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Towards an Integrated Framework of Sustainable Business Strategy Formulation in the Textile Industry: A PRISMA-Based Systematic Literature Review

Dini Yulianti Nurhayani [a,b], Triwulandari Satitidjati Dewayana [b*], Emelia Sari [a], Parwadi Moengin [a]

[a] Doctoral Program in Industrial Engineering, Universitas Trisakti, Jakarta Barat, 11440 Indonesia
[b] Department of Industrial Engineering, Technology Bandung University, Jawa Barat, 40132, Indonesia
* Corresponding Author: triwulandari_sd@trisakti.ac.id

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ABSTRACT

The textile industry faces increasing pressure to adopt sustainability strategies in response to environmental, economic, and social challenges. However, sustainability strategy formulation in this sector remains fragmented, particularly in analytical and decision-making approaches. This study aims to systematically review and synthesize methods for sustainable business strategy formulation in the textile industry and to identify integration pathway toward a more coherent approach. A systematic literature review (SLR) using the Preferred Reporting Items for Systematic and Meta Analysis (PRISMA) methods selected 30 relevant journal articles from an initial pool of 646 publications. The findings reveal that while these methods are frequently applied, their integrated relationship follows a distinct sequential logic: the Internal–External (IE) matrix maps the organizational strategic position, SWOT analysis generates feasible strategic alternatives, Multi-Criteria Decision-Making (MCDM) approaches assign transparent weights to multidimensional sustainability criteria, and the Quantitative Strategic Planning Matrix (QSPM) objectively ranks and prioritizes those alternatives. Nevertheless, prior studies in the textile sector rarely integrate SWOT, Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and QSPM within a unified sustainability-oriented framework. Therefore, the novelty of this study lies in synthesizing these fragmented methods into a cohesive conceptual framework tailored specifically to support sustainable business strategy formulation in the textile industry. This study provides an integrated conceptual explanation that connects internal–external analysis with sustainability-oriented strategic prioritization, addressing methodological fragmentation in prior research. However, it should be noted that this proposed framework remains conceptual and has not yet been empirically validated in real-world textile industry settings.

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1. Introduction

The textile industry has become one of the sectors most affected by the global transition toward sustainable development (Saha et al., 2024). Increasing environmental degradation, climate change,

resource depletion, and growing public awareness have intensified pressure on manufacturing industries to integrate sustainability into their business strategies (Rahaman et al., 2024). As one of the world's largest manufacturing sectors, the textile industry faces, significant sustainability challenges due to its intensive consumption of water, energy, chemicals, and raw material, as well as the large volume of waste generated throughout its value chain. In addition, stricter environmental regulations, sustainability reporting requirements, circular economy initiatives, and changing consumer preferences have transformed sustainability from a voluntary commitment into a strategic business imperative (Kır et al., 2024).

Consequently, textile companies are increasingly expected to develop business strategies that simultaneously enhance economic competitiveness, environmental stewardship, and social responsibility while maintaining long- organizational resilience (Farrukh & Sajjad, 2024). Sustainable business strategy plays a critical role in enabling organizations to balance economic performance with environmental and social objectives. Rather than focusing solely on operational efficiency or financial performance, sustainability-oriented strategy formulation emphasizes the integration of environmental protection, social responsibility, and long-term value creation into strategic decision-making processes (Adolph & Beckmann, 2024).

Previous studies have shown that organizations capable of embedding sustainability into their strategic planning are more likely to improve innovation capability, strengthen stakeholder relationships, enhance corporate reputation, and achieve long-term competitive advantage. Within the textile industry, sustainable business strategies are increasingly associated with resource efficiency, cleaner production, circular economy practices, sustainable supply chain management, eco-design, and responsible sourcing. These developments indicate that sustainability is no longer viewed merely as an environmental issue but as a fundamental component of strategic management (Salmi & Kaipia, 2022). To support sustainability-oriented strategic planning, various analytical and decision-support methods have been proposed in the strategic management literature.

