Evaluation of Intrapreneurship in Sustainability Practices and Customer Orientation in Companies: A Case Study of Companies in Bogotá

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Abstracts

Modern companies must focus their intrapreneurship actions on sustainability and social responsibility, assessing their performance not only in financial terms but also in social and environmental aspects. Additionally, customer orientation is key to building long-lasting relationships, improving loyalty, and reducing costs. The aim of the study was to evaluate the sustainability practices and customer orientation implemented by companies in Bogotá. A quantitative, descriptive approach was used, and 384 companies operating in Bogotá were surveyed. The results highlight that the majority of respondents perceive their organizations' efforts to understand and anticipate customer needs positively, as well as the practices implemented in relation to environmental commitment. Furthermore, a significant correlation was observed between both aspects, indicating a strong and positive relationship between these two dimensions. Based on the theories of Philip Kotler and other experts consulted in the literature review, it is demonstrated how sustainable practices can be integrated into relational marketing strategies and customer relationship management.

Keywords: Customer orientation, social responsibility, shared value, relational marketing.

Introduction

In today's context, modern companies, in their pursuit of sustainability, face challenges and opportunities that require a reevaluation of their processes, taking into account how business success is measured not only for investors but also for society at large. This means prioritizing not only economic growth but also adequately considering social repercussions (Arias & Solórzano, 2023). According to Ramírez (2016), companies must undergo changes and implement new processes and procedures that allow them to stand out in a competitive market. This need for change is aimed at presenting innovative products, services, processes, marketing strategies, management models, and business models that not only surprise users but also provide significant value, resulting in greater customer satisfaction (De Vicuña, 2015).

For decades, business success has been framed within the concept of corporate sustainability, which implies not only surviving but thriving in a competitive environment. In this regard, Elkington (1997) points out that the Triple Bottom Line establishes that companies must measure their success in terms of three dimensions: economic, social, and environmental. This approach not only promotes profitability but also ensures that business operations contribute to the welfare of society and environmental protection. Similarly, Li et al. (1991) complement this idea by asserting that Corporate Social Responsibility is another essential component that must be integrated into business strategy, as it implies that companies have an obligation to act for the benefit of society beyond their immediate economic interests, including fair treatment of employees and minimizing environmental impact.

Porter and Kramer (2006) highlight that Corporate Social Responsibility, when aligned with a company's strategic platform through policies, values, and objectives, not only improves the company's image but can also generate sustainable competitive advantages. By adopting socially responsible practices, companies influence more conscious consumers and suppliers, increasing loyalty from both and standing out in the market. As De la Luz (2023) states, it is now necessary to evaluate a company's performance not only in financial terms, which would result in a narrow focus. Companies must implement both financial and non-financial metrics that consider their social and environmental impact (Eccles & Krzus, 2010).

Thus, this article collects experiences based on the perceptions of employees from companies in Bogotá regarding the adoption of practices in the dimensions of external customer commitment and environmental commitment. The objective is to evaluate companies from a more holistic perspective, considering not only their financial results but also their social and environmental impact. Social responsibility is not just an ethical choice but also a strategic imperative that can drive long-term competitiveness and growth.

Reference Framework

A conceptual framework is established, drawing upon the Triple Bottom Line (TBL) approach, which underscores the importance of companies evaluating their performance not only in financial terms but also in social and environmental spheres, thus promoting more sustainable and responsible business practices. At the same time, sustainability and Corporate Social Responsibility (CSR) are highlighted as fundamental pillars for modern enterprises. Moreover, it emphasizes the importance of companies focusing on the customer to develop long-term strategies based on their needs and expectations, contributing to the establishment of lasting relationships, fostering loyalty, and reducing customer acquisition costs, as outlined by Philip Kotler.

