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Influence of Challenges associated with Frugal Business Modelling on Agribusiness Sustainability

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ABSTRACT : *The research conducted aims to determining the influence of challenges associated with frugal business modelling on agribusiness sustainability. The study employed a cross-sectional survey design and targeted managers and operational staff working in agribusinesses affiliated with the National Association of Seed Traders of Ghana (NASTAG). The collected data underwent a series of statistical analyses, including the data analysis method used for this research, which is the Partial Least Square – Structural Equation Model (PLS-SEM) with the help of the SmartPLS 4.0 application. These analyses were performed on the questionnaires, which contained variables assessing the challenges related to frugal business modelling and variables assessing the determinants of agribusiness sustainability. In accordance to conceptual fitness, three variables - funding, information distribution, and institutional framework - were identified as variables of the challenges related to frugal business modelling. The findings of the study revealed that the challenges related to FBM have a statistically significant and unfavourable impact on the sustainability of agribusinesses. The results revealed that the exogenous variables of this model are very capable of explaining endogenous variables, with a medium degree of explanatory effect value. Therefore, the model in this study explains the latent variables well and it has a moderate degree of explanatory power. While the research findings show that agribusiness sustainability is being negatively impacted by a number of issues, it shows that pragmatic measures need to be worked on theoretically, practically and in policy so as to neutralise the impact of these identified challenges. However, despite the significance of these findings, the study also recommended the exploration of longitudinal studies. Conducting longitudinal research would also enable a deeper understanding of the enduring impact of frugal business modelling on agribusiness sustainability. By examining agribusinesses over an extended period, researchers can gain insights into the dynamics and long-term effects of frugal practices on sustainability outcomes.*

KEYWORDS - *Agribusiness sustainability, contingency model, frugal business modelling, frugal innovation, system resource model, theory of sustainability*

I. INTRODUCTION

During the mid-20th century, Davis and Goldberg (1957 [1]) coined the term "agribusiness" to describe the merging of agriculture and business. According to their definition, agribusiness includes all endeavours pertaining to the production and exchange of knowledge, farming methods, and the handling, storing, and marketing of agricultural goods. Businesses are incentivised and enabled to take advantage of people who have few options in concentrated markets, which strengthens their dominant position and prevents effective competition and market decentralisation (Becvarova, 2005 [2]).

In recent times, the notion of frugality, which involves accomplishing more with fewer resources, has been deeply linked to innovation and incorporated into business strategies (Radjou & Prabhu, 2015 [3]). Tiwari *et al.* (2017 [4]) state that frugal innovation is still advancing in emerging economies and may make a significant breakthrough in developed nations as well.

The majority of African countries fall into the developing nation category. According to Weyori *et al.* (2017 [5]), these countries' low agricultural sector productivity can be linked to a deficiency in the development of new concepts and a slow uptake of improved agricultural technologies brought in by agribusinesses. The literature has identified a wide range of elements that affect farmers' decisions when it comes to adopting agricultural technology. According to Weyori et al. (2017 [5]), a number of research have shown how the features of agribusinesses' business models affect customers' use of their services and, ultimately, their ability to survive. It is also critical to have access to the technologies that agribusinesses offer. Weyori et al. (2017 [5]) found that for agribusinesses to effectively supply and meet the demand for advanced farm technologies, a multifaceted approach is needed. This approach should emphasize the importance of indigenous networking, interdependence, and social interactions among all stakeholders involved. According to French *et al.* (2014 [6]), the challenges faced in today's world can actually serve as drivers of economic growth for the agribusiness

sector. These challenges bring together various aspects and components of the agribusiness ecosystem, necessitating a more integrated and collaborative response from industry players. Agribusinesses, frugal or not, use the term "business modelling" to describe the procedure used to introduce a new good or service. These business models ought to be profitable for all stakeholders and suitable in society. Under the category of "innovation systems," which include organisations, public and private stakeholders, and their interdependence in terms of the commercial, financial, and technical skills necessary for sustainability, this modelling approach is included (Fagerberg, Martin & Andersen, 2013 [7]). Sustainability, according to Kipesha & Zhang (2013 [8]), is the capacity of an organisation to pay for its costs via interest and other forms of income received from its clients. By guaranteeing that their operations continue even after free financial support is no longer available, sustainable agribusinesses can grow to become an essential component of the agribusiness ecosystem. Businesses must become sustainable and rely less on free funding since investors do not have an endless supply of money to match the need for institutional finance globally. Institutions that prioritise sustainability rely on private financing sources to support their operations and growth plans. This research aims to answer the research question: What is the relationship of challenges associated with frugal business modelling on agribusiness sustainability in Ghana?

