



January 2019 – International Scholars Edition

INTRODUCTION FROM THE ONE CHAIR

Hello ONERs,

I would like to wish you all a happy new year and I hope you have not worked too hard over the holidays for the Academy of Management deadline. Right now, we are very busy trying to put together a wonderful program for August. Given the size of the AoM conference, this is an impressive job and I would like to thank all of you who so generously devote time to this. I'm looking forward to the conference as an opportunity to continue ongoing discussions and start new ones. One of the main topics that we will highlight in ONE is the big question of how we can have more impact on policy and practice.



The latest COP in Katowice just finished and although there is an agreement to go forward, it is rather clear that the proposed measures will be insufficient to avert disruptive impacts on the environment and society. This summer we will hope to get all of you actively engaged to not only talk about how we can break the deadlock of a lack of action on climate change and other environmental issues, but also start taking action ourselves. We are very eager to learn from those of you who have been able to change the debate, so people take environmental issues more seriously and share the sense of urgency that many of us feel.

As ONE community, we are now in a unique position to have a huge impact on our academic field as well. With the discourse on grand challenges unfolding, mainstream management scholarship seems to be (finally!) open to our message that business has a responsibility beyond sustaining itself financially. It is great to see so many papers published in top-level journals where scholars from our community draw attention to environmental issues and at the same time manage to make significant contributions to the management theories that we use in our research. I believe that corporate sustainability is not just a phenomenon to learn about established theory but also allows us to challenge established thinking about the purpose of the firm and its responsibilities to society.

This Newsletter will hopefully inspire you to continue great ONE work yourself and to learn from what others have been doing to move the debate on corporate sustainability forward.

Jonatan Pinkse
ONE Chair

ONE PROFILES

In this edition of the ONE Times, we asked a diverse group of scholars from different geographies and with different backgrounds and interests to answer some questions about their experiences. Below we present these responses.

Stephanie Bertels

Associate Professor, Director of the Center for Corporate Governance and Sustainability, Simon Fraser University, Canada



Can you describe your background and what brought you to Academia?

In high school and university, I was heavily involved in the environmental and social justice movement as an activist but growing frustrated, I made a conscious choice to try to position myself to change systems from within instead of from the outside. As a result, I took degrees in geologic and even petroleum engineering – always with an environmental slant, but mainstream nonetheless. I worked for several years as an environmental engineer on large scale contaminated sites cleanups and drinking water protection planning for communities. There I quickly learned that often change was not about the availability of new technology but rather the willingness of companies to adopt it or the willingness of employees to comply with internal processes.

Academia continued to call to me, so I went back to study business strategy and sustainability and found myself drawn in to organization theory. From that point, my research has centered around questions of how the people within organizations come to shift their practices to engage in more sustainable and equitable behaviours. These days I lead a global research project that bridges research and practice to create tools to help companies embed sustainability across their operations and their decision-making. Please encourage your students to visit us at www.embeddingproject.org.

What have been some of the key moments/events/people in your career development?

I benefited immensely from the space that Harrie Vredenburg and Frances Bowen afforded me in Calgary during my PhD– it is where I first leveraged academic authority as an entry point to both understand and question current industry practice. Andy Hoffman has been a generous mentor since overseeing my postdoc at Michigan and introduced me to Jen Howard-Grenville who continues to be a wonderful colleague. Tom Lawrence was an amazing mentor at SFU, helping me learn how to find my writing voice and how to approach receiving and writing reviews in a much more generative way. And it was Tima Bansal that really got me started on bridging research and practice. The Network for Business for Sustainability has created space for many of us to pursue a more pragmatic and impactful approach to research. She also introduced me to my

colleague Ralph Hamann, with whom I co-supervise a cohort of South African PhD students all working on research related to embedding sustainability in South African companies. He also opened a window into critical theory that I find myself clumsily clambering through.

I have also benefitted immensely from partnering with a growing global network of corporate sustainability professionals that have helped create and expand the Embedding Project. It is my continued engagement with these incredible change agents that motivates me to keep building the project.

What does the organizations and environmental (ONE) field mean to you?

For me, ONE has been that place within the academy where it is ok to feel conflicted. In ONE I have found a community of scholars that see the value in engaging in thoughtful reflection about how and why things work the way that they do, but that are also impatient and eager to see change in the world. Many of us are institutional intrapreneurs, trying to shift the systems that we work within. I suppose that is why so many of us study questions related to bringing about that change.

It has been exciting to see ONE scholars help to bring concepts like sustainable innovation, the Anthropocene, climate change, biodiversity, and social equity into the more mainstream discourse through their high quality scholarship and through leading special issues, symposiums, and conferences on these topics.

What are you working on at the moment? Why is it exciting do you?

These days I have been focused on growing the Embedding Project. We recently received a large grant that has allowed me to grow the team. We are building on our recent work on context and we are now helping companies to set contextual goals. Building on our work on board position statements, we have also been helping boards to develop position statements that acknowledge the need to do their part in maintaining and enhancing environmental and social systems. Our latest community of practice brings companies together to explore corporate contributions to community resilience.

What do you do to get and stay inspired?

Like many of you, I need to retreat to the forest, to the ocean, and to the mountains to slow down and breathe in the cool quiet of nature.

A book, paper, video, essay, or other that inspires you at the moment...

I also find a huge amount of inspiration from time spent with corporate tricksters working to shift big global companies one conversation and one action at a time.

What do you like about your job?

I deeply appreciate that I have the flexibility to choose my fate. Each day I can recommit to the path that I have chosen or to begin anew. Few jobs afford such a luxury.

What advice would you give to Ph.D. students?