Sustainability and Corporate Social Responsibility

The concept of the Triple Bottom Line (TBL) is fundamental to corporate sustainability as it promotes a holistic view of corporate responsibility. This term aims to identify and consolidate a set of values, investments, and processes that companies must implement to minimize the negative impacts of their activities while simultaneously creating economic, social, and

environmental value (López, 2015). TBL posits that companies should not measure their success solely in financial terms but must also consider their social and environmental performance. Thus, TBL refers to a comprehensive measurement base that companies should use to report on their economic, social, and environmental actions, following specific parameters (Sherman, 2012). This approach not only improves transparency and accountability but also drives more sustainable and responsible business practices, aligned with societal expectations and environmental protection (Orta, 2023).

Assessing an organization's performance in economic, social, and environmental areas is crucial for identifying improvement opportunities and setting goals that reduce costs, strengthen the brand, and minimize negative impacts (Yucailla et al., 2020). Environmental sustainability is achieved through responsible resource management and the minimization of the ecological footprint, supported by environmental consultants (Martínez-Rodríguez, 2020). Social sustainability involves promoting equality, protecting rights, and ensuring labor security. Meanwhile, sustainable economic performance includes job creation and long-term prosperity, balancing economic success with social and environmental responsibility (Núñez, 2003).

In this regard, the TBL concept is essential for corporate sustainability, promoting a holistic view of corporate responsibility that goes beyond financial success. TBL urges companies to measure their performance in economic, social, and environmental terms, enhancing transparency and accountability. This approach fosters more sustainable and responsible practices, aligned with social expectations and environmental protection. According to García and Gerardo (2016), the TBL concept was developed by John Elkington in the 1990s, advocating for the evaluation of these three areas, which allows organizations to identify improvements, reduce costs, strengthen their brand, and minimize negative impacts, ensuring a sustainable long-term balance.

Scade (2012) argues that the concept of "sustainability" can be approached from two main perspectives, each providing a unique and complementary outlook. The first focuses on the literal sense of the word "sustain," which, according to its definition, implies the ability to continue over time, maintaining the stability and persistence of economic, social, and environmental systems. In line with this, Enríquez (2023) highlights the importance of practices and policies that, in alignment with sustainable human development, articulate economic, social, and environmental aspects, ensuring longevity and durability while promoting a balance that allows future generations to meet their needs without compromising the ability of present generations to do the same.

The second approach, as mentioned by Scade, broadens the definition of sustainability to include all activities that promote human development in its broadest sense. This involves not only the continuity of systems but also their improvement and evolution to provide a better quality of life, social justice, and well-being for all people (Ortiz-Criollo, 2018). This approach acknowledges that sustainability is not merely a state to be achieved but a dynamic process that requires continuous innovation, adaptation, and progress (Varadarajan, 2018), encompassing aspects such as equity, inclusion, health, and education, advocating for development that is holistic and benefits all humanity (Sabogal, 2008).

Both approaches provide a broader perspective on sustainability. While the first emphasizes the need to maintain systems functioning over time, which may fall short of capturing the sense of urgency and unease many associate with sustainability—especially when addressing clearly unsustainable issues such as climate change, biodiversity loss, and natural resource degradation—the second highlights the importance of improving these systems to be more equitable and beneficial for everyone. By combining stability with continuous improvement, a deeper and more effective understanding of what it truly means to be sustainable in the contemporary world is achieved. In other words, as suggested by Hansen and Mowen (2007), sustainability must begin with diagnostics to achieve prevention.

According to ISO 26000 (2010), for organizations, business sustainability implies not only meeting customer demands through environmentally friendly products and services but also operating in a socially responsible manner. The pressure to act in this way comes from various stakeholders, such as customers, consumers, governments, associations, and the general public. The source also states that forward-thinking organizational leaders understand that lasting success is based on credible business practices and the prevention of harmful activities, such as fraudulent accounting and labor exploitation. In essence, this international standard provides guidelines on corporate social responsibility, helping companies operate ethically and transparently, contributing to the health and well-being of society (Romero, 2010).

Customer Orientation

Philip Kotler (2013) highlights the importance of companies focusing on the customer to establish strategies that offer long-term benefits. For Kotler, companies that focus on the needs and expectations of their buyers build stronger and longer-lasting relationships. Satisfied and loyal customers are more likely to make repeat purchases and recommend the company to others, reducing new customer acquisition costs and increasing the customer's lifetime value (Guadarrama and Rosales, 2015). This approach not only promotes greater consumer satisfaction and loyalty but also enables companies to adapt and evolve in a constantly changing market, as well as to continuously build their organizational culture (Gronroos, 1989).

