Preface

Sustainability can be defined as the “ability of an organization to favorably drive its actions towards concerns and welfare of people, planet and profits in a way that the company will be able to empower itself to meet its own and its customers’ current and future requirements successfully” (Gupta et al., 2013, p. 288). The operationalization of sustainability in practice tends to rely on the triple bottom line (Elkington, 1998), which encompasses environmental, social, and economic dimensions of corporate performance. Environmental sustainability refers to the use of energy and other resources, which create a footprint that companies leave behind as a result of their operations. Social sustainability exists if firms support the preservation and creation of skills and capabilities among current and future generations, promote health, and foster equal and democratic treatment within and outside their boundaries (McKenzie, 2004). Economic sustainability implies that in conducting their operations, firms obtain cost reductions or positive financial results. Thus, according to a triple bottom line approach, sustainable performance depends on environmental, social, and economic performance.

The conservation and management of resources, along with the quest for social and economic development, have been on global agendas for several decades. During conferences and summits, from the United Nations Conference on the Human Environment in 1972 in Stockholm to the United Nations Conference on Sustainable Development (Rio+20) in Brazil, world leaders and participants from the private and nonprofit sectors gather to discuss sustainability-related issues, including social equity and environmental protection. These gatherings strongly emphasize the role of companies in sustainable development efforts: they have substantial influence on environmental and social priorities, including reducing CO₂ emissions and ensuring workers’ well-being.

Considering this influence, the definition of sustainability strategies should reflect a top-down approach, starting with the commitment of the top managers and boards that define the corporate strategy, to guarantee sufficient resources to achieve sustainability goals (Gimenez and Tachizawa, 2012; Large and Gimenez, 2011; Reuter et al., 2010). Once a firm’s sustainability agenda is defined, governance bodies and corporate boards often rely on functional areas and departments to deploy it (Chams and García-Blandón, 2019; Gomes Teixeira and Canciglieri, 2019). Extant literature also highlights the central roles of functional areas and departments, such as marketing (Chabowski et al., 2011), innovation and entrepreneurship (Nidumolu et al., 2009), operations and information systems (Kettinger et al., 1994; Longoni et al., 2014), finance and accounting (Scholtens, 2006), and human resources (Daily and Huang, 2001). For example, recognizing greater sustainability awareness among consumers, marketing departments seek to position their organizations’ product and service offerings as sustainable, by communicating their benefits for the environment or their contribution to the development of society (Markovic et al., 2018; Polonsky, 2011). Innovation and entrepreneurship departments have worked to develop new products and services that feature sustainable, eco-friendly processes and components (Iglesias et al., 2020; Markovic and Bagherzadeh, 2018). From an operations or information systems point of view, requiring clean transportation services, demanding that suppliers meet sustainable principles, implementing environmental and social certifications, and performing sustainable data management represent examples of practices

implemented to fulfill sustainability goals (Gimenez et al., 2012; Sancha et al., 2016). Finance and accounting departments seek ethical investments or redeploy capital to sustainable activities, while still trying to guarantee the financial and economic sustainability of the company. Finally, human resources departments increasingly develop inclusive recruitment criteria and work–life balance policies, to ensure fairness and employee well-being (Stofkova and Sukalova, 2020). Thus, each department contributes to the implementation of sustainability strategies. But it also is critical to ensure their coordination and integration.

The motivation for this book accordingly stems from the need for a holistic approach to sustainability strategy implementation efforts. This anthology aims to provide a comprehensive view of the development and deployment of sustainability-driven business strategies across functional areas and departments. Sustainability may be a top priority for organizations and a key strategy in corporate agendas (Deloitte, 2013), but the effective deployment of any business strategy demands consistent, aligned, functional strategies (Hayes and Wheelwright, 1984). In particular, a sustainability strategy must encompass environmental, social, and economic dimensions. Instead though, most research focuses on individual dimensions (e.g., Osburg and Schmidpeter, 2013; Rosenberg, 2015) or else the implementation of sustainability-driven business strategies in specific sectors (e.g., Filho et al. 2018; Fletcher, 2014). By explicitly distinguishing the roles of each functional area or department in the development and deployment of sustainability strategies, we can gain a better understanding of the features and tools needed to develop and implement a sustainability-driven business strategy in an organization. Beyond the academic contributions, we thus seek to provide practical guidelines for managers interested in implementing sustainability-driven business strategies.

