

**INNOVATION, ENTREPRENEURSHIP  
AND MANAGEMENT SERIES**

# **Operationalizing Sustainability**

**Pierre Massotte and Patrick Corsi**



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# Operationalizing Sustainability Innovation Entrepreneurship And Management

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## **Operationalizing Sustainability Innovation Entrepreneurship And Management:**

*Operationalizing Sustainability* Pierre Massotte, Patrick Corsi, 2015-10-02 This book focuses on the emergence of the science of sustainability and the key concepts in making sustainability operational in an organization The authors discuss the methods techniques and tools needed to manage the impact of sustainability and how these can be reformulated into business models and solutions for new growth and applications They then move onto the reformulation of future thinking processes before ending by looking towards an approach for the measurement of sustainability and competitiveness

*Operationalizing Sustainability* Pierre Massotte, Patrick Corsi, 2015-10-19 This book focuses on the emergence of the science of sustainability and the key concepts in making sustainability operational in an organization The authors discuss the methods techniques and tools needed to manage the impact of sustainability and how these can be reformulated into business models and solutions for new growth and applications They then move onto the reformulation of future thinking processes before ending by looking towards an approach for the measurement of sustainability and competitiveness

**Business Transitions: A Path to Sustainability** Annik Magerholm Fet, 2023-02-21 This open access book represents a journey documenting the development of tools and methodologies over 3 decades and asks where the future lies It further develops seminal work carried out under the auspices of the Capacity building in Sustainability and Environmental Management CapSEM project co funded by the EU Erasmus programme from 2016 2019 as well as research projects such as IGLO MP2020 SUSPRO and SISVI It gathers existing paradigms of environmental management within the relevant frameworks which have driven the way in which this discipline has developed It seeks to both challenge and support the way in which business sectors have approached this previously with a more holistic and overarching model being provided moving through four very distinct levels It therefore provides not only a different approach but a different way of thinking Systems thinking is characterized by four levels Process Product Value Chain Organisational and Systemic which combines Material Flow Analysis MFA Life Cycle Assessment LCA Corporate Social Responsibility CSR and Industrial Ecology IE principles In its practical application Corporate Social Responsibility for example thus becomes an integral part of a much wider business strategy and impacts on all business activity not added value for its own sake but a valuable component in a wider toolbox as a fundamental part of any business strategy and plan changing flexing and developing over the years The book is divided into 4 parts moving from context and background to the theoretical model or toolbox onto its practical application in case studies and culminates in looking at the future and potential developments It represents the multi disciplined collaboration at NTNU and beyond exemplifying its use in a wealth of business sectors and a range of stakeholders from construction to textiles to wind power as outlined in the European Circular Action Plan

*Current Trends on Innovability and Sustainable Innovation* Anna Ujwary-Gil, Anna Florek-Paszkowska, 2025-06-01 Introduction to the Innovability Index More than the fusion of innovation and sustainability The integration of innovation and sustainability

conceptualized as innovability represents a strategic construct for addressing global challenges such as climate change resource constraints and social inequality The conceptual understanding of innovability has advanced but its empirical measurement and operationalization remain underdeveloped This conceptual paper introduces the Innovability Index designed to evaluate the extent to which countries regions or organizations embed sustainability principles The index encompasses four dimensions technological innovation for sustainability environmental sustainability social inclusiveness and sustainable business practices Each dimension is assessed through a set of indicators normalized weighted and aggregated to generate a composite performance score The Innovability Index provides a structured approach for benchmarking sustainable innovation capabilities It is a practical tool for policymakers firms and researchers to align innovation ecosystems with sustainability imperatives and the Sustainable Development Goals SDGs This conceptual paper opens the thematic issue of innovability and sustainable innovation as well as addresses a gap in the literature by introducing the initial attempt to measure innovability

**Keywords** Innovability Innovability Index sustainable development ESG sustainability sustainable innovation technological innovation environmental sustainability social inclusiveness sustainable business practices