Padilla and Maridueña (2018) highlight Kotler's assertions as a cornerstone of modern marketing, pointing out that customer-focused companies are better positioned for long-term success. By effectively managing customer relationships and staying attentive to the competition, companies can develop differentiated strategies that not only meet but exceed consumer expectations. This comprehensive approach fosters greater customer loyalty and retention while driving innovation, adaptability, and ultimately, sustainable growth and profitability.

Kotler and Armstrong (2017) emphasize the importance of relationship marketing through a five-step model designed to create value. The first step focuses on understanding the market as well as customers' needs and desires. Then, the goal is to design marketing strategies centered on creating value for the consumer. The third step involves developing an integrated marketing program that offers superior value to establish profitable relationships and satisfy the customer. Finally, the process culminates in capturing customer value, allowing companies to generate profits and build solid customer capital.

Kotler and Armstrong's model offers a comprehensive framework for creating and capturing value, ensuring that companies are well-positioned to adapt and thrive in a dynamic market environment (Verdesoto, 2020). This approach is key to a company's commercial growth and balance. By focusing on customer needs, companies can develop more effective and relevant strategies, fostering customer loyalty and satisfaction. Additionally, this model underscores the importance of constant innovation in business practices to remain competitive (Noblecilla and Granados, 2018). Implementing this process not only improves customer relationships but also ensures a continuous flow of benefits and a strong stakeholder base, which is essential for any company's long-term sustainability and success.

Focusing on the customer enables companies to better understand their preferences, behaviors, and expectations, which is crucial for developing products and services that meet market demands and differentiate from the competition (Urrutia-Ramírez and Napán-Yactayo, 2021). This approach facilitates the identification of emerging trends and rapid adaptation, maintaining relevance and competitiveness. Customer relationship management, complemented by competitor analysis, optimizes strategies and improves value offerings, allowing customer-centric companies to achieve sustainable growth and profitability, build a solid reputation, and cultivate a loyal customer base that generates recurring revenue and trust (Acosta, 2018).

According to Montoya and Boyero (2013), implementing a Customer Relationship Management (CRM) system in an organization is a comprehensive strategy that not only optimizes the use of technological and human resources but also improves business performance and creates significant value for buyers. By centralizing customer relationship management and providing tools for detailed analysis and rapid response, a CRM allows companies to be more efficient, competitive, and customer-focused, leading to sustainable growth and a competitive advantage in the market.

In summary, the literature review contextualizes that customer orientation and its impact on organizational performance are fundamental to the long-term success of companies (Ávila, 2020). Relationship marketing theory (Grönroos, 1994) emphasizes the importance of building long-lasting relationships with customers, focused on satisfaction and loyalty. CRM strategies enable managing and analyzing these relationships throughout the customer lifecycle, while the SERVQUAL model evaluates service quality across five key dimensions. Consumer satisfaction is explained through the Expectancy-Confirmation Model (Oliver, 1980), which compares prior expectations with perceived performance, and the Customer Loyalty Model by Reichheld (1996).

The theoretical references examined, among others, provide a framework for analyzing and evaluating sustainability practices and customer orientation in companies in Bogotá, facilitating the understanding of their effectiveness and impact on customer satisfaction and organizational performance.

Methodology

The research is based on a quantitative approach with a descriptive scope design, allowing for a systematic and objective evaluation of business practices. This approach is essential for

specifying important properties and characteristics of a phenomenon, such as trends observed in a particular group. According to Ramos (2015), quantitative research allows for the collection of numerical data and their application to statistical methods to determine patterns and correlations.

