

## Business Models For Shared Value

This book gives a far reaching review of India's open administrations and bureaucratic frameworks, and investigates why across the board defilement and wasteful conveyance have hindered improvement. It: examines the hidden purposes behind the predominant wastefulness in broad daylight administrations; looks at the perplexing linkages between morals based open administration, India's social and profound legacy, and its current monetary advancement show; and plots approaches to make a morals code and a situation that is helpful for better organization and great administration. Clear, available, and fastidiously looked into, this will demonstrate basic to researchers and understudies of open organization, administration thinks about and political science, especially administrators, arrangement producers and common administration wannabes. This book arranges morals in administration in India in the national edge and fuses the setting of globalization, taking into consideration the expanding significance of non-state worldwide on-screen characters in national basic leadership. A hypothetical way to deal with the issues of morals in administration and defilement, this book is important to scholastics in the fields of Asian Politics, specifically Indian legislative issues, and political theory. Provides a diagnostic tool for readers to assess their business model and usher it through a six-stage continuum toward openness. This book also identifies the barriers to creating open business models (such as the not invented here syndrome and the not sold here virus) and explains how to surmount them.

Companies across the world, for a variety of reasons, are committing to incorporating social responsibility into their business models and finding that their profits are growing and their long-term sustainability is enhanced—building "humanity" into their business models as the driver of economic, environmental, and social sustainability. This fascinating development is a widely observable global phenomenon. The "Business of Humanity®" (BoH) Proposition is the synthesis of counter-intuitive but simple and powerful ideas about how companies can add value in today's globalized and fast-changing world. The task of BoH Strategies is to overcome three critical challenges characterizing today's business environment, namely disruptive technologies, conflicted stakeholders, and unknowable futures. BoH Strategies are designed to convert these challenges into opportunities for enhanced sustainability on all three dimensions—economic, environmental and social. Written by leading experts with decades of experience, this book: Provides a hands-on understanding of how to implement this powerful and rewarding approach to simultaneously add economic value and enhance social benefit Includes the experiences and approaches of highly regarded business executives and successful organizations Responds to the critical challenges created by three environmental mega forces – the inevitability of globalization, the imperative of innovation, and the importance of shared value. This book is based on lessons drawn from the real world and provides a compelling rationale for the power of the BoH Proposition. The pragmatic framework and process offered enable companies to develop and confidently implement value-adding strategies based on the BoH Proposition.

Over the last years, "Creating Shared Value" has become a much discussed concept in business practice as well as in management theory and especially in the context of corporate social responsibility. This book offers a contribution to the current academic discussions on the well-received article of Michael Porter and Marc Kramer in Harvard Business Review in 2011. In the light of the increasing references to the shared value concept, it develops a critical discussion on its fundamentals and its implications for the relationship between economy and society. By that, the book seeks to shed light on the understanding of the role and the nature of the firm in a globalized economy. The result is a collection of interdisciplinary academic reviews which offer interdisciplinary reflections on "Creating Shared Value" to illuminate theoretical, conceptual and practical challenges of the topic. Within the fields of Business Ethics, Theory of the Firm, Management and Philosophy, researcher, students and practitioners will be given a deeper insight on how to approach to the concept in a conceptional and philosophical way. This concise guide looks at the role and implementation of new values in providing businesses with a competitive advantage. The book combines theoretical insights with a strong practical element, featuring a wealth of case studies and linked to an innovative online toolkit to help innovators develop their ideas.

Continuous innovation in digital technologies enables the information aspect of the physical world to be captured, processed and shared effectively and efficiently, leading to the emergence of business ecosystems. In these dynamic, collaborative structures, an organization cooperates with complementary partners through the orchestration of value co-creation and value co-capturing within particular architectures, defined as business models. Enabled by platforms viewed as shared transactional and organizational (institutional) infrastructures, successful organizations have shifted from a purely self-centered (idiocentric) perspective of their business models towards a more intersubjective (allocentric) one. Yet, today business model research is not fully able to conceptualize such multilateral value co-creation architectures. To close this gap, this dissertation proposes an ontology that specifies business model components and their relationships from an allocentric perspective. Through a consortium research approach within the field of financial services, the research provides empirical evidence showing how the application of the ontology supports a company in the design, analysis and communication of the orchestration of value co-creation between mutually complementary partners. This dissertation thus contributes to business model research by clarifying the roles and relations of interdependent business model participants and demonstrating how they leverage allocentric business models to align their individual needs and capabilities in mutually beneficial ways around a shared value purpose.