Qualitative strategic analysis tools such as SWOT analysis, PESTLE, TOWS, the Internal Factor Evaluation (IFE) Matrix, the External Factor Evaluation (EFE) Matrix, and the Internal–External (IE) Matrix are widely employed to identify strategic conditions and formulate strategic alternatives (Uztürk & Büyüközkan, 2023;Herrera-Franco et al., 2025). In parallel, Multi-Criteria Decision-Making (MCDM) approaches, including the Analytic Hierarchy Process (AHP), Analytic Network Process (ANP) Encino-Munoz & Yilan (2025), Fuzzy AHP Sahani (2021), Delphi Dim et al. (2025), and TOPSIS Fares & Lloret (2022), have increasingly been adopted to evaluate sustainability criteria and prioritize strategic alternatives under multiple and often conflicting objectives. These approaches collectively provide valuable support for sustainability oriented strategic decision making. However, previous studies generally employ them as independent analytical methods or in limited methodological combinations, resulting in fragmented strategy formulation processes and limited methodological integration (Alam et al., 2024).

Existing studies on sustainability strategy formulation continue to exhibit several methodological gaps. First, previous studies tend to emphasize individual analytical methods or partial methodological combinations rather than proposing an integrated and systematic strategy formulation framework that connects strategic analysis, sustainability assessment, and strategic prioritization. For example, SWOT analysis is commonly used to identify strategic factors, whereas MCDM techniques such as AHP or QSPM are often applied only during strategy prioritization without explicitly describing the relationship between these stages (Jeelani & Shah, 2024). Second, although sustainability has become an important research topic within the textile industry, relatively few studies explicitly discuss how internal and external strategic analysis, sustainability assessment, and strategic prioritization can be connected within a single conceptual framework.

As a result, existing studies remain methodologically fragmented, making it difficult for researchers and practitioners to understand how different strategic tools can complement one another in supporting sustainability-oriented decision-making (Liu et al., 2025). This study seeks to address the above methodological gap by synthesizing existing literature on sustainable business strategy

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formulation in the textile industry through a Systematic Literature Review (SLR) based on the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines (Elsman et al., 2024). Rather than proposing or validating a new strategic model, this study develops an integrated conceptual explanation describing how commonly adopted strategic analysis tools including SWOT, IFE, EFE, the IE Matrix, and selected MCDM approaches can be logically connected within a sustainability-oriented strategy formulation process (Arraya & Triono, 2025). Therefore, the primary contribution of this study lies in providing a conceptual synthesis of existing knowledge that clarifies methodological relationships identified across previous studies. The proposed integration is conceptual in nature and has not yet been empirically validated, thereby providing a foundation for future case studies and empirical model development.

This study aims to systematically review and synthesize methods used in sustainable business strategy formulation in textile industry and to identify integration pathway toward a more coherent and sustainability orientated strategic formulation approach. To achieve this aim, the study addresses the following research questions: (RQ1) What methods are used in the formulation of sustainability strategies in textile industry studies? (RQ2) What methods are used to identify internal and external factors that influence the formulation of sustainability strategies in the textile sector? (RQ3) How are MCDM methods integrated for strategic priorities in the formulation of sustainability strategies?

Based on these research questions, this study contributes to the strategic management and sustainability literature in two ways. First, it provides a systematic mapping of strategy formulation methods applied in sustainability-related textile industry studies published between 2020 and 2025. Second, it offers an integrated conceptual explanation that links qualitative strategic analysis with quantitative decision support approaches into a coherent strategy formulation pathway. This synthesis is expected to assist researchers in identifying future research opportunities while providing practitioners with a clearer understanding of how existing strategic methods may be combined to support sustainability-oriented business strategy formulation in the textile industry method (Barletta et al., 2024).

2. Method

2.1. Literature Analysis Methodology

The study began with data collection by searching journal articles indexed in Scopus and Google Scholar published between 2020 and 2025. The full texts of relevant articles were subsequently accessed through publisher platforms, including ScienceDirect. The search results based on keywords in Table 1 yielded 646 articles. The second stage, initial filtering, was carried out using the PRISMA method, with several screening processes. The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework plays an important role in improving the transparency and quality of systematic reviews, enabling thorough review processes and retesting. In addition, PRISMA includes a standard checklist that helps researchers report each stage of the review consistently. The application of PRISMA improves the quality of systematic reviews, resulting in research findings that are more credible and reliable for end users (Elsman et al., 2024). The third stage is Quality Assessment, in which the eligible articles are evaluated based on predefined inclusion criteria, including their relevance to the research objectives, consistency with the research questions, methodological suitability, publication in peer-reviewed journals, and full-text availability.

