

## **The Impact of 2030 Agenda on the Aviation Sector: Exploring Perceptions and Understandings of Sustainability at LATAM Airlines beyond Sensemaking**

**BÁRBARA IVY CREMA DE VASCONCELOS**  
UNIVERSIDADE DO VALE DO ITAJAÍ (UNIVALI)

**ANETE ALBERTON**  
UNIVERSIDADE DO VALE DO ITAJAÍ (UNIVALI)

Agradecimento à orgão de fomento:

This study was financed in part by the Coordenação de Aperfeiçoamento de Pessoal de Nível Superior - Brasil (CAPES) - Finance Code 001.

## **The Impact of 2030 Agenda on the Aviation Sector: Exploring Perceptions and Understandings of Sustainability at LATAM Airlines beyond Sensemaking**

### **Introdução**

Using sensemaking theory, we can understand sustainability in organizational contexts concerning the 2030 Agenda. This approach suggests that a richer description of CSR can emerge by examining internal institutional determinants, such as the mental frameworks and sensemaking processes that embed CSR within an organization (Basu & Palazzo, 2008). Sensemaking serves as the infrastructure of the decision-making process, explaining how decisions and actions are formulated and allowing organizations to take informed actions (Giuliani, 2016).

### **Problema de Pesquisa e Objetivo**

This paper delves into the paradoxes between collective sensemaking and the sense-giving birthed through the 2030 Agenda movement, with a focus on LATAM Airlines. Analyzing public communications, including mission, vision, and value statements, the study explores LATAM Airlines' engagement with the 2030 Agenda for Sustainable Development.

### **Fundamentação Teórica**

Wilburn & Wilburn (2014) discuss the benefits, requirements, and challenges of new business models, highlighting companies that align with the 2030 Agenda and integrate sustainability into their core operations. Sectors like professional, medical, home, and personal services tend to engage more in social initiatives due to close societal interactions, while industries with less direct customer involvement may lack intrinsic motivation for social good (Bronn & Vidaver-Cohen, 2009). Petrini and Pozzebon (2010) emphasize the importance of integrating sustainability into executive decision-making.

### **Metodologia**

This research adopts a qualitative and descriptive approach to explore sensemaking, sensegiving and sensebreaking theories using secondary data such as: public documents, as sustainability reports, institutional homepages, such as websites, instagram, and Google Business, and other social medias. The study also examines the meaning and the amplitude of the possible impact proposed by the 2030 Agenda adherence.

### **Análise dos Resultados**

Findings indicate some interest in environmental, social and economic actions for sustainable development but also reveal selfish interests, like obtaining a competitive market advantage, and developing network of relationships. Research about enacted meanings enables reflections on the need to review and even break some of its inconsistencies. Moreover, organizational actors need to find meaning in the movement they are involved in to assume the necessary changes that are required to live up to the spirit of the Agenda.

### **Conclusão**

In our observation, meaning comes out of the complex mix between claims of the movement and the firm's ability to match communications, and actions with those ideals. This study contributes understanding to the performance analysis airline's alignment with sustainability goals and its broader impact on the aviation industry and the adherence of the movement's principles to the company's actions and philosophical approach to business activity. It is important to review old paradigms and create new meanings that are aligned with sustainable development proposals.

## **Referências Bibliográficas**

Rese, N. (2016). Narrative Dynamics in Organizations: A Review and Research Agenda. *International Journal of Business Communication*, 53(4), 45-67.

Weick, K. E., Sutcliffe, K. M., & Obstfeld, D. (2005). Organizing and the process of sensemaking. *Organization Science*, 16(4), 409-421.

Winter, S., Lamb, T. L., & Baugh, B. S. (2020). Passenger perceptions on sustainable propulsion systems: which factors mediate or moderate the relationship. *International Journal of Sustainable Aviation*. [Link to paper](#)

Zanoni, B. L., & Oliveira, S. A. (2023). Reflections on sustainability's meaning in organizations.