**Leadership competencies for innovability Bridging theory and practice for sustainable development**

**PURPOSE** This study explores the critical leadership competencies necessary for fostering innovability the integration of innovation and sustainability within organizations particularly in education institutions HEIs and the business sector The research seeks to address the gap in understanding how these competencies are developed in HEIs and whether they effectively prepare graduates with the skills needed for the current business context Additionally the study emphasizes the need to identify robust instruments for measuring these competencies to ensure their practical application in organizational settings

**METHODOLOGY** A systematic literature review SLR was conducted using Scopus and Web of Science databases The study employed a rigorous selection process to identify relevant empirical studies published between 2015 and 2024 A total of 53 articles were analyzed to address three key research questions related to the characteristics of innovability leadership recommendations for developing innovability in organizations and the methodologies or instruments used to identify these competencies The analysis involved thematic synthesis and content analysis to extract insights and identify gaps in the existing literature

**FINDINGS** The study identifies five key categories of leadership competencies essential for innovability including strategic leadership fostering a culture of collaboration commitment to sustainability continuous education and sensitivity to global megatrends Despite the recognition of these competencies the study reveals a significant lack of empirical research on their practical implementation and measurement The findings also highlight the need for robust tools to assess these competencies effectively Additionally the study provides several recommendations for developing innovability for their integration into the business sector emphasizing the importance of leadership development programs the integration of sustainability into corporate strategy and the promotion of a collaborative organizational culture

**IMPLICATIONS** Theoretically the study contributes to the conceptual framework of innovability leadership by identifying critical competencies and suggesting a more integrated approach to leadership development in business education. Practically the research underscores the importance of developing targeted training programs and assessment tools to cultivate these competencies in future leaders. This is particularly relevant for business schools which play a crucial role in preparing students to address complex global challenges.

**ORIGINALITY AND VALUE** This study fills a gap in the literature by providing a detailed examination of the competencies required for innovability leadership and proposing directions for future research and practice. It offers a unique contribution by bridging the theoretical and practical aspects of innovability in leadership, particularly within the context of higher education.

**Keywords:** innovability leadership competencies sustainability business education systematic literature review Sustainable Development Goals (SDGs) leadership development educational innovation higher education Integrating science technology and experimental knowledge for sustainable innovation A Living Lab approach to urban biodiversity management

**PURPOSE** This study aims to enhance understanding of STI (Science Technology Innovation) and DUI (Doing Using Interacting) integration dynamics in sustainable innovation, specifically investigating its role in innovation outcomes, stakeholder engagement, and the institutionalization of sustainable practices in urban lawn management.

**METHODOLOGY** Using a single case study design, the study captures real-time dynamic interactions between STI and DUI practices, observing ongoing processes. Data were collected through five focus group interviews with 32 stakeholders, individual interviews, project documentation, and a project diary. Stakeholders included public sector officials, NGOs, private garden owners, and business representatives, each offering insights into policy, environmental practices, and market-driven solutions. The Living Lab methodology, emphasizing co-creation and iterative feedback, guided both data collection and analysis. NVivo software and manual coding were used to identify key themes and challenges in integrating STI and DUI for sustainable innovation.

**FINDINGS** The investigation revealed that integrating STI and DUI modes fosters a dynamic synergy. STI provided scientific rigor, while DUI leveraged stakeholder input and local contexts to co-develop adaptive urban biodiversity solutions. This approach addressed location-specific challenges, balancing ecological goals with practical feasibility. For instance, stakeholder engagement refined scientific recommendations, ensuring broader applicability and adoption. Despite tensions between rigor and practicality, the participatory Living Lab methodology facilitated co-creation, aligning scientific insights with real-world needs to enhance sustainable lawn care practices.

**IMPLICATIONS** The study contributes to innovation theory by showing how integrating STI and DUI modes fosters socially responsive, adaptable solutions for urban biodiversity management. From a practical standpoint, it underscores the importance of stakeholder engagement in developing tools and strategies that balance scientific insights with practical real-world application. The project offers a replicable model for integrating formal research with user-driven innovation in sustainability projects.