In support of this effort, we organize the 31 chapters in this book into eight themes:

- Part 1: Defining a sustainability-driven business strategy
- Part 2: Sustainability-driven business strategies in marketing
- Part 3: Sustainability-driven business strategies in innovation and entrepreneurship
- Part 4: Sustainability-driven business strategies in operations and information systems
- Part 5: Sustainability-driven business strategies in finance and accounting
- Part 6: Sustainability-driven business strategies in human resources
- Part 7: Sustainability-driven business strategies across functional areas in an organization
- Part 8: Case studies on sustainability-driven business strategies

PART 1: DEFINING A SUSTAINABILITY-DRIVEN BUSINESS STRATEGY

François Maon, Adam Lindgreen, and Valérie Swaen start us off by “Developing a sustainability strategic agenda,” with the recognition that organizations communicate with stakeholders about societal issues in conflicting ways, which in turn makes it difficult for them to prioritize different societal issues within their corporate social responsibility (CSR) programs. Therefore, the authors propose a conceptual framework of the processes by which CSR issues emerge and become integrated into organizational goals. With a basis in systems thinking, CSR, and organizational interpretation theories, this opening chapter clarifies the relevant influence of top managers’ perceptions on CSR strategic agendas.

Pilar Acosta also recognizes that sustainability is a central priority for businesses, so she asks about “Corporate foundations as vehicles for sustainable development: how do corporate foundations work with parent companies to achieve sustainability?” If a company establishes

a corporate foundation to help it achieve sustainability, the resulting hybrid organization integrates a business logic with a philanthropic approach. In turn, various actors can define the sustainability strategy. This chapter notes three roles of corporate foundations and three types of work for actors on both the business and corporate foundation sides.

The development of such strategies also might rely on materiality analyses that identify relevant sustainability features. Yet companies lack guidelines for structured approaches to materiality analyses of sustainability, which limits their contributions to developing and managing sustainability activities and even may lead to flawed analyses. To establish “Materiality analysis as the basis for sustainability strategies and reporting – a systematic review of approaches and recommendations for practice,” Sophia Schwoy and Andreas Dutzi review studies that describe practical approaches, which consist of two categories: studies that define material topics for specific firms and those that suggest adaptable assessments for firms to apply to their own case. The resulting critical analysis provides insights for how companies should evaluate available models and then conduct their own materiality assessments.

Another distinct approach might take a storytelling science view, involving abduction, induction, and deduction to perform self-correcting, ongoing considerations of what is true and how to deconstruct the regimes of truth embraced by various stakeholders. In applying this perspective, David M. Boje and Mohammad B. Rana offer a conceptual overview of sustainability-driven business modeling (SBM) by exploring differences across sustainability strategies and their links to other business modeling elements. That is, by “Defining a sustainably-driven business modeling strategy with a ‘storytelling science’ approach,” they establish how SBM and storytelling about socially responsible capitalism can reveal socially and ecologically sustainable actions, beyond what benefits specific stakeholders; clarify both methodological and philosophical perspectives; and specify drivers, enablers, and barriers to SBM strategy implementation efforts.

PART 2: SUSTAINABILITY-DRIVEN BUSINESS STRATEGIES IN MARKETING

To address pressures on companies to act responsibly, Ilona Szöcs and Milena Micevski note the strategic impact of corporate responsibility (CR) on consumer reactions to companies or brands. In “Corporate responsibility as an effective marketing practice for improving consumers’ brand evaluations – critical overview, new insights, and future directions,” they consider effective responsible business practices and their potential variation across brands or CR domains. In turn, they establish the importance of juxtaposing corporate engagement domains while also considering them in relation to multiple brand characteristics (e.g., environmental and social domains according to brands’ relational and performance features).

But even as companies incorporate sustainability into their communications, Nicholas Ind and Oriol Iglesias caution that communicating effectively and then keeping those promises remains challenging—as well as critical to enable stakeholders to distinguish what is real. They call on companies to make authentic commitments that reflect not just their own organizational beliefs but also their stakeholders’ needs, in “Promises, promises: how to showcase the authenticity of sustainability claims through digitalization.” In particular, they propose that digitalization can structure and provide verification of sustainability claims, monitor processes, and even share relevant stories, as exemplified by firms such as illy Coffee and Tony’s Chocolonely. Ultimately, the meaning of sustainability claims must be co-created by companies and stakeholders together.