II. REVIEW OF RELATED LITERATURE

We discuss here the literature for frugal innovation, theories underpinning frugal business modelling and their challenges, theories of agribusiness sustainability in the context of developing countries as follows:

2.1 Frugal Innovation Theory

The ability to do more with less, maximising the use of limited resources like time, energy, and capital while generating societal and commercial value, is known as frugal innovation. Companies are under growing pressure in this age of scarcity from cost-sensitive consumers, environmentally conscientious workers, and other stakeholders who want high-quality, reasonably priced, and sustainable products. As a result, frugal innovation is revolutionising corporate strategy. But frugal innovation is more than just a tactic; it's a new way of thinking where resource constraints are viewed as assets rather than drawbacks (Radjou & Prabhu, 2015 [3]).

The convergence of institutional, technological, and social innovation is the best way to conceptualise frugal innovation. According to Bhatti *et al.* (2018 [9]), each of these relatively new subfields of innovation poses different challenges for academic research, such as the need to test and improve theories of entrepreneurship, innovation, and strategies in particular contexts like developing and emerging markets with limited resources and institutional support.

Radjou and Prabhu (2014 [3]) propose that a comprehensive comprehension of frugal innovation necessitates the integration of the four fundamental traits of developing economy customers with additional dimensions including product simplification, management support, and resilience.

2.2 System Resource Model

According to Schermerhorn *et al.* (2004 [10]), the efficacy of a system is determined by its capacity to obtain essential resources from extra-organizational environments. System resources can result in success when there is a strong link between an organization's resources and the products or services it offers (Cameron, 1981 [11]). Supervisors are urged to see their company not only as a stand-alone unit but also as a component of a wider community. The general belief is that every facet of an organization's activities affects every other facet (Mullins, 2008). Furthermore, because the system resource approach is quantitative in nature, it is desirable to apply input and output metrics of efficacy.

The System Resources Model evaluates organisational effectiveness by focusing on how effectively an organisation acquires and utilises resources to achieve its goals and outcomes. Unlike the goal attainment approach that primarily looks at the end results, the systems-resource approach considers the means to achieve those results. It emphasises that success is not solely dependent on goal achievement but also on resource acquisition and utilisation (Yong *et al*, 2020 [12]). The systems-resource approach is a crucial concept in the realm of organisational efficiency. It encompasses various types of resources required to support a system, organisation, or business process. The model provides a high-level view of resources needed, how they are acquired, allocated, and managed to achieve specific goals (Sun *et al*, 2024 [13]). The components of this approach according to Nyam *et al* (2020 [14]) include:

- Resource Acquisition: The effectiveness of an organisation is assessed based on how well it acquires the necessary resources, including human resources, technology, funding, and raw materials, to support its operations and objectives.
- Resource Utilisation: It evaluates how efficiently the organization uses these acquired resources to drive performance and achieve desired outcomes.
- Focus on Processes: The emphasis is not only on the end goals but also on the processes involved in acquiring and managing resources effectively.

- Continuous Improvement: By analysing resource acquisition and utilisation, organisations can identify areas for improvement, optimise resource allocation, and enhance overall efficiency.

2.3 Theory of Sustainability

When the term "sustainability" was first used, it was in reference to natural resources and how best to use them. Many theories contend that because natural resources are finite, the world's population cannot be supported by existing rates of use and increase. Alternative theorists, on the other hand, suggest a more inclusive definition of resources that includes knowledge stocks and technical developments. Resources have grown over time in tandem with advances in human potential and knowledge (Taylor & Felton, 1993). Preserving open markets and our ability to learn collectively are also important factors.

Sustainability is the ability to sustain an entity, result, or process over a long period of time, according to Jenkins (2010 [15]). According to Hossain (2020 [16]), sustainability is a nebulous term that is perceived in many ways by scholars. Moreover, many scholars have postulated sustainability to include the interconnection of the key pillars of social, environmental, and economic. Therefore, sustainability draws practical attention to the intricate mutuality between natural and human systems at both the local and global levels. Integrating social fairness, ecological integrity, economic health, and future responsibility is necessary to address many global issues within a coherent, resilient, and moral social vision. Because of its broad reach and forward-looking outlook, sustainability is an ideologically absorbable concept (Bhandari (2023 [17]). Projecting how important considerations of the ecological, economic, and social systems will influence market circumstances over time horizons longer than those covered by quarterly and annual reports may be necessary for firms to achieve sustainability (Jenkins, 2010 [15]).

