

Voicing Equality: The Role of Corporate Messaging in Promoting Women’s Empowerment and
SDG 5

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KEYWORDS <i>Women’s empowerment, SDG 5, corporate messaging, gender equality, organizational communication, inclusion, corporate social responsibility.</i>	ABSTRACT The empowerment of women continues to be a major area of concern in the world as part of the attainment of Sustainable Development Goal 5 (SDG 5). Company messaging is significant to the development of the attitude in the society, culture of the organizations and the perception of the employees on gender equality. This paper examines the various ways corporate communication efforts impact empowerment campaigns of women and the wider organizational interest in gender equality. The mixed-approach, consisting of content analysis of the corporate communication and surveys of employees in various sectors, will put an emphasis on the actual messaging strategies as well as the effect that they have on organizational behavior and the perception of being empowered. The results imply that companies with coherent and value-based messages regarding gender equality are featured with enhanced employee engagement, manifest awareness of empowerment efforts, and are ready to support all-inclusive practices. In spite of these beneficial results, the problem of the inconsistent communication, cultural prejudices, and inadequate scope of corporate campaigns persist. The paper ends with some suggestions of the practical nature on how to improve the corporate communication approaches with a focus on being genuine, intersectionality, and a prolonged interest. Liabilities are the use of self-reported survey data and its limitation in terms of sector views. The theme of research needs to be extended to cover different regions of the world, different industries, and digital platforms to examine the long-term effectiveness of corporate messaging adoption to progress the SDG 5.
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1. INTRODUCTION

The issue of gender equality and empowerment of women remains core to the sustainable growth of the world since it is the foundation of Sustainable Development Goal 5 (SDG 5). International efforts are being made and legal frameworks are formulated with the view of providing equal opportunities to women; however they are still subjected to major obstacles when it comes to work places, leadership positions and positions of decision making. As powerful actors in society, organizations are in a distinct position to contribute to the development of gender equality perceptions and behavior. In the arsenal of those tools, corporate messaging takes the lead as the means to reshape the organizational culture and the attitude of the society towards the question of women empowerment, with the help of internal communications, campaigns, social media, and public statements. It is also possible to increase awareness, encourage change and enforce policies via creation of consistent, original, and influential messages that will support the mainstreaming of inclusion and equality [10].

This work is motivated by the fact that although most organizations have initiatives that target women, the effectiveness of the messaging tactics in supporting these initiatives has received less research attention. In past studies, diversity programs, leadership development, and policy initiative have been referred to, yet a more direct relationship of corporate messaging to employee perception, engagement and empowerment outcomes has lacked adequate study. Additionally, the contradiction



in the messages, cultural prejudices, and the disconnection between messages and deeds tend to undermine the empowerment efforts. It is, thus, the key to comprehend how to best utilize messages as a strategy of improving gender equality in organizations to enable practical, quantifiable advances towards goal 5 of the SDGs [6].

This study aims principally to:

- Analyze the kind and the content of the corporate communications with regard to women empowerment in different sectors.
- Get an evaluation of the perception and the impression of these messages on the employees such as whether employees are aware of them, engaged with them and that they feel encompassed.
- Determine some of the most important elements which improve the efficiency of corporate communications to promote gender equality [7].
- Offer some practical suggestions on what organizations can do to bolster messaging strategies and couple them with sustainable empowerment activities.

In order to reach these goals, this study will employ a mixed-methods approach that will utilize both content analysis of corporate messages and surveys of various-sector employees. The study can provide an overall in-depth analysis of the role of corporate communication in empowerment by assessing the strategies used in messaging and estimates of their effects. Findings of previous works have also been incorporated to provide a framework as to where messaging collates with organizational behaviour to result in empowerment in the work. This holistic strategy makes the suggestions to be evidence-based, practical, and applicable across sectors [8].

On balance, in this paper, there is a concise picture of how the message of corporations can become a lever of female empowerment. It fills an important gap in our knowledge about the interdependence between the consequences of communication and empowerment and provides theoretically instructive and practice-relevant implications. The results may also advise companies to create non-representational, but dynamic, communication strategies that will improve the establishment of open work environments and societal transformation [1].