Nikolina Koporcic and Jan-Åke Törnroos focus specifically on small and medium-sized enterprises (SMEs) with a business network and sustainability perspective on their branding strategies. With their conceptual contributions in “Interactive network branding: towards a sustainability-driven strategy of small and medium-sized enterprises” they seek to clarify SMEs’ uses of interactive network branding (INB) as a sustainability-driven strategy. In addition to providing a foundation for further research, this chapter identifies strategic implications of INB.

Cause-related marketing (CrM) can signal CSR too, while also providing benefits for the company, the cause, and consumers. Inês Padilha Campelos, Susana Costa e Silva, and Joana César Machado build on findings that show brand–cause fit determines CrM success by investigating influences on the relationship between brand–cause fit and consumer responses to CrM. With a qualitative case strategy, they thus seek to answer the question, “How does brand–cause fit influence the success of CrM campaigns?” The findings, based on five CrM campaigns, identify mitigating influences of consumer–cause involvement and corporate image on the impact of brand–cause fit on purchase intentions. However, they find that positive corporate images, track records of CrM initiatives, consumer–cause engagement, and cause relevance all can increase consumer trust and CrM success.

PART 3: SUSTAINABILITY-DRIVEN BUSINESS STRATEGIES IN INNOVATION AND ENTREPRENEURSHIP

The business model concept arguably can help firms and managers develop a holistic, dynamic view of their way of doing business, which in turn might help them make relevant adaptations. For example, Stefan Markovic and Karin Tollin note how some firms are pursuing business model innovation (BMI) or business model innovation for sustainability (BMiFS). In “Business model innovation for sustainability: the intersections among business models, innovation, and sustainability,” they review prior research that applies business model concepts to innovation and sustainability efforts and thereby determine the ongoing need to explore BMI practices, especially with regard to BMiFS, further.

Sustainable entrepreneurial ecosystems are another emerging approach, so in “Social challenges within sustainable entrepreneurial ecosystems,” Roberto Hernandez-Chea, Maral Mahdad, and Minh Thai undertake an empirical analysis of how stakeholders collaborate in such ecosystems, the challenges they face, and opportunities for improvements. In particular, they identify social uncertainty as a cause of challenges related to green technology transfer and product development, and they further assert that such social uncertainty results from contextual factors, perceptions, and behaviors. The result is inefficient collaborations. By outlining some strategies for countering social uncertainty, their chapter provides recommendations for ensuring continuous, successful collaborations that can lead to sustainable business strategies.

The SDG Action Manager is a web-based, impact management solution designed to help businesses pursue sustainable development goals (SDGs) by granting them access to ideas and methods for managing and improving their sustainability performance. According to the analysis that Giorgia Nigri, Armando Agulini, and Mara Del Baldo provide in “The UN Global Compact SDG Action Manager: how benefit corporations and purpose-driven businesses are driving the change,” whereas a profit- and shareholder-centric economic mindset harms both the environment and society, hybrid organizational designs can combine profit and non profit

sectors (e.g., benefit corporations, B Corps, social purpose companies) and support practices that underlie teal and flourishing enterprises. Integrating the SDG Action Manager with benefit impact assessments can produce such transformations.

PART 4: SUSTAINABILITY-DRIVEN BUSINESS STRATEGIES IN OPERATIONS AND INFORMATION SYSTEMS

Emphasizing environmental sustainability in particular, Francisco Villegas Pinuer, Joan Llonch Andreu, and Pilar López Belbeze take a supply chain perspective and gather empirical data from managers of SMEs in different sectors, located in Spain and Chile. The findings they report in “SMEs, environmental sustainability and waste management: a comparative empirical study Spain and Chile” indicate some clear differences in the current status and implementation of environmental regulations and waste management systems across nations. These variations have notable implications for SMEs’ knowledge, as well as their access to sufficient quality, recycled raw materials. Thus, the authors call for enhanced environmental regulations that target tangible aspects of supply chains.