Meeting current demands without sacrificing the potential of future generations to satisfy their own is what sustainability entails. We also need social and economic resources in addition to environmental resources. Most conceptions of sustainability go beyond environmentalism to include social fairness and economic prosperity (Mead, 2012 [18]).

2.4 Agribusiness Sustainability

Agribusiness has been undergoing a transformation towards sustainability, evident in the adoption of practices like reducing harmful pesticides, incorporating organic fertilizers, and promoting native plant species to enhance biodiversity (Sons, 2024 [19]). The current concept of agribusiness embraces activities reduce environmental impact and increase production yields sustainably. These sustainable practices are crucial for ensuring the long-term viability of agriculture while minimising environmental harm and promoting ecosystem health (Musona, 2021 [20]). The concept of sustainable agribusiness is a response to ecological, social and health threats in modern society caused by globalisation and economic growth (Wiśniewska-Paluszak, 2015 [21]).

III. EMPIRICAL REVIEW

Frugal business modelling has primarily catered to low-income customers in developing countries, which are often agrarian-based economies. However, there is growing pressure from various stakeholders for these businesses to serve their customers in a more sustainable manner. In response, agribusinesses are increasingly focused on developing sustainable business models that can address the needs of their target markets while ensuring long-term viability. The empirical review examines the existing empirical research on frugal innovation, the theoretical foundations underpinning frugal business modelling, and the challenges associated with this approach as per below:

3.1 Agribusiness and Frugal Business Modelling

Conceptually the agribusiness system is meant to be all activities, commencing from the purchasing and distribution of all facilities for production for the marketing of yielded produce from the farm, systemically interlinked with all other activities (Firmansyah *et al.*, 2003 [22]).

An effective business model is a source of competitive advantage for the attainment of ultimately of overall firm performance for the capturing and recreation of creating blue for the stakeholders and the company of interest (Zott, Amit & Massa, 2011 [23]). Frugal business models do not necessarily rely on the introduction of new technologies, but rather on the innovation of the underlying business models (Rosca, Arnold & Bendul, 2017 [24]). Specifically, Bhatti (2016) defines frugality as the intersection of business innovation, social innovation, and institutional innovation. The general approach to frugal business model innovation involves exploring resource and affordability constraints, institutional voids, and social aspects to align with frugal principles.

Given the clear influence of these innovation models on the development of frugal products, the concept of business model innovation itself is a critical area of analysis. In today's globalised and rapidly evolving markets, business models are continuously subjected to displacement and disruption. Facing a high

degree of market volatility, the ability to adapt and maintain flexibility has become one of the key drivers of success in a competitive business environment (Baldassarre et al., 2017 [26]).

3.2 Impact of Frugal Business Modelling on Agribusiness Sustainability

Agribusiness sustainability is a pressing concern in the agricultural industry, aiming to balance economic profitability with environmental and social responsibility. The integration of sustainable practices, innovative business models, and technology plays a pivotal role in shaping the future of agribusiness. One emerging concept that intersects sustainability and business innovation is frugal business modelling, which focuses on delivering affordable and accessible innovations to resource-constrained markets while promoting ecological and social sustainability (Geissdoerfer et al., 2017 [27]). For instance, Rosca et al. (2017 [24]) have focused their research on the business models underpinning frugal innovation initiatives targeted at base-of-the-pyramid (BOP) markets. Their work has explored the potential of these models to drive economic, social, and ecological sustainability outcomes. Furthermore, Pansera and Sarkar (2016 [28]) have investigated the frugal innovation process within businesses operating at the grassroots level in developing countries. Their research suggests that frugal business modelling is not solely driven by financial gains, but also by the producers' commitment to achieving social 8and environmental sustainability.

3.3 Challenges associated with Frugal Business Modelling

In recent years, frugal innovation has gained popularity as a method for creating long-lasting business models that satisfy the demands of low-income customers. But putting frugal business strategies into practice has its own set of difficulties. Companies that use these models have to traverse a range of social, cultural, and economic issues that may have an impact on their performance. As noted by Bruinsma (2009 [29]), a major obstacle to starting an agribusiness is financing scarcity and high interest rates. Numerous agribusinesses are started by people with little money, which causes financial strain and restricts their ability to get support from corporations or the government (Ousmane, 2008 [30]). By integrating into global value chains and encouraging rural livelihood diversification, it is imperative to increase efficiency and productivity in order to secure the sustainability and expansion of the agriculture industry.

