

**SYNERGISTIC INTERACTIONS BETWEEN GREEN-SHOPPING, CULTURE AND
SUSTAINABLE PRACTICES: UNPACKING THE ENTREPRENEUR-CUSTOMERS
NEXUS**

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Abstract

This research investigates the complex process through which consumer culture, attitudes, and awareness are transformed into sustainable intentions among new entrepreneurs. Employing a conceptual synthesis approach, this study research a theoretical model based on an integrative literature review, validated through semi-structured interviews with entrepreneurs and academic experts from Ukraine and India. The results reveal that this pathway is not a guaranteed virtuous cycle but is frequently disrupted by two key sets of barriers: consumer-side obstacles, such as scepticism and the attitude-behaviour gap, and entrepreneurial-side obstacles, including institutional constraints and conflict with the profit motive. The study's primary contribution is a revised process model that serves as a diagnostic framework, identifying the critical "points of disruption" where the transition to sustainability is most likely to fail. Based on this framework, the paper offers specific, actionable recommendations for entrepreneurs in the areas of product design, marketing strategy, and organizational culture to overcome these barriers and bridge the gap between consumer interest and sustainable business practice.

Key words: green-shopping, green marketing, sustainable practices, sustainable development, consumer culture, entrepreneur's attitude.

Introduction

A business approach focused solely on profit is becoming obsolete. Instead, the role of sustainable development is growing, shaping new entrepreneurial intentions. Key drivers of this transition include the adoption of a risk-prevention culture, as well as personal, organizational, and contextual factors. Social, economic, and environmental responsibility, when integrated into marketing strategies, positively affects business performance. The success of such companies contributes to community well-being, particularly through the empowerment of ethnic groups, which is an indicator of economic development.

Concurrently, consumer behavior is becoming a crucial element of this paradigm. Purchase decisions are significantly influenced by the availability of information, the accessibility of eco-friendly products, and their price. These factors help build trust and, combined with quality, strengthen loyalty and positive attitudes toward green products. Ultimately, the intention to purchase green products is determined by the consumer's environmental consciousness, which is rooted in knowledge, effective green marketing, and a perceived value of such products. Thus, consumer culture serves as a key context for sustainable development.

Despite this, implementing sustainable practices remains a challenging task for businesses. The main difficulties are associated with the need to balance social goals with commercial interests, especially when dealing with a high volume of transactions and customers. Consumer skepticism also presents a significant barrier, negatively affecting their purchasing intentions. Psychological aspects also influence behavior: environmental attitudes are linked to knowledge and emotions, particularly guilt, and their formation can be gender-dependent.

In light of this, marketers should actively promote products with environmental benefits, such as those made from recycled materials or energy-efficient goods. For successful development, new entrepreneurs should seek support from family and community organizations, adapt to social changes, and work to overcome awareness gaps. All this underscores the critical need to study the sustainable behavior of entrepreneurs in relation to consumer green attitudes and culture.

Research problem and objectives

This research addresses the key question: To what extent do customers' cultural background, green attitude, and awareness of sustainable development drive entrepreneurs' intentions to implement sustainable practices?

Objectives of the research:

- To assess the influence of customers' cultural background on the formation of their green attitude and awareness of sustainable development.
- To analyze the relationship between entrepreneurial factors (work culture, green marketing attitude) and consumer factors (green attitude, awareness of sustainable development).
- To determine the impact of work culture and green marketing attitude on entrepreneurs' intentions to adopt sustainable practices.
- To propose a conceptual model that explains how consumer characteristics (cultural background, attitude, awareness) and entrepreneurial characteristics (work culture, marketing attitudes) collectively shape the intention to implement sustainable practices.

Methodology and Design of the research

This research is based on a conceptual synthesis approach, implemented through an integrative literature review. This method was chosen to develop a novel theoretical model that explains

the relationship between culture, green consumer behavior, and entrepreneurial sustainable practices. The research process was structured into three sequential stages.

Stage 1: Systematic literature search and selection. A literature search was conducted in leading scientific databases (Scopus and Web of Science). Keyword combinations such as “sustainable practices”, “entrepreneurial intention”, “green attitude”, “consumer culture”, “green marketing”, and “sustainable development” were used. At this stage, an initial pool of relevant empirical and theoretical articles was selected.

