

Strategic corporate responsibility in the Finnish food chains: From responsiveness beyond

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Abstract

The purpose of this paper is to explore how food chain responsibility can be connected to strategic corporate responsibility in the Finnish food chains by identifying how strategic is CR and analysing how food chain competitiveness could be enhanced and sustained with strategic CR. The theoretical framework is built on a contextual definition of strategic CR from a resource-based view. A multiple case study method was deployed and the primary data were collected through 20 semi-structured interviews and analysed qualitatively. The findings suggest that CR is increasingly strategic in this context as all of the case companies aim at increasing their supply chain's competitiveness with CR. Nutritional and environmental responsibilities were identified as the most strategic CR dimensions as all of the companies had aims beyond the level of compliance. It can be concluded that the food chain responsibility can be connected to strategic CR through four different types of strategic CR combinations namely: beyond-responsive & holistic CR; beyond-responsive & arrowhead CR; responsive & holistic CR; and responsive & arrowhead CR. Only the beyond-responsive and holistic CR can lead to sustained competitive advantage and economic performance above normal in this context because it offers a chain a resource bundle that is rare, inimitable, and from which competitors cannot find substitutes. This type of strategic CR combination makes a chain unique as a cultural system and is the key resource in developing resource-based advantage.

Keywords: Corporate responsibility, food chain, strategic CR, resource-based view

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Introduction

The 21st century has brought along new threats and opportunities for firms worldwide. One of them is corporate responsibility (hereinafter CR). In the global context, Nordic firms are seen to have an advantageous position of being recognised as trustworthy and favourable partners due to their CR (Strand 2006). Drivers for CR that exceeds the level of compliance are diverse and contextual. The factors driving Finnish firms in CR are globalisation, stakeholders, pursuit of sustainable development, customer demand (Panapanan et al. 2003) and personal interest of owners (Mäntylä et al. 2001). The firms are tied to the chains and networks of different type of actors and “dynamically evolving trade relationships” (Fritz and Schiefer 2009) that highlights the importance of effective supply chain management (hereinafter SCM).

As a supply chain is as responsible as its least responsible member, the CR threats and opportunities are moving increasingly from single firm level to supply chains and further to networks, as well competition. Traditional SCM analysis has focused on a single or few outcome(s) such as cost or speed, but today the most competitive value chains need to excel in all areas of cost, quality, speed, flexibility (Ketchen & Hult 2007) and CR. This paper is *not* based on the assumption that supply chain success and survival could merely be based on CR. However, CR can be much more than a cost, a constraint or a charitable deed – it can be a source of opportunity, innovation and competitive advantage if firms connect CR to their strategy (Porter & Kramer 2006, also Schaltegger & Wagner 2006, Vilanova et al. 2009) and SCM (Maloni & Brown 2006). The purpose of this paper¹ is to explore how food chain responsibility can be connected to strategic CR in the Finnish food chains by identifying how

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strategic is CR and analysing how food chain competitiveness could be enhanced and sustained with strategic CR.

Theoretical framework

The theoretical framework is built on a contextual definition of strategic CR from a resource-based view.

Contextual stance on corporate responsibility

What Goodpaster in 1983 called CR is still both difficult and complex. Despite several attempts to define CR, there is still confusion as to how it should be defined (Kilpatrick 1985; Cramer et al. 2004; Dahlsrud 2006). The closest to unanimity is the very generic definition of CR through the Triple Bottom Line (hereinafter TBL) that takes people, planet and profit into account (Elkington 1997). The concept of CR is seen to be a part of the entity of corporate sustainability, consisting of economic responsibility, environmental responsibility and social responsibility (van Marrewijk 2003) or socio-cultural responsibility (Ketola 2008a). As the concept of CR is relative (Ketola 2009) and contextual (Dahlsrud 2006; Halme et al. 2009), these generic or universal models fail to consider industry-specific CR issues (Maloni & Brown 2006; Fritz & Matopoulos 2008). Therefore, in order to move beyond what Norman and MacDonald (2004) referred as a “Good old-fashioned Single Bottom Line plus Vague Commitments to Social and Environmental Concerns”, the “one solution fits all” definition should be abandoned (van Marrewijk 2003).

