

Index

- accidents
 - cars 22
 - industrial 38, 57
- acquiescence 16
- American Chemistry Council 32, 33
- anchoring biases 27, 32
- association, freedom of 53, 209
- attacking strategy 15
- authoritarian states 55, 56, 58
- avoidance 15, 17, 115

- baby food 53
- balancing strategy 16
- banks 34
- bargaining 16
- best practices 114
- beyond-compliance performance 13, 16, 24, 28, 81, 82
 - Costa Rica CST program 147, 151, 152, 159–61, 162, 163, 168, 169, 176, 178, 180, 181, 182
 - environmental protection 1, 7, 9, 18, 37, 73, 74, 78, 79, 87, 89, 92, 93, 105, 106, 107, 109, 145, 146, 148, 149, 150, 186, 188, 196, 203
 - US ski industry 111–13
- bisphenol A (BPA) 33, 34
- boards of directors 28, 29–30
- buffering strategy 15
- business responses to policy process
 - demands 12–18
 - measurement of resistance 18–19

- Canada 33
 - forestry 60
- car accidents 22
- centralization 46

- Certification for Sustainable Tourism (CST; Costa Rica) 114, 144, 145–6, 149, 162, 185, 212
 - beyond-compliance performance 147, 151, 152, 159–61, 162, 163, 168, 169, 176, 178, 180, 181, 182
 - economic benefits to firms 190–1, 193–200, 202–3
 - environmental protection 146, 147, 166–83
 - limitations of studies and future research 163–4, 200–1
 - methodology of study 167–70
 - assessment of economic benefits to firms 190–1
 - data analysis 167–8
 - data collection 150, 167
 - sample 150, 189
 - statistical analysis 189
 - variable measures 151–3, 168–70, 191–3
 - participation 153–9
 - results of studies 153–61, 170–6, 193–200
 - study of managers and proactive environmental protection 166–70, 180–3
 - discussion 177–80
 - findings 170–6
 - methodology 167–70
- challenging strategy 15
- chemical industry
 - Responsible Care program 18, 107, 116
- China 46, 205
 - adulterated baby formula 53
 - freedom of press and speech 53
 - industrial accidents 57
 - mining industry 57

- chlorofluorocarbon compounds (CFCs) 24
- cigarettes 28
- climate change 25, 38
- coal mining 38, 57
- coercion 36
- cognitive simplification processes 23
- command-and-control regulation 46, 62–4, 210
- competitiveness 71, 187
- compliance 16, 205
- compromise 16, 17
- concealing strategy 15
- conflicts of interest 33
- Conservation International 28
 - Board of Directors 29–30
- context 205, 208–11
 - economic context 64–7
 - moderating effect 4, 46, 47, 49, 52, 60, 208–11
 - political context 48–9
 - level of democratization 49–57, 208
 - policy network style 57
 - regulatory approach 62–4, 210
- contradictory preferences and values 11
- control 14
- control biases 24, 27
- convergence of policies 45
- cooperation 13, 34–6
- co-opt 14
- corporatist systems 58–9, 60, 61, 203, 210, 212
 - neo-corporatism 58, 61, 203, 210, 212
 - state-corporatism 58, 60, 61, 210
- Costa Rica 1, 144, 211
 - national parks 1, 146, 148, 152, 157, 161, 169, 192, 198, 199
 - tourism and hotel industry 146–8, 161, 211
 - see also* Certification for Sustainable Tourism
- credibility 188
- defiance 15, 17, 56
- delays 31, 33
- democracy 19, 45, 47, 48
 - level of democratization 49–57, 208
- freedom of association 53, 209
- freedom of political participation and right to vote 55–7, 209
- freedom of press and speech 52–3
- developing countries 45, 66, 144, 205, 211
 - micro-businesses 74–5
 - voluntary programs 144
 - World Bank classification according to GNI 68
- discounting of the future 27
- dismissing strategy 15
- economic benefits to firms of voluntary programs 186–7, 201–2
- Certification for Sustainable Tourism 190–1, 193–200, 202–3
 - price premium 187, 188, 190, 197, 198, 202, 212
- economic context 64–7
 - gross national income (GNI) 64–5, 67
- economic growth 46
 - Kuznets curve 65
- ecotourism 162, 163
- education
 - study of managers and proactive environmental protection 172–4, 176, 177–80
 - top manager demographic characteristics 81–2
 - academic major 82–3, 174
- effectiveness of voluntary programs 114–17
 - Sustainable Slopes Program 116, 133–9
- self-selection bias 96, 123, 150, 151, 161, 168, 190, 193, 198
- Heckman technique 96, 122, 123, 151, 168, 189
- elections 55
- environmental and social responsibility (E&SR) managers 35–6
- environmental defense 28
- environmental management systems (EMS) 114
 - ISO-14001 94, 115, 116, 158