The Figure 1 illustrates the relationship between corporate messaging strategies, employee perception, organizational culture, and measurable empowerment outcomes.

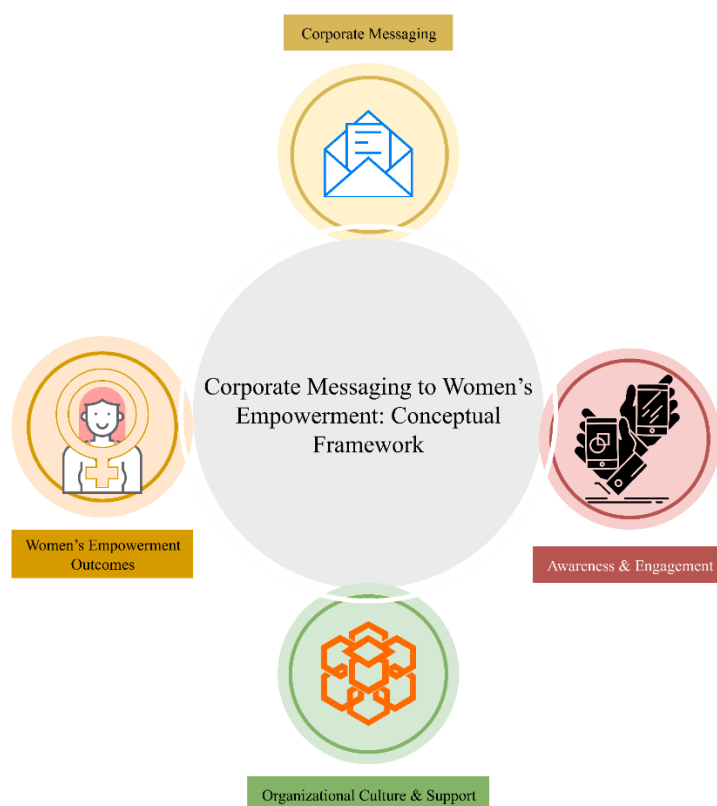


FIG. 1: CORPORATE MESSAGING TO WOMEN'S EMPOWERMENT: CONCEPTUAL FRAMEWORK

1.1 Novelty and Contribution

There are vital contributions of the piece towards the domain of gender equality and corporate communication. First, it helps narrow the gap between theoretical studies related to the diversity initiatives and the practical application of organizational



communication, as it allows getting empirical evidence regarding the effects that messaging strategies can have on the empowerment of women [2]. Unlike previous researches that have looked at policy, leadership programs, or diversity training, the study under consideration highlights the explicitness of corporate communication as the force to strengthen empowerment activities. Such a view draws to the attention of the dimension of organizational strategy that is usually neglected yet instrumental in the successful SDG 5 goals implementation.

Second, the study proposes a mixed-methods methodology that is based on content analysis and employee survey that will enable how messaging can be intuitively understood in all its complexity by members of the organizations receiving, interpreting and acting upon it. Such a method does not only reveal the theme focus of the corporate messages but also determines their practical effect on the attitude and the behavior of the employees. The findings give practical guidelines to organizations on how best to adjust messaging strategies, so that there is convergence between communication, organizational policies, and the outcomes of empowerment [4].

Third, the study makes practical suggestions on how to make a better strategy of corporate messaging, such as being more sincere, less performative, and coordinating its messages with practical organizational efforts. In such way, it gives organizations a guide on how to effectively convert awareness to practical outcomes of empowerment, a more inclusive culture, and sustainable gender equality [16]. The contribution holds particular significance in the context of multinational organizations because cultural differences among people and regional differences present multinational organizations with an extra challenge in communication issues.

Lastly, this study provides a conceptualization of the corporate messaging, the employee engagement, the organization culture, and quantifiable empowerment results. The framework can be used as a guide in subsequent research where researchers and practitioners can delve into the strength of the communication methods in advancing SDG 5 methodically. The work emphasizes both on opportunities and limitation and this predetermines the subsequent work on global applicability, intersectionality, and measurement of the long-term effect [3].