I'm often approached by PhD students that want to have an impact on practice and I try to pass along the advice given to me by Andy Hoffman while I was doing my postdoc with him at the Erb Institute – you need to publish in top journals. You need the credibility and if you want to bridge research and practice then you need to know how to construct a contribution. While constructing theory can feel very detached from practice that detachment is what lets us see across settings and to abstract and generalize in a way that can be very empowering for those on the ground doing the daily work of change.

I would also say: try not to become too disillusioned with what we do. You will be able to take the skills that you learned and apply them in service of the change that we all hope to achieve.

Brandon Lee

Associate Professor, Melbourne Business School, Australia

Can you describe your background and what brought you to Academia?

I am originally from a small rural town in Southern Utah where my family owned a small business. When I was not working in the business (or on my own small businesses) during the summers, I spent countless hours hiking, camping, fishing, climbing, and mountain biking in the nearby Tushar and Mineral mountains. As part of my university studies, I spent extensive amounts of time in Mexico and Guatemala conducting field studies in rural communities on topics of land tenure, law, economics and culture, which culminated in a double major in political science and anthropology. During that time, I took an organizational sociology class and quickly realized this was what I wanted to study. On one visit to southern Mexico, I was caught up in a protest over agricultural policy. This single experience cemented my interest in social movements and collective action.



What have been some of the key moments/events/people in your career development?

My most pivotal moment in my career came during my PhD years. Following the completion of my MS degree, I felt I had had enough of academia—I spent nearly six months exploring alternative career paths. It was during that time that Professor Wes Sine moved to Cornell and he and I started working together. He helped me find my feet and recover my self-confidence I had somehow lost along the way. His mentorship demonstrated to me the kind of academic I wanted to be and without his inspiration and friendship, I would not be where I am today.

What does the organizations and environmental (ONE) field mean to you?

The relevance of ONE and the kind of research and engagement we do will only continue to grow in importance and urgency. The biggest challenge that ONE scholars face is to discover and develop more effective and efficient means to use our research and knowledge to precipitate behavioral and institutional change critical to more sustainable business practices.

What are you working on at the moment? Why is it exciting do you?

My work in 2019 will be dedicated to expanding the scope of the ideas laid out in paper I published last year in Strategic Management Journal with Jeroen Struben and Chris Bingham that outlines a general theory of collective action in market formation. We are finalizing a simulation paper that formalizes and “tests” some of the theoretical claims of the paper. I am expanding my methodological repertoire in order to develop new methods to overcome some of the inherent difficulties and biases of studying nascent market formation. These methods include lab and field experiments, sequence analysis, QCA and network analysis.

This work excites me because new markets and industries are manifestations of collective innovation and social and economic change that reshape consumer preferences and consumption patterns, reframe marketing and distribution efforts, and alter the means by which goods and services are produced. If we are to successfully transition to more environmentally benign economic systems as a society, this kind of knowledge is critical. Please be in touch if you also find this interesting!

What do you do to get and stay inspired?

I find inspiration in a variety of places. Co-authors inspire me to work harder, bike riding and spending time in wild places inspires me to make a difference, and reading and meeting new and interesting people feeds my curiosity.

A book, paper, video, essay, or other that inspires you at the moment...

I recently saw Springsteen on Broadway. It is one of the most honest and emotionally raw performances I have seen. I found I related to many of the themes of his life in ways I did not anticipate. Highly recommended.

What do you like about your job?

Everything. Honestly.

What advice do you give Ph.D. students?

Work hard, but be disciplined. Discover as many “tricks of the trade” from seasoned scholars as soon as you can and then tailor these to work for you in your own way. The sooner you can find your own “flow” or rhythm, the more success you will find. All of this takes time, effort, persistence and most important, discipline. As Ira Glass says, “do a huge volume of work” (<https://www.youtube.com/watch?v=PbC4gqZGPSY>).

Maria Jose Murcia

Assistant Professor, IAE Business School, Argentina



Can you describe your background and what brought you to Academia?

I'm a trained economist and after 4 years working in different capacities within an international consulting firm, I went back to school to pursue an MBA. The program was a mind blowing and transformative experience. The promise of taking protagonist role of business fostering culture change brought me to the business school upon graduation to pursue an MBA at IAE Business School: I wanted to be part of that change from within. Along the MBA program, I began to glimpse my vocation as an educator, inspired by my professors that were role models for me. I started to consider the 'multiplying effect' I could have by becoming a professor, developing deep relationships with both prospective and tenured managers and helping them reflect about their responsibility to address current and future socio-environmental needs, I could help in transforming businesses as a 'force for good'. This process had its momentum as I finished the program and accepted an offer to join IAE as a Research Associate. My activities at IAE enabled me to build a research portfolio that helped me make it to University of British Columbia, Canada to pursue a PhD. I see this achievement, as well as my homecoming back to Argentina as the first step towards an active academic and advocacy.

What have been some of the key moments/events/people in your career development?

My mentors have been and are absolutely key in my career development. These include the faculty members I worked with at IAE back in my days as a research associate that inspired me and encouraged me to pursue the PhD as well as a career in academia, as well as my dissertation committee members. I could name each one, but overall these are wonderful individuals that not only have challenged me and pushed my boundaries, but also and most generously shared a wealth of knowledge and experience with me.

What does the organizations and environmental (ONE) field mean to you?