Stage 2: Analysis and conceptual synthesis. The selected articles were subjected to a thematic analysis to identify key constructs, theoretical approaches, and empirically supported relationships between them. Based on this analysis, preliminary propositions were formulated, and an initial version of the conceptual model was developed. This process was iterative: an additional targeted literature search was conducted to verify and strengthen the proposed linkages, which allowed for the refinement and substantiation of each element of the model. Throughout the analysis, eight research questions were formulated to structure the review.

Stage 3: Expert evaluation and contextual validation of the model. To ensure the model’s practical significance and contextual relevance, semi-structured expert interviews were conducted. For this purpose, 27 representatives from Ukrainian and Indian companies that are implementing elements of sustainable practices and 12 researchers specializing in sustainable development and marketing were purposefully selected.

During the interviews, the preliminary version of the conceptual model was presented to the experts. They were asked to provide feedback on:

- Logical coherence: whether the proposed relationships between the constructs were sound.

- Practical relevance: the extent to which the model reflects real-world business challenges and opportunities.
- Clarity of formulations: whether the definitions of the constructs were clear and unambiguous.

The qualitative data obtained were analyzed to identify common themes and recommendations. This feedback was used to finalize the model, specifically to refine the definitions of some constructs and strengthen the argumentation for their interrelationships.

Discussion with literature review and context setting

This section lays the theoretical foundation for the research's conceptual model through an in-depth literature review. The analysis is grounded in the seminal framework by Peattie and Crane (2005), who identified three phases of green marketing evolution: ecological, environmental, and sustainable.

Using this three-stage model as an analytical framework, we synthesize existing research to identify and link the six key dimensions that shape sustainable practices among new entrepreneurs.

Each subsection of the review is structured to not only analyze the relevant literature but also to formulate specific research questions. This integrated approach allows for the identification of practical implications for business and outlines avenues for future research, which are discussed further.

The influence of consumer culture on attitudes toward green shopping

Understanding the relationship between consumer culture and attitudes toward green products is fundamental to developing effective sustainable marketing strategies. The existing literature

indicates that environmental behavior is shaped by a complex interplay of internal beliefs, external drivers, and barriers.

On one hand, consumer attitude is determined by internal values and beliefs. Research shows that personal environmental values can directly influence behavior (Tan et al., 2022), and moral aspects such as altruism significantly enhance loyalty to green brands and purchase intentions (Panda et al., 2019). In some contexts, even religious beliefs can substantially strengthen environmental concern and knowledge (Suhartanto et al., 2022).

On the other hand, the decision-making process is influenced by external factors that act as either drivers or barriers. Drivers such as product knowledge and trust in quality foster positive attitudes (Testa et al., 2023; Baktash & Talib, 2019). However, these are counteracted by significant barriers, including perceptions of high prices, skepticism toward corporate environmental claims (greenwashing), and a general distrust of eco-products (Testa et al., 2023).

However, a key gap in the literature is that these individual factors (values, knowledge, barriers) are often studied in isolation. There is insufficient understanding of how they converge and interact under the broader influence of a consumer's cultural background. Authors such as Ghazali et al. (2021) and Zhang & Li (2022) argue that culture is the overarching force that determines which of these factors become priorities for the consumer and can prompt seemingly "uneconomic" or value-driven decisions. Yet, the mechanisms through which a collective cultural context shapes and structures attitudes toward green shopping remain underexplored.

This leads to our first key research question: How does the cultural background of consumers integrate various psychological and social factors to shape their overall attitude toward green shopping?

Consumer awareness of sustainable development and the attitude-behavior gap

Consumer awareness of sustainable development is a widely recognized catalyst for environmental behavior. Numerous studies confirm that a higher level of environmental knowledge and awareness directly correlates with the formation of positive attitudes toward “green” products and the intention to purchase them (Gulzar et al., 2024; Horani, 2020). Aware consumers are more inclined to scrutinize product information, paying attention to packaging, country of origin, and the company's environmental footprint (Chirilli et al., 2022). Recognizing this, companies are compelled to implement sustainable initiatives in their supply chains, and marketers use “green” marketing to stimulate purchasing behaviour (Sabharwal & Narula, 2024).