Social Innovation and New Business Models Creating Shared Value in Low-Income Markets Springer Science & Business Media

In the increasingly competitive corporate sector, businesses must examine their current practices to ensure business success. By examining their social, financial, and environmental risks, obligations, and opportunities, businesses can re-design their operations more effectively to ensure prosperity. Sustainable Business: Concepts, Methodologies, Tools, and Applications is a vital reference source that explores the best practices that promote business sustainability, including examining how economic, social, and environmental aspects are related to each other in the company's management and performance. Highlighting a range of topics such as lean manufacturing, sustainable business model innovation, and ethical consumerism, this multi-volume book is ideally designed for entrepreneurs, business executives, business professionals, managers, and academics seeking current research on sustainable business practices.

This book offers 32 texts and case studies from across a wide range of business sectors around a managerial framework for Sustainable Business. The case studies are developed for and tested in executive education programmes at leading business schools. The book is based on the premise that the key for managing the sustainable business is finding the right balance over

time between managing competitiveness and profitability AND managing the context of the business with its political, social and ecological risks and opportunities. In that way, a sustainable business is highly responsive to the demands and challenges from both markets and societies and managers embrace the complexity, ambivalence and uncertainty that goes along with this approach. The book presents a framework that facilitates the adoption of best business practice. This framework leads executives through a systematic approach of strategic analysis and business planning in risk management, issues management, stakeholder management, sustainable business development and strategic differentiation, business model innovation and developing dynamic capabilities. The approach helps broaden the understanding of what sustainable performance means, by protecting business value against sustainability risks and creating business value from sustainability opportunities.

Governance and Business Models for Sustainable Capitalism touches upon many of the central themes of today's debate on business and society. In particular, it brings attention to a recurrent tension between efficiency, innovation, and productivity on the one hand, and fairness, equity, and sustainability on the other. The book argues that we need radical rethinking of business models and economic governance, beyond the classical doctrine, which sees social and ecological responsibility as lying with public-policy regulation of purely profit-seeking firms. In spite of the popular CSR agenda, business – as we know it today – is both too transient and too limited in its motivation to carry the regulatory burden. We need to adopt a much wider concept of 'partnered governance', where advanced states and pioneering companies work together to raise the social and environmental bar. The book suggests that civil engagements based on moral rather than formal rights, and amplified through the media, may provide a healthy challenge both to autocratic planning and to solely profit-centered commercialization. The book also proposes a triple cycle theory of innovation for sustainability: a novel framing of the efficacy of green and prosocial entrepreneurship as intertwined with political visions and supportive institutions. In addition, the book offers reflections on the ways in which further digital robotization may enable transition to an 'Agora Economy' where productive efficiency is combined with expanded civic freedoms. Aimed primarily at researchers, academics, and students in the fields of political economy, business and society, corporate governance, business ethics, corporate social responsibility, and sustainability, the book will additionally be of value to practitioners, supplying them with information regarding the challenges associated with the shaping of sustainable or 'civilised' market capitalism for a better world.

Continuous improvements in business environments and available resources have allowed more opportunities for people to pursue new ventures. This not only leads to higher success in new businesses, but it enhances the overall state of the global market. Entrepreneurship: Concepts, Methodologies, Tools, and Applications provides a comprehensive examination on the latest innovations and techniques to becoming a successful and sustainable entrepreneur. Including research-based studies on knowledge production, social entrepreneurship, and distribution, this multi-volume publication is an ideal source for practitioners, academicians, researchers and upper-level students interested in learning about entrepreneurship and seeking emerging perspectives on optimizing and enhancing entrepreneurial pursuits.

Résumé en anglais.

The issues of sustainability and corporate social responsibility have become vital discussions in many industries within the public and private sectors. In the business realm, incorporating practices that serve the overall community and ecological wellbeing can also allow businesses to flourish economically and socially. Green Business: Concepts, Methodologies, Tools, and Applications is a vital reference source for the latest research findings on the challenges and benefits of implementing sustainability into the core functions of contemporary enterprises, focusing on how green approaches improve operations. Highlighting a range of topics such as corporate sustainability, green enterprises, and circular economy, this multi-volume book is ideally designed for business executives, business and marketing professionals, business managers, academicians, and researchers actively involved in the business industry.

The aim of this edited book is to provide a comprehensive overview of the opportunities and challenges related to innovation for sustainability. Combining work from both emerging and established scholars in different academic fields, this book provides an integrated understanding of the topic from four perspectives. First, the big picture: frameworks, types, and drivers; second, strategy and leadership; third, measurement and assessment and fourth, tools, methods and technologies. Chapter 11 of this book is available open access under a CC BY 4.0 license at [link.springer.com](http://link.springer.com). The editors donate their remuneration for this book to conservation organisation the WWF.