**ORIGINALITY AND VALUE** This paper provides a unique contribution by showcasing how the integration of formal scientific

research STI with practical user centered approaches DUI can foster innovability The use of the Living Lab methodology to co create urban biodiversity solutions bridges the gap between academic research and practical application offering a novel framework for addressing complex environmental challenges through collaborative innovation Keywords sustainable innovation Science Technology Innovation STI Doing Using Interacting DUI urban biodiversity lawn management Living Lab stakeholder engagement participatory innovation co creation climate change adaptation The role of green blue ocean strategy in enhancing frugal innovation through IoT and AI A resource based view perspective PURPOSE This study explores the role of Green Blue Ocean Strategy GBOS in promoting frugal innovation by leveraging IoT and AI from an RBV theoretical perspective targeting creative entrepreneurs in Central Java Indonesia METHODOLOGY A quantitative approach was used with Structural Equation Modelling SEM analyzed via AMOS Data from 262 creative entrepreneurs were collected through an online closed questionnaire using purposive sampling FINDINGS The study reveals that 1 IoT does not significantly impact frugal innovation 2 AI positively influences frugal innovation and 3 GBOS effectively mediates the relationship between IoT AI and frugal innovation suggesting that integrating sustainable strategies with technology can lead to more cost effective and inclusive innovations IMPLICATIONS for theory and practice The study extends the RBV framework by integrating the GBOS concept demonstrating its effectiveness in optimizing digital technology for sustainability driven innovation It contributes to the literature on sustainability strategies and the Resource Based View by introducing a novel theoretical model that links GBOS IoT and AI with frugal innovation Practically GBOS offers a pathway for creative entrepreneurs to overcome resource constraints and achieve competitive advantages through sustainable practices ORIGINALITY AND VALUE This study introduces Green Blue Ocean Strategy GBOS as a novel conceptual framework that extends the traditional Blue Ocean Strategy BOS by integrating sustainability principles GBOS addresses both economic and environmental concerns enabling businesses to achieve cost effective innovation Grounded in the Resource Based View RBV this study systematically develops and empirically tests GBOS by linking it with IoT AI and frugal innovation The framework offers a new lens for sustainable competitive advantage in resource constrained environments Keywords internet of things artificial intelligence green blue ocean strategy frugal innovation resource based view sustainability sustainable strategy digital technology sustainability driven innovation sustainable innovation The impact of eco innovation on circular economy in EU countries How patents affect circular material use rate PURPOSE The main objective of this study is to examine how eco innovation activities measured by the number of patents related to recycling and secondary raw materials affect the level of use of circular materials in economic processes in European Union countries Simultaneously to take into account the impact of the other drivers of the circular economy the study includes control variables such as GDP per capita share of income from environmental taxes age structure of the population and level of education of the population METHODOLOGY This study uses a generalized linear model for panel data For all analyzed