Maloni and Brown (2006) provided a framework for CR in the food industry that was developed by Forsman-Hugg et al. (2009) to cover the contextual concerns of the Finnish food chains. Based on an iterative research process, interactive and participatory stakeholder dialogue and interaction with experts, seven key food supply chain CR dimensions were identified: environment, product safety, nutrition, occupational welfare, animal welfare, local

market presence and economic responsibility (Forsman-Hugg et al. 2009). The contextual stance on CR is depicted in Figure 1.

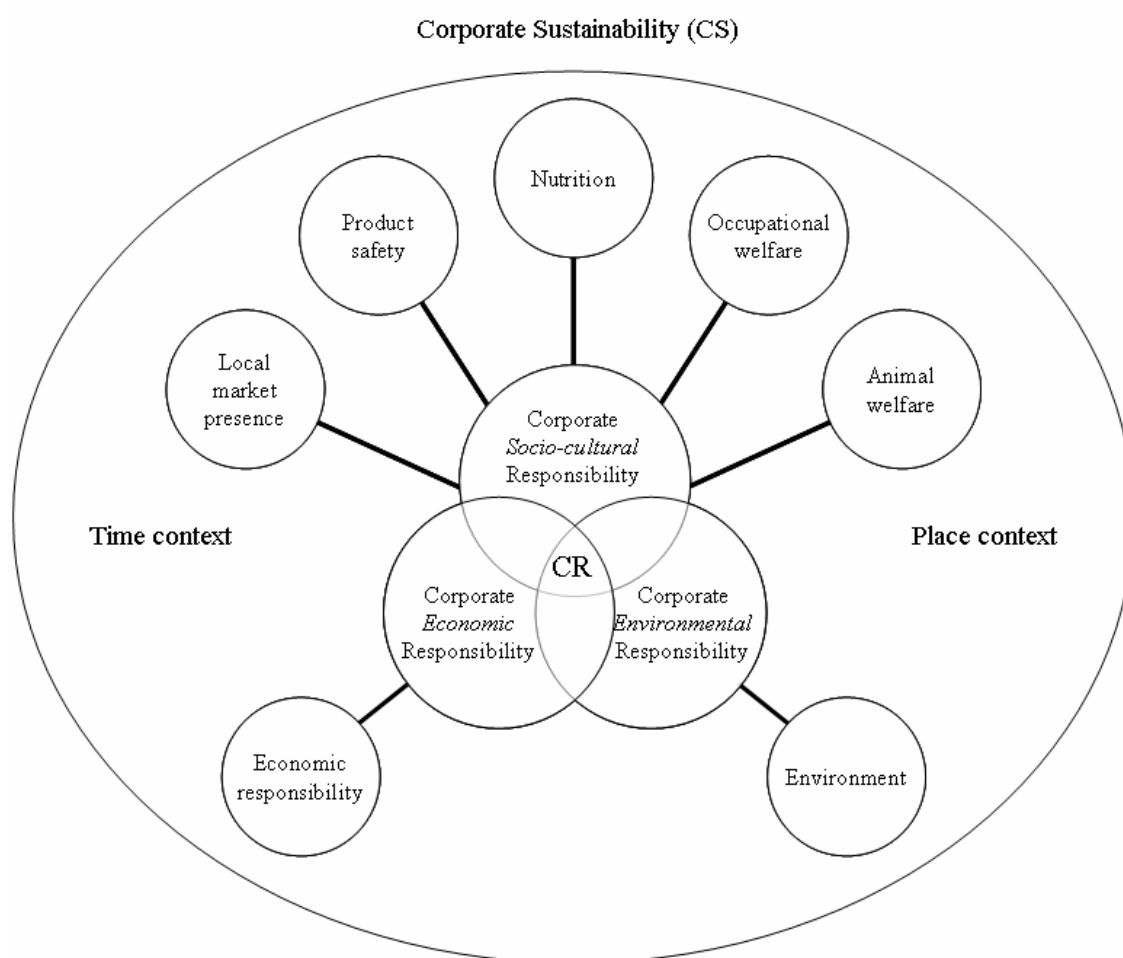


Figure 1. Contextual stance on corporate responsibility

Levels of strategic corporate responsibility

The concept of strategic CR builds on the efforts by demonstrating several fundamental ways in which CR activities can be tightly linked to the strategy of the firm (Burke & Logsdon 1999). Already in 1979, Archie B. Carroll distinguished the ethical responsibilities, legal responsibilities, economic responsibilities, and discretionary responsibilities of a firm. He also included four different levels of social responsiveness, namely reaction, defense, accommodation, and proaction in his three-dimensional conceptual model. This responsiveness has been discussed rather extensively in the literature (i.a.

