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## Editorial

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**Biographical notes:** John E. Spillan holds an MBA degree and PhD in Business and Management, and serves as a Professor of Business Administration at the University of North Carolina at Pembroke. His articles have appeared in the *International Journal of Marketing and Marketing Research*, *Journal of Business in Developing Nations*, *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 Asia-Pacific*, *Journal of Global Marketing*, *Journal of World Business*, *Latin American Business Review*, *International Journal of Sustainable Strategic Management*, *Journal of International Business Systems Research*, *Journal for Advancement of Marketing Education*, *European Management Journal*, among others.

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Welcome to the third issue of volume three of *IJSSM*. This issue of *IJSSM* brings forth some timely and important discussions of areas of sustainability that will provoke thinking and debate about how to implement strategic management alternatives.

In the first article, Shobha S. Das discusses how dependent stakeholders of businesses in Qatar can have a major influence on an organisation's direction and objectives setting process; at least in the short run. This story provides insight into sustainability from a Middle Eastern point of view.

Morten Rask and Jakob Luring introduce some unique and varying views of how patterns of sustainability values among subsidiaries have become an important dimension for managers as they deal with environmental and globalisation issues. Maintaining a firm's core values within this context presents real challenges for all global managers. This article provides material to initiate new thinking about corporate culture changes, sustainability and corporate employee orientation.

In the third article, Dianne Frisko provides a detailed discussion of how aligning corporate social responsibility with government is necessary for creating sustainability development. Using an Indonesian state owned company as a case study, Ms. Frisko furnishes interesting and usable insights into how social responsibility interfaces with the process of managing sustainability. The discussion in this paper challenges the government in Indonesia to play an important role in making social responsibility a reality an important component of strategic sustainability management.

In the fourth article, Dodo zu Knyphausen-Aufseß et al. begin a substantive and interesting discussion on the relationship between the natural environment and strategic management. Using a theoretical perspective and new ideas on systems theory, the authors provide a very interesting presentation of how systems interact and differentiate

themselves in our global environments. The ‘Brent Spar’ case is used to demonstrate their point of view.

Finally, in the fifth article, Thomas W. Hesterberg et al. examine sustainability at Navistar. They introduce the idea of sustainable innovation, proactive product stewardship and sound science. Sustainable innovation is presented to demonstrate how this model can provide lots of benefits when sustainability strategies are created to address specific business challenges. This paper illustrates how a new model can be used to meet current sustainability challenges.

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