Also focused on supply chains, David B. Grant, Sarah Shaw, Siriwan Chaisurayakarn, and Alex Nikolai Shenin consider how Environmental Management Systems (EMS) might be applied to meet sustainability challenges. By comparing the “Adoption of Environmental Management Systems: Perspectives from UK, Finland and Thailand,” across studies that refer to logistics and supply chain actors in all three countries, they identify some common facilitators and barriers to EMS adoption. Although the ISO 14001 and Eco-Management Audit Scheme are the most popular EMS, their application is inconsistent, and practitioners frequently acknowledge their lack of understanding of EMS overall. Some practitioners develop their own systems; others offer no reports. Encouraging EMS adoption requires financial support, reduced waste, and operational efficiency, as well as overcoming primary barriers, such as the lack of standard measures or government mandates, and supply chain complexity. Without a standard system for reporting environmental supply chain performance, normative theory has diverged substantially from practice.

Extending their supply chain view to multi-tier supply networks, Thomas E. Johnsen, Federico Caniato, and Toloue Miandar consider how companies might encourage sustainability throughout supply networks and highlight a key role of purchasing and supply management (PSM). Five cases from the Italian luxury fashion and food industries reveal various diffusion strategies, which support “The role of purchasing in the diffusion of sustainability in supply networks.” But the cases also vary widely in the level of sustainability maturity, such that some companies express positive intentions but nothing more. The authors suggest leveraging PSM, in combination with CSR and sustainability functions, to enhance sustainability diffusion.

Food supply chains in particular must be sustainable, but according to “Sustainability assessment in the food supply chain,” limited research provides measures or assessments of sustainability across the different stages of this supply chain. Verónica León-Bravo and Federico Caniato therefore investigate companies’ tactics for doing so, with particular attention to what factors might encourage them to consider sustainability through different supply chain stages. With 12 cases sourced from the fresh fruit and vegetables supply chain in Italy, they identify substantial heterogeneity in the way companies respond to various stakeholder pressures at different stages. They detail three particularly influential factors: company size, measure complexity, and extent of vertical integration.

Sreyaa Guha and Polina Landgraf present several questions that underlie their efforts in “Sustainable data management,” related to the role of sustainability in data-driven economies and the options for organizations to adopt sustainable data management practices but still use them to pursue novel business opportunities. Following an analytical summary of data management thinking, the authors discuss what leads to (un)sustainable data management. In turn, they propose a CURLS (Constraints, Utility, Risks, Liability, and Span) framework for developing sustainability-driven data management strategies, then apply CURLS to a data analytics case study. The framework and example reveal several actionable guidelines for sustainable data management efforts.

PART 5: SUSTAINABILITY-DRIVEN BUSINESS STRATEGIES IN FINANCE AND ACCOUNTING

Andreas Dutzi, Julian Schröter, and Eshari Withanage have a key question: “Do CSR reports impact firms’ stock returns? A pilot study analysis.” To answer it, they seek to determine shareholders’ sensitivity to firms’ communications about sustainability activities. With a pilot study, involving 39 of the top 50 companies from *Fortune*’s 500 list for 2015, they find that the share prices of 26 firms change significantly when they start reporting their CSR. The detailed findings can inform firm managers wondering whether they should disclose CSR information; investors who want insight for their investment decisions; analysts developing their assessments and advice; regulators considering whether to mandate CSR disclosures; and any other stakeholders interested in firm accountability.

A different form of reporting, private social reporting, refers to dialogues between Nordic institutional investors and the companies in which they invest. With a discourse analytic method, Natalia Semenova performs “An analysis of business actions in private social reporting” to learn about strategic efforts to manage social issues by drawing on private reports that describe successful dialogues about human and labor rights. The private reports largely focus on social risk, social norms, the dialogue process, and social actions. Private reporting also appears relevant for helping investee companies improve their sustainability policies, as well as their management systems and transparency.

Then in “How environment, social and governance scores impact company financial performance indicators: evidence from Denmark,” Slobodan Kacanski investigates how the constituent components of ESG scores influence financial performance indicators, among a sample of companies listed on the Danish stock market during 2010–2018. In this empirical study, involving a panel data regression with fixed effects, he measures the effects of an aggregated ESG score and its components on return on assets (ROA) and Tobin’s Q. Each of the scores indicates positive impacts on Tobin’s Q but not ROA, implying the distinct directions of the effects of the separate components on these commonly used financial performance indicators.