Key issues, including low output, bad organisational structure, lack technical knowledge, inadequate training, poor industrial relations, and inadequate management, were found in Australian research on agribusiness operations (Bandarla, 1991 [31]). The difficulty of creating a thorough assessment of a business's capacity and aptitude was highlighted by Evans and Wurster (2000 [32]) since it is crucial to determining key competencies and maintaining a competitive edge.

Jules (2006 [33]) cited intellectual capital and competence security as a major concern in agriculture operations. Agribusinesses may be able to evaluate their operational capability as it stands, but they frequently have difficulty identifying the skills and abilities needed for long-term success. Formal low-interest credit is difficult for agribusinesses to get, according to Todd and Rose (2006 [34]). Having access to credit is essential for creating efficient policies and financing daily operations. Lack of access to capital frequently impedes the expansion and productivity of agribusinesses, producing less than ideal results. All things considered, these difficulties underline how intricate agricultural operations are and how crucial it is to overcome organisational, financial, knowledge, and credit-related obstacles in order to produce long-lasting and fruitful results.

IV. METHODOLOGY

The study was conducted using data collected from 58 agribusinesses that are members of the National Association of Seed Traders of Ghana (NASTAG). The managers, administrators, and operational personnel from these agribusinesses provided the data through a cross-sectional survey. The aim of the survey was to examine the connections between the challenges associated with frugal business modelling and the sustainability of agribusinesses. Given the quantitative nature of the study and the need to measure variables, the chosen research design was appropriate. The researchers utilized the Purposive Sampling Technique to select the participants, focusing on the top-level managers of the NASTAG-registered agribusinesses. This approach allowed the researchers to gain insights into how senior managers perceive the challenges, critical success factors, and long-term viability of their agribusinesses. With a total NASTAG population of 289, the sample size was calculated using the Slovin (1960 [35]) formula to achieve a 95% confidence level. This resulted in a sample size of 205 participants, all of whom responded to the online survey distributed through Google Forms. The collected data was then subjected to a series of statistical analyses, including the Structural Equation Model Partial Least Square (SEM-PLS) method, using the SmartPLS 4.0 application.

V. RESULTS AND FINDINGS

5.1 Reliability and Viability

Only independent variables related to FBM challenges that meet the recommendations of Vinzi et al. (2003 [36]) for conceptual fitness—that is, factor loadings of ≤0.70—were extracted for this study in order to improve measurement model viability and reliability. Three variables—funding, information distribution, and

institutional framework—were taken out of the early variables of the difficulties related to FBM. Reliability and viability analyses were also performed on the three dependent variables that make up sustainability. Tables 1 and 2 exhibit the results of the retrieved independent and dependent variables' convergent and discriminant viability analyses, respectively. Cronbach's Alpha, Composite Reliability, Average Variance Extracted (AVE), and Heterotrait-Monotrait (HTMT) ratio were used to assess the study's validity and reliability.

The following values are suggested in order to demonstrate model suitability: Heterotrait-monotrait ratio (HTMT) (Ғ0.85), Cronbach's Alpha (≤0.70), Composite Reliability (≤0.70), and Average Variance Extracted (AVE) (≤0.50). All variables met the threshold, as shown in Tables 1 and 2, indicating strong support for the validity and reliability constructs utilised in the suggested study model.

Table 1: Convergent Validity for Variables of Challenges associated with FMB and Sustainability of Agribusiness

Latent Variables	Item	Loading (≥0.70)	CA (≥0.70)	rho_a (≥0.70)	rho_c (≥0.70)	AVE (≥0.50)
Challenges of FBM	Funding	0.838	0.690	0.785	0.816	0.602
	Info_Dissem	0.585				
	Inst_Framwk	0.873				
Sustainability	Social_Sust	0.883	0.778	0.790	0.849	0.656
	Econ_Sust	0.868				
	Envt_Sust	0.659				

Source: Field Data (2023) | CA = Cronbach's alpha; rho_a = Composite reliability;
rho_c = Composite reliability; AVE = Average Variance Extracted

Table 2: Discriminant Validity for Variable of Challenges associated with FMB and Sustainability of Agribusinesses

	HTMT	Threshold
Sustainability <-> Challenges	0.415	**≤ 0.85**

Source: Field Data (2023) | HTMT = Heterotrait-monotrait ratio

5.2 Path Analysis

Figure 1 below depicts the path diagram. The path diagram analysis produces path coefficients analysis which are captured in Table 1 and 2. All paths represented by directed arrows (Figure 1) in the conceptual model indicate causal relationships.