Using a descriptive design, the research focuses on describing the sustainability practices and customer orientation implemented by companies in Bogotá. This is essential for understanding how these practices affect customer satisfaction and organizational performance. This design is considered appropriate for the proposed study as it provides a structured framework to observe and document specific aspects of the phenomenon under investigation (Flores, 2004). This includes data collection through surveys and questionnaires (Bermúdez, 2001), which enables a detailed picture of the current situation in companies in Bogotá.

The quantitative approach ensures that the results are statistically demonstrative and generalizable, necessary for formulating evidence-based recommendations. As Cerón and Cerón (2006) note, quantitative data allow for precise measurement and analysis of variables, establishing behavioral patterns and verifying theories. This is important for informed decision-making that impacts the quality and effectiveness of business practices.

The target population includes 384 companies operating in the city of Bogotá. A structured survey designed on a Likert scale was used. The instrument consists of two main variables: Commitment to External Customers and Commitment to the Environment, with 6 and 7 statements respectively. The choice of these variables and questions is based on their relevance to understanding how companies manage their sustainability and customer-oriented practices. By analyzing the responses, a more comprehensive and detailed view of how these variables are addressed and managed in Bogotá's business context was sought.

The Cronbach's Alpha value obtained for the instrument was 0.899 overall, while for each of the main variables, the values were 0.861 and 0.876, respectively. This demonstrates high reliability in the responses provided by participants and in the instrument itself. According to George and Mallery (2003), a Cronbach's Alpha coefficient above 0.8 is generally considered good, indicating very good internal consistency in the responses to the questionnaire used.

The research process was developed taking into account an exhaustive review of the existing specialized literature from various sources, which allowed for a foundation of knowledge on the subject and the design of the survey (Arias, 2012), regarding Sustainability Practices and Customer Orientation. This review was carried out following established methodological phases, which included selecting relevant keywords, searching for literature in various sources, and collecting relevant data from the selected studies.

Subsequently, a structured survey was applied using the Likert format with five response options ranging from "strongly disagree" to "strongly agree." The data collected were systematized and analyzed using the SPSS statistical package, allowing for various conclusions and insights. Finally, the required reports were prepared to document the findings of the research.

Development

The following sections present the results obtained in the study on the evaluation of sustainability practices and customer orientation implemented by companies in Bogotá. Each section reveals

the perceptions of employees working in these companies. Thus, Tables 1 and 2 are presented, showing, through their quantitative results, the perceptions corresponding to each variable addressed: reimagining products and markets versus commitment to external customers and redefining productivity in the value chain versus commitment to the environment.

Reimagining Products and Markets: Commitment to External Customers

As a result of the analysis of the variable reimagining products and markets versus commitment to external customers, the various perceptions from the 386 companies reveal that the majority of respondents perceive the company's efforts to understand and anticipate customer needs, conduct research to improve accessibility, assess customer perceptions, and redesign products positively. However, challenges remain regarding critical aspects that warrant improvement actions, especially with more effective communication about their practices.

The information and analysis are conducted following the order of the metrics listed in Table 1, beginning with the leftmost column and progressing to the right. Each metric is reviewed in the same order as they appear in the table, following a sequence.

Table 1. Reimagining Products and Markets: Commitment to External Customers.

Perception	Statistics from Respondent Answers					
Strongly Disagree	3,1%	3,6%	0,8%	0,5%	0,5%	5,4%
Disagree	5,4%	8,0%	2,8%	1,3%	4,1%	4,4%
Undecided	17,6%	16,6%	15,3%	7,8%	16,8%	26,2%
Agree	34,5%	29,3%	29,3%	33,9%	32,9%	35,0%
Strongly agree	3,1%	42,5%	51,8%	56,5%	45,6%	29,0%

Source: Authors based on data provided by SPSS, obtained through the administered survey.

Based on the data, a large proportion of respondents, equivalent to 34.5%, agree that the company demonstrates interest in understanding potential customers' needs. Additionally, 39.4% fully agree with this statement. Conversely, a small percentage of respondents, 5.4% and 3.1%, disagree with this statement. Furthermore, 17.6% are undecided, lacking a clear stance on whether the organization demonstrates interest in understanding potential customers' needs. Overall, there is a predominantly positive perception of the company's interest in understanding potential customers' needs. However, challenges remain in this area for the organizations studied. For example, better information is needed for the 17.6% who are undecided, as well as improvement actions for the 8.5% who disagree with these organizational initiatives.