- environmental protection 1, 5, 6, 9, 37, 46, 53, 55, 56, 60, 62, 63, 65, 66, 72, 73, 80, 86, 87, 92, 93, 104, 109, 111, 114, 117, 120, 128, 134, 137, 138, 139, 140, 144, 152, 162, 169, 179, 180, 185, 186, 208, 209, 210, 211, 213
- Environmental Protection Agency (US) 46, 115, 205
- escalating commitment 27
- escape strategy 15
- evolutionary theory 21
- export orientation 78–9
- Federal Mine Safety and Health Administration 38
- financial performance 71–3
- firms 69–71
 - economic benefits from voluntary programs 186–7, 201–2
 - Certification for Sustainable Tourism (CST) 190–1, 193–200, 202–3
 - export orientation 78–9
 - financial performance 71–3
 - firm size 73–4
 - industry association membership 79–81
 - industry type 75–6
 - limitations to influence of 83–4
 - micro-businesses and protective policy process 74–5
 - multinational corporation subsidiaries 76–7
 - resistance strategies 13–18, 23, 26, 27, 28–31, 32–4, 36, 48, 56, 115, 144
 - measurement 18–19
 - resource-based theory 187–8
 - voluntary programs and 188–9, 202
- stock market participation 77–8
- top manager demographic characteristics 81
 - academic major 82–3, 174
 - formal education level 81–2
 - nationality 83, 174, 176
- Fontera
 - Chinese baby formula scandal 53
- Food and Drug Administration (FDA) 28, 32
- forestry 60, 75, 86
 - ski industry and US Forest Service 118–19
- formulation-selection stage of protective public policy process 25–31, 207
- fraud, electoral 55
- free-riding 140, 141, 186, 202
 - opportunism 115, 142
 - Sustainable Slopes Program 89, 94, 105, 112, 115
- future, discounting of 27
- future research agenda 163–4, 200–1, 213–14
- Global Climate Challenge Program 116
- global trends and pressures 45
- government and the state 23
 - authoritarian states 55, 56, 58
 - corporatist systems 58–9, 60, 61, 203, 210, 212
 - Costa Rica CST program and 152, 203
 - legitimacy 45
 - pluralist systems 59–60, 61, 210
 - US ski industry study and 92, 98, 105
- Guatemala 54
- habitualization 16, 36
- health and safety standards 36
 - coal mining 38
- Heckman two-stage technique
 - correction for self-selection bias 96, 122, 123, 151, 168, 189
- hotel industry 148, 211
 - see also* Certification for Sustainable Tourism
- ideology 13
- imitation 16
- implementation stage of protective public policy process 31–9, 207–8
- incentive-based regulation 62–4, 71, 212

- incumbency 41
- industrial accidents 38, 57
- industry associations 73, 79–81
 - American Chemistry Council 32, 33
 - Costa Rica CST program and 149, 158, 159
 - National Ski Areas Association (NSAA) 87, 88, 89, 90, 91, 95, 112, 117, 118, 119, 120, 124, 125, 126, 141
 - National Chamber of Tourism (Costa Rica) 150, 152, 158, 163, 167, 170, 193, 203
 - US ski industry study 94
- influence 14
- informal economy 74–5
- informal pressures and sanctions 37
- initiation stage of protective public policy process 21, 206–7
- insurance companies 34
- interest groups 22, 25, 31, 46, 59
 - freedom of association 53, 209
- internal coalitions 35
- isomorphic behavior 7, 11, 37, 70, 83, 84, 148, 159

- Kuznets curve 65

- land ownership 98
- lawsuits 33
- lax enforcement 38
- leadership 17
- legal challenges 33
- legitimacy 9, 10, 11, 24, 26, 31, 32, 33, 35, 40, 47, 54, 55, 56, 64, 70, 104, 108, 114, 133, 209
 - government 13, 45, 206–7
- lobbying 32