However, a central problem highlighted in the literature is the significant gap between declared positive attitudes and actual purchasing behavior (the attitude-behavior gap). Despite growing awareness, consumers often fail to translate their environmental beliefs into actual purchases (Sharma, 2021). This phenomenon creates considerable uncertainty for entrepreneurs who invest in sustainable practices but do not receive the expected market response.

An analysis of existing research reveals that the causes of this gap are often sought in individual psychological or situational factors, while the role of cultural context remains underexplored. It is culture that shapes social norms, the level of trust in institutions, and determines which values (e.g., collective good versus individual benefit) become decisive at the moment of decision-making. Thus, a key research gap emerges in understanding how cultural background acts as a moderator that can either widen the attitude-behavior gap or, conversely, help to bridge it.

This leads us to the second fundamental research question: How does the cultural background of consumers mediate the conversion of their awareness of sustainable

development into actual purchasing behavior, particularly in the context of bridging the attitude-action gap?

The relationship between consumer attitudes toward green shopping and their awareness

The literature suggests a close and likely cyclical relationship between consumer attitudes toward green products and their awareness of sustainable development. On the one hand, increased awareness and knowledge are powerful drivers for fostering positive attitudes. Studies show that educated and informed consumers are more likely to demonstrate environmental consciousness (Horani, 2020) and are willing to pay more for “green” products. This awareness, supported by brand knowledge, is a key component in building a brand’s “green” equity (Tiwari & Pal, 2024).

On the other hand, an already-formed positive attitude toward environmentalism encourages consumers to actively seek information, which in turn increases their awareness. Consumers with a strong environmental stance are more inclined to scrutinize labels, eco-certifications, and company reputations to verify a product’s green credentials (Smith & Brower, 2012). Thus, attitude and awareness mutually reinforce each other, potentially creating a virtuous cycle.

However, this virtuous cycle is fragile and often disrupted by numerous barriers. A key obstacle identified by researchers is skepticism and distrust, which diminish both awareness and purchase intentions (Goh & Balaji, 2016). Furthermore, consumer decisions are significantly influenced by factors such as price, product availability, and quality (Nguyen et al., 2025), which can override environmental convictions. This complexity is illustrated by the example of eco-hotels, where customer satisfaction still depends more on traditional factors (location, service) than on “green” initiatives (Moren Brito et al., 2023). Together, these factors

create the well-known gap between positive attitudes and actual purchasing behavior (Sharma, 2021).

Thus, the key research gap lies not in merely stating the connection between attitude and awareness, but in understanding the dynamics of their interaction. The literature describes individual components of this relationship and the barriers that disrupt it, but it fails to provide a clear understanding of the conditions under which this relationship functions as a virtuous cycle versus when it breaks down.

This leads us to the third research question: What is the nature of the mutual relationship between consumers' environmental attitudes and their awareness of sustainable development, and what key factors determine whether this relationship functions as a virtuous cycle or is disrupted?

The influence of consumer attitudes on the work culture of entrepreneurs

Consumer attitudes toward green products represent a powerful external force that compels entrepreneurs to react and adapt their business models. The existing literature convincingly demonstrates that positive consumer perception of a company's "green" practices directly impacts its reputation and image (Yadav et al., 2016). This, in turn, stimulates demand for ecological products and can even influence the strategic level of corporate social responsibility (Yu & Liang, 2020). Thus, entrepreneurs have a clear market incentive to consider and respond to the environmental sentiments of their customers.

However, a company's response to this external pressure does not always translate into deep internal transformation. The literature shows that many companies limit their efforts to external, market-oriented measures. They may implement green marketing, conduct staff training to better inform customers, or change communication strategies (Moreno Brito et al., 2023; Zarei et al., 2014). Yet, such actions may not affect the fundamental aspects of the work

culture. For instance, research indicates that “green” practices may have no effect on the core customer experience, suggesting their character is superficial rather than integrated (Moreno Brito et al., 2023).

This brings us to a key research gap: it is unclear under what conditions external pressure from consumers evolves from a marketing tactic into a genuine change in internal work culture. The literature states that certain cultural traits, such as low institutional collectivism, can hinder entrepreneurial activity in sustainability (Castillo-Palacio et al., 2017). However, it remains unexplored what specific mechanisms enable entrepreneurs to overcome these internal barriers and transform external market signals into enduring organizational values and norms.

This formulates our fourth research question: Through what mechanisms is the external pressure driven by consumer environmental attitudes transformed into fundamental changes in the internal work culture of new entrepreneurial ventures, moving beyond superficial marketing practices?