Using an internal audit function (IAF) can help boards of directors achieve broad corporate objectives and governance; in “The role of the internal audit function in fostering sustainability reporting,” Mara Del Baldo, Selena Aureli, and Rosa Lombardi investigate if an IAF can also encourage sustainability reporting and sustainability strategies. With a case study methodology, they apply institutional theory and learn that the IAF in the case firm functioned as an internal key agent that initiated and then managed the internal process toward sustainability reporting. Rather than acting as an inspector, it worked more like a consultant or educator, sharing technical advice and hosting sustainability meetings within the company.

PART 6: SUSTAINABILITY-DRIVEN BUSINESS STRATEGIES IN HUMAN RESOURCES

The integrative literature review of sustainability-driven human resource management (HRM) offered by Rosalía Cascón-Pereira, Tahereh Maghsoudi, and Ana Beatriz Hernández-Lara to start this section critically addresses what the concept means, its impacts, and which human resource practices lead to social sustainability. They differentiate this notion from related concepts (e.g., green HRM, CSR, strategic HRM) and consider its influence on social indicators of sustainability. Thus, the chapter “Sustainability-driven HRM: The WHAT, the WHAT FOR, and the HOW” provides a roadmap for practitioners to aim toward sustainability and for researchers to advance the conceptualization.

Andrew Ngawenja Mzembe also considers the influences of HRM on sustainability agendas, using the hotel industry as his study context. Interviews with 18 human resource managers (specialists) and employees of 12 hotels in the Netherlands reveal “The role of human resource management function in the institutionalisation of sustainability: the case study of the Dutch hotel industry.” The professionals take on five roles, consistent with existing HRM models: coach, facilitator, architect, leader, and custodian of sustainability. Their propensity to perform each role in turn depends on the organizational context, including the relative position and sophistication of the HRM function within a hotel’s decision-making structure, as well as stage of advancement of the hotel’s sustainability agenda.

Whereas the previous chapter suggests how managers can advance sustainability, this chapter notes the potential for toxic leader responses to demands for sustainable policies. In “Profits with purpose: corporate and entrepreneurial toxic leadership and threats to organizational sustainability,” David Coldwell and Robert Venter identify how toxic leadership manifests in large, macro organizations, as well as in smaller, micro organizations that have not yet been fully established. Then they propose an exploratory balanced leadership model that suggests ways to combine profit- and purpose-oriented organizational leadership strategically, in ways that can encourage long-term sustainability.

PART 7: SUSTAINABILITY-DRIVEN BUSINESS STRATEGIES ACROSS FUNCTIONAL AREAS IN AN ORGANIZATION

This section contains chapters that move across internal organizational boundaries, such as by considering “Cross-functional integration in sustainability-driven business practice.” According to Duane Windsor, such cross-functional integration is a management task, such that managers and employees design and implement the integration, and it is critical for achieving sustainability. Focusing on the environmental dimension, he seeks to define the current state of knowledge pertaining to sustainability integration across human resources, production, and operations and supply chain management. This effort establishes a conceptual framework that could be extended to include further business dimensions and functions, as illustrated by the cases of Walmart and REI.

To find sustainable suppliers, identify risky suppliers, and help suppliers develop their sustainability, the purchasing function needs to embrace broader corporate goals and functions. On the basis of this claim, Melek Akın Ateş and Nüfer Yasin Ateş call for “Strategic alignment of purchasing for sustainability: a multi-level framework.” The multi-level framework they propose spans vertical alignment (top management team with purchasing function), horizontal

alignment (purchasing function and other functions), and internal alignment (among individual members of the purchasing function). By integrating a tool from strategy literature, they also analyze the distinct levels of purchasing alignment for sustainability with a case study.

From the perspective of supplier organizations, product sustainability might offer a means to differentiate their offerings. Therefore, Adam Lindgreen, Michael Antioco, David Harness, and Remi van der Sloot detail how suppliers should determine their customers' perceptions of the environmental and social dimensions of sustainability, such that they can promote more relevant factors. A focus group study involving members of a leading supplier of magnetic resonance imaging (MRI) scanning equipment reveals five social aspects (which consist of 11 indicators) that are relevant to buyers. Then the authors conduct customer perception interviews with key decision makers in seven types of hospitals and an imaging center that would be involved in MRI scanning equipment purchases. As they report in "Purchasing and marketing of social and environmental sustainability in high-tech medical equipment," environmental and social sustainability dimensions appear personally relevant, but from a professional view, they are secondary to cost, performance, and the easy integration of the equipment into the physical infrastructure. Still, citing the product's environmental and social benefits can enhance differentiation and perceptions of the product offering among decision makers.