Clarkson 1995, Aragón-Correra 1998, Sharma & Vredenburg 1998, Sharma 2000, Buysse & Verbeke 2002, Darnall et al. 2009), although to a lesser extent in the agri-food business context (e.g. Piacentini et al. 2000, Nicholls 2002). The responsiveness seems to be the prevailing paradigm in the strategic CR body of knowledge, even though Lockett et al. (2006) stated that CR in general is a field without a paradigm.

The word ‘responsibility’ derives from the same root as ‘responsiveness’ but strategic CR actions can go beyond anticipating and responding to changes in the external stakeholder expectations. Gago and Antolín (2004) identified studies that have examined this beyond-responsiveness in environmental strategies. It has been referred as hyperactive (Ford 1992), leading edge (Roome 1992), innovative (Schot 1992, Newman 1993), innovator (Steger 1993) and strategic (Vastag et al. 1996). In a study by Buysse and Verbeke (2002) beyond-responsiveness was referred as “higher level of proactiveness”. In many papers this relationship between the firm or chain and market remain implicit.

If beyond-responsive, responsive and unresponsive CR actions are brought together, they correspond closely with Ansoff and McDonnell’s (1990) classification of strategic aggressiveness. Ketola (1992, 2005) has applied their work in CR thematics. In a case study conducted in the Nordic countries similar levels of CR aggressiveness were detected namely passive, reactive and proactive, entrepreneurial and creative, and competitive aims for each level were proposed (Heikkurinen 2010). The framework for strategic CR actions is depicted in *Figure 2*.

If a firm or chain has no interest in CR over compliance, it can be considered *passive CR*. A passive chain has merely economic objectives and lacks environmental and socio-cultural objectives. Being so, CR is not seen as an important or strategic.

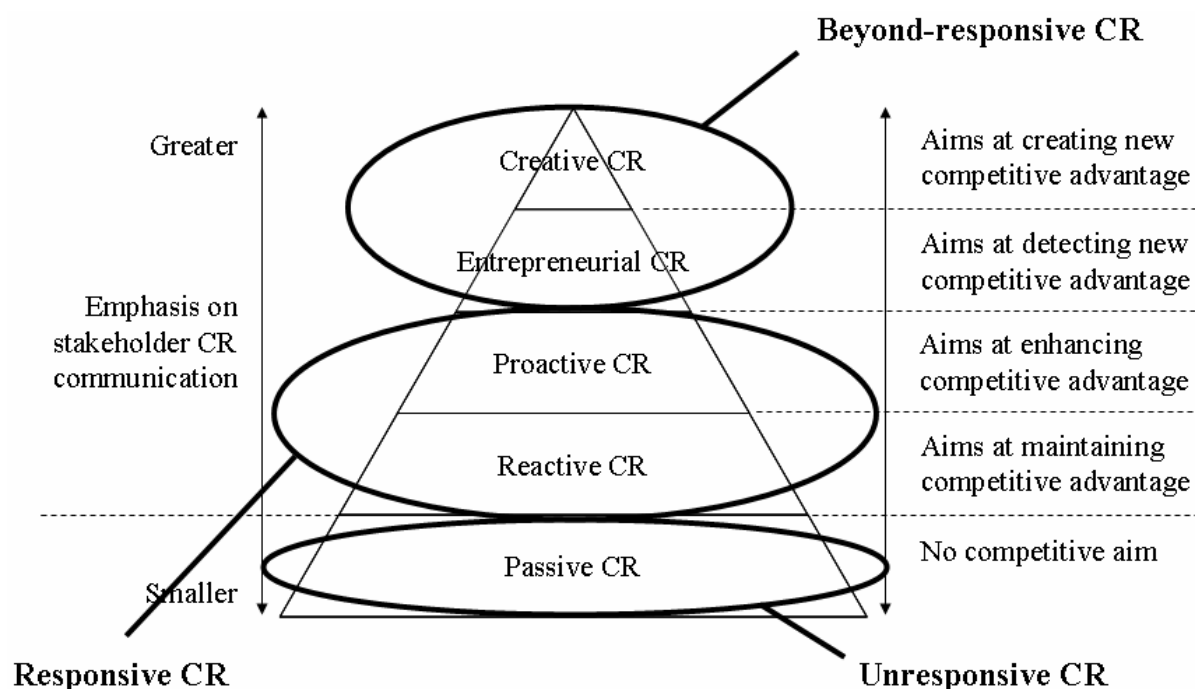


Figure 2. Unresponsive, responsive and beyond-responsive strategic CR actions (Developed from Heikkurinen 2010).

