

Contents

Accompanying Words	13
Foreword	15
1 Sustainable Business Management (Robert Gabriel and Dietmar Ernst)	17
1.1 Introduction	17
1.2 History of Sustainable Business Management	19
1.3 Sustainable Business Management	20
1.4 Sustainable Corporate Success	23
1.5 "Nuertingen Model" of sustainable business management	26
2 Sustainability - An Introduction (Robert Gabriel and Ulrich Sailer)	31
2.1 Development of the concept of sustainability	31
2.2 Importance for companies	35
3 Economic Perspective and Environmental Economics (Christian Arndt and Marc Ringel)	41
3.1 Need for Action and Adaptation for Companies from an Economic Point of View	41
3.2 Economics as a Discipline for Steering Scarcities	42
3.2.1 Economics and Sustainable Development	42
3.2.2 Economic Mechanisms for Steering Systems	43
3.3 Conflicting SDGs, Strategies and Options for Action	44
3.3.1 Conflicting Goals as a Challenge for the Management of Sustainable Development	44
3.3.2 Resource Consumption and Climate Crisis	45
3.3.3 Strategic Approaches to Solving the Climate Crisis and Their Pitfalls Economic Perspective	46
3.4 Innovations and <i>social entrepreneurship</i> : start-ups for sustainable development	49
3.4.1 Entrepreneurship for Sustainable Development	49
3.4.2 Opportunities through and for sustainable start-ups	49
3.5 Environmental Economics	50
3.5.1 Basic Considerations and Principles of a State Market Correction	50
3.5.2 The Environmental Economic Toolbox	52
3.6 State Support for Environmental Industries: "Green growth"	56
3.6.1 The State as an "Enabler" for Environmental Innovations	56
3.6.2 Green Future Markets in Germany	56
3.7 Conclusion	58

4	Social Responsibility: From Profit to the Common Good - and Back Again (Klaus Gourgé)	63
4.1	The Social Meaning and Purpose of Companies	63
4.2	Systemic Relevance, Sustainability, and Purpose	64
4.3	Three Ethical-Normative Signposts for Companies	66
4.3.1	License to Operate	66
4.3.2	Shared Value, Public Value	67
4.3.3	Impact	67
4.4	Orientation Toward the Common Good as a (New?) Business Ethic	68
4.5	Sustainable Corporate Governance: The "4 R" Factors for Success	69
4.5.1	Relevance	69
4.5.2	Resilience	70
4.5.3	Resonance	70
4.5.4	Reputation	71
4.6	Outlook	72
5	Understanding Transformation (Thomas Ginter and Alexander Romppel)	77
5.1	Transformation: Briefly Explained	77
5.2	Transformation and Sustainability	79
5.3	Mastering the Transformation Towards More Sustainability	81
5.3.1	Dealing With Complexity	81
5.3.2	Phase Model of Transformation	83
5.3.3	Resistance in Transformation Processes	84
5.3.4	Getting the Ball Rolling	86
5.4	Outlook	87
6	Strategic Sustainability Management (Erskin Blunck)	91
6.1	Introduction	91
6.2	Classification Strategic Sustainability Management	92
6.3	Dimensions Strategic Sustainability Management	93
6.4	Organizational Purpose and Sustainability	94
6.5	Strategy Process	96
6.5.1	Strategic Thinking	96
6.5.2	Strategy Formation and Strategic Innovation	97
6.5.3	Strategy Implementation / Strategic Change	101
6.6	Strategy Content	101
6.6.1	Business Level Strategy	101
6.6.2	Corporate Level Strategy	102
6.6.3	Network Level Strategy	103
6.7	Strategic Context	104
6.7.1	Organizational context	104
6.7.2	Industry Context	105
6.7.3	International Context	106
6.7.4	Ecological Context	106