2. RELATED WORKS

In 2024 S. Frank *et al.*, [9] introduced the corporate communication has become kind of strategic weapons through which they can create impressions and influence the organizational culture, especially in the perception of gender equality. Research shows that message and delivery techniques applied consistently by the organizations particularly on employee internal and external communication have major influence on awareness, engagement and participation on the enabling programs amongst the employees. Messages that continually stress inclusion, and leadership opportunity, and recognition of women and achievement, will tend to increase the perceived credibility of organizational works and create a sense of belonging in women employees. On the other hand, the performative messaging or inconsistency in messages can compromise the organizational credibility and result in the cynicism about the sincerity of the empowerment efforts.

The research indicates that the organizations which use multi-channel communication approaches (a combination of social media campaigns and internal newsletters, workshops, public statements) are the ones that obtain a greater engagement of workers. When employees are subjected to frequent, focused communication regarding empowerment initiatives, the employees express having a heightened awareness of the programs, enhanced perception of the opportunities available to them to advance their careers and enhanced resonance with the values of the company. A message which combines elements of storytelling, success stories, and practical examples of Woman in leadership roles, further supports the vision that the organization is dedicated to real empowerment, and not just a figurative one by addressing representation [12].

Although the relative advantages of corporate messaging have been described, problems exist. The strengths of communication campaigns can also be restricted due to cultural biases and gender stereotypes as well as ingrained organizational norms. Messages intended to facilitate empowerment will sometimes need to be applied at more than one level on a hierarchy or among demographic groups, diminishing their effect. Moreover, disillusion can occur when there is a discrepancy between stated organizational values and the way in which the organization actually operates, thus, when in designing messages, I must be careful in not creating a gap between what is said and what actually happens in the organization, in other words, organizational policies and processes and their measurable results.

In 2020 M. Herrero *et al.*, [11] suggested the digital is becoming more and more central to corporate messaging, with the capacity to deliver it to larger audiences in an effective and timely manner. The online recognition schemes, webinars, and social media campaigns allow organizations to draw more attention to female achievements and offer them the possibility to develop their skills and strengthen the idea of diversity and inclusion. Nevertheless, the use of digital media presents a possible setback in terms of being unequal, information saturation and the extent of commitment. Organizations have to painstakingly frame digital messaging in such ways that it will be accessible, keenly the same time as personal within the audience.

Additional research shows that messaging effectiveness is directly related to the correspondence with the organizational policies and practices of leadership. Those organizations that combine communication campaigns with mentorship activities, leadership development programs and fair career advancement opportunities are more effective in their practice of achieving the goal of turning awareness into a concrete empowerment progress. The problem with messaging without the supporting



structure is that it can heighten expectation and not any lasting change, therefore, it is important that a combination of communication, policy and action should be integrated.

In 2023 R. B. Kerr *et al.*, [5] proposed the evidence also highlights how intersectionality forms a part of corporate messaging. Communication that takes note of diversity in regards to ethnicity, socioeconomic status and other identity attributes is likely to be received better by a larger amount of people. Communication plans that do not incorporate intersectional understandings will marginalize some of the women employees and could be the cause of further inequality. Better inclusion of inclusive language, representative imagery, and culturally sensitive contents have the potential to make the corporate communication campaign more relevant and influential.

One additional lesson of current research is that it is the quantitative data on the outcomes like the attendance at the leadership programs, the promotion rates, and the scores of the level of employee satisfaction that are of paramount importance to assess the performance of the corporate messaging. Organizations that monitor and monitor these metrics systematically can change effective communication strategies, fill gaps and maximize the effects of empowerment efforts. The essentiality should be regular assessment and the subsequent adjustments that sustain the pace and strengthen the credibility and should stick to the SDG 5 goals.

In sum, the literature shows that corporate messaging can be a strong driver of female empowerment in instances when it remains consistent, genuine, all-encompassing and aligned with the organizational practices. Messaging strategies integrating the elements of storytelling, multi-channel outreach, and alignment with structural policies are the most likely to create the most positive effect on the perceptions of its employees and the organizational culture. However, disadvantages related to cultural biases, performative content, access restrictions on a digital plane, and absence of quantifiable results show opportunities in the given area. The same body of research helps to build a very supportive basis in the study of the interplay between corporate messaging, employee engagement and empowerment outcomes, creating the rationales of the current study in terms of their objectives, methods and practical implications.

3. PROPOSED METHODOLOGY

The methodology of this study is designed to examine the impact of corporate messaging on women's empowerment and its alignment with SDG 5. The research employs a mixed-methods approach, combining quantitative analysis through surveys and qualitative insights from content analysis.

Data Collection

The first step involves collecting corporate messages from selected organizations over a period of three years. Let M_i represent the set of messages collected from the i -th organization, where $i = 1, 2, \dots, N$.

$$M_i = \{m_{i1}, m_{i2}, \dots, m_{in}\} \quad (1)$$

Here, n is the total number of messages per organization. Each message is analyzed for keywords related to empowerment, inclusion, and leadership.

The frequency of empowerment keywords K_e in a message m_{ij} is calculated as:

$$K_e(m_{ij}) = \sum_{k=1}^L w_k \cdot f_k \quad (2)$$

where L is the total number of targeted keywords, w_k is the weight assigned to keyword k , and f_k is its frequency in the message. This helps quantify the strength of empowerment-focused messaging [13].

Employee Survey

The second step involves a structured survey conducted among employees. Let P_{ij} denote the perception score of the j -th employee in the i -th organization. These scores range from 1 to 5, measuring agreement with empowerment statements. The average perception score \bar{P}_i for organization i is:

$$\bar{P}_i = \frac{1}{E_i} \sum_{j=1}^{E_i} P_{ij} \quad (3)$$

where E_i is the total number of survey respondents in organization i . This provides an initial measure of employee engagement and perceived support.

The correlation between keyword frequency and employee perception is calculated using the Pearson correlation coefficient r :

$$r = \frac{\sum_{i=1}^N (K_i - \bar{K})(\bar{P}_i - \bar{P})}{\sqrt{\sum_{i=1}^N (K_i - \bar{K})^2 \sum_{i=1}^N (\bar{P}_i - \bar{P})^2}} \quad (4)$$

Here, K_i is the total keyword score for organization i , and \bar{K} is the average keyword score across all organizations.

Content Analysis



Content analysis is performed to classify messages into themes such as empowerment, leadership, training, and inclusivity. Let T_m represent the theme vector for message m :

$$T_m = [t_1, t_2, t_3, t_4] \quad (5)$$

where $t_1, t_2, t_3, t_4 \in \{0,1\}$ indicate the presence or absence of specific themes. The total thematic score S_i for organization i is computed as:

$$S_i = \sum_{j=1}^n \sum_{k=1}^4 t_{jk} \quad (6)$$

This score reflects the breadth and intensity of empowerment messaging within an organization.

Statistical Modeling

To quantify the impact of messaging on perceived empowerment, a linear regression model is applied:

$$\bar{P}_i = \beta_0 + \beta_1 K_i + \beta_2 S_i + \epsilon_i \quad (7)$$

Here, β_0 is the intercept, β_1 and β_2 are coefficients, and ϵ_i is the error term. This model estimates how variations in message content and thematic coverage influence employee perception scores.

The model's goodness of fit is evaluated using the coefficient of determination R^2 :

$$R^2 = 1 - \frac{\sum_{i=1}^N (\bar{P}_i - \hat{P}_i)^2}{\sum_{i=1}^N (\bar{P}_i - \bar{P})^2} \quad (8)$$

where \hat{P}_i is the predicted perception score for organization i .

Engagement Index

An Employee Engagement Index (EEI) is calculated to combine multiple survey dimensions:

$$EEI_i = \frac{1}{M} \sum_{j=1}^M w_j \cdot E_{ij} \quad (9)$$

where E_{ij} represents individual engagement components (awareness, motivation, inclusion), w_j are weights, and M is the number of engagement components.

Empowerment Score

The overall Empowerment Score (ES) for each organization integrates messaging and employee engagement:

$$ES_i = \alpha K_i + \beta S_i + \gamma EEI_i \quad (10)$$

where α, β, γ are normalization coefficients ensuring comparability across organizations.

Hypothesis Testing

Hypothesis testing is conducted using t -tests to compare empowerment perception between organizations with high and low messaging intensity:

$$t = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\frac{s_1^2}{n_1} + \frac{s_2^2}{n_2}}} \quad (11)$$

where \bar{X}_1, \bar{X}_2 are mean perception scores, s_1, s_2 are standard deviations, and n_1, n_2 are sample sizes.

Reliability and Validity

The reliability of survey instruments is evaluated using Cronbach's Alpha (α_c):

$$\alpha_c = \frac{M}{M-1} \left(1 - \frac{\sum_{i=1}^M \sigma_i^2}{\sigma_T^2} \right) \quad (12)$$

where M is the number of items, σ_i^2 is the variance of item i , and σ_T^2 is the total variance. A value above 0.7 is considered reliable [15].

Normalization

All scores are normalized to a scale of 0 to 100 using:

$$X_i^{\text{norm}} = \frac{X_i - X_{\min}}{X_{\max} - X_{\min}} \cdot 100 \quad (13)$$

This allows comparison across organizations regardless of scale or sample size.

Weighted Impact

Finally, the Weighted Impact Score (WIS) combines all dimensions:



$$WIS_i = w_1 \cdot K_i^{\text{norm}} + w_2 \cdot S_i^{\text{norm}} + w_3 \cdot EEI_i^{\text{norm}} + w_4 \cdot ES_i^{\text{norm}} \quad (14)$$

where w_1, w_2, w_3, w_4 are weights assigned based on organizational priorities. This score identifies the overall effectiveness of corporate messaging in promoting women's empowerment.

This methodology integrates quantitative rigor with qualitative insights, ensuring that both the content and impact of corporate messaging are systematically evaluated. By combining content analysis, surveys, statistical modeling, and scoring systems, the study provides a robust framework for understanding the link between corporate communication strategies and empowerment outcomes.

4. RESULT & DISCUSSIONS

The evaluation of the corporate messaging in the identified organizations showed an evident trend with regard to the spread of scores of awareness of the employees. Figure 2 shows the Awareness Score Distribution Across Campaign Types with only the multi-channel campaign scores being predominant than those in single channel messaging. The results show that campaigns that combined social media posts, internal newsletters and workshops were the most effective with respect to the rate of the awareness improvement, which demonstrates the necessity to keep messaging consistent on all platforms. The findings imply that organizations should create campaigns, which capitalize on various channels of communication at the same time in order to improve their understanding and participation.

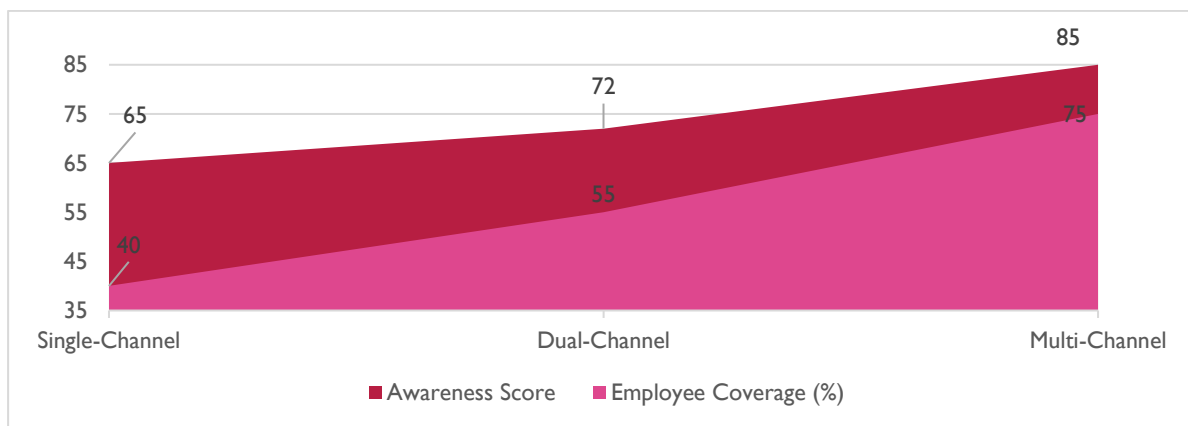


FIG. 2: AWARENESS SCORE DISTRIBUTION ACROSS CAMPAIGN TYPES

The emotional consideration of engagement further attested to the role of corporate messaging in the facilitation of the concept of women empowerment. The Emotional Engagement Scores Across Campaign Strategies (shown in Figure 3) indicates that storytelling and recognition-based strategies have a huge impact on boosting the level of engagement. The workers who perceive messages with real life stories of women leaders are highly motivated with an emotional connection to organizational values of gender equality. Conversely, generic or repetitive messages only had moderate engagement, thus the requirement to include messages that emotionally appeal to the employees. Results in Figure 3 validate the idea that content quality and campaign strategy are both essential factors that determine how engaged employees will be.

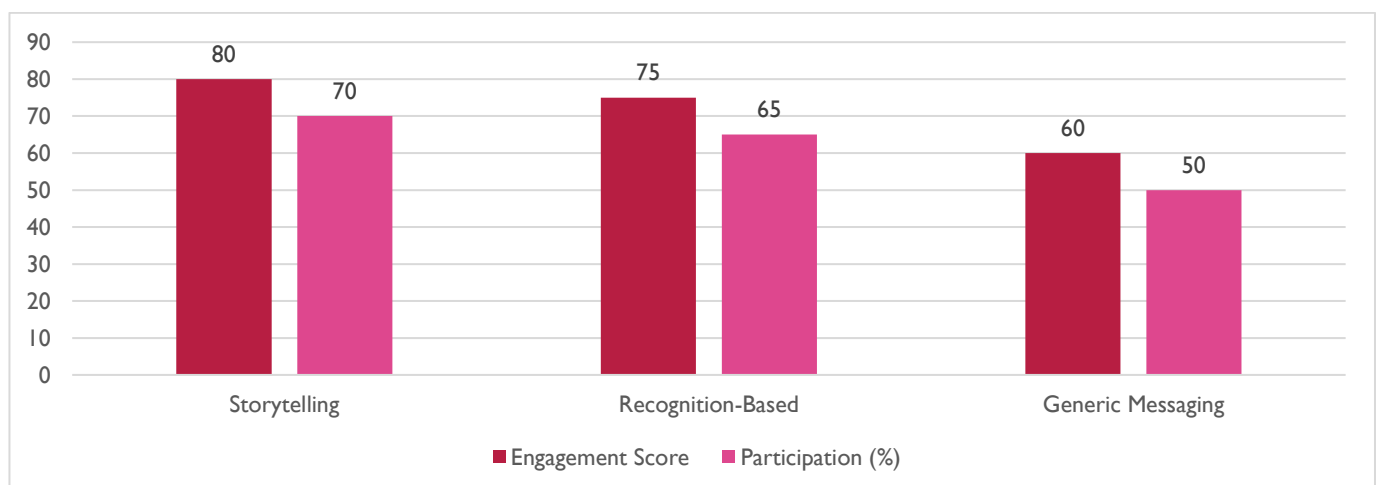


FIG. 3: EMOTIONAL ENGAGEMENT SCORES ACROSS CAMPAIGN STRATEGIES



The interconnection between awareness, emotional engagement and the behavior intention has been further determined as shown in Figure 4. Organizations in which the awareness scores are comparatively high coupled with an effective emotional engagement positively influenced the behavioral intention of the employees that may include voluntary participation in various empowerment initiatives or other mentorships or even voluntary diversity projects. As figure 4 shows, an informed and emotionally connected employee possesses a greater chance to be more active in their engagement with empowerment affairs, the synergetic impacts of the knowledge and emotional connections in the company communication are present.