If a chain is responsive to external pressures it can be considered *reactive* or *proactive CR*. A reactive chain reacts to direct customer demand to take responsibility. In the reactive level the demand signs for CR are obvious and outward, e.g. unanimous results from customer questionnaires, supplier-vendors' contract terms, industry standards, non-governmental organisations' (NGOs) pressure, or negative media coverage. But if a chain anticipates the external signals mentioned above, foresees the problems that may occur and acts based on them – it can be considered *proactive*. Proactive firms can establish first mover/adopter advantages by responding early to the stakeholders' concern (Piacentini et al. 2000). Proactive chains aim at enhancing their competitive advantage with CR not merely maintaining their advantage via-à-vis competitors, as reactive chains aim at. The proactive action refers to a more strategic approach to CR and the greater emphasis on stakeholder dialogue as it enables firms to time and decide their integration of responsibility according to demand. Both reactive and proactive levels are classified as *responsive strategic CR*.

If a chain seeks new business opportunities from CR – its level can be considered *entrepreneurial CR*. The driver for entrepreneurial CR comes from the internal stakeholders (e.g. entrepreneur/owners/employees/managers) despite the lack of demand for CR by the external stakeholders (e.g. customers/suppliers/governmental bodies/NGOs/media). The role of inside-out CR communication becomes more momentous but by contrast the outside-in communication is not used to determine the timing and amount of CR integration. However, the outside-in communication is used to meet the other business expectations (e.g. orders/customer-service/logistics). The strategic aim of entrepreneurial CR is at detecting new competitive advantage possibilities.

If a chain's CR is novel – it can be considered *creative CR*. As the firms reconstruct the business environment and aim at creating new competitive advantage and new markets for CR, the inside-out CR communication is vital. Yet stakeholder dialogue can become valuable through open innovation methods. Both entrepreneurial and creative levels are classified as *beyond-responsive strategic CR*.

The presented levels of strategic CR actions are dynamic and contextual in nature due to dynamic and contextual nature of CR and competition. The levels can be seen as a continuum (Gago & Antolín 2004) in which a gradual, step-by-step development (passive-reactive-proactive-entrepreneurial-creative) is not necessary. Therefore, also a once passive chain can set high competitive objectives for CR. The chains that excel in environmental, socio-cultural and economic responsibility (relative to competition) can be referred as responsible value chains. In addressing the competitive context, Porter and Kramer (2006) argued that firms cannot take on every CR dimension and issue, instead they are ought to choose carefully one or few CR issues that will have the greatest shared value and apply these throughout the value chain. But problematically excelling in one of few CR issues does not make a chain responsible.

Corporate responsibility as a resource and source of sustained competitive advantage

This paper adopts a resource-based view (hereinafter RBV) to strategic CR. In RBV firms and value chains are seen as a broad set of resources (Wernerfelt 1984) that enable them to create different type of strategies (Javidan 1998). The emphasis is on the internal capabilities as the foundation for strategy (Hoskisson et al. 1999). “A firm is said to have a *sustained competitive advantage* when it is implementing a value creating strategy not simultaneously being implemented by any current or potential competitors *and* when these other firms are unable to duplicate the benefits of this strategy” (Barney 1991: 102). “Authors in this perspective argue that advantage in the marketplace can only be sustained when it relies on resource bundles that are rare, inimitable, and for which competitors cannot find substitutes. Ultimately [...] these objective attributes come down to what is unique about an organization as a cultural system” (Mintzberg et al. 1998: 265). Smith (2007) also doubts that any tangible asset could ever meet this strict definition but argues that CR could provide sustainable competitive advantage exactly because “it requires a culture that can successfully execute a combination of activities” (Smith 2007: 187). But in order to make the RBV more useful, the space of resources must be mapped in more detail (Wernerfelt 1995: 172) and therefore, each CR dimension will be dissected as a separate strategic resource in the empirical analysis.