explanatory variables greater inter group variation than intra group variation was observed so a panel averaged effects estimator was used The study sample includes 28 European Union EU countries The time scope of this study is 2010 2019 Eurostat database was the source of the unbalanced panel data This study seeks answers to the following research question What is the impact of patents related to waste management and recycling on the circularity rate of the EU economies FINDINGS The results indicate that leaders in the area of circularity are the Netherlands France and Belgium Ireland Romania and Portugal occupy last place in terms of the circularity of the economy There is considerable variation in the number of patent applications related to waste management and recycling in the EU countries Luxembourg Finland Belgium and the Netherlands have the highest propensity for patents In contrast Bulgaria Greece and Croatia show the lowest patent activity Finally the higher the propensity to patent in waste management and recycling technologies the higher the rate of circular use of materials IMPLICATIONS The results provide a compelling rationale for prioritizing and incentivizing investments in promising technologies to achieve both environmental sustainability and economic prosperity in the long term ORIGINALITY AND VALUE Our study sheds new light on the link between eco innovation and circular economy in EU countries We address the issue of possible nonlinearities between circularity and its drivers Given the fractional nature of the response variable i e circular material use rate we apply the generalized estimating equations GEE approach to model both the mean structure and association structure of fractional responses Keywords circular economy CE circularity eco innovation patent circular material use CE driver EU countries generalized estimating equations recycling technologies waste management Unitary Patent System and innovation dynamics in the European Union The role of economic resources and R D investments PURPOSE The EU supports competitiveness and sustainability via innovations by the patent protection of inventions On 1st June 2023 the EU launched the Unitary Patent System UPS with the Unitary Patent as a universal innovation protection tool The data regarding its first 20 months of operations offers indices about innovation and patenting trends METHODOLOGY The contextual exploration of the UPS was projected into four aims addressing the absolute and relative numbers of Unitary Patents A1 and the relationship between Unitary Patents and GDP per capita A2 and GERD A3 and comparatively juxtaposing them A4 This deeper contextual understanding of Unitary Patenting dynamic entails EU member states and their top four competitors China Japan South Korea USA The data regarding the GDP GDP per capita GERD number of Unitary Patents in total and per millions of inhabitants was collected and visualized via tables and charts and submitted to a critical comparison FINDINGS The first 20 months of the UPS operations suggests that the Unitary Patent is a viable but not the most popular patenting option and that there is a positive impact on the GDP per capita and GERD for the majority of the EU member states and that there are differences between EU member states in their efficiency to generate Unitary Patents IMPLICATIONS The performed study confirms the parallel co existence of various patenting strategies and the importance of investments in patented inventions However the size of GDP per capita followed by GERD is

a mere pre requirement that leads to diversified efficiency even among similar jurisdictions with at least an average GDP per capita and GERD Arguably the UPS magnifies the differences and the six original European integration jurisdictions are not the best UPS players There are indices about positive trends for Northern EU member states and negative trends for Southern EU member states ORIGINALITY AND VALUE This is a pioneering contribution regarding a newly launched system showing that despite the same regime EU member states differ dramatically in their approach to patenting and that the level of GDP per capita and GERD are just the starting points Keywords Unitary Patent System EU member states GDP gross domestic expenditure on research and development GERD GERD per GDP GERD Index innovation sustainability economic resources patent protection The Digital Sustainability Ecosystem A conceptual framework for digital transformation and sustainable innovation PURPOSE This study introduces the Digital Sustainability Ecosystem a conceptual framework to integrate digital transformation and sustainable innovation It examines how emerging digital technologies including artificial intelligence blockchain and the Internet of Things drive sustainability transitions by serving as strategic enablers Addressing a critical gap in the literature this research focuses on the dynamic mechanisms and synergies that connect digital transformation with sustainable innovation within a complex ecosystem METHODOLOGY The study employs a systematic literature review SLR of 50 studies and a comparative analysis of 13 existing frameworks to identify and analyze key mechanisms that link digital transformation and sustainable innovation culminating in the development of the Digital Sustainability Ecosystem framework FINDINGS The study identifies five interconnected mechanisms efficiency gains dematerialization circular economy enablement innovation acceleration and digital collaboration These mechanisms illustrate the relationships between technological advancements and sustainability objectives while addressing synergies and tensions such as the trade offs between energy demands and environmental benefits The Digital Sustainability Ecosystem emphasizes multi stakeholder collaboration iterative feedback loops and adaptable processes to address gaps in existing models positioning digital transformation as a transformative force for systemic sustainability improvements IMPLICATIONS The Digital Sustainability Ecosystem advances theoretical discourse by positioning sustainability as a systemic outcome of digital transformation extending beyond traditional efficiency focused models It emphasizes organizational resilience and stakeholder collaboration as pivotal for achieving sustainability objectives Practitioners can leverage AI IoT and blockchain to enhance resource optimization and foster sustainability driven innovation ecosystems Policymakers and organizations are encouraged to combine digital strategies with sustainability imperatives emphasizing adaptive leadership regulatory alignment and multi stakeholder engagement ORIGINALITY AND VALUE This study presents a conceptual framework that bridges theoretical and practical gaps in the literature by integrating foundational theories that associate digital transformation with sustainability imperatives while fostering innovation and competitive advantage The framework sets the stage for future research emphasizing potential applications in industry specific contexts cross sectoral collaborations and