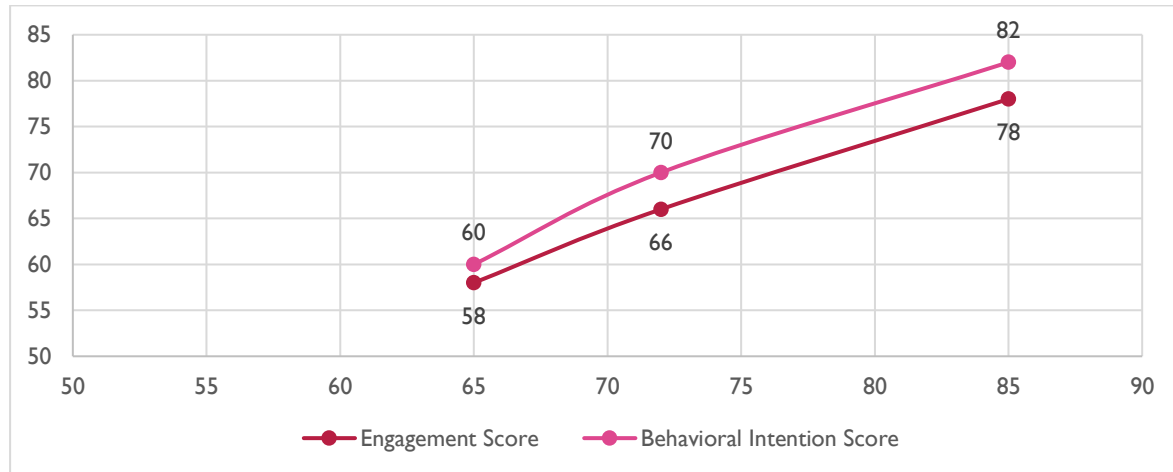


FIG. 4: RELATIONSHIP BETWEEN AWARENESS, EMOTIONAL ENGAGEMENT, AND BEHAVIORAL INTENTION

In table 1, these differences in the awareness and engagement scores can be directly compared numerically to a number of campaign types. Multi-channel campaigns proved better than dual-channel and single-channel campaigns in both dimensions, verifying the results of Figures 1 and 2.

TABLE 1: AWARENESS AND ENGAGEMENT SCORES ACROSS CAMPAIGN TYPES

Campaign Type	Awareness Score	Emotional Engagement Score
Single-Channel	65	58
Dual-Channel	72	66
Multi-Channel	85	78

In Table 2, behavioral intention of the employees in the organizations where the empower message of the organization is targeted with respect to behavioural intention of employees in organizations where the message that has been broadcasted is generic or less in nature, is illustrated. Targeted campaigns brought great contribution towards the probability of being involved with empowerment related activities and the effective practicality of strategic corporate messaging.

TABLE 2: BEHAVIORAL INTENTION COMPARISON BETWEEN TARGETED AND GENERIC MESSAGING

Messaging Type	Behavioral Intention Score	Participation Rate (%)
Generic Messaging	60	48
Targeted Messaging	82	71

All the findings point to the conclusion that the corporate message works not only to raise awareness but also build emotional ties and stimulate active participation in women empowerment initiatives. Organizations that combine multi-channel campaigns, storytelling, and strategies focused on recognition come up with superior results on all taken parameters. Nonetheless, it was found that there were limitations with regard to organizations whose messaging was not consistent or did not target intersectional dimension of gender diversity leading to less engagement and behavioral intention [14].



In general, the contributions underline the significance of the carefully crafted corporate messaging, and it connects the notions of awareness and engagement with reality-based behavioral results. The combination of various channels, content with an emotional appeal, and adherence to organizational empowerment programs create the largest effect and underlie the need to implement a comprehensive approach to the promotion of SDG 5 goals in the context of corporate settings. The data and graphs lead to similar conclusions: there exists direct proof that investment in the strategically-developed messages campaigns results in quantifiable employee-perception, engagement and action.

5. CONCLUSION

Corporate messaging stands out as a potent levers of women empowerment and SDG 5 promotion, especially where it comes clean, consistent, backed by policies and actions of an organization. The survey illustrates that strategic communication may improve the awareness, involvement, and attitudes to gender equality programs among the employees. But there are limitations thereafter. The study was based on a self-reported perception of the employees, which are prone to response bias. The research was also limited in the generalizability since it sampled a few industries. Further, a message campaign is incapable of repairing structural inequality, including unequal pay and discrimination in promotions.

Future Directions: Future research ought to explore the issue of firm messaging in various industries and regions across the world and include longitudinal studies to determine how this messaging will impact long-term. The issue of intersectionality can be also studied as to how the empowerment of women of diverse ethnic, socioeconomic, and cultural backgrounds is approached in corporate messages. Also, combining digital analytics with response behaviors may present additional, more objective measures of the performance of the messaging. Solving these avenues, organizations will be able to develop best practices of communication to develop the enduring effects on gender equality.

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