

Index

- Academy of Management*, 3
 activist investors, 81
 agency theory, 12
 agents of change, 220–222
 Agriculture Biologique (AB)
 certification of France, 29
 altruism, 17
 anchoring bias, 160–161
 Appellation d'origine contrôlée (AOC),
 50
- Berkshire Hathaway, 14
 Best Available Control Technology
 (BACT), 61–62
 Best Available Technology Not
 entailing Excessive Economical
 Costs (BATNEEC), 62
 bifurcation bias, 195
 biodynamic viticulture
 Canadian wine industry, 42
 certification, 40
 French wine industry, 71–72, 102,
 112, 135, 171, 178
 nature of, 28–29
 boards and environmental practices,
 83–84, 104–105
 Business Council for Sustainable
 Development (BCSD), 115
 business education, 224
- California wine industry, 133–134
 Canadian forestry industry, 76
 Canadian wine industry
 biodynamic viticulture, 42
 familiness, 132
 family firms, 34, 67–68, 199
 first generation family firms, 36–37,
 40–43, 69–70
 halo bias, 160
 introduction to, 26, 31–35
 managerial drivers/values, 155
 multi-/later-generation family firms,
 37–38, 43–44, 68–69
 non-family/corporate firms, 38–39,
 46
 organic viticulture, 69–70, 72–73,
 129–130, 177, 178, 220–221
 proactive environmental strategies,
 39–44, 68, 207
 supervisory influences, 170–171
 transmission of knowledge, 204–206
 capability deployment of PES,
 126–137, 207
 Carbon Reduction Institute, 45
 Carson, Rachel, 61
 chemical emissions/effluents, 71
 Chief Executive Officers (CEOs), 14
 Chilean wine industry
 anchoring bias, 161
 family firms, 70–71, 199
 family values, 174
 introduction to, 44–45
 managerial drivers/values, 155
 multi-/later-generation family firms,
 45–46
 performance evaluation metrics, 177
 proactive environmental strategies,
 45–46
 clean technologies, 162
 coercive forces, 59, 74
 cognitive frames and biases, 150,
 156–167, 164–166*t*
 collective good, 187
 competitive advantage, 117, 195
 competitive imagination, 78
 complementary assets, 124
 compliance *vs.* voluntary
 beyond-compliance, 119
 control systems, 127
 corporate citizenship, 3, 7

- corporate environmental sustainability strategy
 - defined, 2–3, 8–9
 - exogenous drivers, 57–58
 - family firms in, 195–201
 - family *vs.* non-family firms, 74
 - institutional influences, 58–67
- corporate governance, 13–14
- corporate greening, 7–8
- corporate identity, 127
- corporate philanthropy, 4
- corporate proactive environmental strategy
 - board of directors, 104–105
 - corporate governance, 101
 - dominant coalition in family firms, 107–115
 - institutional ownership, 101–103, 209
 - organizational drivers, 98–101, 200, 210
 - ownership influences, 101–105
 - shareholder activists, 103
 - top management influences, 106–115
- corporate social responsibility (CSR)
 - board of directors, 104–105
 - defined, 3, 6–7
 - by family firms, 127, 136
 - managerial interpretations of, 113
 - social justice and ethics, 99
 - top management team, 106–107
- corporate sustainability, 2, 64
- cross-functional integration, 124
- Danish Klundborg Symbiosis, 9
- DDT regulation, 61
- decision-making
 - by dominant coalition members, 151, 206
 - by external stakeholders, 172
 - intergenerational decision-making/interdependence, 133
 - managerial drivers/values, 185
 - sustainability practices, 153
 - top management team, 19, 206
 - transmission of knowledge, 203
- Demeter (Biodynamic), 42, 43
- Department of Agriculture's Organic Wine certification in USA, 29
- development/deployment of PES capabilities, 126–137, 211–212
- differentiated environmental strategies, 98
- discretionary slack, 179–181
- disruptive innovation, 78
- dominant coalition (DC)
 - corporate environmental strategies, 106
 - decision-making, 151, 206
 - decision-making by, 151
 - in family firms, 10, 107–115, 128, 129, 137, 210
 - in family *vs.* non-family firms, 16, 17, 19, 203
 - top management team, 17, 203, 217
- Dupont, 176–177
- dynamic random access memory (DRAM), 12
- eco-centric orientation, 168
- economic value maximization paradigm, 168
- Elkington, John, 2
- employee empowerment, 127, 212
- energy usage reductions, 35
- entitlement nepotism, 195
- entrepreneurship, 63, 72–74, 152
- environmental capabilities, 125
- environmental groups, 80
- environmental impact of wineries. *see* winery industry environmental impact
- environmental innovation, 65
- Environmental Management Systems (EMS), 125
- environmental NGOs, 85
- environmental sustainability strategies
 - boards and, 83–84
 - family firms *vs.* non-family firms, 25, 54–55
 - legitimization of, 172–175, 208, 212
 - local community and, 84, 87
 - managerial drivers/values, 150–153, 199–200
 - media and, 82, 87
 - opportunity framing of environmental issues, 167–183
 - regulators and, 82–83