Fig. 1 shows the methodology flow for formulating a sustainable business strategy for the textile industry. Articles that did not satisfy these criteria were excluded, resulting in the final selection of 30 journal articles for analysis. The fourth stage is Method Mapping, in which the selected articles are systematically examined to identify, classify, compare, and synthesize the strategic analysis methods employed in sustainable business strategy formulation within the textile industry. This stage focuses on mapping the relationships among methods such as SWOT, PESTLE, IFE, EFE, IE Matrix, QSPM, Delphi, and various Multi-Criteria Decision-Making (MCDM) approaches to identify methodological patterns and potential integration opportunities.

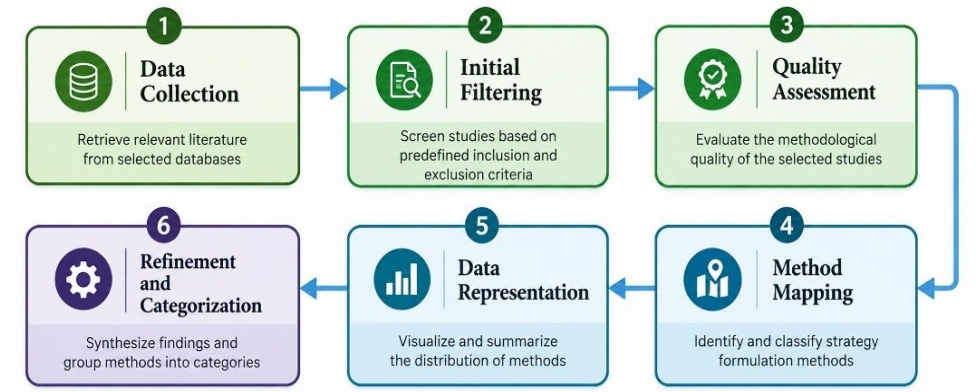


Fig. 1. SLR Methodology Flowchart for Sustainable Business Strategy Formulation in the Textile Industry

The fifth stage is Refinement and Categorization, in which the identified methods are refined and grouped according to their functions within the strategy formulation process. For example, SWOT and PESTLE are categorized as strategic analysis tools, IFE and EFE as internal and external assessment methods, the IE Matrix as a strategic positioning tool, QSPM as a strategy prioritization technique, and Delphi and MCDM approaches as decision-support methods. This categorization provides a structured understanding of how different methods contribute to sustainable business strategy formulation in the textile industry. The sixth stage is data representation, in which the results of the method mapping are presented through the PRISMA flow diagram, summary tables, and method classification tables. These representations summarize the characteristics of the selected studies, the frequency and distribution of strategy formulation methods, and the relationships among the identified approaches. This stage provides a comprehensive overview of the methodological landscape of sustainable business strategy formulation in the textile industry.

2.2. Systematic Literature Review

This study adopts a SLR approach Gupta et al. (2024) to synthesize existing research on sustainable business strategy formulation in the textile industry. The review was conducted in accordance with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines to ensure transparency, rigor, and replicability throughout the review process. The literature search was conducted on 15 January 2026 using Scopus, ScienceDirect, and Google Scholar. The search process was managed using Publish or Perish software, which facilitated the retrieval and export of bibliographic records from the selected databases.

Scopus and ScienceDirect were selected as the primary databases because they index high-quality peer-reviewed journals, while Google Scholar was used as a complementary source to identify relevant open-access studies that may not be indexed in subscription-based databases. All records retrieved from Google Scholar were screened using the same inclusion, exclusion, and quality assessment criteria as those applied to the other databases. A total of 646 records were initially identified, comprising 275 records from Scopus, 301 records from ScienceDirect, and 70 records from Google Scholar. The search keywords, complete search strings, search fields, search date, and the number of records retrieved from each database generated through the Publish or Perish search are presented in Table 1.