ONE is a HUGE force for good and a reminder to management scholarship and practice that all human activities are sustained by the natural environment. We only have one world, one planet, one common home whose future is seriously threatened. One of the most concerning, yet at the same time rewarding current trends is that the need to transition to a sustainable future is slowly but surely mainstreaming. It is no longer a fringe topic, only for those of us 'idealist weirdos'. Now, while the trend is towards the mainstream, there are non-negligible challenges concerning actors' cognition, sense of urgency and collaboration around grand sustainability issues that are hard to grasp in the here and now (e.g., climate change) that I believe need to be tackled through engaged scholarship (i.e., bringing practitioners on board the research project) and education.

What are you working on at the moment? Why is it exciting do you?

My research broadly looks at how sustainability may change ways of doing business that may lead to more resilient firms, industries and communities, from a multi-level perspective. My work ranges from looking at how executives conceptualize the relationship between economic growth and the environment, how sustainability shapes corporate strategy decisions and might be a driving force for industry renewal, to how responsible innovation may lead to improved livelihoods and more resilient communities.

What do you do to get and stay inspired?

Read classics! I confess I'm a huge fan of the Brontë sisters, Austen, Gaskell, and Eliot, as well as of Fyodor Dostoevsky. These authors have an amazing insight of the human heart, capable of both the lowest and the highest, most noble endeavours. These books help me remain hopeful about humanity in its capacity to work collaboratively to solve complex problems, to find innovative solutions that may deliver a healthier environment and prosperity to the generations to come.

A book, paper, video, essay, or other that inspires you at the moment...

Laudato Si – On Care for our Common Home by Pope Francis (2015).

What do you like about your job?

It is an immense privilege to be able to participate in the formation of the future Latin American leaders – and eventually to be able to inspire them to engage with the grand sustainability challenges the world faces. These are the people that will be shaping the future of the most biodiverse, yet also most unequal region worldwide.

What advice do you give Ph.D. students?

Shakespeare has a wonderful quote that has been (and still is!) an inspiration along my PhD journey: “Sweet are the uses of adversity, / Which, like the toad, ugly and venomous, / Wears yet a precious jewel in his head; / And this our life, exempt from public haunt, / Finds tongues in trees, books in the running brooks, / Sermons in stones, and good in every thing.” I just would like to remind PhD students, that what doesn't kill you makes you stronger; that your struggle today, will be tomorrow's crown. There is nothing worthwhile that does not require effort, sweat, blood and tears and, sometimes, sheer failure. There is a song by Train that says “everybody loses, we all got bruises”. And I strongly believe this is an important thing to bear in mind, since our own “survivor bias” may often times misrepresent how the journey unfolds. We all need to know that sometimes things go wrong for everyone – also for the successful ones! In looking for mentors, I would emphasize a twofold criterion: (1) that they may be able to openly discuss with you your weak points (cheerleaders feel great, but don't really help you become a better scholar); (2) that they may open to discuss their own failures and share their experience on how to get back on your feet. In sum, don't be afraid to give it all, don't be afraid to fail and to work on self-improvement, and last but not least, don't be afraid to be vulnerable and reach out. There are wonderful and experienced people out there that do care and can help you out!

Luca Berchicci

Associate Professor, Rotterdam School of Management, The Netherlands



Can you describe your background and what brought you to Academia?

Since my time in high school I was fascinated by the promise of technological development in providing solutions to our needs while lessening the human impact on the natural environment. After my degree on geophysics at Urbino University (Italy), I started to work for a small company that monitored oil platform subsidence and membrane leaks in waste landfills with geo-location technology systems. By working closely to managers and engineers that made use of the data output, I realized that despite very sophisticated techniques to gather data and monitor activities, the management, the use, and the transfer of information were often inadequate and ineffective. Technology was not the culprit, rather management practices constrained the best use of the new information. While I was relatively familiar with technology, I knew little about business and management practices. This insight led me to start a one-year master in Business and Environmental Management under the Joint Research Center (the scientific arm of the European Commission). After that, to further expand my understanding of innovation management and environmental sustainability I entered the PhD program at Delft University of Technology, where I basically start my academic career.

What have been some of the key moments/events/people in your career development?

Over the years I have had the opportunity to interact and work with great scholars and colleagues. However, without the help of Andy King (Dartmouth College, 2015 recipient of Distinguished Scholar Award from the Academy of Management's ONE Division) I would probably have chosen a different career path. When I met him in my very first AOM annual conference (in my fourth PhD year), I was frustrated with my PhD experience and honestly perplexed on the value of my own PhD work. He acted as only great mentors can do – he took me under his wing and taught me how to conduct research with perseverance, dedication and rigor. I wish all PhD students to have the chance to interact with someone like Andy.

What does the organizations and environmental (ONE) field mean to you?

The ONE division was my very first choice when I joined the AOM community. When I did, the ONE field was still on the fringes of the academic arena, often perceived to be far from more established and traditional academic management fields. This is not the case anymore. In the last years, the ONE field has moved at the center of the management discipline due to the increasing relevance of the topics (environmental sustainability) both for business and society, and the privileged vantage point through which scholars can examine and test the boundaries of traditional theories of the firm. As associate editor of *Organization & Environment* and as a member of the GRONEN reading group, I am pleased to see a greater number of high-quality research projects

on environmental sustainability also from mainstream scholars that examine questions and phenomena that are at the core of ONE field with new vigour. This is definitely good news for the ONE community.

What are you working on at the moment? Why is it exciting do you?

Within our department, five colleagues and I have started a new cool and exciting long-term project on Climate Change Adaptation. Our idea is to examine the conditions under which organizations strategically respond to climate-change-induced effects in ways that are sustainable. We chose the winery industry as the main empirical setting because we expect that climate change impacts micro-climates differently, some regions stand to benefit from anticipated changes, while others face dramatic risks, and still others may remain fairly stable. Furthermore, wine is a complex good, where adaptation and innovation are often met with resistance by producers and stakeholders given the strong links the wine has with local tradition and social and cultural identity.