- stakeholder influences, 75–90
- Espinoza, Alvaro, 45
- exogenous drivers of corporate environmental sustainability, 57–58
- external stakeholders, 172
- Exxon Valdez* oil spill, 60
- familiness, 130–132, 202, 208
- family as stakeholder, 201
- Family Firm Institute (FFI), 196–197
- family firms. *see also* multi-/later-generation family firms
 - beliefs/values of, 108
 - business advantage of, 185–188
 - Canadian wine industry, 36–37, 40–43, 67–68, 69–70
 - characteristics of, 201–202
 - Chilean wine industry, 70–71
 - corporate social responsibility by, 127, 136
 - creditors and, 16
 - development/deployment of PES capabilities, 126–137
 - dominant coalition in, 107–115, 128, 129, 137
 - familiness, 130–132
 - French wine industry, 70
 - identity in, 112–115, 135–137, 172–175, 201–202, 210
 - influence on stakeholders, 86–88
 - institutional influences, 67–72
 - knowledge transmission, 203–204, 218
 - long-term patient investments, 66, 74, 100, 152, 198, 209, 225–226
 - long-term sustainability targets, 176, 218
 - long-term temporal orientation, 134–135, 202–203, 213
 - market and competitive strategies, 115–126
 - natural resource-based view, 121–126, 138–139
 - oligarchic family control, 73
 - research implications, 214–215
 - shared sustainability vision, 128–130
 - socioemotional wealth, 86–87, 90, 110, 162, 196, 201
 - stewardship orientation, 132–134
 - strategic management research, 109, 219–220
 - succession process in, 186–187, 188, 226
 - transgenerational longevity/success, 73
- family firms *vs.* non-family firms. *see also* non-family/corporate firms
 - bifurcation bias, 195
 - business system goals, 108
 - cognitive biases, 163, 212
 - commitment to environmental preservation, 170, 171
 - corporate environmental sustainability strategy, 98
 - development/deployment of PES capabilities, 126–137, 211–212
 - discretionary slack, 181
 - dominant coalition, 16, 17, 19, 203
 - environmental sustainability strategies, 25, 54–55
 - information flow, 183
 - legitimization of environmental sustainability, 172–175, 208, 212
 - long-term temporal orientation, 134–135, 202–203, 213
 - manager vision for, 208
 - managerial drivers, 167
 - market and competitive strategies, 211
 - overview of, 16, 18*f*, 54
 - performance evaluation metrics, 179
 - proactive environmental strategy, 137, 195, 205*t*, 222–224
 - shared characteristics, 202–208, 205*t*
- family identity within firm, 112–115, 135–137, 172–175, 201–202
- family-of-origin, 107–108, 154
- family shareholders, 16
- family values, 74, 174, 203, 206
- FIBER dimensions, 86–87
- field transparency, 72
- financial crisis (2008), 11
- financial performance and market/competitive strategies, 120–121
- First Nations, 79, 80
- for-profit firms, 126

