

[Home](#) > [Journal](#) > [Earth & Environmental Sciences](#) > [JEP](#)
[Indexing](#) | [View Papers](#) | [Aims & Scope](#) | [Editorial Board](#) | [Guideline](#) | [Article Processing Charges](#)
[JEP](#) > Vol.2 No.10, December 2011



Adaptability, Entrepreneurship and Stakeholder Integration: Scenarios and Strategies for Environment and Vulnerability

PDF (Size: 269KB) PP. 1375-1387 DOI: 10.4236/jep.2011.210160

Author(s)

Jerónimo De-Burgos-Jiménez, Diego A. Vazquez-Brust, José A. Plaza-Úbeda

ABSTRACT

The "vicious circle" between poverty and environmental deterioration is a major challenge for those developmental approaches which look to improve the welfare of vulnerable communities. Environmental deterioration increases poverty while, at the same time, poverty causes further environmental deterioration as the business activities which communities depend upon for survival aggravate environmental deterioration by causing pollution and waste. It is therefore necessary that firms and communities collaborate in order to develop innovative solutions to break this vicious circle. This paper argues that such collaboration should be based on genuine stakeholders' integration and entrepreneurship, proposes a holistic framework to guide business intervention strategies, and further explores collaboration scenarios between firms and communities.

KEYWORDS

Sustainability, Vulnerability, Sustainability, Stakeholder Integration, Stakeholder Involvement and Entrepreneurship

Cite this paper

J. De-Burgos-Jiménez, D. Vazquez-Brust and J. Plaza-Úbeda, "Adaptability, Entrepreneurship and Stakeholder Integration: Scenarios and Strategies for Environment and Vulnerability," *Journal of Environmental Protection*, Vol. 2 No. 10, 2011, pp. 1375-1387. doi: 10.4236/jep.2011.210160.

References

- [1] S. L. Hart, "A Natural-Resource-Based View of the Firm," *Academy of Management Review*, Vol. 20, No. 4, 1995, pp. 986-1014.
- [2] E. B. Barbier, "Poverty, Development, and Environment," *Environment and Development Economics*, Vol. 15, No. 6, 2010, pp. 635-660. doi:10.1017/S1355770X1000032X
- [3] H. Todd and C. Zografos, "Justice for the Environment, Developing a Set of Indicators of Environmental Justice for Scotland," *Environmental Values*, Vol. 14, No. 4, 1995, pp. 483-501. doi:10.3197/096327105774462692
- [4] M. E. Ibararán, M. Ruth and S. Ahmad, "Climate Change and Natural Disasters, Macroeconomic Performance and Distributional Impacts," *Environmental Development Sustainability*, Vol. 11, No. 3, 2009, pp. 549-569. doi:10.1007/s10668-007-9129-9
- [5] M. Toman, "Values in the Economics of Climate Change," *Environmental Values*, Vol. 15, No. 3, 2006, pp. 365-379. doi:10.3197/096327106778226310
- [6] H. Khan, "Poverty, Environment and Economic Growth, Exploring the Links among Three Complex Issues with Specific Focus on the Pakistans Case," *Environmental Development Sustainability*, Vol. 10, No. 6, 2008, pp. 913-929. doi:10.1007/s10668-007-9092-5
- [7] B. G. Norton, "Pragmatism, Adaptive Management, and Sustainability," *Environmental Values*, Vol. 8, No. 4, 1999, pp. 451-466. doi:10.3197/096327199129341914

- [Open Special Issues](#)
- [Published Special Issues](#)
- [Special Issues Guideline](#)

[JEP Subscription](#)
[Most popular papers in JEP](#)
[About JEP News](#)
[Frequently Asked Questions](#)
[Recommend to Peers](#)
[Recommend to Library](#)
[Contact Us](#)

Downloads:	301,518
------------	---------

Visits:	674,065
---------	---------

Sponsors, Associates, and Links >>

- [The International Conference on Pollution and Treatment Technology \(PTT 2013\)](#)