How donors change the world through the six catalytic practices of high-impact philanthropy Do More Than Give provides a blueprint for individuals, philanthropists, and foundation leaders to increase their impact. Based on Forces for Good, this groundbreaking book demonstrates how the six practices of high-impact nonprofits apply to donors aiming to advance social causes. Rather than focus on the mechanics of effective grantmaking, reporting, or evaluation, this book instead proposes that donors can become proactive catalysts for change by rising to meet the challenges of our increasingly interdependent world. Key principles include: going beyond check writing/traditional volunteering; advocating for change; leveraging business; forging peer networks; empowering individuals; leading adaptively; and developing learning organizations. Contains robust case studies depicting every type of philanthropy (corporate, community, operating, specialized, and large private and family foundations) Includes easy to use "Key Takeaways" tailored for donors at the "beginner" and "experienced" levels of catalytic philanthropy Authors are internationally-acclaimed philanthropic, nonprofit, and corporate social responsibility strategy experts who frequently speak and train on high-impact philanthropy In good economic times or bad, this book provides guidance for givers to increase the impact of their charitable resources and go beyond check-writing to help solve problems and change the world.

In the face of constant change, the nature of business must evolve rapidly if it is to remain relevant to society at large. How then should business change to meet the requirements of the 21st century, in which unbridled globalization and technological advancements are having profound effects on the wellbeing and prosperity of both the people and the planet? The achievement of purpose is the key to successful transformation - not just having a purpose, but making that purpose real at every level of the organization. This is the first book to provide a precise description of how companies can put purpose into practice. Based on a groundbreaking research project undertaken jointly between the Saïd Business School at the University of Oxford and Mars Catalyst, the think tank of Mars Inc., it provides a highly accessible account of how companies should determine and implement their corporate purposes. It outlines why corporate purpose is so important and how it can both address the major challenges the world faces today and deliver enhanced performance for business. Fourteen detailed case studies illustrate how companies

of different sizes, sectors, and geographies have put purpose into practice and their experiences of doing so. These cases give deep insights into the way in which companies can build purposeful businesses, map and shape their ecosystems, identify failures and problems, align management, and create partnerships to deliver their purposes against which they can measure their performance. The achievement of purpose is a very real issue that every responsible leader in business, finance, and business academia must now face. This book will equip executives, managers, investors, and policymakers with the tools that they require to understand how the notion of corporate purpose should become a corporate reality.

This book discusses the impact of information and communication technologies (ICTs) on organizations and on society as a whole. Specifically, it examines how such technologies improve our life and work, making them more inclusive through smart enterprises. The book focuses on how actors understand Industry 4.0 as well as the potential of ICTs to support organizational and societal activities, and how they adopt and adapt these technologies to achieve their goals. Gathering papers from various areas of organizational strategy, such as new business models, competitive strategies and knowledge management, the book covers a number of topics, including how innovative technologies improve the life of the individuals, organizations, and societies; how social media can drive fundamental business changes, as their innovative nature allows for interactive communication between customers and businesses; and how developing countries can use these technologies in an innovative way. It also explores the impact of organizations on society through sustainable development and social responsibility, and how ICTs use social media networks in the process of value co-creation, addressing these issues from both private and public sector perspectives and on national and international levels, mainly in the context of technology innovations.

Companies today are operating in a more complex and competitive environment where traditional models for doing business are no longer sufficient and expectations of business are growing both internally and externally. Many companies have long and robust histories of contributing to their communities as well as to more global societal needs, but this has been done primarily and historically through philanthropy and more traditional corporate social responsibility. However, companies are increasingly seeking greater alignment of these activities with their business interests in order to increase their value proposition. These same companies are also under increased pressure to build their business in a sustainable manner through innovative approaches. The National Academies of Sciences, Engineering, and Medicine convened a workshop to explore the concept of shared value for global health and safety stakeholders in both the public and private sectors; roles, responsibilities, incentives, and opportunities for different stakeholders engaging in global health and safety initiatives in low- and middle-income countries; and the potential of partnerships and collaboration for improved outcomes for all stakeholders, including the communities they serve. Participants considered potential opportunities for creating shared value for all organizations, specifically the creation and impact of shared value through an organization's core products and services, through employee health and wellness programs, and through community or population health investments. This report summarizes the presentations and discussions from the workshop.