- Forestry Stewardship Council
 Certification, 79
 founding generation, 113
 French wine industry
 biodynamic viticulture, 71–72, 102,
 112, 135, 171, 178
 familiness, 132
 family firms, 70, 199
 family values, 174
 halo bias, 159–160
 introduction to, 47–48
 managerial drivers/values, 155–156
 multi-/later-generation family firms,
 49–51
 non-family/corporate firms, 48–49,
 51–52
 organic viticulture, 71–72, 73, 102,
 112, 178
 performance evaluation metrics, 178
 proactive environmental strategies,
 49–52, 71, 207
 reactive environmental strategies,
 48–49
 stakeholder orientation, 134
 supervisory influences, 171
 sustainable viticulture and, 221–222
 Friedman, Thomas, 12
 future-focused firms, 110
- generic business strategy, 119–120
 geographical contexts of viticulture,
 26–27
 Global Impact Investing Network
 (GIIN), 4–6
 governance structures, 26
- halo bias, 159–160
 herbicide use, 68, 114
 heterogeneous strategies, 73
 higher-order learning, 124
 Holliday, Chad, 176–177
 human capital resources, 181
 HVE 3 (Haute Valeur Environnementale),
 48, 221
- identity
 corporate identity, 127
 family identity within firm, 112–115,
 135–137, 172–175, 201–202, 210
 shared identity in family firms, 136
 unified identity, 113
 impact investing, 4–6
 individual/managerial influences, 82,
 212–213, 214*f*
 Industrial Revolution, 6
 industrial waste emissions, 61
 information exchange, 127
 information flow, 181–183
 innovative thinking, 158
 Institute for Marketecology (IMO), 46
 institutional entrepreneurs, 72–74
 institutional influences
 agents of change, 220–222
 corporate environmental
 sustainability, 58–67
 by entrepreneurs, 72–74
 regulatory approaches, 62–67
 response by family firms, 67–72
 stakeholder influences, 75–90
 summary of, 209
 institutional investors, 14, 81–82, 86,
 111
 institutional isomorphism, 58–59,
 64–65, 67
 institutional ownership, 101–103
 instrumentalism, 76
 interface of sustainability, 185
 intergenerational decision-making/
 interdependence, 133
 International Labor Organization
 (ILO), 6, 61
 investment fund managers, 81
- Journal of Sustainable Finance and
 Investments*, 6
- Kahneman, Daniel, 161
 Keystone XL Pipeline System, 80
 kinship group, 15
 knowledge transmission, 203–204, 218
- leadership influences, 167–169
 legitimization of environmental
 sustainability, 172–175, 208, 212
 living soil principle, 28
 local community and environmental
 practices, 84, 87
 Local Food Plus, 42, 43
 long-term patient investments, 66, 74,
 100, 152, 198, 209, 225–226