What do you do to get and stay inspired?

I may answer like many others before me, but reading and interacting with colleagues are the primary sources of inspiration. Furthermore, I truly enjoy to talk to students and business people, who could fuel new ideas, just as happened few days ago while I was talking to an Italian wine producer in his beautiful cellar on the Veneto's hills.

A book, paper, video, essay, or other that inspires you at the moment...

I am reading *Blueprint: How DNA makes us who we are* (2018) by Robert Plomin. I find intriguing the basic idea of the book that DNA governs and influences our behavior and that nature may matter much more than we thought before.

What do you like about your job?

I guess most of us love the opportunity to set our own research agenda, the flexibility to work literally everywhere, the luck to keep on learning and discovering new phenomena, absorbing new analytical methods and exploring new theoretical mechanisms. It is a great endless road trip often choosing old and new travel companions along the way.

What advice do you give Ph.D. students?

Be curious, brave and rigorous. Build your knowledge by eagerly absorbing what has been done before, but don't be afraid to go against conventional wisdom, as long as you conduct rigorous scientific research. And even if the PhD path is perceived to be a lonely journey, you can find great people along the route, just as it occurred to me. Good luck!

Maoliang Bu

Associate Professor, Nanjing University, China & John Hopkins University, USA



Can you describe your background and what brought you to Academia?

By training and academic background, I am an applied economist. The reason why I selected environmental sustainability as my primary research area was without a doubt my wife, Beibei Liu, who now is a professor at Nanjing University's School of the Environment. We got married before I began my master's studies. It was her influence that led to me choosing to be an environmental economist as my professional pathway in academia. I am beyond grateful to my wife who is always ready to provide quick and intelligent answers to my naïve questions, such as what is COD and what is VOC.

After obtaining my PhD in China, I began my academic career in Europe, working at universities in the Netherlands, Sweden, and primarily Germany for a couple of years. My European experience really provided the foundation for the internationalization process of my research. I am very grateful to the Alexander von Humboldt Foundation from Germany, who awarded me the International Climate Protection Fellowship. It represents a pivotal moment in my career development. As it gave me the opportunity to meet co-authors and new colleagues who encouraged the shift of my research away from economics as I began to focus more on strategy and international business. A few years later, I have been lucky to have publications in JIBS and SMJ.

For the 2019-2020 academic year, I will be a visiting professor at the Ivey Business School. I am grateful to Tima Bansal for her invitation. I am hopeful that this will also represent a pivotal moment in my professional development.

What does the organizations and environmental (ONE) field mean to you?

The ONE community is still new to me. However, once I joined ONE – I felt that I had found a home within AOM. While the community is not big in size, it is very warm. I guess that sometimes researchers can find themselves leading a rather lonely academic life. Which is why it is so important for researchers to meet up annually with their colleagues from all corners of the globe and get inspired for the upcoming year. ONE does an outstanding job of providing us with the platform and community need, so that we can motivate our fellow members. I have even tried to convince my wife to join ONE.

What are you working on at the moment? Why is it exciting do you?

My research work lies at the intersection of global business strategy, environmental sustainability and corporate social responsibility, with a focus on emerging country contexts such as China. This field has been always exciting for me. I am deeply attracted by the debate on whether globalization is good or bad for the environment. I hope to make my own contribution.

What do you do to get and stay inspired?

First off, as I mentioned earlier, go to AOM and ONE and talk with colleagues from all around the world. It is important to realize that you are not alone (not the only person to think of your research questions and to take on these challenges).

Second, get inspired by talking with people from different research disciplines. Taking corporate social responsibility (CSR) as an example, I enjoy idea exchange with sociologists for their knowledge of social norms, lawyers for their understanding regarding legitimacy, and philosophers who may tell you a familiar but different story of CSR (like those linking with the work of Habermas).

Last but not the least, engage with the activities of the business community. It will help you to get innovative ideas, and to not be constrained by literature and academia.

A book, paper, video, essay, or other that inspires you at the moment...

The recent book by Michael Lenox and Aaron Chatterji: “Can Business Save the Earth? Innovating Our Way to Sustainability.” I was excited to read it, especially after reading another inspiring book “Will Big Business Destroy Our Planet?” (by Peter Dauvergne). As you can see by the conflicting book titles, you can imagine why I was attracted to them. By the way, I would also like to recommend Thomas Lyon’s book review for the former, published by ASQ.

What do you like about your job?

I feel privileged and blessed for being able to work as both a teacher and researcher. As a teacher, I was once so moved by a box of cookies that was given to by a former student who waited for 2 hours to buy. He sent the cookies for my birthday from abroad along with a long thank you note. That made me realize the power and responsibility that comes with the profession. As Spiderman says, with great power comes great responsibility. As teachers, we have the great power to influence the intellectual formation of our students, but at the same time we have a tremendous responsibility for our students’ wellbeing. We need to enlighten the students regarding where the research frontiers are and then discuss with them about how to innovate together.

What advice do you give Ph.D. students?

The important things I believe for PhD students are as follows: 1) methodological training, 2) vision, 3) mentors, 4) broad interests, but focused research topic, 5) and community support, like ONE.

NEW PUBLICATIONS

Congratulations to all ONE members that recently published – below are several of these:

Bendl, R., Delmestri, G., Kudelka, P. 2019 Vegaphobie. Ein Hindernis auf dem Weg zur Nachhaltigkeit. In F. Luks (ed.): Chancen und Grenzen der Nachhaltigkeitstransformation, DOI: org/10.1007/978-3-658-22438-7_12

Ciulli, F. & Kolk, A. 2019. Incumbents and business model innovation for the sharing economy: Implications for sustainability. *Journal of Cleaner Production*, DOI: 10.1016/j.jclepro.2018.12.295.