- management
 - environmental and social responsibility (E&SR) managers 35–6
 - study of managers and proactive environmental protection 166–7, 180–3
 - discussion 177–80
 - findings 170–6
 - methodology 167–70
 - top manager demographic characteristics 81
 - academic major 82–3, 174
 - formal education level 81–2
 - nationality 83, 174, 176
- manipulation 14, 17, 56, 57, 61
- manufacturing industry 75
- market prices 27
- measurement of resistance 18–19
- methodological issues
 - Certification for Sustainable Tourism study
 - assessment of economic benefits to firms 190–1
 - data analysis 150–1
 - data collection 150, 167
 - sample 150, 189
 - statistical analysis 189
 - variable measures 151–3, 191–3
 - correction for self-selection bias 96, 123, 150, 151, 161, 168, 190, 193, 198
 - Heckman two-stage technique 96, 122, 123, 151, 168, 189
 - study of managers and proactive environmental protection
 - data analysis 167–8
 - data collection 167
 - variable measurements 168–70
- US ski industry study 95–8, 122–8
 - data collection 95, 124–5
 - measures 97, 125–8
 - regression analysis 95–7
 - sample 95
 - statistical analysis 122–4
- micro-businesses 74–5
- mining industry 75
 - China 57
 - coal 38, 57
 - Massey Energy Co 38, 39
 - West Virginia 38, 39
- moderating effect 3, 4, 5, 21, 46, 47, 208–11
 - economic context 208
 - gross national income 65, 67
 - democratic freedoms 47, 49–57, 208, 209
 - political context 47, 208, 209
 - regulatory approach 62, 64, 210
 - systems of interest representation

- corporatism 60, 210
 - pluralism 60, 61–2
- modernity 47
- Montreal Protocol 24
- motivations for participation in
 - voluntary programs 113
- multinational corporations (MNCs) 24
 - Fontera 53
 - subsidiaries 76–7
 - Costa Rica CST program and 149–50, 158–9, 160–1, 162
- National Chamber of Tourism (Costa Rica) 150, 152, 158, 163, 167, 170, 193, 203
- national income 65
 - World Bank's country classification 68
- National Ski Areas Association (NSAA) 87, 88, 89, 90, 91, 95, 112, 117, 118, 119, 120, 124, 125, 126, 141
- nationality of top managers 83, 174, 176
- nature conservancy 28
- neo-corporatist systems 58, 61, 203, 210, 212
- neo-institutional theory 2, 3, 87, 113, 133, 162, 205
 - agency dilemma 11
 - coercive pressures 2, 3, 11, 12, 31, 34, 36, 40, 56, 63, 70, 83, 92, 103, 107, 108, 115, 133, 134, 137, 138, 139, 140, 148, 162, 208
 - isomorphism 7, 11, 37, 70, 83, 84, 148, 159
 - legitimacy 9, 10, 11, 24, 26, 31, 32, 33, 35, 40, 47, 54, 55, 56, 64, 70, 104, 108, 114, 133, 209
 - government 13, 45, 206–7
 - mimetic pressures 70, 79, 148, 149
 - normative pressures 11, 70, 78, 79, 83, 93, 103, 107, 133, 134, 137, 139, 140, 148, 149, 159, 162
 - public policies and 10–12
 - sedimentation 36, 61, 208, 210
 - subjectification 13
 - US ski industry study 91–2
 - nonprofit organizations 24
- objectification 36
- Occupational Safety and Health Administration (OSHA) 36
- opportunism 115, 142
- ozone layer depletion 24
- pacification strategy 16
- pluralist systems 59–60, 61, 210
- policy capture 39–41
- policy process perspective 206
- political concerns 25, 31
- political context 48–9
 - level of democratization 49–57, 208
 - freedom of association 53, 209
 - freedom of political participation and right to vote 55–7, 209
 - freedom of press and speech 52–3
- policy network style 57
 - corporatist systems 58–9, 60, 61, 203, 212
 - neo-corporatism 58, 61, 203, 210, 212
 - pluralist systems 59–60, 61, 210
 - state-corporatism 58, 60, 61, 210
 - pluralist systems 59–60, 61, 210
- regulatory approach 62–4, 210
 - command-and-control 46, 62–4, 210
 - incentive-based 62–4, 71, 212
- political participation 55–7, 209
- political pressures 11, 12, 23, 31, 36
- power, faces of 12–13, 31
- press freedom 46, 52–3, 209
- prior hypothesis bias 23
- profitability 72, 74, 104
- profit-maximization 10, 27
- protective public policy process 205
 - country context 44–8, 205, 208–11
 - economic context 64–7
 - firms' resistance resistance 13–18, 23, 26, 27, 28–31, 32–4, 36, 48, 56, 115, 144
 - measurement 18–19
 - micro-businesses and 74–5
 - political context 48–9

