Index

3M 36

absorptive capacity 61, 292

Academy of Management Review 3, 6, 239, 249–50

action–learning networks 275–6

activists 52

capability 278

of clusters 266–8

actualized

networks 262–3

systems 264

advanced environmental objectives 186–8, 205

adversarial stakeholder influences 53–4, 63

Alcoa 55

ambiguity, management of 57–60

anonymity of SMEs 105

asset maximization 145–6, 148–54

Asociación Española de Normalización y Certificación (AENOR) 191

back-office environmental activities 133

balancing capability 279

Balearic Islands, tourism 146, 147

behavioural intent 74–80

beliefs 38–9, 40–41

benchmarking 55, 133

beyond-compliance environmental policies 71–2

Bonferroni principle 217

boundary capability, systems 278

BP 60

British Standards Organization, BS7750 287

Browne, Robert 60

Bruntland Commission 263

report of 4–5, 27, 212, 238

Bureau Veritas Quality International (BVQI) 191

business, changing assumptions 235–6

Business Charter for Sustainable Development, ICC 212

business competency 32

business continuity management (BCM) 252

Business Council for Sustainable Development (BCSD) 4–5

Business Horizons 6

business journals 6–7

business leaders, views on environmental protection 43

business practice/management studies 233

Business Strategy and the Environment 264

business strategy research, early years 4–7

Business Week 245

Cámara de Madrid and Instituto Valenciano de Certificación (IVAC) 191

Canada

energy industries 10, 31

Natural Hazards Assessment Project 248

paper and pulp firms 52

capabilities

acquisition of 32–5

concept of 29–30

Carson, Rachel 1, 234

cause–effect relationships 158, 176

certification/certification agencies 170, 221–2

chain hotels 143–4, 148–54

change management 89–90

chaotic change 250–54

chemical industry 31, 35–6, 235, 265

Chevron 36
Clean Air Act (1970/1990), US 34, 35
climate change 245–9
clusters
actualization of 266–8
capabilities in 274, 277
dynamics of 269–70
form of 259–60
and innovation 262–3
and sustainable development 263–5
and sustainability systems in 265–6, 270
clusters of innovation for sustainability 260, 261–2, 272–4
Coalition of Environmentally Responsible Economies (CERES) 195, 212
Coase theorem 211
codified knowledge 54
cognitive
institutions 291
mindsets 61
collaborative stakeholder influences 53, 63
*Columbia Journal of World Business* 6
command-and-control regulation 34–5, 286, 288
commitment, stakeholders 51
‘communities of interaction’ 62
community stakeholders 87
company performance and environmental management 164–70
and quality management 158–64
competencies 29–31
acquisition of 32–5
competitive
effects 117, 197–9
environmental management 29–31
strategies 100, 188–9
competitive advantage 4–5, 33
and resources 173–5
service firms 117
SMEs 99–100
competitiveness, effect of environmental practices 183–7
complex systems interdependencies modelling 239
complexity, management of 57–60
compliance 186, 187–8, 195, 202, 235, 236
conceptually driven sustainability systems 265–6
consumerism 213–14
context dependency 264
contingent resource-based framework 12
contracting out, hotel industry 146, 148–54
conventional fuels 37
core values 82, 85
Cornell University 121
corporate
citizenship 186
perceptions of environmental impact 220–21
social responsibility 238
strategy 188
corporate environmental change 104
management 232, 234, 236–7, 240
performance 187
strategies 101–2
corporate environmental management study
discussion 225–8
implications 228–9
research design 215–17
results 217–25
‘creating sustainable value’ 243
crisis management 252
Cronbach’s Alpha 193, 194, 195, 199
cross-functional programmes 236
cumulative satisfaction 119
customer involvement, service firms 118
customer loyalty/satisfaction 119–22, 127–33
hospitality industry 125
service organizations 119–20
*Day After Tomorrow, The* 245
decision-making styles 275–6
decisive decision-making style 275
deep ecology
literature 1
paradigm 235
deliberate interaction 241–2
delimitation, SMEs 98
Denmark 21, 215–27
design-for-environment (DfE) 188, 195
Det Norske Veritas (DNV) 191
Index