Darnall N, Arimura T, Miyomoto T, Stritch JM, Bretschneider S, Hsueh L. 2018. Advancing Green Purchasing in Japanese Municipalities. Phoenix: Arizona State University's Sustainable Purchasing Research Initiative & Waseda University's Research Institute for Environmental Economics and Management.

Darnall N, Ji H & Vazquez-Brust D. 2018. Third-party certification, sponsorship, and consumers' ecolabel use. *Journal of Business Ethics* 150(4), 953-969.

Darnall N, Hsueh L, Stritch J, Bretschneider S. 2018. Environmental purchasing in the City of Phoenix. Garren SJ, Brinkman R. (eds.) *Handbook of Sustainability: Case Studies and Practical Solutions*. London: Palgrave Macmillan. Ch. 26, 485-502.

Darnall N, Welch E & Cho S. 2019. Regulation and sustainable supply chain management. Sarkis J (ed.) *Handbook on the Sustainable Supply Chain*. Cheltenham, UK: Edward Elgar. Chapter 30, pp. 513-525.

Doh, J., Tashman, P., & Benischke, M. (Forthcoming). Adapting to grand environmental challenges through collective entrepreneurship. *Academy of Management Perspectives*.

Etzion, D. 2018. Management for sustainability. *Nature Sustainability*, 1: 744–749.

Feix, A., & Philippe, D. 2018. Unpacking the Narrative Decontestation of CSR: Aspiration for Change or Defense of the Status Quo? *Business & Society*, DOI: 10.1177/0007650318816434.

Georgallis, P., Dowell, G., & Durand, R. 2018. Shine on Me: Industry Coherence and Policy Support for Emerging Industries. *Administrative Science Quarterly*, DOI: 10.1177/0001839218771550.

Hiatt, S. & Carlos, W.C. 2018. From farms to fuel tanks: Stakeholder framing contests and entrepreneurship in the emergent U.S. biodiesel market. *Strategic Management Journal*. DOI: 10.1002/smj.2989.

- Winner of the 2015 ONE Division's Best Paper Award



Hoffman, A., & Jennings, P.D. 2018. Institutional-political scenarios for Anthropocene society. *Business & Society*, DOI: 10.1177/0007650318816468.

Ji H. & Darnall N. 2018. All are not created equal: assessing the design features of local sustainability programs. *Public Management Review* 20(1), 154-175.

Landrum, N. 2018. Stages of corporate sustainability: Integrating the strong sustainability worldview. *Organization & Environment*, 31(4): 287-313.

Landrum, N. & Ohsowski, B. 2018. Identifying worldviews on corporate sustainability: A content analysis of corporate sustainability reports. *Business Strategy and the Environment*, 27(1): 128-151.

Luxmore, S. R., Hull, C. E., & Tang, Z. 2018. Institutional Determinants of Environmental Corporate Social Responsibility: Are Multinational Entities Taking Advantage of Weak Environmental Enforcement in Lower-Income Nations? *Business and Society Review*, 123(1), 151-179.

Mitzinneck, B. C., & Besharov, M. L. 2018. Managing Value Tensions in Collective Social Entrepreneurship: The Role of Temporal, Structural, and Collaborative Compromise. *Journal of Business Ethics*, DOI: 10.1007/s10551-018-4048-2.

Pisani, N., Kolk, A., Ocelik, V. & Wu, G. 2019. Does it pay for cities to be green? An investigation of FDI inflows and environmental sustainability. *Journal of International Business Policy*, 2(1), DOI: 10.1057/s42214-018-00017-2.

Sarti S, Darnall N, Testa F. 2018. Market segmentation of consumers based on their actual sustainability and health-related purchases. *Journal of Cleaner Production*, 192, 270-280.

Sroufe, R., Goplakrishna-Ramani, V. "Management, Social Sustainability, Reputation, and Financial Performance Relationships: An Empirical Examination of U.S. Firms", *Organization & Environment*, 00(0) 1-32. 2018.

Stritch, JM, Darnall N, Bretschneider S, Hsueh L. 2018. Green technology firms and sustainable public purchasing. *IEEE Engineering Management Review* 46(1), 128-131.

Sulkowski A. (Forthcoming). Blockchain, Business Supply Chains, Sustainability, and Law: The Future of Governance, Legal Frameworks, and Lawyers? *Delaware Journal of Corporate Law*, Vol. 43.

- Winner of the Outstanding Proceedings Award & Nancy Kubasek Outstanding Environmental Sustainability Paper Award at the Academy of Legal Studies in Business Annual Meeting, 2018.

Tashman, P., Marano, V., & Kostova, T. (Forthcoming). Walking the walk or talking the talk? Corporate social responsibility decoupling in emerging market multinationals. *Journal of International Business Studies*.

Van den Buuse, D. & Kolk, A. (2019). An exploration of smart city approaches by international ICT firms. *Technological Forecasting and Social Change*, DOI: 10.1016/j.techfore.2018.07.029.

Vedula, S.G., York, J. & Corbett, A. 2018. Through the Looking-Glass: The Impact of Regional Institutional Logics and Knowledge Pool Characteristics on Opportunity Recognition and Market Entry. *Journal of Management Studies*, DOI: 10.1111/joms.12400.

York, J.G., Vedula, S. & Lenox, M.J. 2018. It's not easy building green: The impact of public policy, private actors, and regional logics on voluntary standards adoption. *Academy of Management Journal* 61.4 (2018): 1492-1523.

