
Editorial

John E. Spillan

Sustainable Strategic Management,
School of Business,
University of North Carolina at Pembroke,
Pembroke, North Carolina 28372, USA
Email: john.spillan@uncp.edu

Biographical notes: John E. Spillan presently serves as a Professor of Management at the University of North Carolina at Pembroke, School of Business. 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 and Journal of World Business.*

This issue of *IJSSM* presents a cross-section of sustainable strategic management from four different perspectives. All of these articles give an in depth discussion of management and the complex elements that are part and parcel of developing and managing sustainability in our globalised world.

The first article presents a discussion of how unintended consequences affect corporate sustainability. While the business development approach encourages businesses to take risks, doing this might have an impact that was not really intended. With the unpredictability of the world no one really knows how a decision will impact society. This paper states that unintended consequences are real and important considerations that need to be incorporated into the thinking and decision making of businesses. The issue of unintended consequences is an issue that businesses need to take seriously and develop analytical and strategic approaches that minimise any negative results of unintended consequences.

The second article explores the factors contributing to developing an evaluation tool to assess the readiness and responsiveness of MNCs to implement CSR procedures is valuable and important for decision makers. The authors developed a model that applies a fuzzy rule-based model to evaluate CSR enablers for MNCs. The model thus utilises expert knowledge and fuzzy logic to overcome the imprecision of pertinent criteria and enable managers to evaluate MNCs' readiness to perform CSR initiatives. The tool provides a 'what if' capability for managers to use in day to day decision making. The study indicates that the fuzzy rule-based approach is a viable instrument in the sustainability environment where many uncertainties exist.

The third article provides an overview of the potential trade-offs between investments in CSR and those in other value-creating activities, it is necessary to examine their

interactive impacts on corporate financial performance (CFP). Toward this end, this study explores if, and how, investments in innovation capabilities, branding capabilities and managerial capabilities moderate the effect of CSR on CFP. The study indicates that the positive effect of CSR on CFP is weaker in firms that are more innovative and better at branding, and stronger in firms that spend more on acquiring managerial capabilities.

The final article discusses issues relating to change and reform in the healthcare system and policy determination to reduce costs. The article indicates that this sector is now in need of innovation and re-evaluation. In the healthcare sector, leadership needs to support and engage professionals who have the combined responsibility of ensuring both the quality and the effectiveness of healthcare. This requires new organisational forms beyond the traditional hierarchical organisational structures. Drawing upon strategic management and leadership discourse to underpin the study into sustainable and high-performing systems, the authors look at seven key lessons (propositions) from a mixed methods study of an active city-wide, large-scale improvement collaborative in Leeds, UK. These seven propositions are framed in the context of leadership and strategy.

The *IJSSM* is sponsored by the University of North Carolina-Pembroke and China University of Geoscience-Beijing and is supported by scholars throughout the world.

We appreciate your interest in SSM and welcome your involvement.