7	Agile Leadership (Horst Blumenstock and Steffen Scheurer)	113
7.1	Leadership: Briefly Explained	113
7.2	Agile Leadership and Sustainability	114
7.3	Conception of Agile Leadership	118
7.3.1	Framework Conditions of Agile Leadership	118
7.3.2	Prerequisites of Agile Leadership	119
7.3.3	Characteristics of Agile Leadership	120
7.3.4	The Continuum of Human Resource Management	124
7.4	Advantages of Agile Leadership	126
7.5	Outlook	127
8	Legal Foundations of Responsible Corporate Governance (Katja Gabius)	129
8.1	Basics of Sustainability	129
8.2	Corporate Social Responsibility	130
8.2.1	Definition	130
8.2.2	Historical Roots	131
8.2.3	Legal Implications of CSR	131
8.3	Corporate Governance	134
8.3.1	Definition	134
8.3.2	Historical Roots	135
8.3.3	Principal Agent Model	135
8.3.4	Corporate Objectives and Corporate Governance: Stakeholder Versus Shareholder Approach	136
8.3.5	Legal Basis	137
8.3.6	The German Corporate Governance Code (GCGC)	137
8.3.7	Regulation of Corporate Governance at EU Level	140
9	Corporate Compliance (Peter Förschler)	145
9.1	Dimensions of Corporate Compliance	145
9.1.1	Compliance: Briefly Explained	145
9.1.2	Compliance With Government Regulation and Business Self-Regulation	145
9.1.3	Integrity as the Basis for Compliance	146
9.1.4	Social and Environmental Responsibility	147
9.2	Compliance and Sustainability	148
9.3	Compliance Management Systems	149
9.3.1	Compliance Management as Legal Risk Management	149
9.3.2	Compliance Management: Obligation or Freestyle?	150
9.3.3	Compliance Management System Standards	151
9.3.4	The Compliance Management Loop	152
9.4	Corporate Compliance in Practice	154
9.5	Outlook	155
10	International Management and Sustainability (Carsten Herbes)	159
10.1	Introduction	159
10.1.1	International Corporate Activities - An Overview	159

10.1.2	International Character of the Sustainability Issue	160
10.1.3	Impact of international Business on Sustainability	160
10.2	International Specifics of Sustainability Aspects	162
10.2.1	Greater Room for Maneuver	162
10.2.2	Supranational Regulations on Sustainability Aspects	163
10.2.3	Other Supranational Sustainability Drivers	165
10.3	Approaches and Understanding of Sustainability in Different Countries	166
11	Integral Management - New Perspectives for Sustainable Development (Thomas Ginter)	173
11.1	Problem: Complexity and its Consequences	173
11.2	The Integral Approach	174
11.2.1	Holons	176
11.2.2	Statements	177
11.2.3	Development Stages	178
11.2.4	Development Lines	178
11.2.5	Typologies	179
11.2.6	Four Quadrant Model	180
11.3	The field of Tension of Integral Management	182
12	Marketing and Sustainability (Iris Ramme)	191
12.1	Marketing: Briefly Explained	191
12.2	Marketing and Sustainability	192
12.3	Sustainable Marketing Concept	192
12.3.1	Components of the Marketing Concept	192
12.3.2	Product Policy	194
12.3.3	Pricing Policy	197
12.3.4	Distribution Policy	199
12.3.5	Communication Policy	201
12.4	Sustainable Marketing in Practice	203
12.5	Outlook	204
13	Sustainable Procurement and Logistics Management (Monika Reintjes)	209
13.1	Basics	209
13.1.1	Definitions	209
13.1.2	Pressure to Adapt	210
13.1.3	Ecological Sustainability in Procurement and Logistics	210
13.2	Procurement and Procurement Logistics	212
13.2.1	Strategies and Structures	212
13.2.2	Processes	213
13.2.3	Technologies	215
13.3	Distribution and Distribution Logistics	216
13.3.1	Strategies and Structures	216
13.3.2	Processes	219
13.3.3	Technologies	221