NEW BOOKS AND JOURNAL ISSUES

Sroufe, R (2018). *Integrated Management: How Sustainability Creates Value for any Business*; Emerald Press, UK.

Integration has been a key theme across the general management, organizational behaviour, supply chain management, strategy, information systems and the environmental management literature for decades. Sustainability continues to be, at the “top of the agenda” in the C-suite. Despite this, specialists in academia and organizations lack the peripheral vision to understand the power of a more integrated approach that will empower functional groups to become best-in-class without forcing trade-offs that pull down other groups connected to overall operations. Integrated Management is the key driver of innovation and profitability in progressive companies. It reduces risks while pursuing new opportunities, and the checks and balances for prudent management are baked in the strategy for modern go-to-market synergy and growth.



What can be done, then, by individuals, functions, organizations, value chains, and even whole cities to integrate and align sustainability? To answer this and other questions, the information in this book finds enterprises already on the path toward integrated management and strategic sustainable development. It considers the opportunity we have to enable an enterprise value proposition that includes environmental, social and governance (ESG) performance. Integrated management applies a proven strategic planning approach to uncover the tools and actions available for change management and performance measured with an Integrated Bottom Line (IBL). Using evidence based examples from best-in-practice enterprises, proven management tenets, models and tools alongside emerging technologies, we can develop integrated solutions aligned with the UN Sustainable Development Goals (SDGs).

The information within this book, the application of systems thinking to complex problems, development of a vision and action plan, your own research, and action learning activities are all designed to accelerate management action, value creation, and the goal of a sustainable future.

Delmas, M. A., & Colgan, D. (2018). *The Green Bundle: Pairing the Market with the Planet*. Stanford University Press.

The market for green products has expanded rapidly over the last decade, but most consumers need something more than eco-benefits to motivate their purchases. Magali A. Delmas and David Colgan argue that many green products now offer the total package—a "green bundle" that checks the environmental box, but also offers improved performance, health benefits, savings, and status. To help consumers cut through the noise and make their best decisions, we need new strategies. *The Green Bundle* offers some of the best and most effective communication techniques for pushing consumers in the right direction.



Framing product benefits to motivate behavior is the key. Combining insights from sustainable business and behavioral economics, Delmas and Colgan show managers how to lead buyers from information to action. If you are looking to win over the convenient consumer or understand how companies can create the next tipping point in green consumption, this is the research-based, practical guide for you.

See [here](#) for a written interview about the book.

See [here](#) for a review from Andreson Review.



ENGAGING PRACTICE

Tom Bateman @ GreenBiz: [Wisdom from a climate champion: A conversation with Katharine Hayhoe](#)

Andrew Hoffman & Ellen Hughes-Cromwick @ The Conversation: [Nobel award recognizes how economic forces can fight climate change](#)

Tom Bateman @ GreenBiz: [How to create a sense of urgency around sustainability and climate action](#)

Jeffrey G. York, Siddharth Vedula & Michael Lenox @ GreenBiz: [3 ways entrepreneurs can influence the adoption of environmental standards](#)

ANNOUNCEMENTS: AWARDS, GRANTS, AND OTHER GREAT NEWS

Nicole Darnall was promoted to Associate Dean of Arizona State University's School of Sustainability in August 2018. Between November 2018 and January 2019 she was an Abe Fellow and Visiting Scholar at Waseda University's Research Institute for Environmental Economics and Management in Tokyo, Japan.

Nicole Darnall received a grant from the Global Consortium for Sustainability Outcomes to investigate Advancing Sustainable Public Purchasing in Cities Globally (with Profs. Stuart Bretschneider, Justin Stritch, Juliane Reineke, Johann Fortwengel, Igor Filatotchev, and Toshi Arimura).

The **Duquesne MBA Sustainable Business Practices** program has been ranked 5th in the U.S by Corporate Knights. See [here](#) for the full US and international list.

Nancy Landrum and Brian Ohsowski won the Outstanding Paper Award from the *International Journal of Sustainability in Higher Education* for their 2017 article: "Content trends in sustainable business education: an analysis of introductory courses in the USA" [picture to the right].



CALLS FOR SUBMISSIONS

Special Issue of *Industrial Marketing Management* - "Exploring the market side of corporate environmentalism: reputation, legitimacy and related issues"

Deadline for submission: May 31st, 2019.

The growing concern of citizens, companies, nations and society in general on the preservation of the natural environment, together with the increasing interest of management, marketing and strategy scholars on the impact of organizations on the natural environment, led to the emergence of a body of management literature focused on the relationship between the firm and the natural environment (Aragón-Correa and Sharma, 2003; Christmann, 2000, Hart, 1995, Porter and Van der Linde, 1995). This phenomenon happens in parallel with the rise of corporate social responsibility issues, as well as a growing concern on firm's public relations and image (Clark, 2000), this way signalling the relevance of a firm's strategy and business activities in relation to environmental respect and green supply chains (Warren, 1999; Czintoka, Kaufmann and Basile, 2014), and its public judge made by external stakeholders, where firm's reputation, image and legitimacy are key organizational factors for business sustainability.

From an academic perspective, despite the recent and intense development of this growing body of literature and, in particular, the recognition of the essential role played by firms' stakeholders

and managers' actions in environmental management decisions (Delmas and Toffel, 2008, Montiel; Husted and Christmann, 2012; Sharma and Henriques, 2005), the contributions in the environmental management and industrial marketing literature have mainly focused on the technological and managerial sides of corporate environmentalism: environmental innovations, management and the development of new green products (Pujari, Peattie and Wright, 2004; Genç and Di Benedetto, 2015), with a much less emphasis analysing the market side of corporate environmentalism (Mariadoss, Tansuhaj and Mouri, 2011; Martín-de Castro, Amores-Salvadó and Navas-López, 2016).