In mature markets – such as the Finnish food sector with harsh competition and relatively low national growth potential (Forsman 2004) – sustained competitive advantage based on CR is difficult to achieve with a single resource. Strategic CR viewed as a bundle of resources, however, may provide sources for sustained competitive advantage as it allows chains to refine their current products, increase the quality or service of the product offerings, focus on reducing manufacturing costs and increasing quality through process innovations.

Research methodology

A multiple case study strategy (Yin 1981) with a theory-building orientation (Eisenhardt 1989) was deployed. Detailed case-by-case analyses are needed in CR research (Goodpaster 1983) as the social phenomenon is both complex and contextual, and the field of research is rather young (Yin 1994). However, “case studies should not be seen as a methodology appropriate only for understanding and the preliminary stages of theory development. Their observational richness also provides means of refutation of, or extensions to, existing concepts” (Stuart et al. 2002: 431). In addition, as Rouse and Daellenbach (1999) suggested for RBV methods, this study aspired to move from research on organisations to research within organisations.

Chosen cases, data collection and analysis

The number of cases is often a question of resources but also a research technical question. One or few cases may offer richer and more in-depth analysis than a multiple case study selection. Dubois and Araujo (2007: 177) stated that “...some care is required to move from single to multiple case study designs without falling into the trap of equating multiple cases with quasi-statistical research designs”. This kept in mind four leading Finnish food companies’ were selected as cases.

The data were collected in terms of semi-structured personal interviews. The structure of the interviews consisted on seven themes in accordance with the contextual definition of CR. For enabling new CR dimensions and issues to arise, the interviews were not unconditionally fixed to the pre-defined themes. Altogether 20 managers were interviewed. The following positions were selected to cover the main activities of the internal value chain: director or a member of the board; chief executive officer; marketing manager; supply chain manager; and RDI manager. The interviewees discussed their plans to integrate

strategic CR and in particular which CR dimensions to apply throughout the extended value chain.

The length of these interviews varied from 55 to 105 minutes. The interviews were table-recorded and full transcripts were written and double-checked. The outputs were analysed qualitatively with content analysis. The data were reduced into a single unit level of analysis so that each respondent's opinion on the levels of strategic CR corresponded with the levels presented in the theoretical framework. A synthesis was conducted by taking into consideration all of the respondents' opinion and weighting the opinion of the CEOs in case of a draw. This decision was made due to trust in the operational and strategic awareness of the CEOs. The interview data were supported with observations and discussions in company meetings. Secondary data were collected from newspapers, company documents such as fact sheets, annual reports and advertisements. These data were also used in conducting the synthesis of the results. Multiple researchers that were involved in the project evaluated the results.

Evaluation of the study

There is no generally accepted set of guidelines to evaluate theory-building research using case studies (Eisenhardt 1989) or qualitative research in general. However, some classical criteria can be discussed.

To ensure reliability the investigators followed a careful analytical procedure that supported the existing theory but yielded new insights and developed into an alternative way of understanding the phenomenon. To increase validity – in accordance with Denzin's (1978) concept of triangulation – multiple data sources were used (data-triangulation), multiple researchers were involved (investigator-triangulation), more than one theoretical scheme were dissected (theory-triangulation) and more than one method to gather data was involved (method-triangulation). Also member/informant check was conducted.

If “generalisations are assertions of enduring value that are *context-free*” (Lincoln & Guba 2000: 27) the results and conclusion of this study cannot be generalised. The phenomenon of CR and competitive advantage are both highly contextual. However, the collected data from the selected case firms are assumed representative in the supply chain as the firms are focal and powerful chain members that can exert influence on the strategic CR direction of their supply chains.

Empirical findings

Depending on the competitive objectives, each firm has a particular level of strategic CR that it aims at applying throughout the extended value chain. The levels, however, do not correspond with the extent of CR integration.

Competitive objectives for corporate responsibility dimensions

The strategic CR of the four case companies was identified according to the theoretical framework.

Nutrition. It was found that the case companies have set the highest competitive aims for nutritional CR. One of the case firms’ strategic CR was found to be beyond-responsive, entrepreneurial (Figure 4). “We have created new demand and markets for our nutritious products”, interviewee explained. Instead of anticipating changes in customer behaviour and focusing on timing, the entrepreneurial firm aims at differentiating and affecting the customer behaviour towards a more nutritious diet. The means still remain rather unclear but a case firm believes that it can relate to communicating nutrition facts and information to the consumers and developing new, more nutritious products. Strategic CR in other three firms was found to be proactive. Firms are in active dialogues with their stakeholders in order to foresee the upcoming changes in demand. “We have a dialogue with NGOs so that we can prepare for new, rising responsibility issues and themes”, a respondent

stated. These case companies want to differentiate with a nutritionally responsible image and hence enhance their competitive advantage.