Regarding whether the company conducts research to improve the accessibility of its products/services, the data show that 3.6% of participants strongly disagree with this statement, while 8.0% disagree. A further 16.6% are undecided. On the other hand, 29.3% agree, and 42.5% fully agree that research is conducted to enhance the accessibility of products/services. These results suggest that most participants perceive the organization as promoting collaboration and teamwork to identify opportunities and develop solutions focused on improving accessibility. However, the significant percentage of undecided or disagreeing respondents, amounting to 28.2%, indicates that a considerable number of participants either lack a clear stance or do not perceive adequate promotion of practices aimed at improving product/service accessibility. Hence, it is crucial to address this group and make efforts to engage them.

Regarding whether the company anticipates improvements in its products/services based on customer needs, the data reveal that 0.8% of respondents strongly disagree, 2.8% disagree, 15.3% are neutral or without opinion, and 81.1% agree at a minimum. These references show that the vast majority of respondents perceive and believe that the company anticipates improvements in its products/services based on customer needs. The fact that more than half of the respondents fully agree suggests that the company plans and implements updates or improvements to its products or services; these enhancements are designed considering customer opinions, preferences, and requirements, anticipating market demands to better satisfy customers and meet their expectations. Additionally, the small percentage of respondents who report disagreement confirms that the organizations studied are generally meeting expectations in this area. Nonetheless, there remains the challenge of addressing concerns from those who are undecided or disagree.

Regarding knowledge of a company that continuously evaluates customer perceptions of its products/services, it was found that 0.5% of participants strongly disagree, 1.3% disagree, and 7.8% are undecided. On the other hand, 33.9% agree, and 56.5% fully agree with this aspect of the organizational culture. These results indicate that most participants perceive the company as regularly and consistently conducting studies or analyses to understand how customers view and feel about its products or services, ensuring that they meet customer expectations and needs. However, it is noteworthy that 9.6% of participants are undecided or disagree, which may indicate a lack of clear perception regarding the company's consideration of customer feedback on its products/services. Ensuring a more comprehensive understanding and effective promotion of this culture within the organization is key.

It was found that 0.5% of participants strongly disagree, while 4.1% disagree. Additionally, 16.8% are undecided regarding whether the company actively redesigns products to meet customer needs and expectations, while 32.9% agree, and 45.6% fully agree that the company is continuously modifying and improving its products to better align with what customers want and need. This implies a constant effort by the company to adapt and respond to market demands, ensuring that its products meet or exceed customer expectations. Nonetheless, the 21.4% who show both areas of improvement and satisfaction indicate potential and ongoing discussions regarding this aspect.

Regarding whether the company considers rethinking its prices to make products/services more accessible, it was found that 64% are at least in agreement, with 29% fully convinced of this consideration. Meanwhile, 26% are undecided, and 9.8% disagree. This suggests that the company is evaluating the possibility of adjusting its prices to enable more people to acquire its products or services. This involves revising its pricing strategy to reduce costs, offering more affordable options for a larger number of customers.

The six aspects addressed regarding commitment to external customers show that most respondents perceive the company's efforts to understand and anticipate customer needs, conduct research to improve accessibility, assess customer perceptions, and redesign products positively. However, there is a significant percentage of undecided and disagreeing respondents, indicating areas for improvement and the need for more effective communication about these practices.

Redefining Productivity in the Value Chain: Commitment to the Environment

The following is a descriptive analysis of the results from the survey conducted, which was based on 7 items related to environmental commitment as derived from the redefinition of productivity in the value chain within the studied organizations. The description is based on the metrics presented in Table 2, which are addressed sequentially.

Table 2. Redefining Productivity in the Value Chain: Commitment to the Environment.