the evolving role of emerging technologies in sustainability transitions By incorporating dynamic feedback loops and systemic adaptability this framework establishes a foundation for advancing both academic inquiry and practical implementation It offers guidance for exploring unanswered questions about scalability policy integration and multi stakeholder engagement in the digital age Keywords digital transformation sustainable innovation digital sustainability ecosystem sustainability transitions artificial intelligence blockchain Internet of Things circular economy efficiency gains dematerialization acceleration digital collaboration stakeholders **The Sustainability Handbook, Volume 1** Mark Von Rosing, 2024-11-30

The Sustainability Handbook Volume 1 The Body of Knowledge around Substantial Sustainability Innovation provides a comprehensive and holistic understanding of sustainability bridging the gap between academic theory and business practices Global climate change poses enormous environmental challenges and societies across the world must adapt and innovate to further the goals of sustainability The private sector must find new ways of doing business to align practices with the Sustainable Development Goals SDGs adopted by the international community Using a conceptually structured framework throughout the book examines the latest academic research to summarize what environmental social and economic sustainability means in different contexts Using numerous specific case studies and insights from industry leaders the book shows how to strategically integrate sustainability into the organization with extensive focus on policies incentives measures operations production consumption and lifecycle management Volume 1 explores the concept of Substantial Sustainability Innovation within an enterprise and why it is important It clarifies the difference between environmental social and governance aspects of sustainability and how they relate to each other With examples from local sourcing to CO2 reduction business ethics to sustainability portfolio management green business process management to gender diversity this volume explores how you can use sustainability to innovate and identifies which components to use to build an effective sustainable strategy For researchers students and businesspeople at all levels and sectors this handbook is an essential reference of the latest sustainability tools and methodologies required to adapt and innovate towards sustainability Provides step by step guidance on key procedures and methodologies Presents chapters that begin with a graphical representation of how the topic fits within the larger framework Includes extensive coverage of sustainability related case studies and lessons learned

*Entrepreneurial Ecosystems* Sophie Boutillier, Denis Carré, Nadine Levratto, 2016-03-03 In today's rapidly changing business landscape entrepreneurship is growing and actively promoted by policy makers Several reports explore the influence of entrepreneurship on the economy and put some emphasis on its positive influence GDP per capita unemployment and exports However entrepreneurship does not go per se and it is now broadly admitted that the decision of the entrepreneur is narrowly connected with its environment the so called entrepreneurial ecosystem This book shows why policymakers entrepreneurship supporters and entrepreneurs themselves should keep in mind the locally structured nature of entrepreneurial networks Even if the notion of Entrepreneurial Ecosystem has become quite popular among the

international organization development agencies and public administrations this concept is often considered as a new one having its origins in very recent publications This books aims at showing that entrepreneurial ecosystems have their roots in the history of economic thought and that scholars have long been conscious of their importance Instead of insisting upon the diversity of agents involved in these organizations it also put some emphasis on the importance of the linkages and sharing between them and suggests some orientations in view of a performing evaluation system *Business Strategies for Sustainability* Helen Borland,Adam Lindgreen,Francois Maon,Véronique Ambrosini,Beatriz Palacios Florencio,Joelle Vanhamme,2018-10-03 Business Strategies for Sustainability brings together important research contributions that demonstrate different approaches to business strategies for sustainability Many corporate initiatives toward what firms perceive to be sustainability are simply efficiency drives or competitive moves falling far short of actual strategies for ecological sustainability To suggest true ecological sustainability strategies this new research anthology adopts an interdisciplinary or transdisciplinary approach to discern what business strategies might look like if they were underpinned by environmental and ecological science The 23 chapters in this anthology reflect five main topic sections a delineating sustainability challenges and visions b contradiction integration and transformation of business and sustainability logics c innovating and developing strategic capabilities for sustainability d assessing and valuing sustainability and e toward multi level engagement and collaboration Encouraging Transformation and Leadership for Sustainable Plant Management Emily T. Collings,Anne N. Finken,Laura M. Flanigan,Elizabeth A. Hamilton,Katherine G. Napolitan,Nancy E. Poderycki,2005