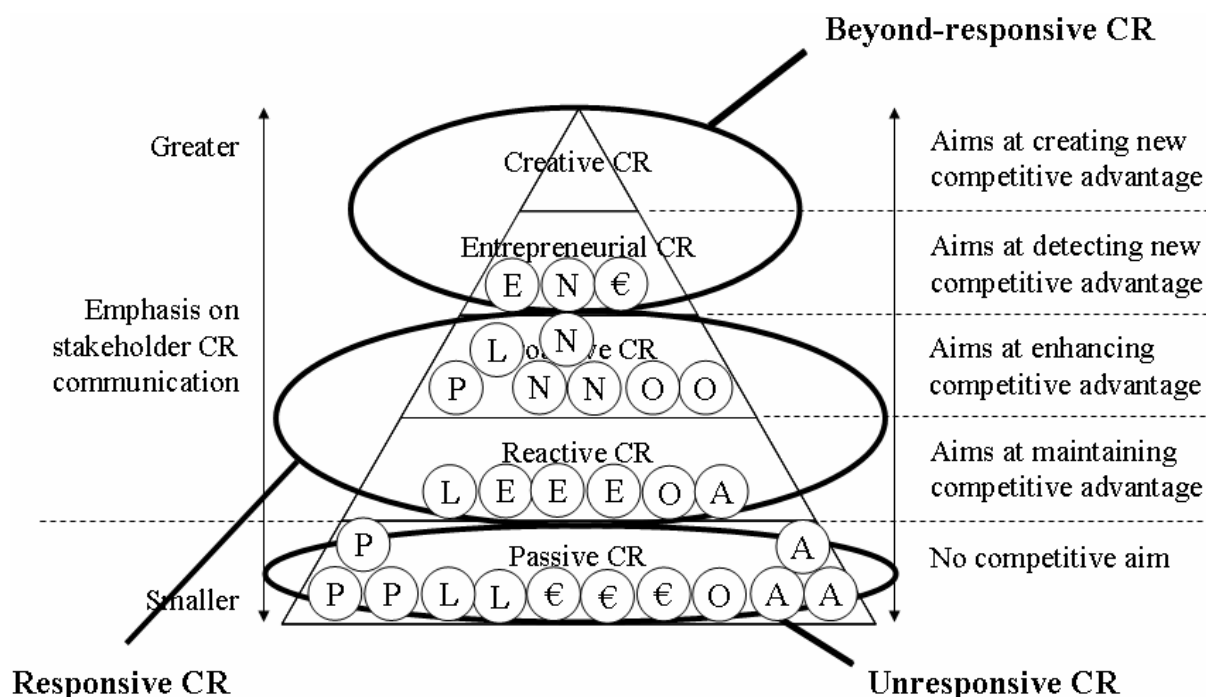


Figure 4. The competitive objectives of the case companies [Key: (E)=environment, (P)=product safety, (N)=nutrition, (O)=occupational welfare, (A) = animal welfare, (€)=economic welfare, (L)=local market presence].

Environment. With environmental responsibility, one of the case firms aims at going beyond-responsive in CR and SCM, as their strategic CR was detected to be entrepreneurial (Figure 4). A person from the firm claimed that: “it’s in our mission that we aim at being the forerunner vis-à-vis competitors and that requires innovations”. The other three firms’ strategic CR was found to be reactive, as they merely aim at responding to rising demand. “Our mission is to sell products that our customers demand – we do not want to make any decisions for them”, respondent informed. Another interviewee explained: “the change comes from the customer – we change our behaviour when the customers change their consumer behaviour” – otherwise it is not customer-oriented”. The competitive objectives that related to environmental responsibility were mostly derived from efficiency instead on image-value creation. “More efficient we are in the fundamentals (waste and

energy consumption), better we cope in the customer interface”, a firm representative explained.