Perception	Statistics from Respondent Answers						
Strongly Disagree	2,3%	3,9%	4,4%	4,9%	7,5%	6,7%	4,4%
Disagree	8,0%	8,8%	11,4%	8,0%	11,9%	8,3%	9,8%
Undecided	22,3%	21,8%	26,9%	26,4%	30,1%	23,6%	20,2%
Agree	31,6%	25,9%	27,5%	32,9%	26,4%	31,3%	34,5%
Strongly agree	35,8%	39,6%	29,8%	27,7%	24,1%	30,1%	31,1%

Source: The authors, based on data provided by SPSS, obtained through the administered survey.

Regarding whether the company demonstrates a genuine commitment to environmental sustainability in its processes, it was found that 2.3% of participants strongly disagreed, 8% disagreed, while 22.3% were undecided about this statement. Conversely, 31.6% and 35.8% agreed and strongly agreed, respectively, that the company demonstrates a genuine commitment to environmental sustainability in its processes. Thus, the predominant perception is that the company does demonstrate a genuine commitment to environmental sustainability in its processes. It is also noteworthy that there is a considerable percentage of respondents who are unsure or disagree, indicating the need to strengthen these actions and their communication within the organization.

In an attempt to determine whether the measures adopted to minimize environmental impact in the company's operations are considered effective, it was found that 25.9% agreed and 39.6% strongly agreed with the statement. Meanwhile, 3.9% of participants strongly disagreed, 8.8% disagreed, and 21.8% were undecided. These results reveal that a significant portion of respondents considers the implemented measures to be effective. However, they also indicate the need to enhance the criteria for selecting and communicating these measures, as a proportion of participants are either unsure or do not believe they are effective.

Regarding whether the initiative to minimize resource use in the company reflects a real commitment to environmental preservation, at least 63.3% agreed with this statement, and approximately 42% strongly agreed. Conversely, 4.4% of participants strongly disagreed, 11.4% disagreed, while 26.9% were undecided. Based on these results, the company is implementing concrete actions to minimize its consumption of resources such as water, energy, and raw materials. This demonstrates that the company is genuinely dedicated to protecting the environment and reducing its ecological impact. In other words, the company is taking active and genuine measures to be more sustainable and responsible towards the natural environment. However, some participants are unsure or disagree, highlighting the need to strengthen auditing processes to ensure compliance with standards by suppliers.

Regarding the statement: "The active promotion of recycling and responsible waste management within the company is evidence of its environmental commitment," 4.9% of participants strongly disagreed and 8.0% disagreed with the statement. Meanwhile, 26.4% were undecided. In contrast, 32.9% agreed and 27.7% strongly agreed, demonstrating that most consider the active promotion of recycling and responsible waste management within the company as evidence of its environmental commitment. However, some participants are unsure or disagree, highlighting the need to strengthen actions and programs in this area.

Regarding whether the reduction of electricity consumption in the company is part of a sustainable and efficient culture, it was observed that 7.5% of participants strongly disagreed with this statement, while 11.9% disagreed. 30.1% were undecided. On the other hand, 26.4% agreed and 24.1% strongly agreed. The majority perceive that the organization is implementing practices to reduce electricity use as part of its commitment to sustainability and efficiency. Thus, it reflects that the company is adopting a comprehensive approach to operate more respectfully towards the environment and using its resources more effectively and responsibly, thereby promoting a corporate culture that values sustainability and energy efficiency. However, there are those who disagree or are unsure about the promotion of this shared responsibility, suggesting the need to strengthen collaborative and responsible practices in training.

Regarding whether prioritizing suppliers committed to responsible practices demonstrates an ethical supply chain, 6.7% of participants strongly disagreed, 9.8% disagreed, and 20.2% were undecided about this statement. On the other hand, 31.3% and 30.1% agreed and strongly agreed, respectively. It is notable that 38.6% of respondents are either unsure or disagree about this aspect evaluated in the organizations. It is perceived that most accept that companies choose to work primarily with suppliers who adopt ethical and sustainable practices. This indicates that they are committed to maintaining a supply chain that adheres to ethical standards, such as environmental respect, fair labor conditions, and transparency. In summary, by prioritizing these suppliers, the company shows its dedication to operating ethically and responsibly throughout all stages of its supply chain.