Table 1. Search Results Based on Keywords for the Prisma Method

No	Keyword	Number of articles
1	“ Business Strategy “	200
2	“Formulation Model Strategy”	200
3	“ Business Strategy “ AND “ Sustainability “	200
4	" Sustainability Strategy " AND "Textile"	27
5	“Business Strategy “ AND “ Sustainability “ AND “ Textile Strategy “	19
	Total	646

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2.3. Prisma Method

Fig. 2 illustrates the stages of the prism method for screening results from Publish or Perish based on keywords in Table 1. The initial stage involves searching for articles in Scopus, ScienceDirect, and Google Scholar using Publish or Perish, resulting in 646 articles, including scientific articles, literature reviews, conference papers, and book chapters. The second stage of screening for duplicate articles resulted in 15 identical articles, bringing the total number of articles screened to 631. The next stage involved screening non-scientific articles, of which 194 were found to contain conference papers, book chapters, and literature reviews. This resulted in 437 articles in the third screening stage. Next, screening was conducted on open-access and closed-access articles. Closed articles are scientific articles whose full text cannot be accessed freely, as they require a journal subscription or additional payment. There were 120 closed articles, leaving 317 open-access articles.

The final screening was based on object incompatibility, namely articles that were not relevant to the research object, i.e., those that were not related to the formulation of sustainable business strategies in the textile industry. Although business strategies exist in other industries, they lead to the formulation of strategies that are used. Filtering articles that were not relevant, namely articles that only emphasized aspects of environmental sustainability, technology, or policy in general, without linking them to the textile industry's business strategy, totaling 287 articles. The final article after the screening process was 30 journals whose content was related to strategy formulation, sustainable business strategies, sustainable textile business strategies, and textiles in international.

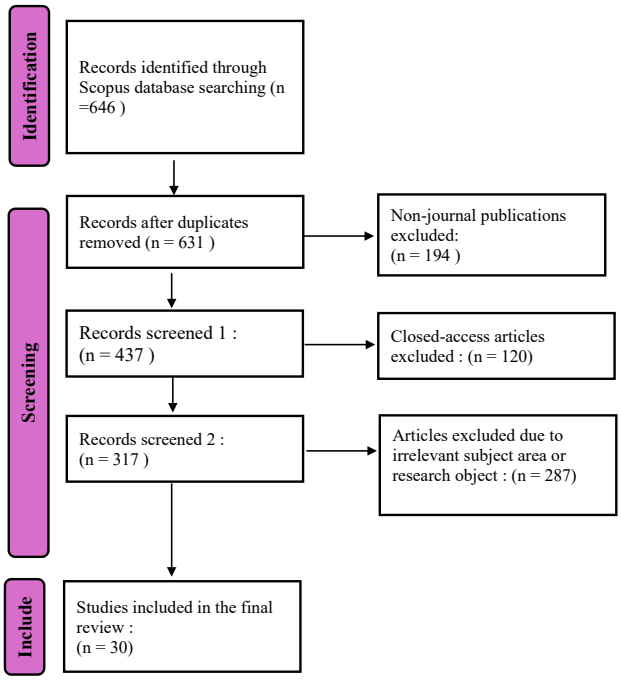


Fig. 2. Presents the stages of this research according to the PRISMA method

2.4. Inclusion and Exclusion Criteria

Inclusion and Exclusion Criteria The inclusion criteria comprised peer-reviewed journal articles written in English that explicitly discuss sustainable business strategy formulation and related decision-making methods. Non-journal publications, duplicate records, closed-access articles, and studies not relevant to sustainability-oriented strategy formulation were excluded. Study Selection Process The initial search identified 646 publications. The study selection process followed the PRISMA screening stages of identification, screening, eligibility, and inclusion. After removing duplicates and applying the inclusion and exclusion criteria through title, abstract, and full-text screening, 30 journal articles were selected for analysis. The study selection process is illustrated in the PRISMA flow diagram.

Only open-access journal articles were included in this review to ensure full-text accessibility, enabling a comprehensive, transparent, and consistent evaluation of each selected study. Since the objective of this review was to identify, compare, and synthesize strategy formulation methods in detail, complete access to the full text was essential for accurately extracting methodological information. This criterion also enhances the transparency and reproducibility of the review process. Although the primary focus of this review is the textile industry, several studies from other industrial sectors were also included if they proposed or applied strategy formulation methods that were directly relevant to the research objectives. These studies were not included to compare industrial characteristics but to identify methodological approaches that could contribute to the development of an integrated sustainable business strategy framework for the textile industry. Accordingly, evidence from other sectors was used solely for methodological comparison, while the textile industry remained the primary context of analysis.