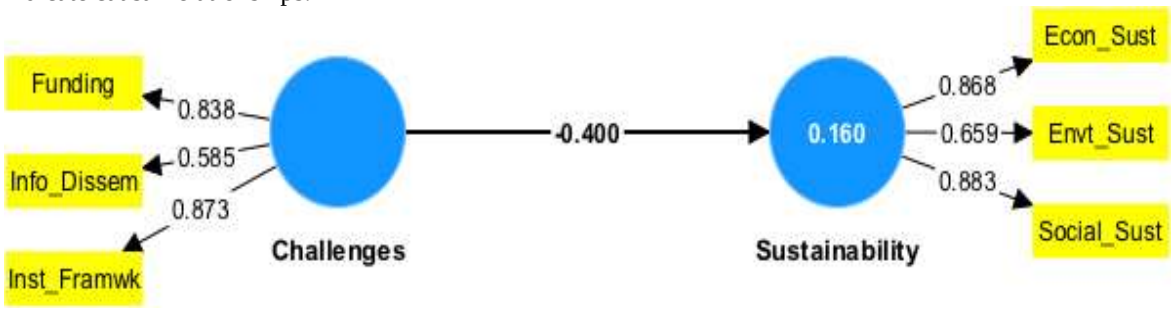

Figure 1: Path Diagram for Challenges associated FBM and Sustainability of Agribusinesses
Source: Field data (2023)

The challenges related to FBM have a statistically significant and unfavourable impact on the sustainability of agribusinesses, as Table 3 demonstrates. Table 4 displays the route coefficients for the institutional framework (Inst_Framwk), information and dissemination challenges (Info_Dissem), and financial challenges (financial), respectively. The values are 0.838, 0.585, and 0.873 respectively. Every variable had a p-value of high significance, meaning that it was less than P<0.05. This indicates that the null hypotheses that were developed in order to address the objective's research questions are rejected. Thus, it can be said that these FBM-related difficulties significantly harmed Ghana's seed agribusinesses' ability to survive.

The model's capacity for explanation is assessed using the R^2 score. The range of the R^2 value is 0 to 1. The greater the value, the greater the power of explanation. where the R^2 ranges from 0 to 1. The greater the value,

the greater the power of explanation. The model has a high level of explanatory power when the R^2 value is near to 0.75. Table 5 shows that the model's degree of explanatory power is poor. It is evident that issues related to FMB account for 16.0% of the explanatory power of sustainability. The impact of exogenous variables on endogenous variables is measured by effect size, which is found using the explanatory effect value f^2 to detect. When $0.02 < f^2 \leq 0.15$, it is a small effect. When $0.15 < f^2 \leq 0.35$, it is a medium effect. Additionally, when $f^2 > 0.35$, it is a large effect. It can be seen from Table 5 that the explanatory effect value f^2 of Challenges to Sustainability is 0.191. It displays a medium-effect explanatory ability. This represents that exogenous variables are very capable of explaining endogenous variables, with a medium degree of explanatory effect value. Therefore, the model in this study explains the latent variables well and it has a moderate degree of explanatory power.

Table 3: Path Coefficient of Challenges associated with FMB and Sustainability of Agribusinesses

Path Analysis	Path coefficient	P Values
Challenges -> Sustainability	-0.400	0.000

Source: Field Data (2023)

Table 4: Path Coefficient of the Variables of Challenges associated with FMB and Sustainability of Agribusinesses

Path Analysis	Path Coefficients	P Values	Description
Funding <- Challenges	0.838	0.000	Accepted
Info_Dissem <- Challenges	0.585	0.000	Accepted
Inst_Framwk <- Challenges	0.873	0.000	Accepted

Source: Field Data (2023)

Table 5: R^2 Value and f^2 Value

Path Analysis	R^2	R^2 Adjusted	f^2
Challenges -> Sustainability	-0.400	0.156	0.191

Source: Field Data (2023)