- protective public policy process (*cont.*)
 level of democratization 49–57,
 208
 policy network style 57
 United States of America 9, 19–20,
 206–8
 formulation-selection stage
 25–31, 207
 implementation stage 31–9,
 207–8
 initiation stage 21, 206–7
 inverted U relationship 20–2, 206
 public land 91, 98, 103, 105, 118, 127
 public policies
 classification of business
 responses–policy process
 demands 12–18
 measurement of resistance 18–19
 neo-institutionalism and 10–12
 protective policies 1
- rational choice hypothesis 67
 regional variations 67
 regression analysis
 Costa Rica's Certification for
 Sustainable Tourism 149, 150,
 151, 153, 157, 159, 160, 161,
 163, 167, 168, 172, 174, 175,
 177, 178, 190, 191, 193, 196,
 198, 199, 200
 US ski industry study 95–7, 98, 99,
 101, 102, 103, 122, 123, 124,
 125, 128, 133
- regulation
 command-and-control regulation
 46, 62–4, 210
 environmental 1, 71, 92, 109, 111,
 118, 162, 182, 212
 incentive-based 62–4, 71, 212
 self-regulation initiatives 16, 18
 social protection 1, 4, 18, 19, 23,
 24, 27, 28, 32, 34, 35, 36, 37,
 40, 45, 47, 48, 53, 54, 56, 57,
 58, 59, 60, 61, 67, 71, 72, 73,
 74, 75, 76, 77, 79, 80, 81, 82,
 83, 207, 210
 reputation 188
 resistance 13–18, 23, 26, 27, 28–31,
 32–4, 36, 48, 56, 115, 144
 measurement 18–19
- resource-based theory of the firm
 187–8
 voluntary programs and 188–9, 202
 Responsible Care Program 18, 107,
 116
 Russia 52
- Sanlu 53
 seat belts 22
 self-regulation initiatives 16, 18
 size of firms 73–4
 Costa Rica CST program and 158,
 160
 US ski industry study 92, 98, 104
 ski industry 86–7, 106–9, 111–13, 211
 context 117–18
 environmental performance
 105–6
 Forestry Service and 118–9
 methodology of study 95–8,
 122–8
 data collection 95, 124–5
 measures 97, 125–8
 regression analysis 95–7
 sample 95
 statistical analysis 122–4
 National Ski Areas Association
 (NSAA) 87, 88, 89, 90, 91, 95,
 112, 117, 118, 119, 120, 124,
 125, 126, 141
 results of study 99–101, 128
 Sustainable Slopes Program 87–91,
 105, 107, 111, 112–13, 119,
 212
 adoption 128
 effectiveness 116, 133–9
 participation 97, 99, 103–5,
 107–9, 112, 113, 139–41
 theory and hypotheses 91–5
 social movements 41
 social network theory 79
 social protection 1, 4, 18, 19, 23, 24,
 27, 28, 32, 34, 35, 36, 37, 40,
 45, 47, 48, 53, 54, 56, 57, 58,
 59, 60, 61, 67, 71, 72, 73, 74,
 75, 76, 77, 79, 80, 81, 82, 83,
 207, 210
 social problems 22
 formulation-selection stage 25–31,
 207

- implementation stage 31–9, 207–8
- initiation stage 21, 206–7
- inverted U relationship 20–2
- protective public policy process in
 - US 19–20
- speech, freedom of 52–3, 209
- stalemate 26
- start-up companies 24
- state-corporatist systems 58, 60, 61, 210
- stock market participation 77–8
- subjectification 13
- subsidiaries of multinational
 - corporations (MNCs) 76–7
 - Costa Rica CST program and 149–50, 158–9, 160–1, 162
 - Sustainable Forestry Initiative 18
 - Sustainable Slopes Program 87–91, 105, 107, 111, 112–13, 119, 212
 - adoption 128
 - effectiveness 116, 133–9
 - participation 97, 99, 103–5, 107–9, 112, 113, 139–41
- symbolic cooperation 34
- tobacco industry 28
- tourism 146–8, 161, 211
 - see also* Certification for Sustainable Tourism; ski industry
- trustees 28
- unconscious unawareness 18
- United States of America 2, 11, 205
 - coal mining 38
 - democratic traditions 19
 - forestry 60, 86
 - government 23
 - protective public policy process 9, 19–20, 206–8
 - formulation-selection stage 25–31, 207
 - implementation stage 31–9, 207–8
 - initiation stage 21, 206–7
 - inverted U relationship 20–2, 206
 - ski industry 86–7, 106–9, 111–13, 211
 - context 117–18
 - environmental performance 105–6
 - Forestry Service and 118–19
 - methodology of study 95–8, 122–8
 - results of study 99–101, 128
 - theory and hypotheses 91–5
 - see also* Sustainable Slopes Program
- tobacco industry 28
- Venezuela 52
- voluntary programs 18, 28, 87, 106, 111, 139, 148–9, 161, 185
- developing countries 144
- economic benefits to firms 186–7, 201–2
- Certification for Sustainable Tourism 190–1, 193–200, 202–3
- effectiveness 114–17
- motivations for participation 113
- resource-based theory of the firm and 188–9, 202
- US ski industry study 91–2, 93–5, 103, 105
 - see also* Sustainable Slopes Program
- voting rights 55–7, 209
- Wal-Mart 33, 34
- Washington consensus 45
- wealth 47, 48, 65
- win-win perspective 72, 73