3. Results and Discussion

3.1. Literature Mapping

Table 2 summarizes the strategy formulation methods identified in the selected studies. Although the primary focus of this review is the textile industry, several studies from non-textile sectors were also included because they applied strategy formulation methods that are directly relevant to sustainable business strategy formulation. The inclusion of these studies reflects the limited number of textile-specific studies that comprehensively integrate strategic analysis and decision-support methods. Therefore, methodological evidence from sectors such as mining, tourism, food waste management, bakery, medical devices, cartography, and education was used to enrich the comparative analysis of strategy formulation methods. The emphasis of this review remains on the applicability of these methods rather than on sector-specific findings.

Table 2. Mapping of Sustainable Business Strategy Formulation Methods from Literature Reviews from 2020 to 2025.

		Method																
No	**Name**	**a**	**b**	**c**	**d**	**e**	**f**	**g**	**h**	**i**	**j**	**k**	**l**	**m**	**n**	**o**	**p**	**q**
1	(Sahani, 2021)	√	√			√												
2	(Insani & Haryono, 2025)	√	√	√														
3	(Vardopoulos et al., 2021)	√		√	√													
4	(M. Barbosa et al., 2020)	√			√						√	√						
5	(Wang et al., 2024)	√		√						√								
6	(Budihardjo et al., 2023)	√					√	√		√								
7	(Pouresmaieli et al., 2023)	√					√	√	√									
8	(Riahi Dorcheh et al., 2021)	√					√	√		√								
9	(Fares & Lloret, 2022)	√		√									√					
10	(Pereira et al., 2021)													√				
11	(Alam et al., 2024)	√					√	√										
12	(Angkuraseranee et al., 2025)	√					√	√	√									

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No	Name	Method															
		a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q
13	(Liu et al., 2025)	√					√	√	√									
14	(Khosravani et al., 2025)	√					√	√		√								
15	(Oliveira et al., 2023)	√		√														
16	(Dafia et al., 2022)	√		√														
17	(Firdaus et al., 2025)	√																
18	(Laktuka et al., 2024)	√	√	√														
19	(Arraya & Triono, 2025)	√					√	√	√	√								
20	(Oh et al., 2026)	√													√			
21	(Alda et al., 2025)	√					√	√	√	√								
22	(Elvis et al., 2023)	√		√														
23	(Lin & Ou, 2025)	√														√		
24	(Sumarmi et al., 2025)	√																
25	(Nguyen & Tuyen, 2025)	√		√														
26	(Bandrova et al., 2025)	√																
27	(Suhartono et al., 2026)	√					√	√	√	√								
28	(Jeelani & Shah, 2024)	√					√	√		√								
29	(Mahmoodi et al., 2025)	√		√													√	
30	(Barbosa et al., 2022)	√		√														√

Abbreviations:

a = Swot	e = fuzzy AHP	i = QSPM	m = New Swot	q = delphi
b = tows	f = IFE	j = GES	n = Pest	
c = AHP	g = EFE	k = Balance Scorecard	0 = FANP	
d = Pestle	h = IE	l = Fuzzy Topsis	p = Fuzzy logic	

3.2. Analysis of Method Utilization in Sustainable Business Strategy Formulation

Table 3 explains the methods and analytical tools used in 30 journals, which are widely used to formulate sustainable business strategies across industrial and non-industrial sectors. The SWOT method was used in 30 articles, the most widely used because SWOT is a strategy formulation method that can integrate external and internal factors and is easily combined with other methods such as ANP, AHP, QSPM, and others. The AHP was used in 11 articles. AHP can handle many sustainability criteria, such as economic, social, technological, and regulatory criteria, which are analyzed using weights to prioritize them according to their level of importance. The IFE and EFE methods are used in 11 articles because they serve as input methods for strategy matrices such as SWOT, IE Matrix, and TOWS. The Quantitative Strategic Planning Matrix (QSPM) method is found in 8 articles because QSPM is a decision-making and strategic alternative prioritization tool; the results of strategic alternatives in SWOT/TOWS can be prioritized by QSPM.

