

# Chapter 6

## Fostering Sustainable Development Through Knowledge Management: A Case Study of the Wine Industry in Spain

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### ABSTRACT

*This research explores the role of Knowledge Management (KM) in enhancing Sustainable Performance (SP) within the wine industry. It specifically assesses the mediating role of Green Innovation (GI) and the moderating influence of Collaborative Culture (CC) on this dynamic. Employing a robust theoretical framework based on prior studies, the analysis utilizes structural equation modeling (PLS-SEM) to analyze data collected from 202 Spanish wineries. The results reveal a significant positive relationship between KM and SP, with GI serving as a pivotal mediator and CC as a crucial moderator. This study stands out for its pioneering examination of the KM-SP nexus in the wine industry context and its introduction of CC as a*

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*moderating variable.*

## **INTRODUCTION**

The complexity of securing a competitive edge has escalated with the increased social and environmental challenges organizations encounter, as discussed by Khouroh et al. (2020). To navigate these challenges, forward-thinking companies are integrating approaches such as Knowledge Management (KM), Green Innovation (GI), and Collaborative Culture (CC) to boost their performance across economic, social, and environmental realms, a development highlighted by Shehzad et al. (2022).

The strategic importance of knowledge in driving Sustainable Performance (SP) is increasingly acknowledged by businesses. Through KM processes—acquisition, transfer, and application of knowledge—companies are better equipped to respond to environmental changes, adopt sustainable methods, secure competitive benefits, and earn trust from customers and stakeholders. Such strategic engagement results in enhanced performance in economic, social, and environmental sectors, as identified by Demir et al. (2021). KM plays a crucial role in spearheading organizational transformations where the balance of social, environmental, and economic outcomes is vital.

Further, KM acts as a driver for eco-innovative solutions and practices, central to GI. Leveraging knowledge-based assets is fundamental to fostering sustainable innovation. As organizations enhance their capabilities in knowledge management, their potential for green innovations in products and processes also grows, fueled by an expanded repository of green knowledge and its broader distribution among staff, as noted by Abbas and Sağsan (2019). Consequently, KM is essential in shaping organizational competencies that address the trio of economic, social, and environmental goals, as explored by Wang et al. (2022).

In the realm of intangible assets and capabilities, CC plays a significant role in enhancing knowledge exchange within organizations, contributing to better SP. Companies that prioritize collaborative values, embrace knowledge sharing, accept failures, and cultivate social interactions among team members create a conducive environment for the effective utilization of knowledge, which in turn boosts sustainable organizational performance, as suggested by Yang et al. (2018).

In the wine industry, effective management of winery knowledge is a critical strategic factor for market competition, primarily for two reasons. First, effective Knowledge Management (KM) enhances the flow and application of green knowledge within wineries, aiding them in addressing climatic challenges like climate change, energy, and water scarcity, which are crucial for the sector's survival, as noted by Obermayer et al., (2022). Second, KM facilitates the competitiveness

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