14	Sustainable Production (Andreas Friedel)	227
14.1	Concept of Production	227
14.2	Concept of Sustainable Production	229
14.2.1	Vision of 100% Sustainable Production	229
14.2.2	100% Sustainable Use of Materials	229
14.2.3	100% Sustainable Energy Use	231
14.3	On the Way to Sustainable Production	232
14.3.1	Compliance with Environmental Regulations (Level 1)	232
14.3.2	Application of Environmental Standards and Guidelines (Level 2)	234
14.3.3	Fixing of Sustainable Production in the Company (Level 3)	234
14.3.4	Introduction of Sustainable Production in the Company (Level 4)	235
14.3.5	Implementation of Sustainable Production in the Company (Level 5)	236
14.4	Measuring Sustainability of a Production	240
14.5	Outlook	241
15	Sustainable Product Management (Brigitte Biermann and Rainer Erne)	245
15.1	Why Sustainable Product Management?	245
15.2	What is Product Management?	246
15.3	What is Product Success from a Business Perspective?	249
15.4	How are Products Made Successful from a Business Perspective?	251
15.5	What is sustainable product management?	255
15.6	What motivates companies to implement sustainable product management? ..	259
15.7	How can products be improved sustainably?	260
15.8	What is the Difference Between the Business Perspective and the Sustainability Perspective?	264
15.9	At What Points Do Decisions Have to be Made?	265
16	Sustainable Innovation Management (Frank Andreas Schittenhelm)	275
16.1	Innovation Management: Briefly Explained	275
16.2	Innovation Management and Sustainability	276
16.3	Conception of a Sustainable Innovation Management	278
16.3.1	Innovation Processes	278
16.3.2	Culture of Innovation	279
16.3.3	Innovation Manager	280
16.4	Sustainable Innovation Management in Practice	284
16.5	Outlook	285
17	Sustainability Controlling (Ulrich Sailer)	289
17.1	Controlling: Briefly Explained	289
17.2	Controlling and Sustainability	290
17.3	Management of Operational Sustainability	292
17.4	Organizational Integration of Sustainability Management	294
17.5	Guiding Strategies for Sustainability Management	296
17.6	Measuring Sustainability	296

17.7	Sustainability Communication	299
17.8	Outlook	302
18	Sustainability - Disclosure and Audit (Thomas Barth and Stefan Marx)	305
18.1	Introduction	306
18.2	CSR Directive 2014/95/EU	307
18.3	Audit of the non-Financial Statement	309
18.3.1	Review by the Supervisory Board	309
18.3.2	Development of the Audit of Sustainability Reports	310
18.3.3	Sustainability Reporting Auditor	311
18.3.4	Statutory Auditors' Mandatory Approach to the non-Financial Statement	312
18.3.5	Effects on the Audit Opinion	314
18.3.6	Audit Procedures	315
18.4	Critical Appraisal	316
19	Sustainable Financial Management (Frank Andreas Schittenhelm)	323
19.1	Financial Management: Briefly Explained	323
19.2	Financial Management and Sustainability	325
19.3	Conception of a Sustainable Financial Management	325
19.3.1	Sustainable Investment Calculation	326
19.3.2	Financing	329
19.3.3	Sustainable Company Value	331
19.3.4	Risk Management	331
19.4	Sustainable Financial Management in Practice	332
19.5	Outlook	333
20	Sustainable Investing (Dietmar Ernst)	337
20.1	Sustainable Investing	337
20.2	Specific Opportunities for Sustainable Investments	338
20.2.1	Definition According to GICS Sub Industries	338
20.2.2	Definition According to the Thomson Reuters ESG Score	341
20.2.3	Definition According to an Exclusion List	342
20.2.4	Investments in Sustainability Themed Investments	342
20.2.5	Best-in-Class Investments	343
20.3	Effects of a Sustainable Investment Concept on Risk and Performance	343
21	Operational Environmental Management (Hans-Jürgen Gnam and Lisa Schwalbe)	351
21.1	Development of Environmental Management	351
21.2	Environmental Management According to DIN EN ISO 14001	352
21.3	Environmental Management According to EMAS	354
21.4	Procedure and Implementation for the Introduction of an EMS	356
21.4.1	Steps 1 and 2: Environmental Assessment and Establishment of the EMS	356
21.4.2	Step 3: Internal Audit and Environmental Audit	360
21.4.3	Step 4: Management Review and Environmental Statement	361

21.4.4	Step 5: Verification by External Auditors or Environmental Verifiers	362
21.4.5	Step 6: Award of ISO 14001 Certificate or Registration and Publication of the Environmental Statement	362
21.5	Simplified System Approaches	363
21.5.1	Existing EMS Approaches	363
21.6	Further Development of Environmental Management	364
21.6.1	Energy Management Systems According to DIN ISO 50001	365
21.6.2	European Foundation for Quality Management (EFQM)	366
22	Enterprise Future: A Utopian Retrospective Back from the Year 2050 (Klaus Gourgé) .	371
22.1	It Will Once Have Been ... the Fulfilled Future	371
22.2	The "Great Transformation": Off to New Territory!	372
22.3	A Tour Through the Year 2050: The city of the Future	373
22.4	Better Different: How we Live and Work in 2050	375
22.5	Alternative Futures: "By Design or by Disaster"?	375
22.6	Restart: Because Tomorrow Today is Already Yesterday	377
	List of Authors	379
	Glossary	387
	Index	395