determinant social paradigm (DSP) 1–2
‘discontinuity management’ 250–51
distant stakeholders 12
dominant social paradigm 235
Dow Chemical 36, 243
dynamic capability 32, 101–2
eco-centric
  approaches 2–3
  paradigm 235
eco-efficient practices 102, 106, 108, 164, 236, 237
Eco-Management and Audit Scheme (EMAS) 191, 222, 287, 302
eco-manufacturing strategies
  background and hypothesis formulation 185–91
  research methodology 191–9
  results and discussion 199–204
ecological discontinuities 233–4
  changing assumptions 249–51
  effects on firms 240
  management of 251–2
‘ecological modernization’ 287–9
ecological principles 267
ecological sustainability, definition of 264
economic
  principles 267
  stakeholders 52, 63, 64
  sustainability 239–42
  theory 210
  tools 211
Economics of Welfare, The 210
economies of scale 144
ecosystem
  damage 239–40
  services 249
education of stakeholders 39
efficiency-improving innovations 267–8
egocentric paradigm 235
electric utilities 10–11, 12
embeddedness, concept of 262
emissions
  reductions 170
  US 36–7
empirical studies
  hospitality industry 123–31
quality management 157–77
employee
  involvement in service improvements 121
  motivation 72–3, 84
employee/employer relationships 82–3
dish-efficiency-improving innovations 186
 displacements, resolution of 41–2
efficiency 187, 195, 201–2, 205
groups 1
impact assessments 236
improvements 223–5
information systems 133
initiatives 85–6, 117, 221–5
instruments 210–11
learning organizations 86
movement 211, 234
negotiations 40–42
objectives 186–7, 190
outcomes 78–9
performance 195, 201–2
permissions 211
practices 131–3
quality 141, 143
reporting 221–2, 237, 244, 287
scanning 85
standards 34–5, 211
statements 297–303
strategy 7–9
taxation 211
technologies 118, 174
values 72, 80–87
variables 171
environmental approaches, influence on performance 106–7
environmental capability 189
antecedents 11–12
generation 10–11, 38–9
environmental innovation, determinants of 143–7
environmental investments, motivations for 43
environmental leadership 186
strategies 106
environmental management innovation study 142–7
data and methodology 147–50
discussion 152–4
results 150–52
theoretical framework 142–7
environmental management and company performance 164–70
competency in 29–31, 40–42
hospitality industry 125
measures 172–3
practices 127–31, 235–6
resource-based view 174
role in company strategy 157–8
service operations 116–19
systems 115, 212–14, 227–8, 236, 287–8
environmental motivation, research questions 99–100
environmental objectives 186–7
importance of 193–4
environmental performance 187–9
measures 172
strategic integration of 201–2
environmental practices
effects on competition 183–7
and service–profit chain 120–22
strategic integration of 189, 194–5
Environmental Protection Agency, US 36–7, 235, 298
environmental protection, approaches to 211
environmental sustainability 239–42
skills 275–6
environmentally
ethical decision intentions 107
sustainable tourism 141
edemic diseases 251
Equator Principles 52

Erasmus University, Rotterdam 281
Europe
corporate social responsibility 238
hospitality industry 123
SMEs 97
sustainable development 259, 268
weather conditions 247
European Commission 12, 98, 259, 263, 268
European Council 298
European Foundation for Quality Management 159
existing knowledge, exploitation of
expectancy 74–5, 78–9
‘experimental spaces’ 272
explicit knowledge 61
exploitative knowledge 63
external
capabilities 108–9
influences 58
knowledge, interpretation of 57–60
stakeholders 49–50, 53–4, 87
externality problem 210–11
extra-role behaviours 84
financial performance
and environmental strategy 7–9
of SMEs 106–7
firms, resource-based view of 3, 6–7, 9–12, 173–4
flexibility
manufacturing 191, 203
SMEs 99–100
flexible decision-making style 275
Ford Motor Company 55
Ford, Bill Jr. 60
Formosa Plastics (Texas) 54
framing of issues 86
fringe stakeholders 52
front office environmental activities 118, 133
frontier economic paradigm (FEP) 2
functional strategies 188
gatekeeping 53–4
General Dynamics 36
generic business strategies 8
interrelated subsystems approach 241
investor community 247–8, 250
Investor Network on Climate Risk (INCR) 247
‘issues selling’ theory 82, 84–5
Japan Federation of Economic Organisations 212
just-in-time production system 189, 202–3, 205
Keidenren Global Environmental Charter 212
knowledge
adaptation/transfer 273–4
internalization of 275
knowledge flows 64
management 55–56
knowledge-based capabilities 189
trust 55
Laboratori General d’Assaigs i Investigació (LGAI) 191
large firms
reputation damage 105
strategic advantages/disadvantages 102
large systems
changes 245
dynamics 239–40
learning–action networks 289–90
legislation, responses to 7
‘licenses to pollute’ 211
Likert scale 124, 220
Limits to Growth 234
Lloyd’s 191
local
networks 261–2, 289
stakeholders 51, 52
longitudinal mapping, interactions and processes 64–5
loyalty 119–20
management
concepts/practices 234–7
innovation 236–7, 242–4
for survival 244–52
system practices 183
management–natural environment interface 2–3
managerial interpretations 57–60
manufacturing activities 184
capabilities 190, 197, 202–4, 205
capabilities 190, 197, 202–4, 205
characteristics 189–91, 202–4
objectives 190
strategies 188–9
market-based stakeholders 214, 218–25
market mechanisms, reliance on 34–5
Marshall, Alfred 210
mass efficiencies 190
material life cycle 265
maximizing decision-making style 275
media 87
missions/mission statements 38–9, 59–60, 243
monitoring, stakeholder influences/objectives 53–4
Monsanto 36
motivation
employees 72–3
individuals 73–4
multi-party environmental negotiations 40–42
Munich Reinsurance Company 247
natural based inputs, socio-economic transformation of 211–12
natural disasters 232, 233, 234, 245–6
natural environment
changing assumptions 232–3
management concepts and practices 234–7
Natural Step 54, 56, 239, 242, 243
negative competitive effects 185, 187–8, 204–5
negotiations 40–42
neo-classical economics paradigms 2
networks 289–90
influence 220
resources 28
new ecological paradigm (NEP) 2
‘new environmental’ paradigm 235
new product
development capabilities 27–8, 36–8
life cycles 269
niching strategies 99
Index