This volume discusses how different geographical spaces can enhance or hinder the capacity of a variety of organizational settings to achieve economic value creation in the pursuit of sustainable regional development. In order to provide the most comprehensive picture of new sources of value creation for sustainable transitions, the book collects contributions that tackle this issue from a variety of perspectives, and adopts a systemic approach where macro, meso and micro-levels of analysis are intertwined in three sections. This multidisciplinary and interdisciplinary approach comes from scholars operating in the fields of planning, economic geography, social entrepreneurship and organizational management. The first section of the book adopts a macro-level approach linking sustainability to the regional development theme, and addresses how organizations work between different social interests to produce outcomes not previously realized. The second section of the book focuses on the spatial dimensions of sustainable development, with particular clusters, industrial districts and regions considered as relevant units of analysis (meso-level analysis). The third section of the book is dedicated to a micro-level approach, illustrating how to drive social entrepreneurship activities, which are based upon sustainable business models centered in the creation of a shared value. The book is geared towards scholars working on sustainable development issues intersecting the disciplines of regional studies, economic geography and management, and will appeal to geographers and researchers in economic development, business innovation, and sustainability transitions.

Business retains a large influence over the progression of society. Thus, shared goals among corporations could lead to a larger positive impact on the resilience of social and economic expansions. Value Sharing for Sustainable and Inclusive Development is a critical academic resource that explores the opportunities through which businesses can contribute to sustainable and inclusive development. Featuring coverage on a broad range of topics such as the value sharing model, corporate social responsibility, and multi-sided markets, this book is geared toward academicians, researchers, policy makers, and students seeking current research on the importance of collaborative efforts on the part of businesses and entities to achieve functional progression.

Although research on business model innovation is flourishing internationally, many important questions on the 'how', 'what', and 'when' of this process remain largely unanswered, particularly in regard to the role of top management. This book answers some of those pressing questions by taking a deliberately managerial perspective. Based on new and original findings derived from a survey among firms from various industries, and several case studies (including DSM, NXP Semiconductors, Randstad, and TomTom), the authors provide new insights into how and when managers can change a firm's business model. They turn their attention particularly to one key question: is it better to replicate existing models or develop new ones? Business model renewal is regarded as being especially vital in highly competitive environments. Nonetheless, whatever the environment, high levels of both replication and renewal will be key for a firm to succeed. The book looks at four levers that can be used by managers to innovate their

business model: management itself, organizational structure, technology, and co-creation with external parties. It discusses the individual effects of these levers on business model replication and renewal. It also analyses specific combinations that strengthen business model innovation, including those which are technology oriented, internally oriented, externally oriented, and those which combine all of the levers in an integrated way.

Outlining origins of the field and latest research trends, this Research Handbook offers a unique and cutting-edge take on the numerous avenues to responsible management in the 21st century. Renowned contributors present iconic viewpoints that have formed the foundation of responsible management research, introducing cutting-edge conceptual lenses for the study of the responsible management process.

Extreme poverty continues to afflict the world, and it requires urgent action. Social innovation can be the driving force to spark change and to find common ground for shared value creation, particularly when it is directed at low-income markets. Leading companies have recently developed innovative forms of social innovation by combining three elements - the concept of shared value creation, the theory of the fortune at the bottom of the pyramid, and a corporate social entrepreneurship approach - which they use to enter low-income markets by helping to solve global challenges while simultaneously generating profits. The book identifies the main forms of social innovation: social business models, social products and social communication strategies. Further, it shows how companies can successfully implement social innovation and presents new forms of social business models that can be used to target low-income markets. Finally, the book presents key success factors related to the social product innovation process and corresponding communication.

The Shared Value Debate. Academic Visions on Corporate Sustainability is the first issue of the Enel Foundation series 'Academic Visions'. Sixteen scholars, belonging to universities and research centres located in different countries around the globe, are the authors of short papers that resume their findings and visions on Corporate Social Responsibility (CSR). The volume offers a view on the current academic debate, increasingly focused on the new role that corporate dynamics play in the global scenario, and allows the emergence of the wide variety of perspectives on the core set of issues brought up by the shared value logic. The authors, aware of the growing importance and influence of these issues on future society, deal with key concepts and ideas on the role that Environmental, Social and Governance principles and actions have in shaping the new business model for the incoming years. Reflecting both scientific interests and geographical peculiarities, every article will introduce the readers to a specific issue and peculiar point of view on CSR debate. In the resulting picture, the shared value logic appears as a powerful combination of conceptual wisdom, albeit not all generated by its proponents, and managerial insight, that contributes to diffuse and evolve a new way of conceiving the business enterprise.