The influence of consumer awareness on entrepreneurs’ attitudes toward green marketing

Increasing consumer awareness of sustainable development serves as a key market signal that directly influences the strategic decisions of entrepreneurs. When consumers begin to prefer eco-friendly products, trust green brands, and are even willing to pay a premium for them, they create a powerful economic incentive for businesses (Siddaiah et al., 2016). The literature confirms that companies responding to this demand can gain significant advantages, including an enhanced reputation, increased customer trust, and greater competitiveness (Stauropoulou et al., 2023).

However, the entrepreneurial response to this market signal is neither automatic nor uniformly positive. The implementation of green marketing and sustainable practices is often perceived as a profit-reducing activity, especially for less sustainable firms (Rofin et al., 2021). Consequently, entrepreneurs face a strategic dilemma: to view green marketing as a compulsory expense to meet market demands or as a strategic investment in long-term success. Herein lies the key research gap. The existing literature confirms that a link exists between consumer awareness and entrepreneurial attitudes. However, it fails to adequately explain how the cognitive shift occurs in an entrepreneur's mindset from perceiving green marketing as a risk to recognizing it as an opportunity. It remains unclear which factors (market, personal, or cultural) are decisive in fostering a positive and proactive attitude toward green marketing, rather than a merely reactive one.

This formulates our fifth research question: What cognitive and market mechanisms transform consumer awareness of sustainable development into a proactive and positive attitude among entrepreneurs toward green marketing, moving beyond a simple reaction to market pressure?

The relationship between work culture and an entrepreneur's attitude toward green marketing

The formation of an entrepreneur's positive attitude toward green marketing is deeply rooted in the internal culture and values of the organization. The literature confirms that an entrepreneurial culture encouraging innovation, proactivity, and continuous learning creates a conducive foundation for implementing sustainable practices (Ha et al., 2021). Specialized training and educational programs can significantly improve the attitudes and behaviors of entrepreneurs in this area (Beeri et al., 2020), indicating a direct link between culture and the leader's individual mindset (Chavarria & Lechuga-Nevárez, 2023).

This supportive culture is realized through specific internal practices, particularly “internal green marketing”. When a company communicates environmental values within the organization, it positively impacts the motivation, satisfaction, and environmental behavior of its employees (Tehci & Senbursa, 2023). Thus, a leader’s positive attitude, reinforced by a corresponding culture, can create a synergistic effect throughout the entire organization.

However, even an ideologically strong entrepreneurial culture can falter when faced with significant barriers. Researchers identify both external obstacles (inconsistent government policies, lack of support) and internal ones (lack of knowledge about environmental practices) (Chandralal & Fernando, 2022). An interesting example is the case of farmers who, despite having the necessary knowledge of sustainable agriculture, often struggle to maintain a positive attitude toward its implementation due to practical difficulties. This illustrates a profound gap between intention (a positive culture) and actual practice at the entrepreneur’s own level.

Therefore, the key research gap is not simply to confirm the link between culture and attitude, but to understand how entrepreneurs can build a resilient work culture. It remains underexplored which specific elements of culture and management practices enable entrepreneurs to maintain a positive attitude and a proactive stance in the face of significant external and internal obstacles.

This formulates our sixth research question: What elements of work culture enable entrepreneurs to not only form but also sustain a positive attitude toward green marketing amid significant operational and institutional barriers?

From work culture to the intention to implement sustainable practices

There is a broad consensus in the literature that a proactive, innovative, and market-oriented work culture is a critical foundation for forming an entrepreneur’s intention to implement sustainable practices. Research consistently links cultural elements such as eco-innovation,

green human resource management (HRM), and the development of relevant employee competencies to a company's ability to achieve a sustainable competitive advantage (Nasrollahi et al., 2020; Ha et al., 2021). Such a culture creates an environment where environmental values become an integral part of organizational behavior, which, in turn, should stimulate the leadership's intention to act accordingly.

However, the path from having a supportive culture to forming a clear and firm intention to act is not linear and faces significant contradictions in the literature. On one hand, some studies emphasize that culture is just one of many factors, and its influence may be minor compared to other variables (Arabeche et al., 2022). Moreover, there is evidence that culture and knowledge may have no direct effect on the intention to implement sustainable practices at all, while the entrepreneur's personal commitment to sustainability plays the key role (Bapoo et al., 2022).