Nike 243
non-economic stakeholders 52, 63
non-government organizations (NGOs) 50, 51, 52, 54, 57
non-influential stakeholders 214, 218–25
normative institutions 291
solutions 212–13
North America, study of energy industries 57–8
Ontario Hydro 262
organizational behaviour literature 73–4
capabilities 10–11, 31, 103, 274–5
change, insights from 252
concern 84–6
contexts 89
environmental norms 79
environmental values 80–81, 81–7
experimentation 271–2
knowledge/innovation 62–3
learning 63, 237
life cycles 269
norms 84
processes 61, 63
social capital 64
stability 271–2
structure of hotels 143–4, 147–8, 150–52
organizational routines
building 61
institutionalization 56–7
organizational theory, eco-centric approaches 2–3
owner-managed hotels 144, 148–54
P2 programme 35–6
path dependent learning process 28 perceived
corporate influence 220–21
stakeholder influence 218–21
performance
hospitality industry 24, 124, 131–3
measures 171–2
service organizations 119–20
personal predisposition 75–8, 84
Pigou, Arthur C. 210
Polaroid 183
Politics of Environmental Discourse, The 287
polluter-pays-principle 211
pollution control 183
pollution prevention
benefits 164–5
capabilities 35–6
challenges 118–19
competitive benefits 27
practices 183
strategies 101–2
technologies 115, 187
Pollution Prevention Act (1990), US 35
pollution rights/taxes 34
Porter hypothesis 5–6, 164–5
positive competitive effects 184–91, 205
potential networks 262
price competition 141
Principles of Economics 210
Pro-Natura 56
proactive environmental strategies 3–4, 10–11
business case for 58–9
development of 105–6
and performance of SMEs 106–7
resources for 102–3
skills for 104
process modification 118–19
Procter & Gamble 183
product
customization 190, 203, 205
differentiation 117
life cycle 236, 265
modification 118–19
product-oriented environmental policies 287
production
systems 189, 195–7
units, intensity of use/size 144–5, 148–54
productivity 237
property rights 210–11
psychology literature 73, 75–6, 80
public policies 32–5
public–private partnerships study 286
discussion 303–5
environmental statement 297–303
Green Network 292–7
theory and perspectives 287–92
quality management and firm performance 157–64, 170–76
manufacturing capabilities 190, 203, 205
standards 142
radical innovations 266, 267–8, 269
‘rationalized environments’ 290
reactive environmental strategies 101
‘reflexive modernization’ 288–9
regional alliances 293
clusters/environmental innovations 273
networks 289
regulation 32–3, 43–4,
circumvention 52
compliance 186, 187–8, 195, 202, 235, 236
flexible approaches 12, 34–5
focus on 211
regulative institutions 290–91
regulatory capability 278
regimes, shift in 286, 288
stakeholders 87
reinforcement theory 89–90
reinsurance industry 246–7, 250
relational skills 275
reputation, concern with 41, 105
research methodology, eco-
manufacturing strategies 191–9
‘resilience management’ 248, 250
resource-based view
competitive environmental management 29–31
corporate environmental strategies 101–2
of the firm (RBV) 3, 6–7, 9–12, 20,
29, 30, 33
of SMEs 96, 99–100
resources and competitive advantage 173–5
concept of 29
visible commitment of 60
Responsible Care Program, chemical industry 265
retail food industry 30
‘risk societies’ 288–9
Royal Dutch/Shell 54, 56, 60, 61
sane, humane, ecological paradigm (SHE) 2
SARS 251
Scandic 121–2
Schmidheiny, Stephen 4–5
Scientific American 5
self-efficacy beliefs 78–9
self-regulation 211, 212–15
service
differentiation 117
improvements 121
failsafing 119
service firms 115–16
characteristics 117–19, 131–2
customer loyalty/satisfaction 119–20
service–profit chain 120–22, 131–2
services, enlargement of 145–6
shared
responsibility 104
vision 103–4
Shell Expro (UK) 53–4, 56, 60, 61
Silent Spring 1, 234
situational strength 75, 79–80, 89
Small Business Administration, US 98