**Journal of Operations Management** American Production and Inventory Control Society,1993 **Six Sigma for Sustainability** Tom McCarty,Michael Jordan,Daniel Probst,2011-09-05 PROVEN STRATEGIES FOR CREATING CORPORATE SUSTAINABILITY PROGRAMS Co written by Six Sigma Black Belts and LEED Accredited Professionals this pioneering guide reveals how to use the power of Six Sigma to develop and implement enterprise wide green initiatives Six Sigma Sustainability explains how typical Six Sigma DMAIC structures such as program governance project charters transfer functions measurement systems risk assessment and process design support environmentally sound business practices Real world examples demonstrate how specific problems in areas such as carbon emissions energy conservation materials recycling water use and finance can be solved using Six Sigma tools The detailed information in this practical resource helps you to deliver innovative programs that simultaneously reduce environmental impact and create business value COVERAGE INCLUDES Developing the business case for necessary investments in sustainability Sustainability leadership and the collaborative management model Applying the Six Sigma transfer function framework to identify critical drivers of success Sustainability measurement and reporting Designing a change management strategy and leveraging teams using the Six Sigma DMAIC framework Managing corporate real estate portfolios in compliance with green initiatives Case studies that show how to use Six Sigma methodologies to improve sustainability functions Design for Six Sigma using the House of

Quality and other essential Six Sigma design tools Stakeholder management best practices for driving adoption of high quality solutions      **World Agricultural Economics and Rural Sociology Abstracts** ,1999      **Behind the Buzzwords** Neil Clifford Ramiller,1996      *Journal of Small Business and Entrepreneurship* ,1991      **Sustainable Innovation and Entrepreneurship** Rolf Wüstenhagen,2008-01-01 When I received the review copy I was rather excited the book as a collection of research papers that in themselves are very interesting and provide a fast track into the literature of the subject in question it is a worthwhile purchase to support thinking on entrepreneurship and innovation in a world where the sustainability agenda is increasingly becoming the agenda for inventors entrepreneurs and those who fund them or invest in their companies All the papers are well written and scholarly A particularly strong feature of the chapters is the range of sources quoted at the end of each chapter These references provide pathways into many different literatures that might save much time for subsequent researchers Lorraine Warren *International Journal of Entrepreneurial Behaviour and Research* In recent years our understanding of corporate sustainability has moved from exploitation to exploration from corporate environmental management to sustainable entrepreneurship and from efficiency to innovation Yet current trends indicate the need for radical innovation via entrepreneurial start ups or new ventures within existing corporations despite difficulties with the financing and marketing of such efforts Presenting both conceptual and empirical research this fascinating book addresses how we can combine environmental and social sustainability with economic sustainability in order to produce innovative new business models The international cast of contributors addresses the wide range of issues in the balance between growth and environmental concerns The first five chapters discuss various aspects of sustainable entrepreneurship This is followed by two chapters that look at innovation within existing firms Innovation is not successful until it finds a customer so the two chapters that follow delve into the marketing aspects of business to consumer and business to business settings The book closes with a broad discussion of the evolution and future of the research agenda into the intersection of sustainability innovation and entrepreneurship Academics students business professionals and NGOs will find this volume enlightening and useful      *Business Horizons* ,1998      **Frontiers of Entrepreneurship Research** ,2006      *Environmental Management Systems in Southeast Asia* Purba Halady Rao,2000      Innovation for Sustainable Development Review of Belarus Ariel Ivanier,2017 This publication presents a general review of the Belarusian national legal and institutional framework for innovation It also highlights the status and progress of the Sustainable Development Goals SDGs in the country including an assessment of national development strategies within the context of ongoing international initiatives and a review of recent eco innovation projects in such development strategies and government programmes      Regional Strategic Action Plan on Integrated Water Resources Development and Management, Phase IV. ,2016      **Academy of Management Annual Meeting** Academy of Management,2005

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