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## **Introduction**

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### **Rune Ellemose Gulev**

Kiel University of Applied Sciences,  
Sokratesplatz 2, 24149 Kiel, Germany  
Email: [rune.e.gulev@fh-kiel.de](mailto:rune.e.gulev@fh-kiel.de)

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Free markets and the repercussions of thriving globalisation mean that organisations today operate in highly competitive environments where the margin between failure and success is small. More and more, we are observing that those organisations that achieve success within this hostile environment are those that have managed to integrate sustainable practices into their organisation so to increase efficiency. For these select firms, the concept of saving and reusing is replacing buying and burning, not because it is better for our planet, nor because it pleases local stakeholders, but because it makes economic sense to do so. Similarly, those that invest in equitable social employment standards, do so not out of fear of social revolt, but to reap the benefits of long-term happy employees.

So why are we not observing more firms realising the benefits of implementing sustainable agendas into their organisations? For many management teams, sustainability means thinking along uncomfortable new chords and acting in ways that seem counterintuitive to the business-as-usual mentality. It is easier to continue with old practices and complying with minimalistic regulations on health, environment and safety. From a Darwinist viewpoint, these organisations, in a time when we are running into natural environmental and social limits, are the true endangered entities.

This special issue seeks to illuminate this topic and demonstrate how sustainable agendas can be implemented into organisations that suffer from the business-as-usual mentality; organisations that have the potential to improve and be sustainable, but are entrapped in traditional mindsets that hinder a shift towards greater long-term efficiency. Within this vein five excellent articles shed light on implementing change towards sustainable goals.

The first article entitled 'Drivers of and barriers to eco-innovation: a case study' elucidates the drivers of and barriers to eco-innovation deployment. In this study, the authors find that both internal drivers, i.e., environmental concerns and cost reduction, and external drivers, i.e., customer pressure, competition and regulatory pressure, push towards eco-innovation. These drivers are then contrasted against the barriers, again internal and external, to eco-innovation that a company is likely to encounter when striving for eco-innovation.

The second article entitled 'Sustainability and regenerative leadership in the viticulture industry: a case study in the transformation of a leading California winery and vineyard' demonstrates, through a successful case example for one company in an industry typically riddled with non-sustainable business practices, how one company has bucked conventional and polluting norms towards adopting fully regenerative and sustainable environmental business practices. The actions and experiences the company

went through in this endeavour are very useful for companies that are considering a similar agenda.

The third article entitled 'The Kiel maturity model as a future-oriented mindset for sustainable knowledge management processes' seeks to enhance long-term human resource sustainability by individualising the knowledge management process. The Kiel maturity model acts as an example for modern companies that seek to manage this process effectively.

The fourth article entitled 'The organic food purchasing behaviour: the verification of explanatory power of the theory of reasoned action' analyses purchasing behaviour among organic food consumers. Insight into the attitudes and subjective norms of these groups help organic food providers understand what they need to emphasise and change in order to develop more sustainable organic food production.

The final article entitled 'Connecting culture to creativity and innovation: how trust and other variations of corporate culture influence innovative behaviour' examines the internal environment of an organisation in order to locate the cultural ingredients most conducive for spurring on creativity and innovation. The author proposes that mature companies in developed markets only sustainable life line is their ability to innovate and generate new ideas. It is thus of cardinal concern for management to foster an environment that promotes this. Several newly probed cultural dimensions are tested and reveal strong links with innovation.

Taken in unison, the articles encompassed in this current edition of *IJSE* provide excellent food-for-thought about how businesses can approach the concept of implementing sustainable agendas into their organisations. Spanning from the agricultural industry to the consulting industry, many useful cases and investigations are revealed that provide comprehension into the benefits of aligning commerce with sustainability. The business-as-usual mentality still dominates in many companies around the world. The safety of staying within this comfort zone, even when it is failing, is alluring to many. It is hoped that this current edition, with the insights brought forth by the interesting articles, can inspire greater motivation towards thinking and acting along sustainable agendas. In the end, those that are able to do this reap the long-term economic rewards and, as a nice side benefit, happen to also take better care of our joint environmental and social resources.