Nevertheless, in order to strength proactive environmental strategies, jointly with important efforts in developing environmental product, process and managerial innovations, managers should dedicate additional efforts in strengthening a company's environmental friendly market external projections and stakeholders' engagement, putting in value that innovations and commitment, increasing in this way the success of proactive corporate environmentalism through corporate environmental reputation, legitimacy and image, as well as the development of environmental marketing capabilities for industrial marketing (Sharma, Iyer, Mehrotra and Krishman, 2010; Czintoka et al., 2014), constituting these arguments the aim of this special issue.

See [here](#) for more information.

Special Issue of *Sustainability* - “Strategy, Innovation and Environmental Sustainability in Value Chains”

Deadline for submission: October 31st, 2019.

This Special Issue will comprise a selection of papers that address both theoretically and empirically the multifaceted impacts of environmental sustainability on how firms develop strategies and design and manage innovation in value chains. Research papers dealing with this relationship may take into account the following:

- (1) the impact of environmental sustainability on business models and on value creation (upgrading);
- (2) organizational forms and activities that might support jointly social and environmental sustainability;
- (3) the role of technologies (digital technologies, industry 4.0 technologies) in supporting firm' strategies shaped by environmental goals;
- (4) how innovation processes within and across organizations are affected by environmental sustainability;
- (5) the premises and consequences of sustainability, upgrading, and innovation at the level of value chains at the different geographical scales.

Covered topics refer to the identification of factors affecting strategic decisions including environmental sustainability, and the relevant factors for environmentally oriented innovation and relationships among them—i.e., within and across organizations, concerning the best way to capture and measure value creation and appropriation related to environmental sustainability. Papers selected for this Special Issue are subject to a rigorous peer review procedure with the aim of rapid and wide dissemination of research results, developments, and applications.

See [here](#) for more information.

Call for sustainability case studies

Have you written any case studies that you currently use in your classroom? Do you have an idea or a rough draft that could be adapted to a teaching case? [SAGE Business Cases](#) can work with you to develop your idea—through double-blind peer review and insight from an experienced developmental editor. For author guidelines and case templates, we invite you to consult our [Contributor Resources page](#).

Manuscripts are accepted on an ongoing basis through our Scholar One portal. We are looking for relatively short cases (between 1,000 and 5,000 words), and ask that each be accompanied by teaching notes. You should expect feedback within six to eight weeks of submission. Acceptance comes with a \$500 honorarium, which can be split between coauthors.

If you or your colleagues have any questions, feel free to get in touch with Rebecca Frankel, Associate Editor, SAGE Business Cases (Rebecca.Frankel@sagepub.com).

CALLS FOR CONFERENCES AND EVENTS

PhD/ECR Latin American Academy

Doctoral/Early Career Consortium on Business, Enterprise and Sustainable Development

We welcome applications for the second PhD/ECR Latin American Academy. The event is crafted for PhD and post-doctoral students and well as scholars in the first five years after completing their theses focused on socially- and sustainability-oriented theories and methodologies, but may also include established scholars that are new to Business, Enterprise and Sustainable Development. Participants from the 2017 consortium are also invited to apply.

Doctoral students and early career researchers will have the opportunity to work together with leading scholars in the field:

- Andres Barrios, Associate Professor of Marketing, Universidad del Los Andes, Colombia
- Oana Branzei, Associate Professor of Strategy, Ivey Business School, Canada

- Silvia Dorado, Associate Professor of Management, University of Rhode Island, USA
- Lucas Monzani, Assistant Professor in Leadership, Ivey Business School, Canada
- Ivan Montiel, Associate Professor of Management, Zicklin School of Business, City University of New York, USA
- Pablo Muñoz, Senior Lecturer in Entrepreneurship, University of Liverpool, UK
- Ana Maria Peredo, Professor of Environmental Studies, University of Victoria, Canada
- Andrea Prado, Assistant Professor INCAE, Costa Rica

This event is supported by the International Development Research Centre IDRC (Canada), The Social Sciences and Humanities Research Council SSHRC (Canada) and the Society for the Advancement of Management Studies SAMS (UK). Thanks to the financial support of these organizations, accommodation and local transport will be covered for the 25 selected applicants. Travel grants for up to US\$400 are also available for PhD students. We will also provide best paper awards, complete with travel stipends.

PhD/ECR Latin American Academy will take place in Santiago Chile from the 6th to the 8th of March 2019. Participants will be also invited to attend the seminar on “Regenerative Organising”, hosted by two of the editors of the Special Issue on Climate Action and Regenerative Organisations to be published in 2019 in Organization & Environment, Oana Branzei and Pablo Muñoz.

Final deadline is 30th January 2019, however, we issue acceptances on a rolling basis, and there are only 25 places available. See [here](#) for information on how to apply.

2019 SASE conference

If you are working on sustainability and global value chains, please consider submitting a paper at the mini-conference "Global Value Chains Analysis: Past, Present, and the Future" organised within the 31st SASE conference (New York, 27-29 June 2019).

Find here more information on the call for paper (<https://bit.ly/2Q9mKvJ>) and on the conference (<https://bit.ly/2Aoc4Ea>).