- long-term sustainability targets, 176, 218
- long-term temporal orientation, 134–135, 202–203, 213
- loss bias, 161–163
- majority shareholders, 16
- managerial drivers/values
 - anchoring bias, 160–161
 - championing/selling ideas/innovations, 183–185
 - cognitive frames and biases, 156–167, 164–166*t*, 212
 - discretionary slack, 179–181
 - environmental sustainability strategies, 150–153, 199–200
 - family business advantage, 185–188
 - halo bias, 159–160
 - influence of, 153–156
 - information flow, 181–183
 - leadership influences, 167–169
 - legitimization of environmental sustainability, 172–175
 - loss bias, 161–163
 - opportunity framing of environmental issues, 167–183
 - organizational context and design, 171–172, 200
 - performance evaluation metrics, 175–179
 - supervisory influences, 169–171
- managerial incentives/influences, 82, 212–213, 214*f*
- market and competitive strategies
 - family firms, 115–126
 - family firms *vs.* non-family firms, 211
 - financial performance and, 120–121
 - regulatory responses, 117–119
 - sustainability/generic business strategy, 119–120
- material usage reductions, 35
- McKinsey Quarterly*, 197
- media and environmental practices, 82, 87
- micro-entrepreneurship, 43
- middle management, 183
- mimetic forces, 59–60, 74, 209
- minority shareholders, 16
- Monsanto, 117
- moral arguments, 75
- multi-/later-generation family firms
 - Canadian wine industry, 37–38, 43–44, 68–69
 - Chilean wine industry, 45–46
 - French wine industry, 49–51
- multinational enterprises (MNEs), 117
- Mutuelle d'Assurances du Corps de Santé Français (MACSF), 49
- natural resource-based view, 121–126, 138–139
- Natural Step Framework, 1
- New World wineries, 27, 30, 31
- non-family/corporate firms
 - Canadian wine industry, 38–39, 46
 - family firms *vs.*, 16, 18*f*, 54
 - French wine industry, 48–49, 51–52
 - leadership of, 154
 - proactive environmental strategy, 137
 - shared value, 173–174
 - top management team, 106–107
- non-governmental organizations (NGOs)
 - collaboration with, 85
 - environmental impacts and, 80
 - imposing of fines by, 78
 - instrumental importance, 76
 - ISO 14001 standards, 87
 - not-for-profit, 126
 - proactive *vs.* reactive environmental strategies, 210
 - role of, 222
 - social NGOs, 85
- non-organic viticulture, 28
- nonprofit environmentalist organizations, 168
- normative arguments, 75
- normative forces, 59, 209
- oligarchic family control, 73
- opportunity framing of environmental issues, 167–183
- organic viticulture
 - Canadian wine industry, 69–70, 72–73, 129–130, 177, 178, 220–221
 - defined, 28, 39
 - education program in, 135

- organic viticulture (cont.)
 - French wine industry, 71–72, 73, 102, 112, 178
- Organizational Behavior (OB), 3
- organizational context and design, 26, 171–172, 200
- organizational drivers in corporate
 - proactive environmental strategy, 98–101, 200, 210
- Organizations and the Natural Environment (ONE), 3
- Our Common Future* report, 1
- ownership influences on proactive environmental strategy, 101–105
- ownership *vs.* management control, 14–16

- paradoxical frame, 156–157
- Paris Agreement (2015), 2
- past-focused firms, 111
- patient capital, 11–13, 105, 137
- patient long-term investments. *see* long-term patient investments
- performance evaluation metrics, 175–179
- personal *vs.* corporate values, 129
- pesticide use, 68
- policy implications, 225
- political power, 59
- pollution
 - prevention of, 64, 124, 162
 - prevention *vs.* control, 79, 119
 - toxic emissions, 83, 84
- Polman, Paul, 177, 223
- Porter hypothesis, 63, 116
- primary stakeholders, 76
- priority stakeholders, 78
- private enterprise, 16
- Pro-Cert Organic Systems, 40, 41, 42, 43
- proactive environmental strategy (PES). *see also* corporate proactive environmental strategy
 - Canadian wine industry, 39–44, 68
 - capability deployment, 126–137, 207
 - Chilean wine industry, 45–46
 - cross-industry contexts, 215–217
 - development/deployment of, 126–137, 211–212
 - family firms *vs.* non-family firms, 137, 195, 205*t*, 222–224
 - French wine industry, 49–52, 71
 - generic business strategies, 119
 - impact of, 10, 17, 27–29
 - individual/managerial influences, 82, 212–213, 214*f*
 - leadership strategies in, 83
 - long-term patient investments, 66, 74, 100, 152, 198
 - long-term temporal orientation, 134–135
 - measuring development, 217–218
 - natural resource-based view, 121–126, 138–139
 - NGO collaboration and, 210
 - non-family/corporate firms, 137
 - research implications, 214–215
 - stakeholders engagement, 89, 209–210
 - successful development of, 151
 - succession process in family firms, 186–187, 188
 - summary of, 218–219
 - temporal orientation, 109–112
- problem-solving behavior, 180