Table 3. Frequency of Use of Sustainable Business Strategy Formulation Methods

No	Method	Number of Articles
1	SWOT	30
2	TOWS	3
3	AHP	11
4	Pestle	2
5	IFE	11
6	EFE	11
7	Fuzzy-AHP	1
8	IE	6
9	QSPM	8
10	GES	1
11	Balance Scorecard	1
12	Fuzzy Topsis	1
13	New SWOT (SWOT-i)	1
14	PEST	1
15	FANP	1
16	Fuzzy Logic	1
17	Delphi	1

Internal External (IE) contains 6 articles, because IE is used to map the organization's strategic position based on scores from the IFE and EFE Matrix. To determine external factors, there are 2 articles on the Pestle analysis tool (Political, Economic, Social, Technological, Legal, Environmental). For MCDM, which is a combination of formulation methods such as SWOT-IFE-EFE-QSPM, there are 4 articles, namely articles by (Budihardjo et al., 2023; Jeelani & Shah, 2024; Khosravani et al., 2025; Riahi Dorcheh et al., 2021). Only five of the 30 previous research articles have addressed the formulation of a sustainable business strategy for the textile industry: (Abbate et al., 2023; Dafia et al., 2022; Elvis et al., 2023; Oliveira et al., 2023; Tolentino-Zondervan & DiVito, 2024). This finding indicates that research on sustainable business strategy formulation in the textile industry remains relatively limited compared with studies conducted in other industrial sectors. Most existing textile-related studies focus on specific sustainability topics, such as circular economy, green manufacturing, environmental performance, or supply chain management, rather than developing an integrated strategic decision-making framework. Consequently, studies that combine strategic analysis methods (e.g., SWOT, PESTLE, IFE, EFE, and IE Matrix) with decision-support approaches (e.g., AHP, Delphi, and QSPM) remain scarce within the textile industry. This limitation highlights an important research gap and reinforces the need for an integrated conceptual framework that supports sustainability-oriented business strategy formulation in the textile industry. Building on the synthesis of results presented above, a broader conceptual interpretation is required to understand the implications of these findings for integrated strategy formulation.

The findings of this SLR indicate that, although a wide range of strategy formulation and MCDM methods has been applied across industries, their use in the textile sector remains largely method-specific rather than integrative. SWOT was the most frequently applied method because it provides a structured framework for identifying internal strengths and weaknesses as well as external opportunities and threats. This capability makes SWOT particularly suitable for textile companies operating in dynamic environments characterized by sustainability challenges, changing consumer preferences, and increasing environmental regulations. However, SWOT relies heavily on expert judgment and does not provide a mechanism for prioritizing strategic alternatives. Consequently, many studies integrate SWOT with decision-support methods such as AHP or QSPM to improve objectivity and strategic prioritization. AHP is widely employed because it enables decision makers to prioritize strategic alternatives based on multiple criteria. In sustainability-oriented strategy formulation, AHP facilitates the incorporation of economic, environmental, and social considerations into the decision-making process. Nevertheless, the method depends on expert judgments and pairwise comparisons, which may introduce subjectivity and inconsistency when a large number of criteria are evaluated.

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IFE and EFE matrices are commonly used to evaluate internal capabilities and external environmental conditions. Their popularity stems from their ability to systematically organize strategic factors before strategy formulation. However, both matrices primarily provide qualitative assessments and depend on subjective weighting assigned by experts. Therefore, they are often combined with IE Matrix or QSPM to support subsequent strategic analysis and prioritization. The findings indicate that no single method is sufficient to support sustainability-oriented strategy formulation in the textile industry. Strategic analysis methods such as SWOT, PESTLE, IFE, and EFE are effective for identifying strategic issues but have limited capability in prioritizing strategic alternatives. Conversely, decision-support methods such as AHP, Delphi, and QSPM complement these limitations by providing systematic weighting, prioritization, and consensus-building mechanisms. This explains the growing trend toward integrating multiple methods to develop more comprehensive sustainability strategies

