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## Editorial

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**Biographical notes:** John E. ‘Jack’ Spillan serves as a Professor of Business Administration at the University of North Carolina at Pembroke, School of Business. He has published extensively in a variety of management and academic journals. His research interests centre on crisis management, international marketing, entrepreneurship and international business with specific interest in Latin America and Eastern Europe. His articles have appeared in the, *International Journal of Marketing and Marketing Research*, *Journal of Business in Developing Nations*, *Southern Business Review*, *Journal of East West Business*, *European Management Journal*, *Journal of Teaching in International Business*, *Journal of Small Business Strategy*, *International Small Business Journal*, *Journal of Crisis and Contingency Management*, *Journal of Small Business Management*, *Journal of Marketing Theory and Practice*, *Journal of World Business*, *Latin American Business Review*, *Journal of Business Logistics* and among others.

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Welcome to the fourth issue of this second volume of *IJSSM*. Again in this issue, we have a variety of papers that develop more in-depth ideas about sustainability from different topical areas and from different parts of the world. Having this valuable collection of perspectives provides more information and ideas on how strategic sustainable management is viewed and implemented in various settings.

The first paper in this issue David Aylward provides a unique look at creative highways in the wine industry. The global wine industry has been experiencing severe displacement between supplies and demand at the lower to middle price-points. Wine industries have offered various justifications and excuses about why this is happening while at the same time struggling to implement viable recovery strategies. The fundamental problems relate to an oversupply of wines with no differentiated characteristics, and consumers who have tired of these formulaic styles. Using empirical data, this paper explores the linkage between production styles, philosophical approach, and financial return. It argues that commodity style; high volume wine is closely connected to a cycle of lower prices per unit and unsustainable profit margins. A fundamental change in thinking is required if this cycle is to be broken.

The second manuscript takes us to Pakistan and examines organisational performance has an impact on sustainability. Dr. Mahnaz Fatima states that micro level organisational performance in general and business level performance is difficult to improve in Pakistan in view of the below average macroeconomic performance. Dr. Fatima argues that even though external factors do influence organisational and business performance, it is the cumulative impact of micro level organisational and business performance that also supply the macro level performance. Because of these close relationships, all

responsibility for dismal micro level performance cannot be assigned to the macro economy. The macro economy will be as weak or as strong as its micro constituents are. While the macro economy does require sound management, the micro constituents also need to be managed their firms according to the modern principles of management. This management activity includes anticipating and responding to general external factors and economic issues as an essential component of organisational management. Dr. Fatima explores the issues of sustainability from the perspective of a wider application of organisational management concepts. He argues that this approach among Pakistan firms may impact the micro and the macro aspects of economic and eventually enter into a virtuous cycle of growth and development.

In the third article, Sapna Narula and K.M. Upadhyay of India discuss the idea that firms across the globe are trying to address the environmental concerns through their integration of their business strategy in order achieve sustainable competitive advantage. In India, companies are implementing their environmental agendas and are experiencing pressure from stakeholder groups and regulatory concerns. Their study investigates the strategies of pesticide firms from sustainability perspective and compares the process related sustainability strategies of both domestic as well as multinational groups in the industry with the help of selected case studies. The paper highlights how the firms in the said industry are reorienting their strategies in favour of environmental sustainability and asks the question whether the strategies of both strategic groups are sustainable, and which group is more sustainable?

Jonathan Daniel Berke and Ahmet Satir present the final two articles. In the first paper, they study the values and characteristics that are at play in transforming the contemporary supply chains with a linear, self-maximising mindset into supply networks with a systems based sustainability mindset. In the second paper, they continue their link of thinking and introduce two frameworks developed at company level in this sequel article: one for legacy supply chains and the other for future supply networks.

In the last article, the motivational background for theorising and testing a new framework for sustainable supply networks is introduced. Based on the previous literature reviews reported, three arguments are put forward towards establishing a novel mindset for sustainable supply networks. A series of relevant values and characteristics are proposed to establish and foster this sustainability mindset. Two frameworks at the collective level are developed and compared, one for the legacy supply chains and the other for the future supply networks. The sequel article builds on the concepts and notions argued in this article to come up with two similar frameworks, this time at the company level. Findings of field studies conducted to validate the company level frameworks developed are reported in the sequel article.

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We appreciate your interest in SSM and welcome your involvement.