Javara to access affluent consumers who preferred organic products sold in premium stores. Despite early successes, from 2009 to 2011, Javara faced sales stagnation in Jakarta due to limited local appreciation for domestic organic products, with imported alternatives being preferred.

To overcome this challenge, Javara shifted its focus towards the international market. They actively sought guidance and participated in the Swiss Import Promotion Programme (SIPPO) to enhance their products according to international standards. This initiative facilitated Javara's entry into the European market, followed by engagements with trade partners globally, including Canada, the United Kingdom, and Costa Rica. Consequently, 80% of Javara's total sales stemmed from exports, highlighting their success in international markets.

The positive reception abroad also boosted Javara's reputation domestically. Recognition from Indonesian media, government bodies, business magazines, and NGOs further solidified Javara's credibility among local consumers. This newfound legitimacy increased the acceptance and purchasing power of Indonesian consumers towards local organic products, marking a pivotal moment for Javara's growth and sustainability efforts.

4.2.4. Continuous innovation of SOI

After expanding into international markets, Javara experienced increased demand for its products, necessitating adjustments to meet diverse regional specifications. Javara Academy, an internal department dedicated to supplier relations, facilitated this adaptation by co-creating innovations with traditional farmers, indigenous communities, and local foragers. They provided working capital and technical assistance, similar to their initial strategy, while leveraging market insights from ITPCs to tailor products more precisely to international markets. As Javara grew, this department evolved into "Seniman Pangan," a spin-off entity that expanded supplier networks and fostered an ecosystem for unique product development, such as the award-winning plant-based salt from Papua.

Javara also engaged with luxury hotels to promote food heritage and preservation. Collaborative activities included dining experiences and events like workshops and market days, highlighting Indonesia's rich food biodiversity and ancient culinary traditions. Supported by government organizations such as the Ministry of Education, Culture, Research and Ministry of Tourism and Creative Economy, these initiatives received high-profile endorsements

from ministers and ambassadors, positioning Javara as a leader in cultural gastronomy and sustainable food systems.

Furthermore, Javara's collaboration with the Indonesian Embassy in Qatar exemplified gastro diplomacy, integrating diplomacy with gastronomy to foster international relations and innovation. This initiative not only introduced new products and services but also underscored the role of food in diplomacy and cultural exchange.

With increasing awareness of sustainability, Javara engaged with sustainability-focused forums and venture capital, like Terratai, through the Indonesian Business Investment Forum on Nature-Based Innovation. This collaboration resulted in additional investments to expand Javara's farmer network and enhance its environmental stewardship efforts in critical Indonesian ecosystems.

Finally, Javara initiated a multi-stakeholder cooperative platform to create an inclusive and sustainable ecosystem for Indonesian heritage food production. This platform united diverse stakeholders to collaborate on building a resilient business model that prioritizes health, sustainability, and prosperity for all involved.