Since this classic book was first published in 2003, sustainability has increasingly been accepted as standard business practice for leading corporations, while the science itself has revealed how human activity has become the dominant force influencing irreversible changes in the planetary systems. The fourth edition of this trailblazing book on corporate sustainability provides new insights into how organizations can transition towards a more responsible way of conducting their business. It charts new thinking on value creation, business models and organizational purpose as the basis of a broader-based transition to a sustainable society. The sustainability phase model has been substantially revised to incorporate emergent approaches in sustainable supply chain management, strategic sustainability, sustainability-oriented innovation and new business models. There is a companion website that contains a range of materials to support learning. This new edition with the authors' unified approach to sustainable business reshapes its plan of action to bring about corporate change by drawing in new management theory and practice on strategy-making and leadership, making it core reading for students and researchers of sustainability and business, organizational change and corporate social responsibility.

How to outsmart risk Risk has been defined as the potential for losing something of value. In business, that value could be your original investment or your expected future returns. The Risk-Driven Business Model will help you manage risk better by showing how the key choices you make in designing your business models either increase or reduce two characteristic types of risk—information risk, when you make decisions without enough information, and incentive-alignment risk, when decision makers' incentives are at odds with the broader goals of the company. Leaders who understand how the structure of their business model affects risk have the power to create wealth, revolutionize industries, and shape a better world. INSEAD's Karan Girotra and Serguei Netessine, noted operations and innovation professors who have consulted with dozens of companies, walk you through a business model audit to determine what key decisions get made in a business, when they get made, who makes them, and why we make the decisions we do. By changing your company's key decisions within this framework, you can fundamentally alter the risks that will impact your business. This book is for entrepreneurs and executives in companies involved in dynamic industries where the locus of risk is shifting, and includes lessons from Zipcar, Blockbuster, Apple, Benetton, Kickstarter, Walmart, and dozens of other global companies. The Risk-Driven Business Model demystifies business model risk, with clear directives aimed at improving decision making and driving your business forward.

Taking the business model as point of departure, this open access book explores how companies and organizations can contribute to a more sustainable future by designing innovative models that are both sustainable and profitable. Based upon years of research, it draws together theoretical foundations and existing literature on the topic of sustainable business alongside case studies and practical solutions. After examining the theoretical foundations of sustainable business model innovation, the authors present their own framework – RESTART. Consisting of seven factors, this framework can be the basis for restarting any business model. The final section outlines a research agenda for sustainable business informed by the perspectives and frameworks put forward in this book.

Modern businesses exist in a dynamic and increasingly competitive realm. To remain viable, organizations must constantly adopt new methods and processes to optimize productivity and workflow. The Handbook of Research on Emerging Business Models and Managerial Strategies in the Nonprofit Sector is a comprehensive reference source for the latest scholarly information on management tools, analytics, and infrastructures for contemporary nonprofit organizations. Highlighting a range of multidisciplinary topics such as crowdfunding, shared value creation, and human resource development, this publication is ideally designed for managers, professionals, students, researchers, and academics interested in enhancing process management in nonprofit businesses.

This book demonstrates how to successfully manage and lead healthcare institutions by employing the logic of business model innovation to gain competitive advantages. Since clerk-like routines in professional organizations tend to overlook patient and service-centered healthcare solutions, it challenges the view that competition and collaboration in the healthcare sector should not only incorporate

single-end services, therapies or diagnosis related groups. Moreover, the authors focus on holistic business models, which place greater emphasis on customer needs and put customers and patients first. The holistic business models approach addresses topics such as business operations, competitiveness, strategic business objectives, opportunities and threats, critical success factors and key performance indicators. The contributions cover various aspects of service business innovation such as reconfiguring the hospital business model in healthcare delivery, essential characteristics of service business model innovation in healthcare, guided business modeling and analysis for business professionals, patient-driven service delivery models in healthcare, and continuous and co-creative business model creation. All of the contributions introduce business models and strategies, process innovations, and toolkits that can be applied at the managerial level, ensuring the book will be of interest to healthcare professionals, hospital managers and consultants, as well as scholars, whose focus is on improving value-generating and competitive business architectures in the healthcare sector.

How the most successful businesses are creating value and igniting smart growth Most businesses today focus on competition and disruption instead of collaboration, participation, and engagement. They focus on transactions instead of interactions. They seek to optimize or extract value rather than share it. They build assets and thrive on enormous scale, huge distribution networks, and brand recognition. But then along comes a rival that doesn't care much about your brand and your other assets, and it either rushes past you or mows you down. In *The Interaction Field*, management expert and professor Erich Joachimsthaler explains that the only way to thrive in this environment is through the Interaction Field model. Companies who embrace this model generate, facilitate, and benefit from data exchanges among multiple people and groups--from customers and stakeholders, but also from those you wouldn't expect to be in the mix, like suppliers, software developers, regulators, and even competitors. And everyone in the field works together to solve big, industry-wide, or complex and unpredictable societal problems. The future is going to be about creating value for everyone. Businesses that solve immediate challenges of people today and also the major social and economic challenges of the future are the ones that will survive and grow.

Economic growth and development have been the object of thousands of studies for centuries. Researchers are seeking the best explanation of that phenomenon both for pure epistemic and decision making purposes. Different studies concentrate on various dimensions of the economic development process, in particular: time (universal and specific); area (general or for the whole economy); and entity (economy, branch or company). Economic development is often expressed in terms of productivity or general welfare (income, production). Recent decades abound in research, not only on the relation between economic development and its factors, but also on the exploration of the roots of development determinants themselves. The articles presented in this issue refer to three factors of economic growth (broadly defined as): innovation, entrepreneurship, and other psychological elements of human and social capital covering all dimensions mentioned earlier. In the first article, the research program of modeling the Schumpeterian vision of innovative development in the Arrow-Debreu theory of general equilibrium is extended. Agnieszka Lipieta and Andrzej Malawski model the mechanisms of Schumpeterian evolution in the conceptual apparatus of Hurwicz's theory of economic mechanisms. The paper aims at the comparative analysis of two types of mechanisms distinguished within Schumpeterian evolution: the innovative evolution mechanism as well as the adopting mechanism. Due to both the formal conceptual apparatus of the general equilibrium theory and Hurwicz's approach to the problem of designing economic mechanisms, the paper takes the form of the axiomatic-deductive system of mathematical theorems interpreted in the language of economics. In the next article, Anna Golejewska examines the innovativeness of enterprises in 69 Polish NUTS3 sub-regions in 2014. The analysis is based on unpublished regional data of the Polish Central Statistical Office covering the following variables: share of enterprises which have incurred outlays for innovative activities, share of enterprises implementing process or product innovations, share of companies collaborating in the field of innovation, and share of new or modernized products in total production sold in industrial companies. The analysis is focused on building rankings and cluster analysis of the NUTS3 regions. The research method applied by the Author is composed of selected techniques of multidimensional comparative analysis, principal component analysis and the hierarchical Ward's method. The results show substantial differences among NUTS3 sub-regions with regard to the innovativeness of enterprises. The focus of the next study is the innovativeness of a particular industry. Manuel González-López analyses the competitive and innovative trajectories followed by the canned fish industry in recent times. The article is based on four case studies from the Galician industry in Spain, which comprises the largest share of the European canned fish sector. At least four different innovation patterns are found in the industry. The first pattern is a conservative one where innovation is seen as a risk and therefore maintaining current routines is the chosen option. The second pattern has been defined as "large retailer-dominated" and is followed by companies that have signed exclusive agreements with large retailers, which increasingly determine most of their innovation activities. The third strategy is explained as "territory-orientated," since product innovation and incorporation of quality distinctions based on the territory are the main innovation drivers. The last distinguished type is an "ecological or nature-orientated" innovation strategy where meeting ecological normative requirements are the main innovation driver. The last article regarding innovativeness is also focused on a specific industry, namely the Swedish agriculture industry. Jennie Cederholm Björklund states, that although research shows that sustainable business model innovation (SBMI) contributes to the creation of sustainable businesses and to the development of a sustainable society, Swedish agriculture has not been at the forefront in the use of SBMI. The purpose of the study is to examine the barriers to SBMI in Swedish agriculture, in order to understand why farmers seldom engage in SBMI. This qualitative study follows the Gioia methodology. The data for the analysis was acquired in semi-structured interviews with entrepreneurs at six family farms in Sweden. The paper makes a theoretical contribution to the research on SBMI with its focus on sustainable entrepreneurship in the Swedish agricultural industry. The paper concludes that the barriers to SBMI are external, internal, and contextual, where the internal are the largest and most challenging. The next two articles relate to the other factor of economic development, specifically to entrepreneurship. In both cases, young people' (students') attitudes and behavior were examined. Krzysztof Zi?ba and Jakub Golik present a brief overview of entrepreneurial self-efficacy (ESE) research and pose the question whether the ESE of Polish students can serve as an early predictor of their subsequent entrepreneurial activities, potentially leading them to nascent entrepreneurship. The research material was collected from SEAS (Survey on Entrepreneurial Attitudes of Students) Project carried out at the Faculty of Management and Economics, Gda?sk University of Technology. The research sample was composed of 72 students. ESE was measured in a pre-post setting using a single item based on a five-point Likert scale. One of the research conclusions is that ESE manifested by students-beginners seems to influence their later entrepreneurial behavior in a statistically significant way - potentially making ESE a valuable early predictor of future entrepreneurial activities. In the concluding part, the study limitations are discussed and future study developments are indicated. Students' perception of the level of an entrepreneur's structural, relational and cognitive social capital is the object of Pawe? Ziemia?ski study. The research involved a group of 374 undergraduate business students from a Polish university as participants. It was found that participants assessed the level of an entrepreneur's social capital as relatively low. Due to the fact that social capital and its different dimensions serve different purposes in the process of venture creation, the obtained result can be considered alarming. It suggests that it is necessary to review and design activities facilitating the development of an entrepreneurial culture in Poland. Two further studies are related to personal traits and their influence on working behavior and productivity. The purpose of the article of Muhammad Nawaz, Ghulam Abbas Bhatti, Ahmad Shahbaz and Ahmed Zeshan is twofold: to examine the relationship and impact of peer-relationship on organizational commitment by means of and without the moderating role of psychological capital and to examine the association of organizational culture and organizational commitment, similarly, by way of and without the moderating effect of psychological capital. This study is cross-sectional by nature in which data were collected from the operational staff of Pakistan railways. While investigating the moderating impact of psychological capital on the association of peer relationship and organizational commitment, it was found that psychological capital strengthens the relationship of peer

relationship and organizational commitment; and also strengthens the relationship of organizational culture and organizational commitment as well. The research topic of the last article is to examine the utility of the fivefactor model of Costa and McCrae in the context of life insurance industry effectiveness, from both theoretical and practical perspectives. The research is based on the case study of the four largest life insurance companies 796 most effective agents. Results imply the existence of a positive correlation between the level of the selected personality trait intensities and the life insurance agent's sales efficiency. Moreover, levels of the personality traits of "openness to experience," "consciousness," "agreeableness" and "neuroticism" are the predictors of life insurance company effectiveness, and there are fundamentals for induction to be appropriate for the whole retail financial sector human resources management system. The Guest Editors of this publication would like to thank all of the authors for presenting their valuable research which constitutes an interesting representation of a contemporary approach to the sources of socio-economic development. At the same time, they would like to thank all the reviewers who have contributed to improving the articles for this quarterly issue of JEMI and to continuing the high standards of the magazine. We hope the articles presented here in this issue will prove to be compelling reading to scholars all over the world and inspire them on to further research on innovativeness, entrepreneurship and psychological traits affecting productivity.

The Handbook of Sustainable Innovation maps the multiple lineages of research and understanding that constitute academic work on how technological change relates to sustainable practices of production and consumption. Leading academics contribute by mapping the general evolution of this academic field, our understanding of sustainable innovation at the firm, user, and systems level, the governance of sustainable innovation, and the methodological approaches used. The Handbook explores the distinctiveness of sustainable innovation and concludes with suggestions for generating future research avenues that exploit the current diversity of work while seeking increased systemic insight.

Inclusive Business Models talks about organizations that employ principles of business to address the needs of the poor. It takes an analytical approach to derive insights about business models by comparison with other inclusive models seen within the same sector and through comparisons with models from a different sector. This cross sector comparison, especially with a number of case studies, would enable readers to cumulate their learning, and act as a guide to management students, practicing managers and entrepreneurs for understanding and analyzing any business model that intends or claims to be inclusive. This book is beneficial for students of entrepreneurship, social enterprises and human resource management. Sections of this book would be relevant for courses on social enterprises, developmental economics and inclusive business models taught globally, given that India today has emerged as a hotbed of experiments and innovations to deal with the problems of poverty and inequality.

Business Model Generation is a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. If your organization needs to adapt to harsh new realities, but you don't yet have a strategy that will get you out in front of your competitors, you need Business Model Generation. Co-created by 470 "Business Model Canvas" practitioners from 45 countries, the book features a beautiful, highly visual, 4-color design that takes powerful strategic ideas and tools, and makes them easy to implement in your organization. It explains the most common Business Model patterns, based on concepts from leading business thinkers, and helps you reinterpret them for your own context. You will learn how to systematically understand, design, and implement a game-changing business model--or analyze and renovate an old one. Along the way, you'll understand at a much deeper level your customers, distribution channels, partners, revenue streams, costs, and your core value proposition. Business Model Generation features practical innovation techniques used today by leading consultants and companies worldwide, including 3M, Ericsson, Capgemini, Deloitte, and others. Designed for doers, it is for those ready to abandon outmoded thinking and embrace new models of value creation: for executives, consultants, entrepreneurs, and leaders of all organizations. If you're ready to change the rules, you belong to "the business model generation!"

Organizations can use the valuable tool of data envelopment analysis (DEA) to make informed decisions on developing successful strategies, setting specific goals, and identifying underperforming activities to improve the output or outcome of performance measurement. The Handbook of Research on Strategic Performance Management and Measurement Using Data Envelopment Analysis highlights the advantages of using DEA as a tool to improve business performance and identify sources of inefficiency in public and private organizations. These recently developed theories and applications of DEA will be useful for policymakers, managers, and practitioners in the areas of sustainable development of our society including environment, agriculture, finance, and higher education sectors.

With the need for sustainability, a focus on developing an economic system that aims at minimizing waste, commonly referred to as the circular economy, is emerging. Circular economy and studies related to it have gained worldwide attention, as it seems to be an effective alternative economic system. Naturally, the circular economy will impact enterprises and will shift how entrepreneurship development and entrepreneurial opportunities are perceived, developed, and resourced. The Handbook of Research on Entrepreneurship Development and Opportunities in Circular Economy is a collection of pioneering research that advances the understanding of entrepreneurship development, identifies the opportunities, and manages the entrepreneurship development, policies, and programs in order to further a circular economy. In addition to entrepreneurship development and entrepreneurial opportunities, the book will cover and discuss a number of other factors necessary for a successful transformation, such as entrepreneurship and innovation, entrepreneurship and change, and entrepreneurship education. While highlighting topics including consumer consumption, knowledge management, and linear economics, this book is ideally designed for entrepreneurs, small business owners, managers, consultants, organization development specialists, policymakers, researchers, industry experts, academicians, and students.

Business models are regarded as a main emerging topic in the management area for opportune science-driven practical conceptions and applications. They represent how organizations are proposed and planned, as well as how they establish a market and social relations, manage strategic resources, and make decisions. However, companies must produce new solutions for strategic sustainability, performance measurement, and overall managerial conditions for these business models to be implemented effectively. The Handbook of Research on Business Models in Modern Competitive Scenarios depicts how business models contribute to strategic competition in this new era of technological and social changes as well as how they are conceptualized, studied, designed, implemented, and in the end, how they can be improved. Featuring research on topics such as creating shared value, global scenarios, and organizational intelligence, this book provides pivotal information for scientific researchers, business decision makers, strategic planners, consultants, managers, and academicians.

This book challenges the traditional models of modern economy, business education and management, which are devoted to the concepts of scarcity, competition, growth and yield. It

deconstructs the spiral of acceleration in which technological shifts concerning global markets and enterprises produce a dynamic of unbridled disruption, concentration and erosion of human and natural resources. The book analyzes how, in the face of this dynamic, once successful business models increasingly lead to existential jeopardy. The book embeds its argument in the impact of technological change on strategy in general. It subsequently analyzes the degree of rationality in the strategy building process to juxtapose revenue and responsibility as the fundamental principles of diverging strategic concepts. In its central chapters the book explores the benefits of consciousness-driven business models and value-added strategies for the awareness markets of the future and their impact on team excellence and resource handling. It develops an understanding of how corporations can function as ecosystems – fostering the growth and development of the resources they operate on, rather than being based on their exploitation. Understanding this structure of viable future business models is the overall theme of this pioneering book. “This book endeavors to set out yet another paradigm for a viable economics, the paradigm of ethicology. It seeks to replace the concepts of competition, scarcity and growth with strategies and business models based on resource creation, added values cycles, enrichment and symbiosis in line with the awareness economy it describes.” Hunter Lovins, President and Founder of Natural Capitalism Solutions “... a very basic paradigm shift in our future strategies ...” Henner Klein, Chairman Emeritus A.T. Kearney “The book stands right on the tectonic fault line between our old and our new reality. It manages to do both: analyze the shifting paradigms and provoke new thinking.” Dr. Martin R. Stuchtey, Director of the McKinsey Center for Business & Environment “This book is raising the bar. His vision dares to rethink the principles of the liberal and social market economy in a globalized business world.” Prof. Dr. René Schmidpeter, CBS Köln “A book worth reading and reflecting on. Onwards to an economy that works for 100% of humanity.” Michael Pirson, Associate Professor, Director Center for Humanistic Management, Fordham University and Research Fellow, Harvard University „ ... powerful arguments and practical guidance on how companies can become sustainable and live up to the realities of global enterprise ...” Michael Hilti, Hilti AG

CSR for Purpose, Shared Value and Deep Transformation focuses on a new type of CSR, which includes entrepreneurial innovation, sustainable goals and shared and integrated value in a systems-oriented approach for deep transformation. All topics are backed by case studies, academic literature and future research opportunities.

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