5.3 Model Fit

The Smart PLS 4.0 processed the model fit findings. According to Hair et al. (2017 [37]), the formative indicators serve as the independent variables and the latent variable scores as the dependent variable in a multivariate regression analysis that determines outer weight. In formative measurement models, large correlations between indicators are not expected because the indicators are not fundamentally interchangeable. Indeed, collinearity is defined as the presence of strong correlations between two formative indices (Hair et al., 2014). The Variance Inflation Factor (VIF) was used to assess the model fit metrics. Since they affect weight estimation and statistical significance, high degrees of collinearity among formative indicators are troublesome. We examine the Variance Inflation Factor (VIF) in PLS-SEM to evaluate the degree of collinearity. There are two commonly recognised generalisations: According to to Hair et al. (2017 [37]), a collinearity problem may be present if the VIF is five or above. A possible collinearity problem is indicated if the VIF is 3.3 or greater (Diamantopoulos & Siguaw, 2006). There is no multicollinearity issue with the model as it is displayed in Table 6. Every variable had a VIF value that was less than the 3. As a result, it is evident that there is no multicollinearity issue and that the model fits the data well. Commonly used indicators for PLS-SEM to assess the suitability of the entire model include SRMR and NFI. The SRMR value has a range of 0 to 1. A model is considered to be well-fitting when the SRMR is less than 0.08 (Hu & Bentler, 1998). The values of the NFI vary from 0 to 1. Better performance is achieved the higher the NFI score. A model is said to fit well when the NFI is higher than 0.9 (Bentler & Bentler, 1980). The model evaluation verification shown in Table 7 yielded an SRMR value of 0.118 and an NFI value of 0.525, which is less than 0.9. The SRMR and NFI values can be considered fairly acceptable even though they fall outside of the recommended value limits. As a result, the study's model often has a reasonable fit.

Table 6: Collinearity Statistics for Challenges associated with FBM and Sustainability of Agribusinesses (VIF)

Variables	VIF
Outer Model List	
Funding Challenges	1.537
Information Dissemination Challenges	1.263
Institutional Framework Challenges	1.378
Social Sustainability	1.787
Economic Sustainability	1.487
Environmental Sustainability	1.652
Inner Model List	
Challenges -> Sustainability	1.000

Source: Field Data (2023)

Table 7: Model Fit for Challenges associated with FBM and Sustainability of Agribusinesses

Model Evaluation	Value
SRMR	0.118
NFI	0.525

Source: Field Data (2023)

VI. CONCLUSIONS

The sustainability of seed agribusinesses in Ghana was found to be negatively correlated and statistically significant with funding, information and dissemination, and institutional framework issues. The degree of sustainability demonstrated by agribusinesses was negatively impacted by a statistically significant degree by the composite problem related to frugal business modelling.

For agribusiness sustainability, the difficulty in finding capital emphasises how crucial financial access is to the long-term viability of agribusiness. Agribusiness development and expansion may be hampered by restricted access to finance and financial services. In order to meet this challenge, agribusinesses will need specific financial assistance mechanisms, improved loan accessibility, and the exploration of novel financing structures.

Finally, the institutional framework's difficulty emphasises how crucial it is to have a governance and policy environment that supports the sustainability of agribusiness. In the agribusiness industry, innovation, investment, and long-term sustainability are all dependent on well-defined policies, organisations that provide assistance, and efficient governance frameworks. Agribusinesses are more resilient and stable when the institutional environment is strengthened.

From a practical perspective, policymakers, industry stakeholders, and Ghanaian agricultural practitioners can benefit greatly from these findings. Comprehending the particular obstacles makes it possible to devise focused measures and tactics to tackle them. These results can help policymakers better understand how to allocate resources, modify policies, and strengthen regulations to foster the expansion of agriculture. Stakeholders in the industry and agricultural professionals can use these results to pinpoint areas that need improvement, put best practices into action, and work together to tackle common obstacles.

VII. RECOMMENDATIONS

According to the research findings, agribusiness sustainability is being negatively impacted by a number of issues. To solve these issues, it is advised that information systems and communication channels be improved in order to facilitate well-informed decision-making and market trend awareness. In order to maintain compliance, fair competition, and the safety of agribusinesses and customers, it is imperative to strengthen regulatory frameworks and oversight. Innovative financing strategies and increased credit accessibility should be used to increase access to financing. Agribusiness stakeholders can work towards improving sustainability, fostering resilience, and realising the full potential of agribusinesses in Ghana by tackling the information and dissemination, funding, and the institutional framework.

Agribusiness sustainability can also be promoted by deliberate policy frameworks as well as encouraging cooperation among all seed industry stakeholders. Adopting these suggestions may have real effects by create an enabling environment for sustainable agribusiness practices to thrive. This, in turn, will contribute to economic growth, job creation, and food security in Ghana. Agribusiness practitioners and industry

stakeholders can leverage the insights gained from the research to identify areas that require development and implement best practices. By pinpointing specific challenges and opportunities related to agribusiness sustainability, stakeholders can develop targeted strategies.

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