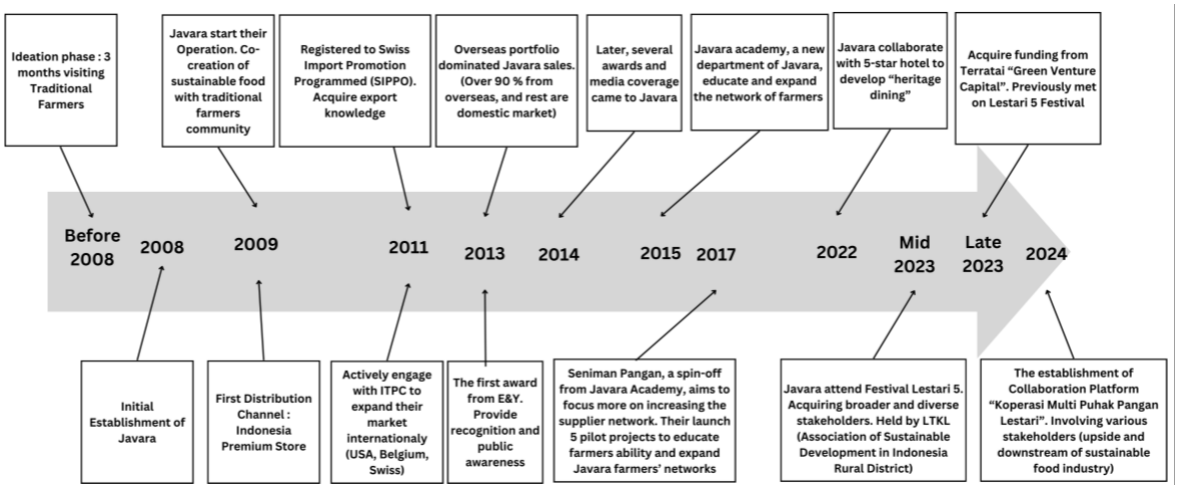

Figure 3: Timeline of important event in Javara SOI Journey

4.2.5. Engagement during SOI Journey

From Javara's SOI Journey (initiation, development, dissemination, continuous innovation phase) we highlighted several stakeholders that had been engaged by the venture to successfully the SOI. These stakeholders consist of 6 groups: Suppliers, internal team, market relation, promoter, government, and financial support organizations.

Start from Javara suppliers, traditional farmers network who had been engaged by Javara in initiation, development, and continuous innovation phase. During Javara's initial establishment (2004-2008), traditional farmers played a crucial role. The founder, through excursions to various regions, gained knowledge about diverse agricultural products and heritage farming practices linked to organic farming. This knowledge strengthened the founder's idea. Later, these communities became suppliers and co-creation partners in Javara's development. In the development phase. Javara and these stakeholders co-created product innovations, with farmers becoming primary suppliers. To create competitive products that meet customer needs, Javara required: 1) good quality, 2) high quantity, and 3) various certifications (e.g., organic). To achieve these, Javara provided interventions such as technical assistance, working capital, and tool investments. This support enabled farmers to maintain sustainable practices while meeting market specifications. As a result, previously non-competitive traditional farmers could now compete nationally and internationally. This co-creation elevated both Javara and the farmers, allowing Javara to meet market demands and farmers to receive fair compensation while preserving their traditional agricultural practices. After Javara tapped into the international market and met its requirements, product demand increased significantly. Products with embedded sustainability values became highly valued internationally due to rising awareness of social and environmental sustainability. Javara is now expanding its network of traditional farmers

who share their vision of sustainability, such as organic and regenerative farming. This expansion aims to create a broader and more diverse network of traditional farmers.

Second, the internal team has Javara pivotal roles in development and continuous innovation phase. The internal team played significant roles in co-developing the founder's idea and translating it into market-ready products. The R&D department co-created with and assisted suppliers, including traditional farmers and indigenous communities, to meet market requirements. Additionally, Javara Academy, which later became the sister company Seniman Pangan, focused on supplier engagement and network expansion, resulting in a diverse range of products. Guided by their sustainability-driven vision and mission, Javara emphasized creating solutions with stakeholders. Activities included technical assistance, stakeholder engagement (especially with traditional farmers and indigenous communities), improving product quality and quantity, and providing working capital investments. The collaboration between stakeholders and the internal team successfully established sustainable production practices, such as minimizing waste, using non-toxic materials, practicing regenerative farming, and ensuring fair labor practices. In the continuous innovation (after the venture established and commercially success), Javara Academy, known as Seniman Pangan Academy before., is responsible for engaging with the traditional farmers' network, expanding and educating a new member of the networks. This initiative aligns with the increased demand from the international market. Expanding the traditional farmer networks has led to various product innovation ideas. Together, they co-created several innovative products, earning multiple awards for their innovations.

Third. The market relation has a pivotal role in dissemination and continuous innovation phase. During Javara's initial commercialization (dissemination), national premium retail stores served as their primary distribution channel. One premium retail store offered Javara shelf space, allowing them to gain market experience and response. This store also suggested benchmarking Javara's products against imported organic products. This partnership helped Javara access the upper middle-class market, which typically shops at premium stores. From 2009 to 2011, Javara faced stagnation in sales. Despite efforts with premium retail partners in Jakarta, Bogor, Bekasi, and Tangerang, the market response was poor. Indonesian consumers preferred imported organic products over local ones. Consequently, Javara's founder decided to expand into the international market. Javara joined the Swiss Import Promotion Programme (SIPPO), receiving technical assistance and market opportunities, including expo participation in Switzerland. Javara then engaged with International Trade Promotion Centers (ITPCs) from various regions, gaining market information to expand into international premium stores and Michelin-starred restaurants. For instance, ITPC Chile helped Javara enter Chile's supermarket market, where their vegetable noodles became a best-seller. Feedback from ITPCs ensured product-market fit and contributed to Javara's increased market presence and brand recognition. The increasing awareness of sustainability practices in recent society has led luxury hotels to create new service experiences focused on sustainability. These hotels collaborate with partners like Javara to jointly create a unique dining experience that integrates heritage culture and food. The luxury hotel’s view Javara as a prominent actor and knowledge provider in terms of food culture and biodiversity.

Fourth, promoters which have a pivotal role in dissemination phase. Increase public awareness and market recognition of Javara. This moment went after successfully expanding to international markets, Javara attracted significant attention from media agencies and organizations. They were featured in both national and international publications, including Kompas and CNN Asia, and received awards from various entities such as the government, business magazines, and NGOs. This recognition boosted Javara's credibility and influence, enhancing local Indonesian consumers' trust in their organic products. These stakeholders actively promote Javara, raising market awareness, especially in Indonesia. As a result, news agencies and award-giving bodies proactively engage with Javara due to their success in bringing traditional farmer commodities to international markets.

Fifth, the government. Government stakeholders play diverse roles in Javara's market expansion. The Indonesia ITPC Department from the Ministry of Trade acts as intermediaries with the international market, similar to ITPC offices worldwide that collaborate with Javara. Their contribution was crucial during Javara's international market expansion. Additionally, they act as legitimators. For instance, the Indonesian Ministry of Education and Culture, the Ministry of Tourism, and Dharmawangsa Hotel collaborated with Javara on the Borobudur Temple cultural heritage event. Here, Javara's CEO and representatives spoke about the diversity and heritage of forgotten Indonesian foods, enhancing Javara's reputation beyond merely selling products. Also, in continuous innovation

phase. Government stakeholders play various legitimizing roles for Javara. They support collaborative events, such as the one between Javara and a luxury hotel, attended by the Ministers of Education and Culture, and Tourism and Creative Industries, to increase awareness of these activities. Another key player is the Indonesian Embassy in Qatar, which organized a gastro diplomacy event featuring Javara. This event included an interactive session, showcasing diplomacy through gastronomy. Additionally, LKTL (Lingkar Temu Kabupaten Lestari) hosts an annual sustainability event that brings together stakeholders, including district government authorities and sustainability-driven ventures. This network not only offers a diverse array of stakeholders but also serves as a collaborative partner in sustainable food and agriculture supply chains. Moreover, the Ministry of Foreign Affairs engaged diplomats with Javara's store in Kemang, providing a foundation in cultural values and food-based diplomacy (gastro diplomacy). This further solidifies Javara's standing with the government, emphasizing cultural heritage alongside their products.

Last, the financial support organizations. At the LKTL annual sustainability event, Javara and Terratai (Green cappital venture) met unintentionally and discovered a shared vision of sustainability. This common ground led to a close partnership, with Terratai becoming a financial provider for Javara. Their collaboration focuses on expanding networks of traditional coconut farmers to enhance sustainability. As part of their agreement, Javara is required to partner with 1,000 coconut farmers. Terratai also plays a significant role in other collaborative efforts. They act as a financial provider for various collaborative platform ecosystems, supporting the broader sustainability initiatives that align with their vision.

In summary, we depict the stakeholder's engagement during Javara's SOI journey in table 4.

Table 4: Stakeholder engagement during SOI Journey

No.	Stakeholder Group	SOI Phase				How the stakeholders engaged
		Initiation	Development	Dissemination	Continuous Innovation	
1	**Suppliers** Traditional farmers Indigenous community Local foragers	✓	✓	-	✓	Proactively engaged by Javara.
2	**Internal Team** R&D Department Sister company (Seniman pangan)		✓	✓	✓	Proactively engaged by Javara
3	**Market Relation (National & International)** Premium store. ITPC, 5-star hotel (National) ITPC (International)			✓	✓	Most of stakeholder are proactively engaged by Javara. Only case Swiss premium store representative is first contacted by Javara
4	**Promoter** National & International Magazines & Noble Awarder			✓	-	Most of stakeholder are reactively engaged by Javara.

No.	Stakeholder Group	SOI Phase				How the stakeholders engaged
		Initiation	Development	Dissemination	Continuous Innovation	
5	**Government Organization** Ministry of Education, Ministry of Tourism, Embassy of Indonesian for Qatar; LTKL			✓	✓	3 of stakeholder are proactively engaged. Only, embassy of Indonesia for Qatar is reactively engaged by Javara.
6	**Financial Support Organization** Green venture capital (Terratai)				✓	Proactively engaged with Terratai.

4.3. SOI Types

Based on the journey of SOI innovation from Javara. We summary the several points related to the criteria of SOI from Adams et al. (2016) below. We category Javara SOI from their innovation journey as “System Builder”. It is highlighted in Javara initial motivation of sustainability to encourage traditional farmer with fair trade, maintain value of biodiversity and regenerative farming practices, and promote healthy diet and nutritious food to the society. This encourages them to take actively created shared innovation with their stakeholder (both ideatian, and development process). They identify key stakeholders such as traditional farmer as a primary supplier, Then, the connection and engagement in market relation (both regional and international relation) which provide Javara market information and access to expand their market internationally. Overtime, Javara proactively engage the wider and various stakeholders to shape the ecosystem of traditional indigenous farmer product. Various stakeholders such as government organization, venture capital, and extended network of Javara supplier. This resulting enormous sustainability output, (e.g., over 50.000 traditional farmers are joining the partnership with Javara) and outcome (e.g., biodiversity preservation with regenerative farming, leverage life of traditional farmer with fair trade). To foster of shaping the ecosystem of these business model, Javara encourage more collaboratively approach with their stakeholders. They create co-creation platform “Koperasi Multi Pihak Pangan Lestari”, a cooperative platform to create wider collaboration and co-creation innovation in sustainable food industry. The stakeholder is comprised from upstream and downstream actor in the industry (see Figure 4.6). This approach is highly related to “System Building” with locates ventures / firms in an industrial ecosystem characterized by mutually affecting interactions between multiple stakeholders embed in networks, community, collaboration and partnership (Adams et al. 2016). The development of SOI practices in Javara (from its initial establishment to recent time are detailed in Table 5.

4.4. Discussion

4.4.1. Small ventures and its potential to pursue SOI

Javara's journey into sustainable innovation (SOI) was profoundly influenced by various factors that shaped its founder's motivations and the initial idea initiation. These influences were instrumental in addressing societal and ecological challenges, particularly focusing on marginalized communities like traditional farmers and indigenous groups. The founder's close connections, personal background, and professional experiences all played crucial roles in sparking the idea for Javara, aligning with literature on sustainability-oriented entrepreneurship (Shane et al., 2003).

From its inception, Javara aimed to tackle societal and environmental issues in Indonesia, viewing these challenges not just as problems but as opportunities for meaningful impact (Googins & Escudero, 2014). Their approach diverged from conventional profit-oriented models, instead prioritizing sustainability-driven initiatives aimed at fostering social equity and ecological resilience (Muñoz-Pascual et al., 2019).

As a small, agile venture unbound by corporate constraints, Javara leveraged its founder's values to pioneer a systemic approach to sustainable food production (Hockerts & Wüstenhagen, 2010). This involved implementing criteria outlined by Adams et al. (2016), focusing on strategy, process, learning activities, and linkages to build a network-centric ecosystem. Over time, Javara expanded its stakeholder network and intensified collaborations, challenging the prevailing unsustainable practices within the food supply chain.

Their efforts culminated in establishing a collaborative platform, "Koperasi Multi Pihak Pangan Lestari," which invited stakeholders from across the food supply chain to foster sustainability-oriented practices. This platform not only amplified their impact but also positioned Javara as a game-changer in addressing systemic sustainability challenges (Hockerts & Wüstenhagen, 2010; Adams et al., 2016; Szekely & Strebel, 2013).

In summary, Javara's evolution from idea initiation to impactful SOI underscores the power of small, values-driven ventures in driving meaningful change within the sustainable food and agriculture sectors, challenging traditional "Business-as-usual" practices for a more sustainable future.

4.3.2. Stakeholder engagement, and utilize to development of SOI

In many cases of stakeholder engagement, ventures like Javara take proactive steps to initiate and nurture relationships with stakeholders throughout the process of sustainable-oriented innovation (SOI). This proactive approach aligns with principles from innovation and stakeholder theory (Freeman et al., 2004; Ramaswamy, 2009), emphasizing the importance of stakeholders as sources of knowledge, market insights, legitimacy, promotion, and financial support (Adams et al., 2016; Leavy, 2014; Aksoy et al., 2022; DeFillippi & Roser, 2014; Sloan, 2009).

Javara, driven by sustainability goals to address societal challenges through SOI, actively engages a diverse array of stakeholders. These stakeholders play pivotal roles across ideation, development, dissemination, and continuous innovation phases. The venture strategically chooses which stakeholders to prioritize based on their ability to contribute to building a sustainable food and agriculture (SFA) ecosystem. This ecosystem approach leverages the interconnected relationships among stakeholders to enhance Javara's efforts in achieving milestones and sustaining impact (Amir & Prabawani, 2023).

By proactively engaging stakeholders, Javara not only gathers essential knowledge and market insights but also secures support for legitimizing their initiatives, promoting their innovations, and accessing financial resources. This collaborative approach not only strengthens Javara's sustainability efforts but also fosters a broader impact within the food production sector, promoting resilience and equity among traditional farmers and indigenous communities while advancing ecological sustainability.

5. Conclusion

This research addresses a gap in systematic knowledge about stakeholder collaboration in Sustainability-Oriented Innovation (SOI), particularly within the agriculture and food sector. Building on qualitative analysis through a single case study, the study identifies various stakeholder types and their roles in SOI. This approach contributes empirical evidence to the field, complementing theoretical frameworks like those by Adams et al. (2016), which emphasize the role of startups and small businesses in systemic change and sustainability-oriented development as System Builders.

For managers, particularly those in emerging ventures or those transitioning towards sustainability-oriented practices, this research provides practical insights into stakeholder engagement capabilities. Understanding how

to effectively engage stakeholders in pursuing sustainability goals is crucial. Freeman (2004) highlights that managers play a pivotal role in shaping organizational identity, relationships with stakeholders, and strategic decisions regarding sustainability initiatives. By leveraging stakeholder relationships effectively, managers can enhance their organization's ability to drive sustainable development and systemic change.

Despite its contributions, this study also identifies several limitations that suggest avenues for future research. Firstly, the focus on a single case study limits generalizability. Future studies could explore multiple cases within the same industry or across different sectors to compare stakeholder dynamics and organizational responses to sustainability challenges. Secondly, examining competitors within the same ecosystem and their strategies could provide further insights into competitive positioning and ecosystem dynamics. Lastly, exploring how ecosystem contexts and the phase of ecosystem development influence organizational strategies and sustainability outcomes would enrich our understanding of sustainability-oriented innovation.

By addressing these areas, future research can deepen insights into how organizations in various industries navigate stakeholder collaborations and ecosystem dynamics to foster sustainable development effectively. This would contribute significantly to both academic literature and managerial practices aiming to achieve sustainability goals through innovation and stakeholder engagement.

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