Occupational welfare. Two of the case companies were found to have proactive aims for occupational welfare concerns. A special, context-specific competitive characteristic related to occupational welfare. “Because the availability of labour will become scarcer in the future (due to ageing of the population) the occupational welfare is very important”, interviewee stated. This refers to anticipating changes in the business environment and acting in advantage in order to maintain and enhance competitive advantage. One of the firms had no competitive aims for occupation welfare because it was perceived it as a hygiene factor: “this must be in-shape but one cannot expect to get anything extra-good from this dimension”, their manager explained.

Product safety. The representatives explained that product safety is important but it is also perceived as a “hygiene factor” rather than a factor affecting competitiveness positively. The reason for low competitive objectives for product safety was found to be the high compliance level of product safety in Finland – “fresh food is difficult to make any fresher”, a respondent phrased. One of the case firms aimed at proactive CR. “We have to aim at that our products are safer than competitors”, an interviewee explained. Vertical integration in SCM is a strategic option to increase awareness of the concerns in the up-stream.

Animal welfare. None of the case firms aimed at exceeding the level of reactive in animal welfare. The firm that aimed at reactive CR has been under customer and NGO pressure. A reactive firm’s rationale behind increased animal welfare is the following: “if animal welfare is not taken care of, the productivity suffers” and if customers want transparency, “we must have criteria for good production manners”. The other firms’ aims were considered passive, as they had had not even thought about having competitive

objectives for animal welfare. Respondents explained this by stating that: "there will be scandals every now and then, and it is difficult for us to prevent them"; "we have no competitive aims in the sense that we would aim at considering the well being of animals better than competitors"; and "animal welfare must be based on laws and regulations".

Local market presence. One firm was found to have aims at enhancing their competitive advantage with local market presence. Supporting local communities and culture was considered strategically important and therefore they will take a proactive stance. The other three firms did not find local market presence as highly strategic. A reactive firm's respondent said: "we offer local products if customers wish so", whereas a passive firm stated: "no competitive aims relate to local market presence".

Economic responsibility. Economic responsibility was found to be considered as the foundation of CR action in three of the companies. Since CR was found to be motivated by business reasons, firms may fail to address larger questions such as their impacts of the ways they do business, including how they influence consumption patterns (Málovics et al. 2008). These firms perceived economic responsibility in SCM as a synonym for making profit. They also considered that economic responsibility is the prerequisite for business – i.e. first firms have to make profit and then they can become responsible. This logic seems predominant and prevailing in many companies, and according to Málovics et al. (2008) the present economic system supports it. The fourth case company was found to have aims at detecting new competitive advantage through economic responsibility beyond making profit, as their business model supported it.

How strategic is CR?

CR is increasingly strategic in the Finnish food chains and increasingly explicit part of the corporate culture. Out of the seven CR dimensions, all firms perceived nutritional and environmental responsibility strategic, i.e. above passive CR. Occupational welfare was also

perceived strategic with an exception of one firm. The other CR dimensions had strategic relevance for individual firms but none of the companies had more than three dimensions above the reactive level. Two firms had competitive objectives beyond both reactive and proactive levels. However, this beyond-responsive CR was limited to one or two CR dimensions (arrowhead CR ≤ 3 CR dimensions). The other two firm's competitive objectives remained on reactive or proactive levels were however set for at least four CR dimensions (holistic CR ≥ 4 CR dimensions) (Table 1).

Table 1. Aims for strategic CR action in the Finnish food chains

| | <u>Arrowhead CR</u> | <u>Holistic CR</u> |
|-----------------------------|---------------------|--------------------|
| <u>Beyond-responsive CR</u> | 2 firms | – |
| <u>Responsive CR</u> | – | 2 firms |

Discussion

The purpose of this paper was to explore how food chain responsibility can be connected to strategic corporate responsibility by identifying how strategic is CR in this context and analysing how food chain competitiveness could be enhanced and sustained with strategic CR.

Currently food chain responsibility is connected to strategic CR in a twofold manner: to *responsive CR* with at least four CR dimensions and to *beyond-responsive CR* with one or two CR dimensions. Two firms had carefully selected one to few CR arrowheads (or initiatives) with the greatest shared value and are applying these throughout their value chains, as suggested by Porter and Kramer (2006). The other two of the firms had a more holistic CR approach. None of the firms aimed at *beyond-responsive* with holistic CR or *responsive* with arrowhead CR (Table 1).