3.3. Integrated MCDM Framework for Sustainable Business Strategy Formulation

Building on the synthesis of methods identified in the SLR, this subsection provides an integrated conceptual explanation of how sustainable business strategy formulation can be structured in the textile industry. Rather than viewing strategic analysis tools and MCDM methods as isolated or standalone techniques, the reviewed literature suggests the need for a coherent and sequential decision-making logic that links internal–external analysis with sustainability-oriented strategic prioritization. The process begins with the identification of internal strengths and weaknesses and external opportunities and threats using IFE and EFE matrices. These matrices serve as a systematic mechanism for structuring organizational and environmental factors that influence sustainability performance. The results of the IFE and EFE analyses are then used to determine the organization's strategic position through the Internal–External (IE) matrix and further interpreted using SWOT or TOWS analysis to generate a set of feasible strategic alternatives. Once strategic alternatives have been formulated, sustainability considerations are incorporated by evaluating economic, environmental, and social criteria using MCDM approaches such as the AHP, Fuzzy-AHP, or Analytic Network Process (ANP). This step enables the weighting of sustainability criteria in a transparent and structured manner, ensuring that strategic priorities reflect multidimensional sustainability objectives rather than purely economic considerations.



Fig. 3. Integrated Framework of Sustainable Business Strategy Formulation Derived from the PRISMA-Based SLR

The final stage of the integrated process involves the prioritization of strategic alternatives using quantitative decision-support tools such as the Quantitative Strategic Planning Matrix (QSPM) or ranking-based techniques (e.g., TOPSIS or fuzzy methods). Through this stage, decision-makers are able to identify sustainability-oriented strategic priorities that are analytically grounded, comparable across alternatives, and practically actionable. Based on the sequential integration described above, Fig. 3 illustrates the proposed conceptual framework for sustainable business strategy formulation in the textile industry. The framework synthesizes the relationships among strategic analysis tools and MCDM techniques into a coherent decision-making process that supports sustainability-oriented strategic prioritization.

This integrated conceptual explanation addresses the methodological fragmentation identified in prior studies by clarifying how qualitative strategic analysis tools and quantitative MCDM methods can be systematically connected within a single decision-making flow. By articulating this integration explicitly, the study strengthens the coherence and applicability of sustainable business strategy formulation in the textile industry and provides a conceptual foundation for future empirical validation.

Another limitation of this study is that the proposed integrated framework remains conceptual and has not yet been validated through empirical application or expert evaluation. The framework was developed based on a systematic synthesis of the selected literature and is intended to provide a conceptual foundation for sustainable business strategy formulation in the textile industry. Therefore, future research should validate the proposed framework using expert judgment, Delphi studies, case studies, or empirical implementation in textile companies to evaluate its applicability, effectiveness, and practical relevance.

4. Conclusion

This SLR demonstrates that sustainable business strategy formulation in the textile industry relies on a combination of strategic analysis and decision-support methods. The review shows that SWOT, PESTLE, IFE, EFE, IE Matrix, QSPM, and MCDM approaches are the most frequently adopted methods. However, these methods are generally applied independently rather than as part of an integrated strategy formulation process. The review also indicates that the identification of internal and external factors influencing sustainability strategy formulation is primarily conducted using strategic analysis methods such as PESTLE, IFE, and EFE. These methods provide a systematic basis for identifying organizational capabilities, external opportunities and threats, and strategic issues that support sustainability-oriented business strategy formulation.

Furthermore, the findings reveal that MCDM approaches are mainly employed to prioritize strategic alternatives after strategic factors have been identified. Nevertheless, the integration of strategic analysis methods with MCDM techniques remains fragmented, particularly in textile industry studies. This finding highlights an important methodological gap and supports the development of an integrated conceptual framework that systematically links strategic analysis, strategy matching, decision support, and strategy prioritization within a unified sustainability-oriented decision-making process. The proposed integrated framework contributes to reducing the methodological fragmentation identified in previous studies and provides a systematic reference for researchers and practitioners seeking to formulate sustainable business strategies in the textile industry. This study is limited to open-access journal articles, and the proposed framework remains conceptual without empirical validation. Future studies should incorporate closed-access literature where possible and validate the framework through expert evaluation or empirical implementation in textile companies.

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