CALLS FOR POSITIONS

Post-Doctoral Fellowship Opportunity, University of Michigan Erb Institute & Center for Positive Organizations

The Frederick A. and Barbara M. Erb Institute for Global Sustainable Enterprise (Erb) at the University of Michigan, in partnership with the Michigan Ross Business School's Center for Positive Organizations (CPO) seeks a post-doctoral scholar to help develop and lead a two-year

research effort focusing on business sustainability change agents. Specifically, the post-doctoral scholar will conduct research on questions relate to the following topics:

1. What tactics help change agents influence companies towards sustainability impact and thriving organizational culture? This may include advocating for new products and services, policies, or practices.
2. How do change agents build their psychological resilience and maintain their motivation?

A key focus of this research will be on the development of theoretical frameworks and the generation of empirical findings that are translated into both academic publications and practical approaches, practices, interventions, and/or tools to be implemented in real-world corporate sustainability settings. This research will be conducted as a partnership among the Erb Institute, CPO, and a subject company committed to offering a research site and interested in applying the research findings within their own organization.

Supervision, support, and mentoring for this project will be provided by a consortium of faculty members affiliated with the Erb Institute and CPO – including Drs. Andy Hoffman, Jerry Davis and Sue Ashford – along with company partner(s), and the Erb institute and CPO staff members. The company partner(s) will provide guidance on the relevance of the research questions, secure access to the company leadership and enable data collection.

The post-doctoral fellow is responsible for designing and implementing an ambitious research plan, and connecting with company partner(s). The post-doctoral fellow will prepare and submit manuscripts for both peer-review academic outlets and practitioner outlets. In addition, the post-doc will be expected to ensure dissemination of their research by sharing their research through various channels, such as speaking engagements at conferences, teaching opportunities, and publication of short blogs and videos.

Post-Doctoral Research Fellows are appointed for two years They are expected to be in residence during the academic years of the fellowship, participate in the intellectual life of both the Erb Institute and CPO, and devote time to their independent research. If desired, classroom instruction may be included in the agreement, pending the availability of suitable teaching opportunities. Additional details about the expectations and responsibilities of post-doctoral fellows in the Erb Institute may be found [here](#).

The annual stipend will be \$65,000 based on an academic year, September 1 – August 31; a modest discretionary research fund will also be provided in addition to funds required for direct research expenses. Fellows are eligible for University employee benefits programs including health and life insurance options.

Required qualifications:

A PhD degree in organizational studies, psychology, business administration or a related subject area is required. Applicants must be at the beginning of their academic careers, having received their Ph.D. or comparable degree between September 1, 2016, and August 31, 2019. Individuals

holding current academic positions at a rank above post-doctoral fellow are not eligible to apply. Fellowships are open to U.S. and non-U.S. citizens providing they are eligible for an academic visa in the United States.

Until February 1, 2019, applications will be accepted from scholars who have a demonstrated ability and potential to conduct high-quality and interdisciplinary research that is responsive to opportunity outlined above.

See [here](#) for more information.

OTHER ANNOUNCEMENTS

Join the Network for Business Sustainability to Impact Practice

A non-profit established in 2005, the Network for Business Sustainability is a powerful and growing network of international academic experts and business leaders. NBS produces authoritative resources on important sustainability issues – with the goal of shaping research and management practice.

If you're not already a member, please join! We want to mobilize your insights and research. [Subscribe to](#) the NBS Newsletter and Researcher Update to receive our calls for input — and learn about others' efforts. (We operate in both English and French.)

Resources for Bridging the Research-Practice Gap

The Network for Business Sustainability (NBS, nbs.net) is building resources to help academics co-create knowledge with practitioners. Our premise: Intractable sustainability issues require problem solvers to come together. Practitioners and researchers can bring complementary insights to co-create knowledge for sustainability impact.

In 2017, NBS [asked](#) the academic community what resources would be helpful. Since then, we've been working to create these resources. Recent materials include:

- [How to Have Research Impact in a Post-Truth World](#). Co-creating research with managers can increase public confidence in findings — but requires careful balance.
- [Inside the Methods Section: Four Co-creation Processes](#). Moving away from traditional research methods can feel like entering uncharted waters. Four scholars describe what you may find.
- [How to Teach Engaged Scholarship: Andy Van de Ven](#). When does website for a research methods course get 30,000 hits? When the course shows how to make research rigorous and relevant.
- [How to Publish Research Co-created with Practitioners: Advice from Editors](#). Collaborations between researchers and managers can produce insight and impact, but publication can be difficult. Top editors advise on the path to print.

See more resources [here](#). And, we want to hear from you! Please contact us (Garima Sharma, gsharma@nbs.net) to share your feedback, experiences, and ideas. Stay up-to-date by [subscribing](#) to our regular Researcher Updates.

Guidance on Sustainability Research, Teaching, and Outreach

Leaders of business school sustainability research centres gathered for the biannual Sustainability Centres Community (SCC) workshop last summer at Cornell Tech in New York City. Eighty leaders from six continents discussed shared challenges and opportunities related to sustainability teaching, research, outreach, and centre management. Outputs include advice on how to:

- [Brand Your Sustainability Centre](#)
- [How to Get Your Research in the News](#): (with editors at *Harvard Business Review* and *The Conversation*)
- [Teach Using Simulations & Systems](#) (with MIT's David Keith)
- [Measure Your Centre's Impact](#)
- [Have Powerful Conversations in the Classroom and Beyond](#) (with MIT's Jason Jay)

We hope that you will explore more [workshop outputs](#), [join the SCC](#), and consider attending the next conference in summer 2020.

THANKS FOR YOUR CONTRIBUTIONS!

We hope you enjoyed the latest ONE Times, which was produced by the ONE Communications Team: Dante Leyva de la Hiz, Brent McKnight, and Panikos Georgallis. Thank you to all the ONE members who contributed material to it.

Connect with us:

