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Exploring the integration of corporate sustainability into strategic management: a literature review

Sabrina Engert*, Romana Rauter, Rupert J. Baumgartner

Institute of Systems Sciences, Innovation and Sustainability Research, University of Graz, Merangasse 18/1, 8010 Graz, Austria

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ABSTRACT

The commitment of companies to corporate sustainability has been frequently discussed in theory and practice. Such a commitment to corporate sustainability demands a strategic approach to ensure that corporate sustainability is an integrated part of the business strategy and processes. Therefore, this article is aimed at exploring the integration of corporate sustainability into strategic management, providing a framework of interrelated issues based on the existing literature in this research field. A literature review of 114 peer-reviewed scientific journal articles, including a content analysis, was conducted. The literature review revealed that: (1) the number of related publications on the topic has been growing throughout the last few years; (2) the explored research field has been mainly grounded on traditional strategic management research, but has also been enriched by interdisciplinary know-how from a corporate sustainability perspective; and (3) there is a need to foster empirical research in this research field. While the concept of corporate sustainability arises in several areas of research, a common or unifying basis, as well as the identification of issues that influence the integration into strategic management, has failed. The review outlined the issues most commonly addressed and helped to develop a framework, derived from organizational influences, internal and external drivers, and those factors supporting or hindering the integration of corporate sustainability into strategic management. The literature review provides a summary of the most important issues that emerged in this field, and provides new opportunities and challenges that need to be addressed by further research.

1. Introduction

Driven by ecological and social trends, company environments are rapidly changing (UNEP, 2013; GRI, 2013; IPCC, 2014). In this context, there has been an increasing interest in changing businesses towards corporate sustainability (Moon, 2007; Baumgartner, 2014, online 2013). However, companies have also been struggling to move forward. Managers have been recognizing that the integration of corporate sustainability is an important topic, but they just rarely consider it in strategic management (Kiron et al., 2012, 2013; McKinsey & Company, 2014). Nevertheless, considering corporate sustainability in business strategies and processes has become one promising way to cope with the aforementioned changes. Since decisions related to corporate sustainability are taken at a strategic level, there has also been increased scientific interest in the subject of strategic management as related to the integration of corporate sustainability in a company's strategy, vision and culture (Stead and Stead, 2000; Jin and Bai, 2011).

The basis of strategic management theory has been shaped by several key authors (e.g. Chandler, 1962; Ansoff, 1965) and comes from military science (Bracker, 1980). Chandler (1962) highlighted the relationship between organizational structure and strategy, whereas Ansoff (1965) discussed the basics of the concept of strategic management. Strategic management is about choosing a unique position for a company, i.e. doing things differently or better than competitors, and in a way which typically lowers costs or better serves customer needs (Porter, 1979). This then gives rise to some form of competitive advantage (e.g. Penrose, 1959; Mintzberg, 1978; Grant, 1991). Central to strategic management is the strategy itself. According to Mintzberg (1978, p. 935) ‘strategy in general, and realized strategy in particular, will be defined as a pattern in a stream of decisions’. In his study he argues that ‘the field of strategic management cannot afford to rely on a single definition of strategy’ (Mintzberg, 1987a, p. 11). One definition would be that corporate strategy explains the meaning and vision

* Corresponding author. Tel.: +43 (0)316 380 7332.
E-mail addresses: sabrina.engert@uni-graz.at (S. Engert), romana.rauter@uni-graz.at (R. Rauter), rupert.baumgartner@uni-graz.at (R.J. Baumgartner).

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of a company to internal and external stakeholders while defining the boundaries of corporate policies, and thus contributes to a better understanding of corporate identity and culture (Mintzberg, 1987b). Mintzberg et al. (1998) described ten different schools of thought that focus on the strategy formation process and emerge in management practice. Johnson et al. (2008) and Zhang et al. (2013) stated that corporate strategy is the combination of strategic analysis, choice, and implementation. Hill and Jones (2008) described the analysis of internal and external company environments and the selection of corporate strategies as strategy formulation; whereas strategy implementation means putting the selected strategies into action. However, research has not only focussed on the strategy formulation and implementation itself but also on its success factors. In this context the main positions are the market-based-view (MBV) (Porter, 1979; Porter, 1980) and the resource-based-view (RBV) (Penrose, 1959; Barney, 1991). While the MBV sees a firms' performance as the result of its conduct influenced by the structure of the respective branch and market, the RBV identifies the internal resources as the key issue for determining a company's success. This success is defined as the resource-conduct-performance. Strategically the MBV and RBV are seen more as complementary approaches than as contradictory ones. More recently the knowledge-based-view and the capability-based-view have been developed based on the RBV (Grant, 1991; Teece et al., 1997; Helfat et al., 2007).

Corporate sustainability, as defined by Dyllick and Hockerts (2002, p. 13), means 'meeting the needs of a firm's direct and indirect stakeholders [...], without compromising its ability to meet the needs of future stakeholders as well'. This entails considering a company's needs, while protecting, sustaining and enhancing the human and natural resources that will be needed in the future (Labuschagne et al., 2005). In this context, a diverse understanding and plenty of definitions exist; by discussing various different approaches for instance van Marrewijk (2003) concludes 'that 'one solution fits all'-definition for CS(R) should be abandoned.' (van Marrewijk, 2003, p. 95). As Bansal (2005) or White (2009) stated, corporate sustainability is achieved at the intersection of economic development, environmental protection and social responsibility. Consequently, managing corporate sustainability is 'a strategic and profit-driven corporate response to environmental and social issues caused through the organization's primary and secondary activities' (Salzmann et al., 2005, p. 27). However, most notable definitions and approaches of sustainability, also in corporate contexts, refer to the Brundtland Report (1987) and/or are based on the triple bottom line concept with its economic, environmental and social dimensions (Elkington, 1998). Dyllick and Hockerts (2002) framed the three dimensions in the company context as the business case (economic), the natural case (environmental), and the societal case (social). Several authors in this research field (e.g. Hart and Milstein, 2003; Baumgartner and Ebner, 2010; Baumgartner, 2014; Lozano, 2015) concur that in order to make real progress, corporate sustainability needs to encompass a holistic perspective. A holistic perspective means that it is necessary to consider all three dimensions of corporate sustainability, as well as all their impacts and interrelations (Baumgartner and Ebner, 2010; Baumgartner, 2014). Already, Hillman and Keim (2001) referring to Moran and Ghoshal (1996), debate a reorientation of business strategy 'to reflect the fact that what is good for society does not necessarily have to be bad for the firm, and what is good for the firm does not necessarily have to come at a cost to society' (Moran and Ghoshal, 1996, p. 45). In line with Kleine and von Hauff (2009), it is argued that consideration of all three dimensions of corporate sustainability provides a pragmatic basis for the integration of corporate sustainability into strategic management.

If organizations strive to incorporate sustainability into their activities, managers have to consider different aspects of corporate sustainability during their strategic decision-making processes and should integrate them into their corporate strategy (Epstein and Roy, 2001; Bonn and Fisher, 2011). This integration process 'requires that organizations develop learning structures and fundamental change processes that will allow them to question and change the way they think about their relationships with the natural environment' (Stead and Stead, 2000, p. 324). According to this view the term natural environment comprises the complex web of environmental, social, cultural and economic factors, whereby all of these are related to sustaining a high quality of life on earth. This task can be quite complicated for companies. A significant number of companies assume responsibility and start corporate sustainability initiatives on an operational level (Bonn and Fisher, 2011), instead of integrating corporate sustainability at all business levels. Therefore, several frameworks rooted in the strategic management discourse (e.g. Robèrt et al., 2002; Labuschagne et al., 2005; Zhang et al., 2013; Baumgartner, 2014), propose the integration of corporate sustainability at the normative, strategic, and operational level. According to Baumgartner (2014) based on Ulrich (2001) the normative level focusses at ensuring and enhancing the legitimacy of firm activities by stakeholders and the society as a whole. It comprises corporate vision and policy, corporate governance and organizational culture (Bleicher, 1996). The strategic management level makes sure that effectiveness is being considered and long-term objectives can be reached (David, 1989). On the operational level the corporate sustainability strategy is efficiently implemented. However, the strategic level is a key area of interest for the purposes of the present article.

Many companies still lack a strategic approach with respect to corporate sustainability integration (Galbreath, 2009; Hahn, 2013). This integration assumes that a related strategic decision needs to be taken, which is essential for generating a sufficient level of company-wide commitment. Hahn (2013) indicated that one reason for this lack of a clear strategy might be the very diverse set of aspects related to corporate sustainability, e.g. climate change, labour practices and human rights. Another reason might be the presence of considerable uncertainty, meaning that the consideration of corporate sustainability in strategic decision processes may increase complexity and uncertainty. 'Long-term development strategy has long-term objectives. But it is changing continuously, and its domestic and international environments are never certain' (Jin and Bai, 2011, p. 49). From a company's perspective, it is important to structure and reduce uncertainty and create consistency in order to foster conditions of stability. The integration of corporate sustainability into strategic management offers one (potential) approach to deal with the respective challenges.

Existing scientific research suggests different approaches for the integration process. Siebenhüner and Arnold (2007) highlight that becoming more sustainability-oriented implies using resource-efficient technologies, offering products and services that are more eco-friendly or introducing sustainability reporting schemes. Nathan (2010) based on the model of Galbreath (2009) provides a model of weaving corporate sustainability thinking into business strategy. He proposes that corporate sustainability should be a part of strategy formulation. This approach is similar to the view of Stead and Stead (2000, p. 324) that the formulation and implementation of corporate strategies are 'designed to provide firms with competitive advantages by using ecological responsibility as a path to cost reduction and market differentiation'.

While there have been many papers focusing on strategic management or corporate sustainability in the last decades, there is to the best knowledge of the authors, as yet, no extant summary of literature dealing with the specific topic of the integration of corporate sustainability into strategic management and the interrelated issues. Thus, other existing literature reviews in the field of corporate sustainability (e.g. Margolis and Walsh, 2003; Salzmann et al., 2005; Aguinis and Glavas, 2012; Searcy, 2012) are taken into account and serve as a content basis for this literature review.

This article is aimed at exploring those integration strategies so far proposed in the literature, and identifies their extent. In this context, the research questions to be answered are:

(1) What literature is relevant to an exploration of the integration of corporate sustainability into strategic management?
(2) What relevant issues, if any, can be identified from an analysis of the existing literature as identified in (1)?

The article is structured as follows. Section 2 describes the research process and method. Section 3 presents the results and is divided into two main parts; the descriptive review and the framework developed on the basis of the existing literature in this field. This framework will be of relevance to scientists and practitioners as it provides a summary of those relevant issues requiring particularly close consideration during corporate sustainability integration by pinpointing the specific sources of friction and support. Finally, Section 4 presents the discussion and conclusions.

2. Research process and method

According to Fink (2005, p. 3) 'a research literature review is a systematic, explicit and reproducible method for identifying, evaluating, and synthesizing the existing body of completed and recorded work produced by researchers, scholars, and practitioners'. It usually reprocesses the current state of research by aiming at two objectives. First, it provides a summary of themes and issues in a specific research field. Second, it identifies the theoretical content within the analyzed research field (Meredith, 1993). Therefore, theoretical and methodological strengths and weaknesses within the defined research field are discussed, and the current findings regarding a particular research question are analyzed (Teuteberg and Wittstruck, 2010; Bortz and Döring, 2006). Due to the ever increasing number of journals, papers, books, conferences and workshops, literature reviews have become an 'indispensable method' (Teuteberg and Wittstruck, 2010, p. 1003 based on Fettke, 2006) in various sciences for synthesizing a specific research field. Methodologically, a literature review considers six important aspects, as identified by Abele and Becker (1991), which are followed in this article to support the quality and credibility of the review: clarity; breadth and appropriateness of the topic; importance of the topic; adequacy of coverage; and use of scholarly method and replicability.

Being aware of other similar methods (e.g. Tranfield et al., 2003; Fink, 2005), the process model proposed by Mayring (2003) has been chosen for this literature review as it provides a clear structure for conducting a literature review on a detailed basis (see Fig. 1). In addition, the realization of this literature review is related to the approach of Seuring and Müller (2008). For this literature review quantitative and qualitative aspects are mixed to assess descriptive and content specific issues. The process model followed contains four important steps: the structured material collection (step 1); the descriptive review (step 2); the category selection (step 3); and the material evaluation (step 4). Steps 3 and 4 simultaneously represent the process of the content analysis (Mayring, 2002, 2014), which is the research method followed for the identification of the relevant issues arising in this field and therefore for the proposed framework (see Fig. 3, Section 3).

2.1. The structured material collection (step 1)

The step of the structured material collection comprises the literature search, including the collection of relevant research material (scientific journal articles), which is defined and delimitated. Since the literature on the integration of corporate sustainability into strategic management is not limited to specific scientific journals, the search process was conducted using key terms, not by journals (see Webster and Watson, 2002; Schiederig et al., 2012). Therefore, key terms from the research fields of strategic management and corporate sustainability were combined and used for the search in titles, abstracts or key words. The key terms employed were *strategic/strategy/strategies/management, corporate*

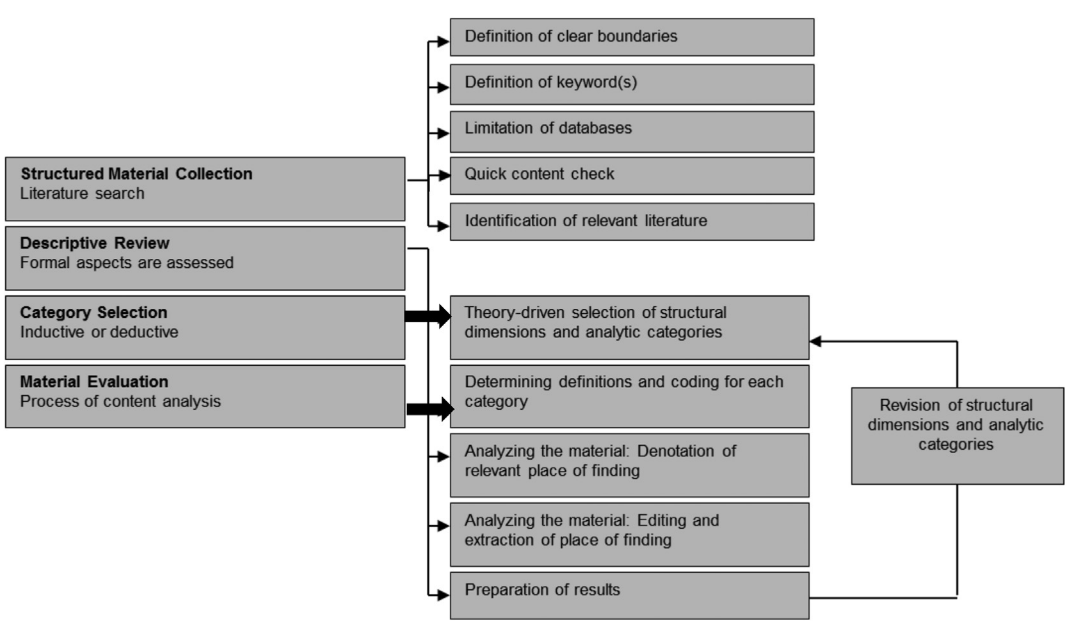

Fig. 1. Literature review process model (Mayring, 2002, 2003, 2014).

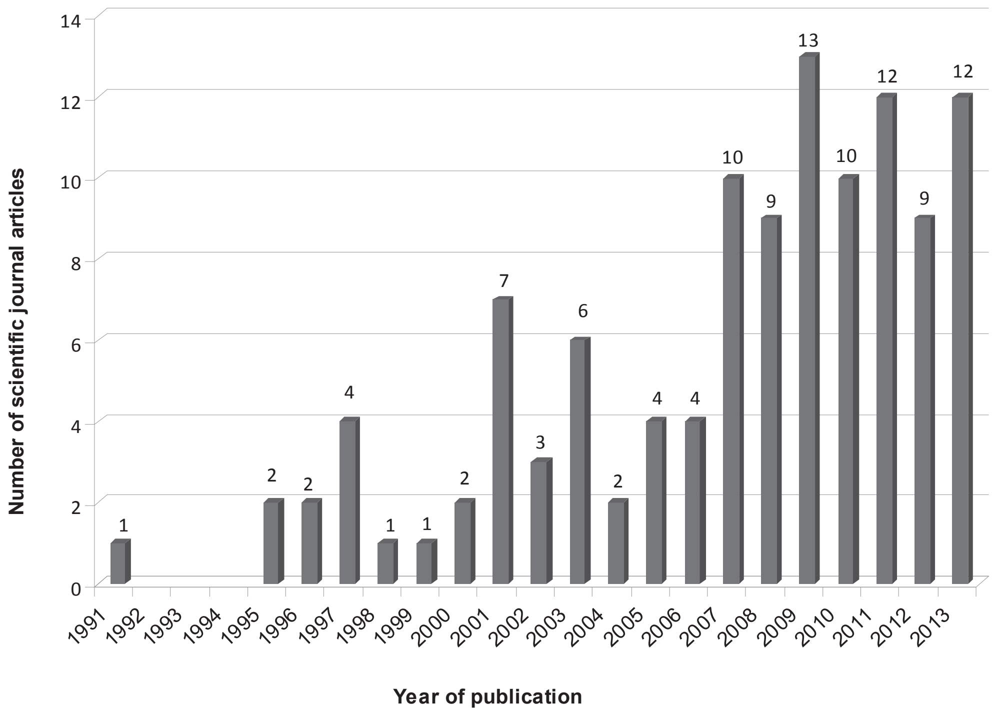

Fig. 2. The distribution of the analyzed scientific journal articles per year (1991–2013).

sustainability/sustainability, environmental/green/eco/ecological, social/socially/ethical, responsible/responsibility. A list of all combinations of key terms used is provided in Appendix A.

When undertaking a literature review, it is important that clear boundaries are defined. Within the subject area of exploring the integration of corporate sustainability into strategic management four important boundaries were set:

1. Included in the analysis were primarily peer-reviewed scientific journal articles written in English and with a focus on business management;
2. Solely journal articles which contribute to the subject of integrating corporate sustainability into strategic management are considered. Thus, the identification of relevant literature is based on conceptual as well as empirical research with a clear contribution on the integration of corporate sustainability;
3. As this article follows the aforementioned definitions of corporate sustainability, journal articles with a focus on 'sustaining economic success' or the understanding of 'sustainability as long-lasting' are not identified as relevant literature and are excluded from the analysis because of their primary focus on economic topics; and
4. Empirical studies focusing on the evaluation of different strategy types and profiles restricted to certain geographical markets are excluded as they do not contribute to the theoretical clarification of exploring the integration of corporate sustainability into strategic management.

After defining the key terms and boundaries for the literature search, the research material was collected from two major databases (Scopus, Web of Science) and one free access database (Google Scholar) in March 2013. In order to ensure that recent publications were included in the literature review, the literature search was repeated and extended in December 2013 and June 2014. The extracted material was pre-analyzed using a three-level approach to increase reliability and replicability. First, all scientific journal articles found were checked in terms of their 'definitional fit'. This was done using the title, the keywords and the abstract of each article identified. Second, the articles identified as relevant after the first level, were considered as a whole and checked with regard to the pre-defined boundaries. Third, the lists of references in the articles were used to identify potential relevant literature, which was not found by the key term search previously. To ensure a high quality review this procedure of material extraction was repeated by a second researcher.

2.2. The descriptive review (step 2)

The result of the structured material collection was a selection of n = 114 scientific journal articles. Those scientific journal articles were reviewed descriptively in order to give a summary of article distribution, the journal name, the authors, and the methodological approach, i.e. conceptual or empirical (see Table 1, Fig. 2). The year 1987, the year when the World Commission on Environment and Development (WCED, 1987) published the Brundtland Report, was chosen as a starting point for the literature search. However, the first matching publication found was from 1991, and consequently this was the starting point for this review.

2.3. The category selection (step 3) and material evaluation (step 4)

Content analysis is seen as an appropriate method for qualitative material evaluation, since it is suitable for material arising from any type of communication (Mayring, 2003). In order to undertake content analysis, a suitable coding scheme first needs to be established. The codes used within the coding scheme are defined in the way that they correspond to the research questions and adequately and entirely cover the topic of interest. For this review the coding scheme was developed inductively, i.e. the researcher doing the coding annotated the articles and the most important notes were recorded. Subsequently, the articles were read again and the codes were established. The realization of the content analysis was done

Table 1
A summary of the scientific journals identified.

Name of scientific journal	Peer-reviewed	Conceptual	Empirical	Total
Academy of Management Executive	✓	1		1
Academy of Management Review	✓	4		4
African Journal of Business Management	✓	2		2
Amfiteatru Economic	✓		1	1
Applied Economics	✓		1	1
Brazilian Administration Review	✓	1		1
Business and Society	✓	1	2	3
Business Strategy and the Environment	✓	3	3	6
California Management Review	✓		1	1
Corporate Governance	✓	3	1	4
Corporate Social Responsibility and Environmental Management	✓	4	3	7
European Business Review	✓	2		2
European Management Journal	✓	1	1	2
Greener Management International	✓		1	1
Harvard Business Review		2		2
Human Resource Management	✓		1	1
Industrial and Commercial Training	✓	1		1
International Food and Agribusiness Management Review	✓		1	1
International Journal of Sustainable Strategic Management	✓	2		2
International Journal of Business		1		1
International Journal of Management Reviews	✓	3		3
International Journal of Production Economics	✓		2	2
International Journal of Research in Marketing	✓		1	1
International Journal of Sustainable Development and World Ecology	✓	1		1
International Marketing Review	✓	1		1
Journal of Applied Behavioral Science	✓		1	1
Journal of Business Ethics	✓	7	4	11
Journal of Business Strategy	✓	1		1
Journal of Cleaner Production	✓	5	1	6
Journal of Consumer Marketing	✓	1		1
Journal of Corporate Citizenship	✓	1		1
Journal of Environmental Management	✓		2	2
Journal of Evolutionary Economics	✓		1	1
Journal of Management	✓	2		2
Journal of Management and Sustainability	✓		1	1
Journal of Management Studies	✓	1	1	2
Journal of Organizational Change Management	✓	1		1
Journal of Public Relations Research	✓		1	1
Journal of Technology Management and Innovation	✓		1	1
Journal of World Business	✓	1		1
Leader to Leader		1		1
Long Range Planning	✓	2	3	5
Management Decision Management Decision	✓	1	1	2
Management Accounting Research	✓	1	1	2
Management International Review	✓		1	1
Organization & Environment	✓	1		1
Organizational Dynamics	✓	1		1
Resources, Conservation and Recycling	✓		1	1
Society and Economy		1		1
Strategic Management Journal	✓		4	4
Sustainable Development	✓	3		3
Systems Research and Behavioral Science	✓	1		1
The Journal of Regional Analysis and Policy	✓	1		1
The Temple Journal of Science, Technology and Environmental Law		1		1
Theoretical and Applied Economics			1	1
Trends in Ecology and Evolution	✓	1		1
World Academy of Science, Engineering and Technology	✓	1		1
World Future Review	✓	1		1
Total of 58 scientific journals	**52**	**70**	**44**	**114**

using MAXQDA; a software for analyzing qualitative and mixed method data. The material evaluation, based on content analysis, was an essential step for the identification of the relevant issues that influence the integration of corporate sustainability.

Although no literature review is completely inclusive, the aforementioned delimitations for literature search and the boundaries set were important to synthesize the existing literature and to reduce bias of the researchers. The intent is not to provide an historical review that summarizes all contributions from corporate sustainability scholars over the past century. This review rather explores the integration of corporate sustainability into strategic management by offering a general theoretical framework with relevant issues that emerged in the existing scientific literature.

3. Findings and results

The results underline the growing importance of exploring the integration of corporate sustainability into strategic management. First, the descriptive analysis shows an increase of publications in

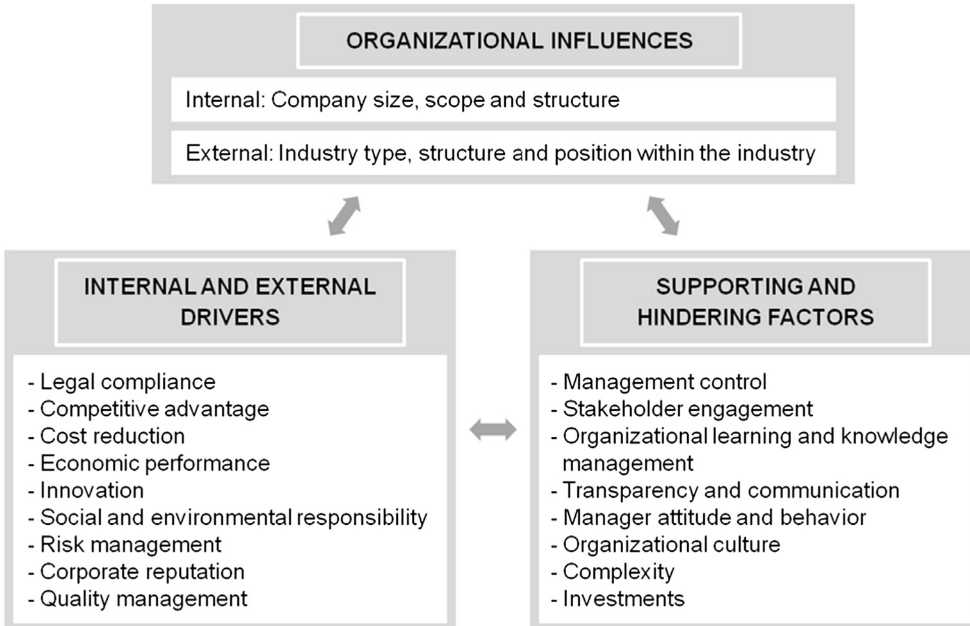

Fig. 3. Emerged issues from exploring the integration of corporate sustainability into strategic management.

scientific journals. Secondly, several studies in this research field deal with issues that influence the integration process.

3.1. Descriptive review

The descriptive review, based on a quantitative basis, takes all n = 114 scientific journal articles into account. Working papers, conference proceedings and books are excluded from the analysis. The results show that relevant articles in the explored research field are widely distributed across a number of scientific journals (see Table 1). All in all n = 58 different scientific journals are identified; most of them are peer-reviewed (89%, n = 52). The leading position is held by the Journal of Business Ethics (n = 11), followed by Corporate Social Responsibility and Environmental Management (n = 7). It is also apparent that there are more conceptual (61.4%, n = 70) than empirical (38.6%, n = 44) articles published.

The descriptive review shows that there has been an increase in interest in this research topic since 2007 (see Fig. 2). From 2007 to 2013, 66% (n = 75) of the n = 114 scientific journal articles identified were published. While the number remained very low before 1997, in 2001 (n = 7) and especially in 2007 (n = 10), the number of publications increased.

The scientific journal articles were differentiated according to three categories related to the triple bottom line approach (Elkington, 1998) and the business, natural and societal case framed by Dyllick and Hockerts (2002). As the focus of the analysis was on strategic management, the economic dimension was assumed to be covered by all scientific journal articles identified. Hence, the literature analyzed is categorized according to 'sustainability' (= economic, environmental and social dimension), 'environmental' (= economic and environmental dimension), and 'social' (= economic and social dimension). The results of the descriptive review revealed n = 74 scientific journal articles that address the category 'sustainability', and therefore all three dimensions of corporate sustainability; n = 29 scientific journal articles were categorized as 'environmental' and n = 11 scientific journal articles as 'social'. This shows that most of the analyzed literature focuses on corporate sustainability in the sense of the triple bottom line approach.

3.2. Emerged issues from exploring the integration of corporate sustainability into strategic management

The following section provides a framework (Fig. 3) for the emerged issues in exploring the integration of corporate sustainability into strategic management. These issues have been identified by applying a qualitative content analysis. The identified issues – based on the existing literature – then serve as a basis for managerial decisions and could be taken into account in order to ensure or promote success in the integration process. For a full list of identified authors by issue identified see Appendix B. In the past, a great number of scholars (e.g. Sharma et al., 1999; Skjaerseth and Skodvin, 2001; Lozano, 2012) have examined the drivers of corporate sustainability in general. Resulting from their insights, and based on the outcomes of the content analysis, three essential areas of corporate sustainability integration are identified: organizational influences; internal and external drivers; and, supporting and hindering factors. These areas were categorized and named by the authors that conducted the analysis. None of the three areas identified can be regarded separately as they interact and correlate in practice. The descriptive review shows that conceptual articles appear more frequently than empirical ones, thus not all of the described issues are grounded on empirical studies.

3.2.1. Organizational influences

Organizational influences are circumstances which form the basis for any kind of company activities, and are issues which are necessary for successfully managing business processes. In this respect, they influence the integration of corporate sustainability into strategic management right from the beginning. Based on the content analysis, the identified organizational factors are internal and external ones. These influences are described in detail in the following.

3.2.1.1. Internal: company size, scope and structure. While internal organizational influences are determining for companies in general, the results show that company size (e.g. Husted and Allen, 2007b, 2009; Michelon et al., 2013), scope and structure (Siebenhüner and Arnold, 2007) influences the company's internal corporate sustainability processes and therefore the integration into strategic management. Aldama et al. (2009) for example, state that corporate sustainability initiatives and strategies are strongly associated with the size of a company. Others (e.g. Siebenhüner and Arnold, 2007) claim that company size has little impact on the integration of corporate sustainability. Yu and Chen (2014) even argue that a company's commitment to corporate sustainability must be seen as irrespective of company size. However, although the scholars in this field do not agree on this point, the different approaches must be mentioned here as they appeared in the literature. Scholars (e.g. Dyllick and Hockerts, 2002; Siebenhüner and Arnold, 2007; Yu and Chen, 2014) agree, though, in the need to modify the organizational structure in accord with corporate sustainability integration (e.g. integration at top management level).

3.2.1.2. External: industry type, structure and position within the industry. External organizational factors such as type, structure and position of/in an industry (e.g. Mazutis, 2013; Michelon et al., 2013) influence the company's strategic position also in terms of corporate sustainability. It is a challenging task for companies and their managers to identify a fitting strategic position, i.e. that position which best matches company strengths and weaknesses. The classical distinction employed in management theory between internal and external influences is extended by incorporating social factors (e.g. stakeholder demands) and environmental factors (e.g. natural resources and climate change) (Wheelen and Hunger, 2012). Depending on which internal and external organizational influences exist, different strategies and objectives need to be chosen.

3.2.2. Internal and external drivers

Internal and external drivers are issues or reasons, explaining why the integration of corporate sustainability into strategic management is important and which advantages are to be expected. Based on the results of the conducted content analysis, the drivers are: legal compliance; competitive advantage; cost reduction; economic performance; innovation; social and environmental responsibility; risk management; corporate reputation; and quality management. These drivers are described in detail in the following.

3.2.2.1. Legal compliance. In some cases it may be difficult for managers to gain and keep an overview of the innumerable (industry specific) social and environmental laws related to their field of activity. In addition, some industry sectors are more affected than others. Companies in pollution intensive industries, e.g. the oil or automotive industries, are under more legislative pressure than companies in the service or finance sectors. Attaining and ensuring legal compliance is thus a challenge for companies (Schaltegger, 2011). Several scholars have dealt with questions relating to the different types of laws, regulations and legal compliance in the context of incorporating sustainability (e.g. van Bommel, 2011; Eweje, 2011; Gond et al., 2012). While the need for legal compliance is a clear source of pressure in terms of pushing companies towards corporate sustainability, questions concerning legal compliance and policing *per se*, are rarely an area in which companies enjoy strategic competence (Schaltegger, 2011).

3.2.2.2. Competitive advantage. A number of the articles analyzed argue that the integration of corporate sustainability into strategic management fosters a company's competitive advantage (e.g. Ganescu, 2012; Peters and Zelewski, 2013; Stead and Stead, 2013). Porter and Kramer (2006) state that companies need to focus on the appropriate sustainability initiatives in order to add value, and thus create competitive advantage. For example, policy initiatives related to corporate sustainability are said to require a suitable strategic link, since they address social, environmental and economic objectives and not only create value for the whole company but also for society (Porter and Kramer, 2002). To be effective in such cases, the integration of corporate sustainability must move from being a disconnected, *ad hoc* mix of philanthropic actions, such as randomly selected donations, advertisements and weak sustainability reporting, to becoming a coherent and integrated part of business strategy. Steyn and Niemann (2014) argue that this implies that corporate sustainability needs, simultaneously, to become part of the company's vision, culture, governance, management and performance systems, hence it needs to become part of everyone's daily work (White, 2009). Such conditions generate competitive differentiation and thus the ability to capture or enter new markets (McElhaney, 2009). Van Bommel (2011) argued that achieving competitive advantage through strategically integrated corporate sustainability depends on the existence of proper company initiatives concerning the selected strategic orientation. These discussions demonstrate that sustainability initiatives and strategic orientation are also directly linked to other factors, such as cost reduction (e.g. Stead and Stead, 2000), reputation effects (e.g. Falkenberg and Brunsael, 2011), innovation (e.g. Santos et al., 2009) and economic performance (e.g. van Bommel, 2011).

3.2.2.3. Cost reduction. Cost reduction can be promoted in the long run through the integration of corporate sustainability into strategic management (e.g. Schaltegger, 2011; Ganescu, 2012; Baumgartner, 2014). Cost reduction is often mentioned as a positive effect accompanying corporate sustainability integration. Examples of sustainability initiatives, which could lead to cost savings, are environmental management systems, waste and energy management programmes, and the improved productivity and efficiency of material use (Epstein and Roy, 2003; Schaltegger, 2011). Baumgartner and Ebner (2010) argued that the integration of corporate sustainability into strategic management could lead to decreased, increased, or constant cost effects. This depends on the form of corporate sustainability and corporate competitive strategy chosen. Decreased costs as a result of integrating corporate sustainability into strategic management support and strengthen the corporate competitive strategy in case of a cost leader strategy (Baumgartner and Ebner, 2010).

3.2.2.4. Economic performance. In the past few decades many scholars have presented theoretical frameworks on the relationship between social, environmental and economic performance (e.g. Ganescu, 2012; Figge and Hahn, 2012; Zhang et al., 2013). In this context, some authors focus on the link between social and economic performance (e.g. Porter and Kramer, 2006; Lankoski, 2008; McElhaney, 2009), whereas others deal with the link between environmental and economic performance (e.g. Lee and Ball, 2003; Wagner and Schaltegger, 2004; Molina-Azorín et al., 2009a). Salzmann et al. (2005) present a summary of typologies and frameworks related to the links between environmental, social, and economic performance. He states that there are studies suggesting a negative link (Preston and O'Bannon, 1997), a neutral link (McWilliams and Siegel, 2001) and a positive link (Waddock and Graves, 1997; Kumar and Sutherland, 2009). Lankoski (2008) refers to strategically planned sustainability initiatives and related outputs. It is found that these not only matter from a social or environmental perspective, they also create economic advantage. In addition, Waddock and Graves (1997) found that a high correlation exists between good management practices and social, environmental and economic performance.

3.2.2.5. Innovation. Innovation may foster the use and improvement of clean technologies (e.g. Fang et al., 2010; van Bommel, 2011; Paraschiv et al., 2012). Paraschiv et al. (2012) demonstrate that innovation is one of the main drivers in the strategic orientation of a company. Innovations are supported by the integration of corporate sustainability and *vice versa*. Innovations in terms of corporate sustainability 'present the opportunity for firms […] to reposition their internal competencies around more sustainable technologies', and thereby establish strategic advantage by the exploitation of new markets (Hart and Milstein, 2003, p. 62). Valentine (2010) argues that companies can not only achieve strategic advantages by means of technical innovation, but also by adopting social innovation and integrating stakeholder concerns. According to Jin and Bai (2011), both innovation and effective strategic management are required for the integration of corporate sustainability. In addition Baumgartner (2014) also states that innovations and continuous improvement are necessary for corporate sustainability as part of strategic management. Companies must be able to drive innovation in terms of both corporate sustainability and their core strategy (Milton de Sousa Filho et al., 2010) in order to achieve strategic advantage.

3.2.2.6. Social and environmental responsibility. Another driver behind the integration of corporate sustainability into strategic management is the internal commitment to social and environmental responsibility. Recent studies address the topic of social responsibility on a strategic level (e.g. Kim, 2011; Belu and Manescu, 2013; Hahn, 2013). Other studies concentrate on environmental responsibility (e.g. Molina-Azorín et al., 2009a; Paulraj, 2009; Orlitzky et al., 2011). Social responsibility forms the normative rationale for corporate sustainability integration at strategic level. Carroll (2004, p. 116) defined social responsibility as 'do what is expected by global stakeholders'. This represents a small, but distinct, difference from the same author's definition of legal responsibility; 'do what is required by global stakeholders'. Several scholars discuss social responsibility in terms of it being strategically implemented as a win–win strategy. Porter and Kramer (2002) call this win–win situation a strategic philanthropy. Falck and Heblich (2007, p. 247) explain this win–win strategy as follows: 'a company 'can do well by doing good'; in other words, it can make a profit and make the world a better place at the same time'. Yu and Chen (2014) stated that a company which decides to assume environmental responsibility needs a fully functional strategic framework that is consistent with the company's objectives, and that the framework must encompass both the current environmental initiatives and philosophy.

3.2.2.7. Risk management. Two aspects of risk management are considered as specifically relevant for the integration of corporate sustainability into strategic management. Choosing and formulating a specific corporate sustainability strategy may entail an increase in risk, and the strategic integration of corporate sustainability may entail a decrease in risk. The former is rarely discussed in the existing literature (e.g. Parnell, 2008; Schaltegger, 2011; Ganescu, 2012). In contrast, risk reduction is a much more common topic (e.g. Mandelbaum, 2007; Yilmaz and Flouris, 2010; Paraschiv et al., 2012). Yilmaz and Flouris (2010) indicated that sustainability risk management goes beyond compliance and legal liabilities and that it is based on corporate philosophy and culture and needs to be seen as an integral part of the overall corporate strategy. Holzmann and Jørgensen (2001) go further and speak in this context about social risk management for social protection. To ensure effective sustainability risk management, a system of management control (e.g. ISO 31000:2009) is helpful (Millar et al., 2012).

3.2.2.8. Corporate reputation. Several articles discuss potential links between corporate sustainability and corporate reputation (e.g. van Bommel, 2011; Schaltegger, 2011; Ganescu, 2012). 'A strong reputation is widely acknowledged to be the most valuable asset of a firm, and sustainability has become an important component of corporate reputation' (Peloza et al., 2012, p. 74). Reputation refers to the image that stakeholders have in mind when thinking about a company and its behavior towards corporate sustainability (Lankoski, 2008; Calabrese et al., 2012). Some authors clearly outline that taking action in terms of corporate sustainability and adopting proactive corporate sustainability strategies have a positive impact on corporate reputation (e.g. Valentine, 2010; Ganescu, 2012; Klettner et al., 2014, online 2013). Falkenberg and Brunsael (2011) stated that improvements to corporate reputation resulting from sustainability initiatives and strategies are often difficult to imitate. According to Milton de Sousa Filho et al. (2010), sustainability initiatives that touch the social dimension are particularly effective in enhancing corporate reputation. However, these social initiatives must be strategically integrated and clearly connected to corporate strategy.

3.2.2.9. Quality management. From a corporate sustainability perspective, the term 'quality' is often used to refer to 'high quality of life for current and future generations of humans and non-humans by creating a synergistic balance between economic prosperity, ecosystem viability, and social justice' (Stead and Stead, 2000, p. 317). Thus it is defined as 'an organizational value to support corporate sustainability, quality is a broad concept that encompasses the quality of products and services, the quality of work, and the quality of life of employees, customers, and the community' (Stead and Stead, 1996, 2000, p. 318). Strategically integrated corporate sustainability fosters not only the quality of the product or service; it also has an impact beyond the immediate level of production and is correlated with stakeholder satisfaction. By integrating corporate sustainability into strategic management, quality management must be considered (e.g. Vastag et al., 1996; Stead and Stead, 2000; Goldstein, 2002). Any of the following actions can be helpful in promoting corporate quality management: application of a (quality) management system (e.g. ISO 9001, ISO/TS 16949, ISO 13485 (medical devices)); usage of quality management models (e.g. the European Foundation for Quality Management, Six Sigma, Total Quality Management); strategy performance management (e.g. balanced scorecard).

3.2.3. Supporting and hindering factors of integration

Supporting and hindering factors with respect to corporate sustainability integration are defined by the authors as factors that influence the process of integrating corporate sustainability in strategic management in a positive or negative manner. In the following the supporting and hindering factors of integration, based on the content analysis, are discussed. These are: management control; stakeholder engagement; organizational learning and knowledge management; transparency and communication; manager attitude and behavior; organizational culture; complexity; and investment costs.

3.2.3.1. Management control. Managers are faced with a high level of informational complexity and rely on effective management control (e.g. Baumgartner and Korhonen, 2010; Schaltegger, 2011; Gond et al., 2012). Some studies demonstrate a link between competitive strategies and management control (e.g. Kaplan and Norton, 1992; Parnell, 2008). However, while the use of an effective management control system may help to foster the integration process (Arjaliès and Mundy, 2013), such a system places demands on resources and may be problematic in terms of the identification or implementation of suitable structures (Hülsmann and Grapp, 2005). The most frequently discussed issues concerning management control are related to the overall effort involved in corporate sustainability, and the problems of selecting and adapting suitable sustainability indicators, i.e. indicators which complement, and are consistent with, conventional management tools (Parnell, 2008; Gond et al., 2012). In addition, the literature on management control in this research field has dealt with the (sustainability) balanced scorecard (e.g. Borland, 2009; Schaltegger, 2011; Gond et al., 2012). Most of the scientists discuss the integration of corporate sustainability in the balanced scorecard (Figge et al., 2002), and the resulting positive impacts on economic performance. Management systems are mentioned as one tool of management control (e.g. Molina-Azorín et al., 2009b; van Bommel, 2011; Gond et al., 2012). The results of the content analysis show that environmental (ISO 14001) and quality management systems (ISO 9001) are the most frequently mentioned management systems. Only a few scholars (e.g. van Bommel, 2011; Hahn, 2013) focus on management systems for social responsibility, or to related standards and guidelines social accountability 8000 (SA 8000), the British standard for occupational health and safety management systems (OHSAS 18001), and the social responsibility guideline (ISO 26000). However, non-financial measurements need to be considered in the integration of corporate sustainability into strategic management and they may even support the integration process (e.g. McWilliams and Siegel, 2001; Lindgreen et al., 2009; Nathan, 2010).

3.2.3.2. Stakeholder engagement. The term ‘stakeholder engagement’ refers to a number of different factors related to various stakeholder groups (Waddock and Graves, 1997). In the past, various scientists have dealt with stakeholder theory related to corporate sustainability integration (e.g. Lee, 2008; van Bommel, 2011). Most of them investigate stakeholder engagement (e.g. Lee, 2011; Paraschiv et al., 2012; Lozano, 2015), but only relatively few authors explain how stakeholder satisfaction influences the financial performance of the company, or its impact in generating sources of corporate advantage. Kourula (2006) identified various forms of stakeholder engagement that contribute to the creation of shared value (e.g. sponsorship, single issue consultation, research cooperation, employee training and volunteerism, certification and eco-labeling, systematic dialog, common projects and programs, strategic partnerships). Stakeholder engagement in connection with the strategy building process is often discussed in the literature in the context of making strategy part of everyone's job (e.g. Stead and Stead, 2000; Paraschiv et al., 2012). Consequently, stakeholder engagement is related not only to the motivational aspects regarding strategy formulation, but also to the need to install a supporting scheme when attempting to achieve long-term objectives. A prerequisite for successful stakeholder engagement is a well-planned strategy. As this is both cost and time consuming, stakeholder engagement often appears rather daunting. This may propel managers towards selecting relatively economical forms of engagement which are not compatible with the vision, the strategy, or the core competences of their company (Galbreath, 2006).

3.2.3.3. Organizational learning and knowledge management. The integration of corporate sustainability into strategic management is a complex management task and requires cross-disciplinary scientific knowledge, management, and organizational learning (Grant, 2007; Lankoski, 2008). However, there has been little research into the importance of organizational learning and knowledge management in this integration (e.g. Maffini Gomes et al., 2013; Pless et al., 2012; Paraschiv et al., 2012). Successful knowledge management makes ‘the implicit knowledge held within the minds of the workforce explicit and open for discussion and learning’ (Esterhuyse, 2008, p. 36), and has ‘the potential of enhancing an organization's competitive advantage, customer focus, employee relations and development, innovation, and lower costs' (Zheng et al., 2010, p. 763). Esterhuyse (2008) focuses on knowledge management strategies within organizations based on the objective performance of a scorecard. Zheng et al. (2010) discussed the link between knowledge management, organizational culture and corporate strategies. In addition, several scholars argue about the importance of organizational learning in changing people's assumptions and theories, and the extent to which such changes may subsequently produce more permanent routines and structures, either internally (e.g. new manager and employee attitudes, innovations, processes and structures) or externally (e.g. resulting in knowledge and capabilities that are not yet integrated within the company).

3.2.3.4. Transparency and communication. Although transparency and communication are discussed only relatively infrequently in the literature, they nonetheless remain important. Transparency reduces complexity and makes it manageable. Thus, transparency makes a positive contribution to the fulfillment of the company's objectives and is consequently an essential part in the integration process of corporate sustainability. Internal and external communication plays an important role in enhancing the transparency of corporate sustainability issues within a company. Most authors deal with issues related to external communication, mainly in the form of sustainability reporting (e.g. Arjaliès and Mundy, 2013; Zhang et al., 2013; Klettner et al., 2014, online 2013) and use of reporting and disclosure tools (e.g Carbon Disclosure Project, Global Reporting Initiative). In contrast, the significance of internal communication is addressed by only relatively few authors (e.g. Siebenhüner and Arnold, 2007; Milton de Sousa Filho et al., 2010). However, internal communication is particularly important with respect to the process of integration. In order for employees to understand and trust into a sustainability mission statement and to comprehend the related strategies, objectives and measures must be communicated clearly and transparently. According to Siebenhüner and Arnold (2007), besides immediate and direct communication between managers and employees, the usage of other internal communication channels (e.g. intranet, email, seminars, presentations, folders) is also essential for the implementation of corporate sustainability strategies.

3.2.3.5. Manager attitude and behavior. Managers' attitudes and behavior are often guided by economic performance, and thus the ability or willingness to incorporate sustainability integration may be rather limited. While some scholars have already dealt with the link between manager attitudes and the integration of corporate sustainability into strategic management (e.g. Bonn and Fisher, 2011; Baumgartner and Ebner, 2010; Jin and Bai, 2011), according to Maon et al. (2008) manager attitudes towards, and perceptions of, the concept of corporate sustainability exert a clear influence on related strategy design. In addition, attitudes among middle management tend to mirror those of top management. Harmon et al. (2009) argue that changing manager attitudes and behavior with respect to corporate sustainability integration would minimize internal organizational deficiencies and make for a much stronger business case. Lozano (2015) mentioned manager attitude and behavior in terms of leadership as a driver for integration. In the articles analyzed this is often discussed in terms of organizational change processes (e.g. Baumgartner, 2009; Carroll and Shabana, 2010; Paraschiv et al., 2012). According to Millar et al. (2012, p. 491) 'implementation and organizational change are the key issues the sustainability agenda is demanding action on. This requires a change of thinking, a change of attitude that usually needs to start with leadership'.

3.2.3.6. Organizational culture. Organizational culture 'refers to the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviors of its members' (Brown, 1998, p. 9). Schein (1985) states that culture is a set of basic assumptions which members of an organization have in their mind and which influence them in thinking and acting. According to Linnenluecke and Griffiths (2010), the aim is to develop a sustainability-oriented organizational culture such that in practice a full response may be made to environmental and social challenges. Sustainability initiatives and strategies have to be embedded in organizational culture (Baumgartner, 2009; Borland, 2009). Bonn and Fisher (2011) agree, and suggest that managers need to ensure that sustainability initiatives must be supported by the corporate culture in a proactive way so as to integrate corporate sustainability into strategic management.

3.2.3.7. Complexity. Numerous articles identified as relevant for the literature review address complexity (e.g. Rankin et al., 2011; Gond et al., 2012; Lozano, 2015). Dealing with complexity means 'dealing simultaneously with a sizeable number of factors which are interrelated into an organic whole' (Weaver, 1948, p. 5). The authors mentioned above describe several different perspectives relating to complexity in the integration process. Salzmann et al. (2005) highlight the complexity of environmental and social issues and point out the number of important parameters that vary across industry type, countries and time. Rankin et al. (2011) highlighted the complexity of sustainable definitions as well as the issues in corporate sustainability integration related to achieving a balance among the three dimension of corporate sustainability. Holmberg and Robèrt (2000) discuss complexity in terms of environmental issues (e.g. an increasing global population, rising energy demand, etc.). Integrating corporate sustainability entails relaxation of company boundaries while pursuing attempts to actively integrate the organizational environment. This is a further source of potential complexity. One additional dimension of complexity that plays a crucial role is complexity in terms of organizational structures, and information and communication channels.

3.2.3.8. Investments. The need for increased investments is often mentioned in the literature as a hindering factor in the integration of corporate sustainability into strategic management (see Aragón-Correa and Rubio-López, 2007; Paraschiv et al., 2012; Peters and Zelewski, 2013). This appears in the initial stages of the integration process where demands for new funding are quite common, for example for new technologies (e.g. for energy saving, environmental protection and recycling), certifications (e.g. ISO 14001, environmental management systems), communication and marketing (e.g. sustainability reporting and advertising), and human resources (e.g. recruitment of sustainability experts). In this sense, Maxwell et al. (1997, p. 120) speak about investments to create 'benefits and long-term financial savings and avoided costs'. Holmberg and Robèrt (2000) state that such investments are important in that they lead to lower resource use in production and thus to less waste.

4. Discussion and conclusion

This article addresses the topics of corporate sustainability and strategic management by stressing the notion that linked issues regarding these topics must be considered. These issues were identified as a main result of a content analysis of 114 scientific journal articles that deal with the integration of corporate sustainability from a strategic management perspective. Prior studies in this field have documented a number of diverse issues as being important. These studies have either been theoretical, or have only focused on very specific issues of corporate sustainability integration. Most notably, this is, to the authors' knowledge, the first literature review combining the two research fields and exploring their integration. Based on the results of the content analysis conducted, the relevant issues are presented in a framework providing a summary by structuring and discussing the identified issues (see Fig. 3). These issues are categorized as organizational influences, internal and external drivers, and supporting and hindering factors.

Thereby the postulated research questions have been answered in the following way:

(1) What literature is relevant to an exploration of the integration of corporate sustainability into strategic management?

The descriptive analysis shows that the number of on-topic publications in scientific journals has risen in the last decade. Considering Table 1 it can be concluded that the topic of integrating sustainability into strategic management tends to be more discussed in literature streams related to sustainability than to strategic management research. However, there is still a lack of empirical (quantitative and qualitative) studies on the integration of corporate sustainability into strategic management. There are not only clear deficiencies in current scientific discussion concerning the barriers and challenges that are often met during the integration in practice (e.g. problems of complexity, internal communication, manager attitudes and behavior), there also appears a lack of effort regarding the development of potential solutions. As it was argued, reducing complexity, or alternatively, identifying new ways of dealing with complexity, is likely to be one of the core issues, both in science and in practice.

At present, scant attention is paid in the literature to the trade-offs involved in 'going sustainable', and to the conflicts companies face in aligning customer sustainable values with customer willingness to pay for the integration of such values. The results reveal little discussion concerning the respective disadvantages and opportunity costs associated with integrating or not integrating corporate sustainability into strategic management.

(2) What relevant issues, if any, can be identified from an analysis of the existing literature as identified in (1)?

Most of the literature identified as relevant for this literature review deals with theoretical frameworks and concepts that are used to combine the two research fields of corporate sustainability and strategic management. Fig. 3 shows the relevant issues identified from the analysis of the existing literature. Those issues are grouped into internal and external organizational influences, into internal and external drivers, and into supporting and hindering factors. The categorization, however, is not definite at all but offers an overview and serves as a basis for further research.

To give some examples: company size is seen as an organizational influence whereas risk management could be seen as a driver for the integration of corporate sustainability into strategic management. Additionally an organizations' culture could be a supporting or hindering factor given its characteristic. Key aspects already covered in the research so far include the following:

1. Analyses of corporate motivations behind the integration of corporate sustainability into strategic management. Thus, research has been conducted on why companies should assume social and environmental responsibility, i.e. in addition to the obvious need for securing long-term economic benefits;
2. The need to address stakeholder requirements, i.e. research has widely recognized that stakeholder engagement has a positive influence on the companies and that it generates long-term benefits; and
3. Broad discussions have been held, and recommendations are given concerning the relevant management tools and systems, i.e. research has been carried out on the contribution of management control to the integration.

Notwithstanding that the majority of research on integrating corporate sustainability into strategic management is rooted in sustainability-related research streams, it is the firm's strategic management and its related processes in which sustainability needs to be integrated. Hence, some specific conclusions for strategic management are drawn in the following. Starting from the framework (Fig. 3), it depends on a company's specific understanding of strategy which consequently determines its dealings with respective challenges or supporting factors.

Theoretically following the MBV would mean that primarily outside-in external forces are determining a firm's strategic decisions. However for corporate sustainability strategies not only market driven developments are crucial but also internal organizational influences and drivers count as well. Hence while especially looking on market forces is essential in this respect, other topics related to sustainability should not be ignored. For example, organizational learning and knowledge management could positively contribute to sustainable strategic management.

Contrariwise considering the RBV leads to strategic decisions primarily based and focused on internal resources and competencies. In this context also the market based perspective on certain topics should not be forgotten while planning and implementing strategies. A company's position within the industry, for instance, might influence the sustainable strategic management.

Management research has not identified many basic differences in strategy building processes between sustainability strategies and 'conventional' strategies. In strategy building processes in context of sustainability, however, different topics and drivers are influencing strategic management decisions. Lee (2011) argues, for instance, that external influences – arising from institutions and stakeholders – are shaping firms CSR strategies. The results of this paper reveal that sustainability-related strategies assume a definite shape corresponding also to topics like the ones presented in the framework (see Fig. 3). Hence different types of strategies related to different levels of incorporated sustainability can be identified, both in literature and in practice (e.g. Baumgartner and Ebner, 2010; Lee, 2011; van Marrewijk and Werre, 2003; White, 2009). With respect to the strategy formulation and implementation it can be argued in line with Mintzberg (1978) that – also in context of sustainable strategic management – strategies can be either intended and deliberate or emergent. However as the review reveals complexity is expected to increase by considering sustainability in strategic management. Increased complexity is especially related to a long-term view in the context of sustainable development, to stakeholder demands and engagement, and to required competencies, to name but a few. To conclude with, while the strategy process basically remains the same compared to 'traditional' strategic management, a system and holistic view in order to be able to consider varying sustainability topics is needed.

The framework presented can help scientists and managers in identifying the potential implications of corporate sustainability integration. For scientists, this review is relevant in that it provides a summary of the existing literature and the state of research in this field. This review facilitates the start of research in the fields of corporate sustainability and strategic management. For managers, the review is helpful to get a summary of what issues should be considered with respect to the integration of corporate sustainability into strategic management. The article can be useful at the beginning of the integration process to find the right sustainability initiatives befitting the company's strategic orientation, as well as the importance of communication and engagement with different departments and interrelated issues. In addition, the framework developed provides assistance for managers who already integrate corporate sustainability or have defined corporate sustainability strategies and would like to improve their sustainability initiatives.

While contributing to the research on integrating corporate sustainability into strategic management, the research presented in this article nonetheless is subject to a number of limitations. First, the use of independent assessments in controlling for the quality of the content analysis may not be sufficient to rule out all selection bias. Secondly, the aspects discussed and presented depend, of course, on other authors' work in prior studies in this field. Thirdly, limitations of the conducted research approach are the difficulties in setting the boundaries according to the research questions, as well as discriminating between relevant and irrelevant literature.

Future research should move from focusing on whether or not companies need to integrate corporate sustainability into strategic management to how this could be done in practice. Research in this field could also be aimed at identifying the key arguments used by managers to drive the integration internally, including the tools and communication processes used. The present article, with its focus on developing a theoretical framework as establishing a theoretical grounding, is of importance in initiating empirical research. It rests with future research to improve this framework by testing it empirically, or engaging in a more detailed analysis of specific variables and interlinkages. Such an analysis can lead to deeper insights and thus help improve the quality of integration in practice. A move towards greater application and empiricism is thus to be welcomed. Some empirical research has been done on the various corporate sustainability strategies a company may follow, but there appear to be no studies showing how strategy formulation, particularly with respect to implementation, is carried out in practice.

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Appendix A. List of key terms

Key terms	
Corporate responsibility and strategic management	
Corporate social responsibility and strategic management	
Corporate sustainability and strategic management	
CSR and strategic management	
Eco strategic management	
Ecological strategic management	
Environmental strategic management	
Green strategic management	
Responsibility strategic management	
Responsible strategic management	
Social responsibility strategic management	
Socially responsible strategic management	
Social strategic management	
Strategic corporate responsibility	
Strategic corporate social responsibility	
Strategic environmental management	
Strategic sustainability management	
Sustainable strategic management	
Strategy/Strategies	**Narrowed down key terms**
Eco strategies	Corporate eco strategies
	Corporate eco strategy
Eco-efficiency strategies	Corporate eco-efficiency strategies
	Corporate eco-efficiency strategy
Energy strategies	Corporate energy strategies
	Corporate energy strategy
Environmental strategies	Corporate environmental strategies
	Corporate environmental strategy
Ethical strategies	Corporate ethical strategies
	Corporate ethical strategy
Green strategies	Corporate green strategies
	Corporate green strategy
Responsibility strategies	Corporate responsibility strategies
	Corporate responsibility strategy
Responsible strategies	Corporate responsible strategies
	Corporate responsible strategy
Social responsibility strategies	Corporate social responsibility strategies
	Corporate social responsibility strategy
Socially responsible strategies	Corporate socially responsible strategies
	Corporate socially responsible strategy
Social strategies	Corporate social strategies
	Corporate social strategy
Sustainability strategies	Corporate sustainability strategies
	Corporate sustainability strategy
Sustainable energy strategies	Corporate sustainable energy strategies
	Corporate sustainable energy strategy
Sustainable strategies	Corporate sustainable strategies
	Corporate sustainable strategy

Appendix B. Overview of identified authors by issue identified

Topics/Categories	Number of articles	Authors
Organizational influences		
Internal: Company size, scope and structure	8	Barney (1991), Milton de Sousa Filho et al. (2010), Husted and Allen (2007b), McWilliams et al. (2005), Michelon et al. (2013), Orlitzky et al. (2011), Salzmann et al. (2005), Siebenhüner and Arnold (2007)
External: Industry type, structure and position within the industry	8	Barney (1991), Milton de Sousa Filho et al. (2010), Husted and Allen (2007b), Kim (2011), McWilliams et al. (2005), Orlitzky et al. (2011), Paulraj (2009), Valentine (2010)
Internal and external drivers		
Legal compliance	12	Banerjee (2001), Baumgartner (2009), Baumgartner and Ebner (2010), Eweje (2011), Gond et al. (2012), Grant (2007), Lamberti and Lettieri (2009), Lee and Ball (2003), Mandelbaum (2007), Schaltegger (2011), van Bommel (2011), Wagner and Schaltegger (2004)
Competitive advantage	68	Aragón-Correa and Rubio-López (2007), Aragón-Correa and Sharma (2003), Arjaliès and Mundy (2013), Avram and Kühne (2008), Banerjee (2001), Barney (1991), Barney (2001), Baumgartner (2009), Baumgartner

(*continued*)

Topics/Categories	Number of articles	Authors
		(2014)[a] Maffini Gomes et al., 2013, Belu and Manescu (2013), Bhattacharyya (2010), Borland (2009), Bowen (2007), Buysse and Verbeke (2003), Calabrese et al. (2012), Carroll and Shabana (2010), Chapin et al. (2010), Chatterjee et al. (2003), Epstein and Roy (2001), Falkenberg and Brunsael (2011), Fang et al. (2010), Figge and Hahn (2012), Milton de Sousa Filho et al. (2010), Galbreath (2006), Galbreath (2009), Ganescu (2012), Gond et al. (2012), Hahn (2013), Hart and Milstein (2003), Heslin and Ochoa (2008), Hillman and Keim (2001), Holme (2008), Husted and Allen (2007b), Husted and Allen (2009), José (1996), Katsoulakos and Kastoulacos (2007), Lamberti and Lettieri (2009), Lankoski (2008), Lee (2008), Lee and Ball (2003), Linnenluecke and Griffiths (2010), Maffini Gomes et al. (2013), Maon et al. (2008), Maxwell et al. (1997), McElhaney (2009), McWilliams and Siegel (2001), McWilliams et al. (2005), Michelon et al. (2013), Millar et al. (2012), Molina-Azorín et al. (2009a), Molina-Azorín et al. (2009b), Nathan (2010), Orlitzky et al. (2011), Paraschiv et al. (2012), Paulraj (2009), Peters and Zelewski (2013), Ramachandran (2011), Santos et al. (2009), Sharma and Vredenburg (1998), Sharma et al. (1999), Shrivastava (1995), Stead and Stead (2013), Simas et al. (2013), Valentine (2010), van Bommel (2011), Waddock and Graves (1997), Yilmaz and Flouris (2010), Zhang et al. (2013)
Cost reduction	25	Baumgartner and Ebner (2010), Baumgartner (2014), Carroll and Shabana (2010), Chatterjee et al. (2003), Epstein and Roy (2001), Epstein and Roy (2003), Figge and Hahn (2012), Ganescu (2012), Goldstein (2002), Hahn (2013), Hart and Milstein (2003), Husted and Allen (2007b), José (1996), Lankoski (2008), Linnenluecke and Griffiths (2010), Lozano (2012), Maxwell et al. (1997), Ramachandran (2011), Schaltegger (2011), Sharma and Vredenburg (1998), Sharma et al. (1999), Starik and Rands (1995), Stead and Stead (2000), Wagner and Schaltegger (2004), Yilmaz and Flouris (2010)
Economic performance	53	Barney (2001), Belu and Manescu (2013), Bhattacharyya (2010), Bowen (2007), Carroll and Shabana (2010), Du et al. (2007), Epstein and Roy (2001), Epstein and Roy (2003), Epstein and Roy (2007), Fang et al. (2010), Milton de Sousa Filho et al. (2010), Galbreath (2006), Galbreath (2009), Ganescu (2012), Hahn (2013), Heslin and Ochoa (2008), Hillman and Keim (2001), Husted and Allen (2007a), Husted and Allen (2009), José (1996), Katsoulakos and Kastoulacos (2007), Kim (2011), Klettner et al. (2014, online 2013), Lantos (2001), Lee (2008), Lee (2011), Lee and Ball (2003), Lee and Rhee (2007), Maffini Gomes et al. (2013), Mandelbaum (2007), Maxwell et al. (1997), Mazutis (2013), McWilliams and Siegel (2001), McWilliams et al. (2005), Michelon et al. (2013), Molina-Azorín et al. (2009a), Molina-Azorín et al. (2009b), Nathan (2010), Orlitzky et al. (2011), Paraschiv et al. (2012), Paulraj (2009), Peters and Zelewski (2013), Pless et al. (2012), Porter and Kramer (2006), Preston and O'Bannon (1997), Salzmann et al. (2005), Searcy (2012), Sharma and Vredenburg (1998), Stead and Stead (2013), Waddock and Graves (1997), Wagner (2005), Wagner and Schaltegger (2004), Yilmaz and Flouris (2010)
Innovation	85	Aragón-Correa and Rubio-López (2007), Arjaliès and Mundy (2013), Avram and Kühne (2008), Barney (1991), Baumgartner and Ebner (2010), Baumgartner and Korhonen (2010), Bhattacharyya (2010), Bonn and Fisher (2011), Bowen (2007), Buysse and Verbeke (2003), Calabrese et al. (2012), Chapin et al. (2010), Chatterjee et al. (2003), Duarte et al. (2008), Dyllick and Hockerts (2002), Epstein and Roy (2001), Epstein and Roy (2007), Eweje (2011), Fang et al. (2010), Figge and Hahn (2012), Milton de Sousa Filho et al. (2010), Galbreath (2009), Ganescu (2012), Goldstein (2002), Gond et al. (2012), Grant (2007), Hahn (2013), Hart (1997), Hart and Milstein (2003), Heslin and Ochoa (2008), Holme (2008), Husted and Allen (2007a), Husted and Allen (2009), Jin and Bai (2011), José (1996), Katsoulakos and Kastoulacos (2007), Klettner et al. (2014, online 2013), Kumar and Sutherland (2009), Labuschagne et al. (2005), Lamberti and Lettieri (2009), Lankoski (2008), Lantos (2001), Lee (2008), Lee (2011), Lee and Ball (2003), Lee and Rhee (2007), Lindgreen et al. (2009), Linnenluecke and Griffiths (2010), Lozano (2012), Lozano (2015), Maffini Gomes et al. (2013), Mandelbaum (2007), Maon et al. (2008), Maxwell et al. (1997), Mazutis (2013), McWilliams and Siegel (2001), McWilliams et al. (2005), Michelon et al. (2013), Miles et al. (2006), Millar et al. (2012), Molina-Azorín et al. (2009a), Nathan (2010), Orlitzky et al. (2011), Paraschiv et al. (2012), Paulraj (2009), Peters and Zelewski (2013), Pless et al. (2012), Porter and Kramer (2006), Ramachandran (2011), Rankin et al. (2011), Santos et al. (2009), Searcy (2012), Sharma and Vredenburg (1998), Sharma et al. (1999), Siebenhüner and Arnold (2007), Simas et al. (2013), Starik and Rands (1995), Stead and Stead (2013), Valentine (2010), van Bommel (2011), Vastag et al. (1996), Wagner (2005), Wagner and Schaltegger (2004), Yilmaz and Flouris (2010), Zhang et al. (2013)
Social and environmental responsibility	83	Aldama et al. (2009), Aragón-Correa and Rubio-López (2007), Arjaliès and Mundy (2013), Avram and Kühne (2008), Baumgartner (2014), Baumgartner and Ebner (2010), Belu and Manescu (2013), Bhattacharyya (2010), Bonn and Fisher (2011), Borland (2009), Bowen (2007), Buysse and Verbeke (2003), Calabrese et al. (2012), Carroll and Shabana (2010), Collins and Usher (2004), Du et al. (2007), Duarte et al. (2008), Epstein and Roy (2001), Epstein and Roy (2003), Epstein and Roy (2007), Eweje (2011), Falkenberg and Brunsael (2011), Fang et al. (2010), Milton de Sousa Filho et al. (2010), Galbreath (2006), Galbreath (2009), Ganescu (2012), Gond et al. (2012), Grant (2007), Hahn (2013), Hart and Milstein (2003), Heslin and Ochoa (2008), Holme (2008), Husted and Allen (2007b), Husted and Allen (2009), Katsoulakos and Kastoulacos (2007), Kim (2011), Klettner et al. (2014, online 2013), Labuschagne et al. (2005), Lamberti and Lettieri (2009), Lankoski (2008), Lantos (2001), Lee (2008), Lee (2011), Lee and Rhee (2007), Lindgreen et al. (2009), Linnenluecke and Griffiths (2010), Lozano (2012), Lozano (2015), Maffini Gomes et al. (2013), Mandelbaum (2007), Maon et al. (2008), Maxwell et al. (1997), Mazutis (2013), McElhaney (2009), McWilliams and Siegel (2001), McWilliams et al. (2005), Michelon et al. (2013), Miles et al. (2006), Molina-Azorín et al. (2009a), Molina-Azorín et al. (2009b), Nathan (2010), Orlitzky et al. (2011), Paraschiv et al. (2012), Paulraj (2009), Peters and Zelewski (2013), Pless et al. (2012), Porter and Kramer (2006), Preston and O'Bannon (1997), Ramachandran (2011), Rankin et al. (2011), Salzmann et al. (2005), Searcy (2012), Sharma et al. (1999), Shrivastava (1995), Siebenhüner and Arnold (2007), Simas et al. (2013), Starik and Rands (1995), Valentine (2010), van Bommel (2011), Waddock and Graves (1997), Wagner (2005), Yilmaz and Flouris (2010)
Risk management	23	Aldama et al. (2009), Arjaliès and Mundy (2013), Belu and Manescu (2013), Bhattacharyya (2010), Chatterjee et al. (2003), Milton de Sousa Filho et al. (2010), Ganescu (2012), Grant (2007), Hahn (2013), Katsoulakos and Kastoulacos (2007), Klettner et al. (2014, online 2013), Lozano (2015), Mandelbaum (2007), Millar et al. (2012), Molina-Azorín et al. (2009a), Paraschiv et al. (2012), Parnell (2008), Schaltegger (2011), Searcy (2012), Shrivastava (1995), Valentine (2010), van Bommel (2011), Yilmaz and Flouris (2010)

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Topics/Categories	Number of articles	Authors
Corporate reputation	67	Aldama et al. (2009), Aragón-Correa and Rubio-López (2007), Arjaliès and Mundy (2013), Barney (1991), Baumgartner (2009), Bhattacharyya (2010), Bonn and Fisher (2011), Bowen (2007), Buysse and Verbeke (2003), Calabrese et al. (2012), Carroll and Shabana (2010), Du et al. (2007), Epstein and Roy (2001), Epstein and Roy (2003), Eweje (2011), Falkenberg and Brunsael (2011), Fang et al. (2010), Milton de Sousa Filho et al. (2010), Galbreath (2006), Galbreath (2009), Ganescu (2012), Goldstein (2002), Gond et al. (2012), Hahn (2013), Hart and Milstein (2003), Heslin and Ochoa (2008), Holmberg and Robèrt (2000), Husted and Allen (2007b), Husted and Allen (2009), Jin and Bai (2011), Katsoulakos and Kastoulacos (2007), Kim (2011), Klettner et al. (2014, online 2013) Lamberti and Lettieri (2009), Lankoski (2008), Lantos (2001), Lee (2008), Lee and Ball (2003), Lindgreen et al. (2009), Linnenluecke and Griffiths (2010), Lozano (2015), Maffini Gomes et al. (2013), Maon et al. (2008), Mazutis (2013), McElhaney (2009), McWilliams and Siegel (2001), McWilliams et al. (2005), Michelon et al. (2013), Miles et al. (2006), Millar et al. (2012), Molina-Azorín et al. (2009a), Molina-Azorín et al. (2009b), Nathan (2010), Orlitzky et al. (2011), Paraschiv et al. (2012), Paulraj (2009), Porter and Kramer (2006), Preston and O'Bannon (1997), Rankin et al. (2011), Salzmann et al. (2005), Searcy (2012), Sharma and Vredenburg (1998), Sharma et al. (1999), Siebenhüner and Arnold (2007), Stead and Stead (2013), van Bommel (2011), Waddock and Graves (1997)
Quality management	15	Arjaliès and Mundy (2013), Calabrese et al. (2012), Epstein and Roy (2007), Goldstein (2002), Hart and Milstein (2003), Lamberti and Lettieri (2009), Lozano (2012), Maon et al. (2008), Miles et al. (2006), Molina-Azorín et al. (2009b), Shrivastava (1995), Simas et al. (2013), Starik and Rands (1995), Stead and Stead (2000), Vastag et al. (1996)
Supporting and hindering factors		
Management control	42	Aragón-Correa and Rubio-López (2007), Arjaliès and Mundy (2013), Banerjee (2001), Barney (1991), Baumgartner (2009), Baumgartner (2014), Baumgartner and Ebner (2010), Baumgartner and Korhonen (2010), Bonn and Fisher (2011), Borland (2009), Buysse and Verbeke (2003), Duarte et al. (2008), Epstein and Roy (2001), Epstein and Roy (2003), Epstein and Roy (2007), Figge and Hahn (2012), Goldstein (2002), Gond et al. (2012), Hahn (2013), Holmberg and Robèrt (2000), Holme (2008), Jin and Bai (2011), Katsoulakos and Kastoulacos (2007), Klettner et al. (2014, online 2013), Lankoski (2008), Lee and Ball (2003), Lee and Rhee (2007), Lindgreen et al. (2009), Lozano (2015), Maffini Gomes et al. (2013), Mandelbaum (2007), Miles et al. (2006), Molina-Azorín et al. (2009a), Paulraj (2009), Pless et al. (2012), Rankin et al. (2011), Robèrt et al. (2002), Santos et al. (2009), Searcy (2012),van Bommel (2011), Yilmaz and Flouris (2010), Zhang et al. (2013)
Stakeholder engagement	12	Aragón-Correa and Rubio-López (2007), Buysse and Verbeke (2003), Fang et al. (2010), Galbreath (2006), Galbreath (2009), Katsoulakos and Kastoulacos (2007), McWilliams et al. (2005), Nathan (2010), Orlitzky et al. (2011), Starik and Rands (1995), Valentine (2010), Yilmaz and Flouris (2010)
Organizational learning and knowledge management	17	Baumgartner and Ebner (2010), Goldstein (2002), Gond et al. (2012), Grant (2007), Hahn (2013), Heslin and Ochoa (2008), Katsoulakos and Kastoulacos (2007), Lankoski (2008), Lee and Ball (2003), Lozano (2015), Maffini Gomes et al. (2013), Miles et al. (2006), Paraschiv et al. (2012), Paulraj (2009), Sharma and Vredenburg (1998), Siebenhüner and Arnold (2007), Simas et al. (2013)
Transparency and communication	64	Aldama et al. (2009), Aragón-Correa and Rubio-López (2007), Arjaliès and Mundy (2013), Avram and Kühne (2008), Baumgartner (2009), Baumgartner (2014), Baumgartner and Ebner (2010), Belu and Manescu (2013), Bowen (2007), Calabrese et al. (2012), Chapin et al. (2010), Collins and Usher (2004), Du et al. (2007), Duarte et al. (2008), Dyllick and Hockerts (2002), Epstein and Roy (2007), Eweje (2011), Fang et al. (2010), Milton de Sousa Filho et al. (2010), Galbreath (2006), Galbreath (2009), Gond et al. (2012), Grant (2007), Green (2001), Hart and Milstein (2003), Heslin and Ochoa (2008), Holmberg and Robèrt (2000), Husted and Allen (2007b), Husted and Allen (2009), Jin and Bai (2011), Katsoulakos and Kastoulacos (2007), Kim (2011), Klettner et al. (2014, online 2013), Labuschagne et al. (2005), Lamberti and Lettieri (2009), Lantos (2001), Lindgreen et al. (2009), Linnenluecke and Griffiths (2010), Lozano (2012), Lozano (2015), Maffini Gomes et al. (2013), Maxwell et al. (1997), McElhaney (2009), Michelon et al. (2013), Miles et al. (2006), Millar et al. (2012), Molina-Azorín et al. (2009a), Nathan (2010), Orlitzky et al. (2011), Paraschiv et al. (2012), Peters and Zelewski (2013), Pless et al. (2012), Ramachandran (2011), Rankin et al. (2011), Robèrt et al. (2002), Santos et al. (2009), Searcy (2012), Sharma and Vredenburg (1998), Sharma et al. (1999), Siebenhüner and Arnold (2007), van Bommel (2011), Vastag et al. (1996), Yilmaz and Flouris (2010), Zhang et al. (2013)
Manager attitude and behavior	70	Aragón-Correa and Rubio-López (2007), Avram and Kühne (2008), Banerjee (2001), Barney (1991), Baumgartner (2009), Baumgartner (2014), Baumgartner and Ebner (2010), Belu and Manescu (2013), Bhattacharyya (2010), Bonn and Fisher (2011), Borland (2009), Bowen (2007), Buysse and Verbeke (2003), Calabrese et al. (2012), Carroll and Shabana (2010), Chapin et al. (2010), Chatterjee et al. (2003), Du et al. (2007), Epstein and Roy (2001), Epstein and Roy (2007), Falkenberg and Brunsael (2011), Milton de Sousa Filho et al. (2010), Galbreath (2006), Galbreath (2009), Ganescu (2012), Goldstein (2002), Green (2001), Hahn (2013), Hart and Milstein (2003), Heslin and Ochoa (2008), Holmberg and Robèrt (2000), Holme (2008), Husted and Allen (2007a), Husted and Allen (2007b), Husted and Allen (2009), Jin and Bai (2011), Katsoulakos and Kastoulacos (2007), Kim (2011), Klettner et al. (2014, online 2013), Kumar and Sutherland (2009), Lamberti and Lettieri (2009), Lankoski (2008), Lantos (2001), Lee (2008), Lee (2011), Lee and Ball (2003), Lee and Rhee (2007), Lindgreen et al. (2009), Linnenluecke and Griffiths (2010), Lozano (2012), Lozano (2015), Maffini Gomes et al. (2013), Maon et al. (2008), Maxwell et al. (1997), Mazutis (2013), McWilliams and Siegel (2001), McWilliams et al. (2005), Miles et al. (2006), Millar et al. (2012), Molina-Azorín et al. (2009b), Nathan (2010), Orlitzky et al. (2011), Paraschiv et al. (2012), Paulraj (2009), Pless et al. (2012), Preston and O'Bannon (1997), Ramachandran (2011), Robèrt et al. (2002), Shrivastava (1995), Simas et al. (2013)
Organizational culture	27	Barney (1991), Baumgartner (2009), Baumgartner (2014), Bonn and Fisher (2011), Borland (2009), Carroll and Shabana (2010), Epstein and Roy (2001), Epstein and Roy (2007), Fang et al. (2010), Milton de Sousa Filho et al. (2010), Heslin and Ochoa (2008), Husted and Allen (2007a), Husted and Allen (2007b), Jin and Bai (2011), Lantos (2001), Lindgreen et al. (2009), Linnenluecke and Griffiths (2010), Lozano (2012), Lozano (2015), Maffini Gomes et al. (2013), McWilliams et al. (2005), Paraschiv et al. (2012), Santos et al. (2009), Sharma and Vredenburg (1998), Siebenhüner and Arnold (2007), Simas et al. (2013), Stead and Stead (2013)
Complexity	39	Aragón-Correa and Rubio-López (2007), Aragón-Correa and Sharma (2003), Arjaliès and Mundy (2013), Barney (1991), Barney (2001), Baumgartner (2014), Baumgartner and Korhonen (2010), Bonn and Fisher (2011), Borland (2009), Bowen (2007), Carroll and Shabana (2010), Chapin et al. (2010), Epstein and Roy

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Topics/Categories	Number of articles	Authors
		(2007), Galbreath (2006), Goldstein (2002), Gond et al. (2012), Hahn (2013), Heslin and Ochoa (2008), Holmberg and Robèrt (2000), José (1996), Katsoulakos and Kastoulacos (2007), Klettner et al. (2014, online 2013), Lamberti and Lettieri (2009), Lee (2011), Lozano (2012), Lozano (2015), Millar et al. (2012), Paulraj (2009), Pless et al. (2012), Ramachandran (2011), Rankin et al. (2011), Robèrt et al. (2002), Salzmann et al. (2005), Santos et al. (2009), Sharma and Vredenburg (1998), Siebenhüner and Arnold (2007), Stead and Stead (2013), van Bommel (2011), Zhang et al. (2013)
Investments	77	Aldama et al. (2009), Aragón-Correa and Rubio-López (2007), Arjalies and Mundy (2013), Avram and Kühne (2008), Baumgartner (2014), Baumgartner and Ebner (2010), Belu and Manescu (2013), Borland (2009), Bowen (2007), Buysse and Verbeke (2003), Calabrese et al. (2012), Carroll and Shabana (2010), Chapin et al. (2010), Chatterjee et al. (2003), Collins and Usher (2004), Du et al. (2007), Duarte et al. (2008), Dyllick and Hockerts (2002), Epstein and Roy (2001), Epstein and Roy (2003), Eweje (2011), Fang et al. (2010), Milton de Sousa Filho et al. (2010), Galbreath (2006), Ganescu (2012), Goldstein (2002), Gond et al. (2012), Grant (2007), Hart and Milstein (2003), Heslin and Ochoa (2008), Holmberg and Robèrt (2000), Holme (2008), Husted and Allen (2007b), Husted and Allen (2009), Jin and Bai (2011), José (1996), Katsoulakos and Kastoulacos (2007), Klettner et al. (2014, online 2013), Labuschagne et al. (2005), Lamberti and Lettieri (2009), Lankoski (2008), Lantos (2001), Lee and Ball (2003), Lee and Rhee (2007), Lindgreen et al. (2009), Linnenluecke and Griffiths (2010), Maffini Gomes et al. (2013), Mandelbaum (2007), Maxwell et al. (1997), Mazutis (2013), McWilliams and Siegel (2001), McWilliams et al. (2005), Michelon et al. (2013), Molina-Azorín et at. (2009b), Nathan (2010), Orlitzky et al. (2011), Paraschiv et al. (2012), Paulraj (2009), Peters and Zelewski (2013), Porter and Kramer (2006), Preston and O'Bannon (1997), Ramachandran (2011), Rankin et al. (2011), Robèrt et al. (2002), Salzmann et al. (2005), Santos et al. (2009), Sharma and Vredenburg (1998), Sharma et al. (1999), Shrivastava (1995), Stead and Stead (2013), Valentine (2010), van Bommel (2011), Vastag et al. (1996), Waddock and Graves (1997), Wagner (2005), Yilmaz and Flouris (2010), Zhang et al. (2013)

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