PART 8: CASE STUDIES ON SUSTAINABILITY-DRIVEN BUSINESS STRATEGIES

This final section presents five detailed case studies that reflect on various sustainability-driven business strategies. First, in detailing "Ecoalf: a brand with a conscience," Nicholas Ind details how this Spanish fashion brand, founded in Madrid in 2012, has collaborated with partners to develop recycled fabrics from plastic bottles, used car tires, and fishing nets. He also highlights the company's clear activist stance, reflecting Ecoalf's stakeholder-based philosophy, in which interdependence among actors is a given, and transparency is a persistent goal.

Second, Kristian J. Sund and Rasmus Downes-Rasmussen describe how Comwell Hotels first defined its sustainability strategy in 2016, leading within just a few years to its recognition as the most sustainable Danish hotel brand, according to the Sustainable Brand Index. With "Sustainability as strategy: the case of Comwell Hotels," they explain how a chain of traditional conference hotels embraced sustainable development, which produced some meaningful lessons. They note that implementing a sustainability strategy demands revisions to the mindsets and behaviors of all participating actors, and then a constant focus over time. Rather than a one-time goal, Comwell Hotels regards sustainability as a journey and a strategic initiative, with profound effects on HRM. It must be initiated and championed by top management, but it also must be driven by employees.

Third, Song Saa Private Island seeks to combine luxury tourism with environmental conservation. In "Boat trip adventure changing the lives of thousands: the story of Song Saa Private Island," Ilia Gugenishvili and Nikolina Koporcic describe how the resort consistently has embraced environmental, economic, and socio-cultural sustainability, in pursuit of its goals to protect the planet, end poverty, and provide equal opportunities. Supported by the nonprofit Song Saa Foundation, it only constructs buildings with eco-friendly and low impact materials; provides education to both tourists and locals; recycles water and waste; produces organic food; purchases local products, such as ceramics, arts, décor, and food; and further gives back to the local community through educational and medical care initiatives.

Fourth, in describing “Doing business the sustainable ‘Novo Nordisk Way’,” Marija Sarafinowska and Yuqian Qiu propose that the Danish pharmaceutical firm is radically altering diabetes, obesity, and hemophilia care, as well as practices for hormone replacement and growth hormone therapy. Using secondary data, they gain insights into the Novo Nordisk Way as a decision-making philosophy that embraces the triple bottom line of environmental, social, and economic sustainability. It also identifies various stakeholders that require responsible consideration: customers, employees, communities, suppliers, and investors. For Novo Nordisk, successful solutions benefit the health and well-being of people living with chronic diseases, help prevent disease, and widen access to affordable health care worldwide.

Fifth, Miguel Saiz García outlines an initiative in the chemical industry to adopt green technologies, including new steam generation processes that rely on boilers burning recycled wood chips instead of fuel derivatives. The chapter, “Sustainability in the chemical industry through an industrial spin-off: the case of Apricot,” thus summarizes a circular economy that reuses waste material, avoids the costs to transport and dispose of tons of wooden material, and converts the waste into a source of energy that is carbon neutral. Beyond the benefits for the environment, this approach is likely to create local jobs and even could develop into an autonomous business that serves multiple actors in chemical industries.

CLOSING REMARKS

We extend a special thanks to Edward Elgar and its staff, which has been most helpful throughout the entire process. Equally, we warmly thank the contributors who submitted their manuscripts for consideration for this book. They have exhibited the worthy desire to share their knowledge and experience with the book’s readers—and a willingness to put forward their views for possible challenge by their peers. There is still a lot we do not know about sustainability and how it drives business strategies. We are hopeful that the chapters in this book fill some of the knowledge gaps that readers, practitioners, and academics still suffer—and that they also stimulate further thought and action pertaining to sustainability-driven business strategies.

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Cristina Sancha, Barcelona, Spain

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'Addressing the grand challenges of our time will require collaborative efforts across organizational and disciplinary boundaries. Sustainability is arguably one of the major challenges that has received attention for quite some time but for which progress is also hampered due to limited perspectives on both problems and solutions. Luckily, this book offers a step in the right direction as it not only bridges sustainability and business strategies—in itself a major factor for actually achieving change—but it also does so by drawing on different disciplines. By offering a basis for comparing and contrasting different domains and perspectives, this book helps to better understand the complexity of the underlying problem and thereby also contributes to research and practice.'