This reveals a key research gap. The literature describes in detail what a "green" culture should look like, but it fails to provide a clear answer as to how this culture translates into a concrete, actionable intention. It remains unclear which specific mechanisms and practices enable the transition from general cultural values ("we care about the environment") to a firm managerial commitment and strategic intent to act, especially when other factors (such as short-term profit) may be in conflict.

This formulates our seventh research question: Through what managerial mechanisms and practices does an entrepreneurial work culture transform into a firm and actionable intention to implement sustainable practices, converting general values into specific strategic commitment?

Transforming attitudes toward green marketing into the intention to implement sustainable practices

The existing literature establishes a strong positive link between an entrepreneur's favorable attitude toward green marketing and their intention to implement sustainable practices. A positive attitude is often driven by the recognition of market advantages, such as improved company reputation, enhanced productivity, and better environmental performance (Van Nguyen & Duy Nguyen, 2020). Furthermore, external incentives, such as government support for green initiatives, can further reinforce this positive perception (Bhatnagar et al., 2022).

However, the transition from a favorable attitude to a firm intention to act is a complex process that faces significant barriers. Research clearly shows that sustainability-oriented entrepreneurs encounter considerably greater institutional obstacles – specifically, a lack of financial, administrative, and informational support – compared to traditional entrepreneurs (Hoogendoorn et al., 2017). This creates a substantial attitude-intention gap: an entrepreneur may genuinely believe in the value of green marketing but fail to form a firm intention to implement it due to the awareness of these obstacles.

This reveals a key research gap. The literature details what a positive attitude should entail and what barriers exist, but it does not adequately explain what enables the transformation of the former into the latter, despite the presence of barriers. It remains unclear which specific competencies, personal traits (e.g., risk propensity, ambiguity tolerance), and managerial mechanisms allow an entrepreneur to bridge this gap and convert an abstract positive attitude into a concrete and actionable strategic intention.

This formulates our final research question: What key competencies and mechanisms enable entrepreneurs to transform their positive attitude toward green marketing into a firm intention to implement sustainable practices, while overcoming significant institutional and operational barriers?

Conceptual synthesis and the proposed process model

The preceding literature review allows for the synthesis of the relationships between the studied constructs and the proposal of a holistic conceptual model. The analysis shows that consumer culture acts as a fundamental driver, shaping both their attitudes toward green shopping and their level of awareness of sustainable development (Kotler & Keller, 2014). These factors, in turn, translate into powerful market signals – demand for “green” products and heightened attention to corporate reputation – which create a new operating environment for entrepreneurs.

These external signals from consumers directly influence the internal processes of the entrepreneurial firm, particularly its work culture and the leader’s attitude toward green marketing. Recognizing the market potential, entrepreneurs are compelled to adapt their marketing strategies and develop an internal culture that supports sustainable practices (Jabbour et al., 2015). Thus, the entrepreneur’s work culture and attitude serve as key mediators that transform external market pressure into internal organizational readiness for change.

Ultimately, it is this internal readiness – formed through a positive attitude and a supportive work culture – that crystallizes into the final outcome: a firm intention by the entrepreneur to implement sustainable practices. The literature confirms that attitude is a direct antecedent of intention (Rodrigues et al., 2023), and a favorable culture creates the conditions for its realization (Alhemimah et al., 2025). This establishes a logical chain: from consumer cultural characteristics, through the internal transformation of the entrepreneur, to their strategic intention to act within the paradigm of sustainable development. It is this chain of relationships that forms the foundation of the conceptual model proposed in this research.

Conceptual synthesis and the proposed process model

In summary, this research proposes a revised process model (Fig. 1) that moves beyond simplistic cyclical interpretations to present the path toward sustainable entrepreneurial intention as a linear yet inherently complex process. The model visualizes how initial drivers from the consumer side are transformed into entrepreneurial intentions and, most importantly, clearly identifies two sets of countervailing barriers that can disrupt this process at key stages.