For resources of a chain to become valuable they must either “exploit opportunities or neutralize threats” in a chain’s environment (Barney 1991: 106) in a particular context (Collis & Montgomery 1995). In the Finnish food industry, *arrowhead and responsive CR* can temporarily neutralise threats related to CR, whereas *holistic and responsive CR* can give more sustained neutralising. *Arrowhead and beyond-responsive CR* can temporarily enable exploitation of opportunities related to CR, whereas *holistic and beyond-responsive* can enable a more sustained exploitation of opportunities (Table 2).

Table 2. Neutralising CR threats and exploiting CR opportunities

| | <u>Arrowhead CR</u> | <u>Holistic CR</u> |
|-----------------------------|---|---|
| <u>Beyond-responsive CR</u> | Temporary exploitation of opportunities | Sustained exploitation of opportunities |
| <u>Responsive CR</u> | Temporary neutralising of threats | Sustained neutralising of threats |

Dissecting *beyond-responsive CR* in the internal value chain (Porter 1985) the *arrowhead CR* may well lead to enhanced competitiveness, as suggested by Porter and Kramer (2006). However, problems are confronted as the system level is taken to the external value chain. From an ethical point of view, this is because all seven CR dimensions are relevant in the Finnish food chains (Forsman-Hugg et al. 2009) to ensure responsible supply. Ideally, each member of the chain or network would address CR in their internal value chain but this seldom takes place (due to lack of information/resources/motivation). Therefore, the driving force behind taking responsibility will and should be the most powerful chain member (Kambewa, Ingenbleek & Tilburg 2008) that sets objectives for every CR dimension throughout the extended value chain. From a competitive point of view, as strategic CR is much about aiming at a unique position by doing things differently from competitors (Porter & Kramer 2006), the CR must be unique. In the dissected context, the aims for CR are rather homogeneous as nutritional and environmental responsibilities are ‘burning hot’. The *beyond-responsive and holistic CR* would offer a unique combination that connects CR more

firmly to corporate strategy: several CR dimensions are more likely to lead to a sustained competitive advantage as they together provide rare, valuable and costly to imitate sources for competitive advantage. In line with Barney (2002) this can be brought together into a framework to understand the return potential associated with the selected strategic CR combination and chain's resources or capabilities (Table 3).

Table 3. Resource-based view to strategic corporate responsibility in the Finnish food chains (Adapted from Barney 2002: 173).

| <u>Strategic CR combination</u> | <u>Valuable?</u> | <u>Rare?</u> | <u>Costly to imitate?</u> | <u>Competitive implications</u> | <u>Economic performance</u> |
|----------------------------------|------------------|--------------|---------------------------|---------------------------------|-----------------------------|
| Beyond-responsive & holistic CR | Yes | Yes | Yes | Sustained competitive advantage | Above normal |
| Beyond-responsive & arrowhead CR | Yes | Yes | No | Temporary competitive advantage | Above normal |
| Responsive & holistic CR | Yes | No | – | Competitive parity | Normal |
| Responsive & arrowhead CR | No | – | – | Competitive disadvantage | Below normal |

As a conclusion, food chain responsibility can be connected to strategic CR through four different types of strategic CR combinations namely: beyond-responsive & holistic CR, beyond-responsive & arrowhead CR, responsive & holistic CR, responsive & arrowhead CR. Only the beyond-responsive and holistic CR can lead to sustained competitive advantage and economic performance above normal because it offers a chain a potential resource bundle that is rare, inimitable, and for which competitors cannot find substitutes. This type of strategic CR combination makes a chain unique – in this context – as a cultural system. In addition to CR actions, the values and words/communication (cf. Ketola 2008b) are what makes up a firm as part of the RBV, and if those values are strong and bio- and anthropocentric, the consumer's perception of a firm will be greater than if the corporate

culture were lacking (cf. Smith 2007). Therefore *beyond-responsive and holistic CR culture* is the key resource in developing resource-based advantage.

Managerial implications

The possibilities for CR co-opetition should be explored. When firms and chains act together, they can create a much larger and more valuable market than they ever could by working individually (Brandenburger & Nalebuff 1996) and more value for the environment and society. A mistake that managers seem to be making is failing to address the constraints imposed by the biophysical (natural) environment (Hart 1995), as well as socio-cultural sustainability. In order to meet the needs of the future generations these must be taken into consideration in strategic CR.

Further studies and limitations

Transparent and comparable criteria and measures for CR dimensions and issues are needed. Due to this deficiency, the study was limited to cover the objectives for CR, not current CR activities.

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