small and medium-sized enterprises (SMEs) 21, 96–8
competitive advantage 99–100
corporate environmental strategies 101–7
delimination 98
strategic management literature 98–9
social
equity 267
issues 237–8, 264
stakeholders 64
sustainability 239–42
Social Science Research Council, Netherlands 281
socialization process 75, 77
socio-economic activities 210, 211–12
sociological literature on organizations 262
source-reduction programmes 175
Spain
large firms 106
tourism 141
specialist technologies 187
specific aspects, SMEs environmental strategies 102–3
stakeholder
education 39
exchanges, mechanisms for 62–3
interface management 55–7
management 104–5, 107–8
network, longitudinal mapping 64–5
pressures 63, 87, 146
relations 187, 195, 288–9
stakeholder engagement 49–50, 63–4
capability of 50–57
Starbucks 243
strategic
management literature 98–9
proactivity 65, 105–6
sustainability management 242–4
systems 236
strategic environmental management (SEM) 27–8, 43
strategic integration 187–9, 194–5, 205
of environmental performance 201–2
strategic management literature and small firms 98–9
 Structural Equation Modelling (SEM) 125, 127
SustainAbility 56
sustainability
changing assumptions 239–42
and clusters 266–8
commitment 59–60
goals 264–5, 267
knowledge 63
management 232, 234, 240–41, 252–4
myopia 254
reports 55, 60
skills 275
systems 265–6
sustainable development 237–44, 253
challenges of 260–61
and clusters 263–5
implications of 233
principles for 271
transition to 259–60
Sustainable Netherlands 238
sustaincentric paradigm 2–3, 239
Swiss Re 247
synergies 189, 190
systems
and boundary capability 278
inherent dynamics 269–70
intended dynamics 270
perspectives 260–62
systems perspectives in theory and practice 260–62
Systems and Services Certification-International Certification Services (SGS-ICS) 191
tacit knowledge 54, 55–6, 61
technical
capabilities 277
knowledge 53–4
skills 275
technocentric paradigm 235
technological
innovation 142
lock-in 266–7, 270, 271
technologically-driven sustainability systems 265–6
technology-based strategic alliances 263
technology development 266
terrorism 251
third-party intervention,
environmental negotiations 41
Topics GEO 2003 report 246–7
total environmental management (TEM) 172–3, 175–6
total quality environmental management (TQEM) 5, 11, 195
total quality management (TQM) 158–64, 170–77
tour operators as stakeholders 150–52
Tourism Council, Balearic Islands 147
tourism sector 139–40
tourist
activity 140–42
destinations 123
Toxics Release Inventory (TRI), US 35
transaction costs 211
transparency 60
‘triple bottom line’ 244
trust
building 54–5
capability 278

uncertainty, management of 57–60
United Nations
Environment Program 125
Millennium Development Goals 241
World Commission for the
Environment and Development (UNWED) 4–5
unlearning capability 279
US
effects of climate change 247, 248
electric utilities 12
energy efficiency 36–8
environmental legislation 34–5
environmentalists 72
hospitality industry 121
manufacturing firms 107
metal-finishing industry 105
pollution prevention (P2) programme 35–6
service sector 115
SMEs 97
Utrecht University, Netherlands 281

value
integration capabilities 277–8
orientations 80–81
values 38–9, 40–41, 75
values-based conceptual model 81–3, 86–7
contextual variables 87
values alignment 83–4
values mismatch 84–6
vision
statements 59–60
for sustainability 266–8
voluntary regulation 211, 212
Volvo 183
vulnerable economic sectors 249
Wal–Mart 115
Wall Street 247
waste assimilation capacity of nature 211–12
waste reduction 223
Whistler, British Columbia 243
win–win situations 83–4, 164–5
solutions 33
Working Environment Authority, Denmark 286
World Bank 2
World Business Council for Sustainable Development 71
‘world models’ 238–9
World Trade Organization (WTO) 51
Xerox 243
zero transaction costs 211