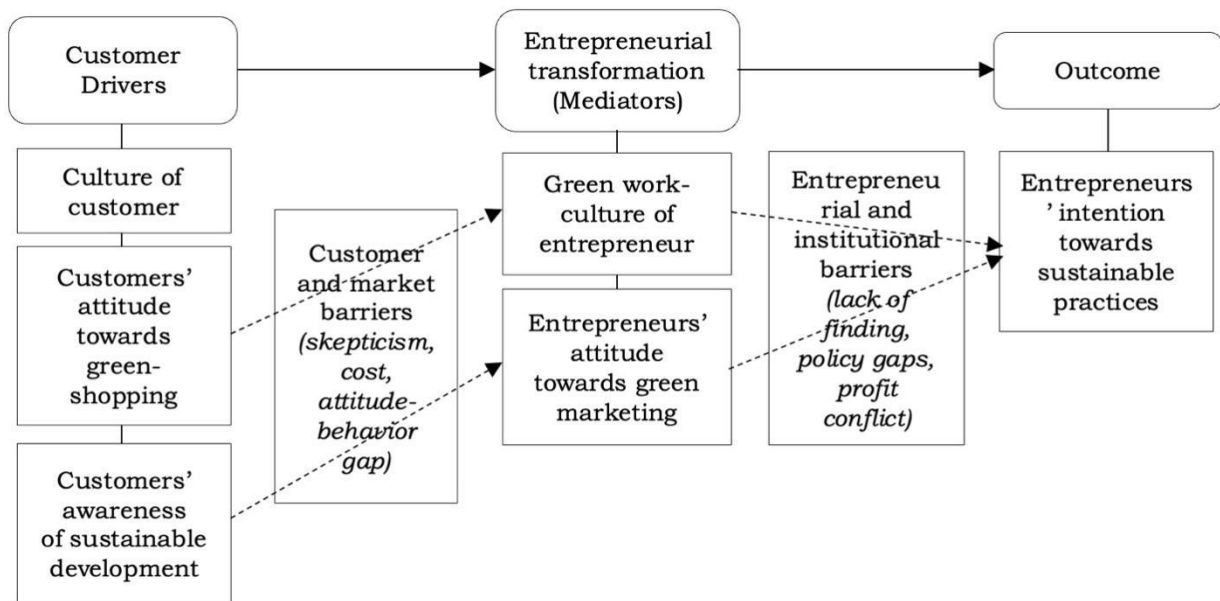


Figure 1. A process model of the drivers and barriers to sustainable entrepreneurial intention

In the first stage, the model identifies the cultural background of consumers as a fundamental driver that shapes their attitudes and awareness. However, this initial impetus is immediately filtered and attenuated by the first set of consumer and market barriers. These include scepticism toward “greenwashing”, price considerations, and the well-documented attitude-behavior gap. Thus, the model shows that the market signal reaching the entrepreneur is conditional and often weakened.

In the second stage, the model considers the work culture and attitude of the entrepreneur as key mediators responsible for the internal transformation of these external signals. However, this internal transformation is itself constrained by the second set of entrepreneurial and institutional barriers. These obstacles include a lack of funding, inconsistent policies, and the internal conflict between short-term profitability and long-term sustainability goals.

In the final, third stage, the model presents the outcome – the entrepreneur’s intention to implement sustainable practices. However, the achievement of this outcome is depicted as conditional, as it depends on the successful navigation of both sets of barriers.

Therefore, the primary value of the proposed model lies not in predicting a guaranteed positive outcome, but in serving as a diagnostic framework. It identifies the critical “points of disruption” where the transition to sustainable entrepreneurship is most likely to fail, and thus points to the areas where targeted interventions and support are needed.

Beyond its theoretical contribution, the proposed process model serves as a diagnostic framework that can help entrepreneurs develop specific and effective strategies. Instead of general advice, the model allows for the formulation of targeted recommendations to overcome barriers at each stage of the journey toward sustainability.

Product design and innovation strategies. The model shows that the initial impetus comes from consumer culture but is weakened by skepticism and cost barriers. To overcome this: culturally-oriented design: Instead of creating a universal “green” product, entrepreneurs should adapt their design to specific cultural values. For example, in markets with a collectivist culture (like India), the emphasis can be on community benefits (e.g., “supporting local artisans”). In individualistic markets (like many Western countries), the focus might be on personal health, status, or innovation.

Design to overcome cost barriers: Develop products with varying levels of “green” features for different price segments. For instance, offer a premium version with 100% recycled materials and a more affordable version with 30%. Consider models based on durability and reparability to justify a higher initial price.