Regarding whether implementing measures to reduce plastic and paper use in product distribution reflects a serious environmental responsibility on the part of the company, it was observed that 4.4% of respondents strongly disagreed, 9.8% disagreed, and 20.2% were undecided. Conversely, 34.5% agreed and 31.1% strongly agreed. In conclusion, a significant percentage of participants perceive that the company is taking concrete actions to reduce plastic and paper consumption in its distribution process. This demonstrates that the company has a strong commitment to environmental protection and is seriously committed to minimizing its ecological impact. However, some participants disagree or are unsure, indicating the need to strengthen collaboration mechanisms and the dissemination of best practices to show that the company is acting responsibly and proactively to be more sustainable.

Regarding the correspondence between the previously described variables, and based on the data systematized in Table 3, the results show a significant correlation between the studied variables. Thus, these variables present a significant correlation of 0.438**, indicating a strong and positive relationship between them.

Table 3. Correspondence between Preconceiving Products and Markets: Commitment to the External Customer and Redefining Productivity in the Value Chain: Commitment to the Environment

		CCE	CMA
Commitment to the External Customer - CCE	Pearson Correlation	1	,438**
	Significance (bilateral)		0,000
Commitment to the Environment - CMA	Pearson Correlation	,438**	1
	Significance (bilateral)	0,000	

**. The correlation is significant at the 0.01 level (bilateral).

Source: The authors, based on data provided by SPSS, obtained through the administered survey.

The commitment to the external customer and the commitment to the environment are factors that are interrelated. Based on the Pearson correlation coefficients and bilateral significance values, it can be inferred that, within the studied organizations, there is a dependency between organizational practices related to product and market conception, integrating commitment to the external customer, and the redefinition of productivity in the value chain in alignment with commitment to the environment. Although these practices are efficient, there is also a need to strengthen and improve them.

Conclusion

Overall, the research reveals that companies in Bogotá, according to the instrument used, show progress in implementing both customer orientation and environmental sustainability practices. While positive perceptions predominate in the obtained results, areas requiring strengthening have also been identified. Specifically, some practices could benefit from improved internal and external communication, which would provide collaborators with a clearer understanding of the company's specific initiatives.

Regarding the strengths of the companies, it is notable that the majority of respondents view their organizations' efforts to understand and anticipate customer needs positively, with an average of 73%. Similarly, it is acknowledged that companies conduct research to improve the accessibility of their products or services and make improvements based on customer needs, with average acceptance rates of 71% and 81%, respectively. Additionally, 90% of participants value that companies continuously assess customer perceptions of their products or services.

Continuing with the positive aspects of the findings in evaluating sustainability and customer orientation practices implemented by companies in Bogotá, it is observed that, in general, participants consider that companies demonstrate a genuine commitment to environmental sustainability. This commitment is reflected in actions such as implementing effective measures to minimize environmental impact, as well as reducing resource and energy usage.

Regarding aspects requiring improvement, there is a need to strengthen communication about the sustainability and customer orientation practices implemented by companies. This becomes evident considering the significant percentage of respondents who express indecision or lack of knowledge about the existence of these practices.

Furthermore, the results show a significant correlation of 0.438 between commitment to the external customer and commitment to the environment, indicating a positive and strong relationship between these two dimensions. This suggests that companies in Bogotá tend to integrate their efforts towards customer satisfaction with sustainable practices.

Integrating sustainable strategies into customer orientation not only strengthens corporate image but also generates a competitive advantage by increasing customer loyalty and fostering trust-based relationships. The significant correlation between customer commitment and environmental commitment highlights the importance of aligning employee perceptions with organizational goals, which in turn reinforces internal cohesion and improves external communication.

Adopting the Triple Bottom Line approach is crucial for companies to ensure their long-term sustainability by balancing financial success with social and environmental impacts. This approach not only enables companies in Bogotá to be more resilient and adaptive to current challenges but also optimizes their relational marketing strategy, strengthens customer loyalty, and facilitates sustainable growth.

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