- radical transactiveness, 78, 124
- reactive environmental strategies, 27–29, 35–39, 48–49, 119
- Regulation Fair Disclosure, 100
- regulators and environmental practices, 82–83
- regulatory approaches to institutional influences, 62–67
- regulatory responses in market and competitive strategies, 117–119
- Robèrt, Karl-Henrik, 1

- sanction-based prescriptive regulations, 62
- Schmidheiny, Stephen, 115
- Scientific American*, 116
- secondary stakeholders, 76–77
- sense-making, 172
- Shapiro, Robert, 117
- shared family sustainability vision, 128–130
- shared identity in family firms, 136

- shared value, 151, 173–174
 shareholder activists, 103
 short-term patient investments, 100
 sibling-run businesses, 131
Silent Spring (Carson), 61
 social capital, 136
 Social Issues in Management (SIM), 3
 social justice, 173
 social NGOs, 85
 societal institutions, 59
 socioeconomic factors, 7, 84
 socioemotional wealth (SEW), 86–87,
 90, 110, 162, 196, 201
 soil composition balance, 28
 stakeholders
 classification and salience, 76–81
 defined, 15
 external stakeholders, 172
 family as, 201
 influence of family firms, 86–88
 influences on environmental strategy,
 75–90
 influences on environmental
 sustainability strategy, 81–86
 orientation of, 133
 primary stakeholders, 76
 priority stakeholders, 78
 secondary stakeholders, 76–77
 summary of, 209–210
 wine industry engagement, 88–90
 stewardship orientation, 132–134, 137,
 207, 227
 strategic bridge, 111
 strategic management research, 109,
 219–220
 succession process in family firms,
 186–187, 188, 226
 supervisory influences, 169–171
 sustainability, defined, 2
 sustainable business, 9
 sustainable development, 1–2, 5*t*
 Sustainable Development Goals
 (SDGs), 2
 sustainable strategy, 9–10, 54–55
 sustainable viticulture, 221–222
 Sustainable Winemaking Ontario, 42,
 43
 Syndicat de Vignerons en Biodynamie,
 50
 Tata Group, 174–175
 temporal orientation, 10, 109–112,
 134–135, 220
 3 M company, 180
 top management team (TMT)
 championing/selling ideas/
 innovations, 183
 corporate proactive environmental
 strategy, 106–115
 decision-making, 19, 206
 dominant coalition, 17, 203, 217
 information flow, 182
 in non-family firms, 106–107
 strategic goals, 14
 temporal orientation, 109–112
 toxic emissions, 83, 84
 toxic release inventory (TRI), 61
 transactiveness techniques, 78
 transgenerational continuity intentions,
 110, 151–152, 210
 transgenerational longevity/success, 73
 transgenerational value creation, 130
 transmission of knowledge. *see*
 knowledge transmission
 unified identity, 113
 Unilever, 176, 223
 United Nations Conventions, 2
 United Nations Global Compact, 167
 US Bureau of Labor Statistics, 16
 Viña De Martino in Chile, 30
 Vintners Quality Alliance (VQA), 29,
 31–34, 43
 viticulture, 26–27, 28. *see also* biody-
 namic viticulture; organic
 viticulture
 volatile, uncertain, complex, and
 ambiguous (VUCA), 172
 voluntary beyond-compliance, 119
 Wine Council of St. Émilion, 199,
 221
 winery industry environmental impact.
 see also Canadian wine industry;
 Chilean wine industry; French
 wine industry
 data analysis, 53
 data collection, 52–53

- winery industry (cont.)
 - family *vs.* non-family controlled, 25–27, 54
 - first generation family firms, 36–37
 - proactive environmental impact, 27–29
 - reactive environmental impact, 27–29, 35–39
- research design and case selection, 29–31, 32–33*t*
- research summary, 90–91
- stakeholders engagement, 88–90
- World Commission on Environment and Development (WCED), 1–2, 115