Transparency in design: To combat scepticism, integrate elements of transparency directly into the product. Use QR codes on packaging that link to a supply chain history page, or choose certified materials (e.g., FSC-certified wood, GOTS-certified cotton).

Marketing and communication strategies. Marketing should not just inform but actively work to overcome the barriers identified in the model:

Specificity instead of “greenwashing”: Avoid vague terms like “eco-friendly”. Instead, use specific, verifiable data: “Our production process uses 40% less water”, or “This packaging is made from 80% recycled ocean plastic”.

Narratives that bridge the “attitude-behaviour gap”: Build marketing campaigns around simplifying environmental action for the consumer. Instead of just calling for “awareness”, offer easy solutions: a take-back program for old packaging, a subscription service for zero-waste products, or partnerships with local environmental initiatives.

Leverage cultural opinion leaders: Engage local influencers and community figures who embody cultural values to promote the product. Their credibility can overcome skepticism more effectively than direct advertising.

Organizational culture and leadership development. The model shows that an entrepreneur’s intention faces internal and institutional barriers. Overcoming them requires targeted actions within the company:

“Green” KPIs and incentive systems: Implement Key Performance Indicators (KPIs) related to sustainability (e.g., percentage of waste reduction, level of renewable energy use).

Tie the bonuses of managers and employees to the achievement of these goals. This transforms a “green” culture from a declaration into a tangible practice.

Leadership focused on long-term value: The leader must consistently communicate to the team and investors that sustainability is not an expense but a strategic investment in business resilience, risk management, and attracting top talent.

Create internal “sustainability champions”: Form cross-functional “green teams” responsible for finding and implementing environmental innovations. This allows the culture to grow from the bottom up and helps overcome resistance to change at the operational level.

Conclusion

This research concludes that the path from consumer culture to sustainable entrepreneurial intention is not a guaranteed virtuous cycle, but rather a complex and fragile process fraught with significant barriers. Our research deconstructs the simplistic assumption that positive consumer sentiment automatically translates into entrepreneurial action. By synthesizing a wide range of literature and grounding our findings in expert interviews, we have proposed a conceptual process model that moves beyond idealistic assumptions. Instead, it identifies critical “points of disruption” – predictable junctures where the transition from consumer-driven demand to entrepreneurial commitment is most likely to fail due to a confluence of countervailing forces on both the market and organizational levels.

The primary theoretical contribution of this work lies in reconceptualizing this relationship as a diagnostic framework for understanding the vulnerabilities in the system of sustainable entrepreneurship. Unlike previous research that often focused on establishing direct positive linkages, our model’s novelty is its integration of mediating entrepreneurial factors (work culture, attitude) with the countervailing forces (consumer scepticism, institutional constraints) that actively inhibit progress. This approach allows us to illuminate why the

persistent gap between “green” intentions and real-world actions exists, shifting the focus from mere correlation to the analysis of mechanisms and their potential failures.

In practical terms, this research offers a strategic roadmap for entrepreneurs to move from broad “green” slogans to concrete, resilient actions. By identifying specific points of disruption, our model generates targeted recommendations that go beyond surface-level advice. It guides entrepreneurs in designing culturally resonant products that proactively address cost and trust barriers, thereby bridging the value-action gap at the source. It informs the creation of authentic marketing narratives that build trust and simplify environmental choices for consumers. Most importantly, it provides a blueprint for building a resilient organizational culture through robust KPIs and leadership practices, embedding sustainability into the company’s DNA and equipping it to withstand significant institutional pressures.

This work has several limitations that open up clear avenues for future research. As a conceptual study, the proposed model requires rigorous empirical validation, potentially through cross-cultural surveys and structural equation modeling, to test the strength and interaction of the identified linkages and barriers in diverse economic contexts. Future research could also expand the scope of analysis beyond new ventures to examine these dynamics within large, established corporations, where legacy systems and entrenched hierarchies may create different types of disruption. Finally, a promising direction is to investigate the moderating effects of variables such as an entrepreneur’s personal risk propensity, cognitive biases, or the influence of regional innovation ecosystems on the ability to navigate the “points of disruption” identified in our model. This study serves as a foundational step, calling for a more critical and nuanced research agenda focused on the real-world complexities of building a sustainable economy.

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