Marcel Bogers, Eindhoven University of Technology, the Netherlands

'I strongly recommend the Handbook of Sustainability-Driven Strategies in Practice as an essential reading for all stakeholders in the sustainability ecosystem, wishing to make concrete and practical efforts in driving sustainable business in the real world. The challenge in sustainability is always moving beyond rhetoric to actual practice and implementation, and this Handbook can provide useful tips and strategies to push for more progress and make our world a better place.'

Dima Jamali, University of Sharjah, United Arab Emirates

'Sustainability is high on the corporate and public agenda but developing and implementing strategies for sustainability often remains challenging. In this edited volume, Markovic, Sancha, and Lindgreen bring together a rich collection of chapters examining sustainability-driven business strategies from a holistic perspective. Considering sustainability strategies across the main functional business areas, the different chapters offer an inspiring set of ideas and experiences that can guide both research and practice on this important theme.'

Frank de Bakker, IESEG School of Management, France

'Sustainability has quickly become a key business imperative in contemporary markets. Stefan Markovic, Cristina Sancha, and Adam Lindgreen have edited a timely Handbook that covers the perspectives of versatile business domains and functions in a comprehensive manner, and offers rich insight for developing and researching sustainability-driven business strategies. This book is useful for anyone seeking to understand how businesses can realize opportunities for differentiation, renewal, and enhanced value creation through sustainability.'

Elina Jaakkola, University of Turku, Finland

'Professors Markovic, Sancha, and Lindgreen have compiled in a single Handbook a great set of actionable ideas on how to design and deploy sustainability strategies across a variety of organizations, industries, and countries. What is most appealing is that the Handbook moves beyond corporate strategy and takes the reader to how corporate strategies get applied across each of the key functional areas such as marketing, finance, and HR, with a closing section discussing specific cases to further illustrate sustainability-driven business strategies in action.'

Ruth V. Aguilera, Northeastern University, US

'Sustainability is today's leading business imperative. For the sake of our planet and humanity, businesses must find effective, profitable ways to assure a future for our natural environment, while providing safe, meaningful work that allows employees to live and prosper. Sustainability efforts cannot simply address pieces of business—they must permeate all operations. This book offers a comprehensive approach to sustainability, addressing all functional areas, including marketing, human resources, operations, accounting, finance, and more. It also covers all facets of sustainability, including people, planet, and profit. This thorough coverage is followed by several practical case studies to demonstrate sustainability efforts in action. This book offers business practitioners and academics a comprehensive approach to meaningful, viable sustainability efforts.'

Debra Z. Basil, University of Lethbridge, Canada

'This well-structured Handbook edited by Stefan Markovic, Cristina Sancha, and Adam Lindgreen is an important step forward in our understanding of sustainability-driven business strategies. Sustainability is one of the most critical issues of the 21st century for businesses and societies. The Handbook begins with definitional materials and ends with selected case studies. The sections in between address sustainability in various functions of business: marketing, innovation and entrepreneurship, operations and information systems, finance and accounting, human resources, and also cross-functional integration. Both researchers and practitioners will find lots of new insights and recommendations concerning sustainability-driven business strategies.'

Duane Windsor, Rice University, US

'Addressing sustainability issues is one of the key mission of enterprises in the coming decades. This book provides insights and tools to assist managers to develop and execute business strategies in key functions of organizations, including marketing, innovation, operations, finance, and human resources management. The Handbook of Sustainability-Driven Strategies in Practice offers not only information, but also inspiration for everyone who wants to gain insights into sustainability practices.'

Christina Wong, The Hong Kong Polytechnic University, Hong Kong

'Sustainability has become a strategic imperative of today's businesses. Accompanied by a cast of international academics, Professors Markovic, Sancha and Lindgreen lead you on a comprehensive journey through the essential areas of management, brilliantly addressing the strategic role of sustainability. This content oriented to practice together with the case studies that illustrate previous concepts, make the Handbook of Sustainability-Driven Strategies in Practice a reference and inspiration resource for all those who want to understand the strategic role of sustainability.'

Leopoldo Gutierrez, University of Granada, Spain