- [8] G. Keijzeers, " The Transition to the Sustainable Enterprise," *Journal of Cleaner Production*, Vol. 10, No. 4, 2002, pp. 349-359. doi:10.1016/S0959-6526(01)00051-8
- [9] M. Wissenburg, " Global and Ecological Justice, Prioritising Conflicting Demands," *Environmental Values*, Vol. 15, No. 4, 2006, pp. 425-439. doi:10.3197/096327106779116131
- [10] A. Menon and A. Menon, " Enviropreneurial Marketing Strategy, the Emergence of Corporate Environmentalism as Market Strategy," *Journal of Marketing*, Vol. 61, No. 1, 1997, pp. 51-67. doi:10.2307/1252189
- [11] S. Dixon and A. Clifford, " Ecopreneurship—A New Approach to Managing the Triple Bottom Line," *Journal of Organizational Change Management*, Vol. 20, No. 3, 2007, pp. 326-345. doi:10.1108/09534810710740164
- [12] A. Zapalska, G. Perry and H. Dabb, " Maori Entrepreneurship in the Contemporary Business Environment," *Journal of Development Entrepreneurship*, Vol. 8, No. 3, 2003, pp. 219-235.
- [13] M. Leach, R. Mearns and I. Scoones, " Environmental Entitlement, Dynamics and Institutions in Community-Based Natural Resource Management," *World Development*, Vol. 27, No. 2, 1999, pp. 225-247. doi:10.1016/S0305-750X(98)00141-7
- [14] J. M. Brunnschweiler, " The Shark Reef Marine Reserve, a Marine Tourism Project in Fiji Involving Local Communities," *Journal of Sustainable Tourism*, Vol. 18, No. 1, 2010, pp. 29-42. doi:10.1080/09669580903071987
- [15] M. Yunus, " Es Posible Acabar con la Pobreza?" Editorial Complutense, Madrid, 2006.
- [16] R. S. Gregory, " Incorporating Value Trade-offs into Community-Based Environmental Risk Decisions," *Environmental Values*, Vol. 11, No. 4, 2002, pp. 461-488. doi:10.3197/096327102129341181
- [17] M. Greenwood, " Stakeholder Engagement, beyond the Myth of Corporate Responsibility," *Journal of Business Ethics*, Vol. 74, No. 4, 2007, pp. 315-327. doi:10.1007/s10551-007-9509-y
- [18] J. A. Plaza-úbeda, J. de-Burgos-Jiménez and E. Carmona-Moreno, " Measuring Stakeholder Integration, Knowledge, Interaction and Adaptational Behavior Dimensions," *Journal of Business Ethics*, Vol. 93, No. 3, 2010, pp. 419- 442. doi:10.1007/s10551-009-0231-9
- [19] E. C. Van Ierland and H. Weikard, " Poverty, Environment and the Natural Resource Use, Introduction to the Special Issue," *Environment and Development Economics*, Vol. 13, No. 5, 2008, pp. 537-538. doi:10.1017/S1355770X08004713
- [20] E. Padilla, " Climate Change, Economic Analysis and Sustainable Development," *Environmental Values*, Vol. 13, No. 4, 2004, pp. 523-544. doi:10.3197/0963271042772622
- [21] T. Dyllick and K. Hockert, " Beyond the Business Case for Corporate Sustainability," *Business Strategy and the Environment*, Vol. 11, No. 2, 2002, pp. 130-141. doi:10.1002/bse.323
- [22] D. De Jongh, " A Stakeholder Perspective on Managing Social Risk in South Africa, Responsibility or Accountability?" *The Journal of Corporate Citizenship*, Vol. 15, 2004, pp. 27-31.
- [23] S. Dasgupta, E.B. Lucas and D. Wheeler, " Small Plants, Industrial Pollution and Poverty, Evidence from Brazil and Mexico," *World Bank Development Research Group*, Washington, 2004, Working Paper 2029.
- [24] T. B. Ramos, " Development of Regional Sustainability Indicators and the Role of Academia in This Process, the Portuguese Practice," *Journal of Cleaner Production*, Vol. 17, No. 12, 2009, pp. 1101-1115. doi:10.1016/j.jclepro.2009.02.024
- [25] P. Prasad and M. Elmes, " In the Name of the Practical, Unearthing the Hegemony of Pragmatics in the Discourse of Environmental Management," *The Journal of Management Studies*, Vol. 42, No. 4, 2005, pp. 845-867. doi:10.1111/j.1467-6486.2005.00521.x
- [26] R. Welford, " *Environmental Strategy and Sustainable Development*," Routledge, London, 1995.
- [27] J. Elkington and S. Fennel, " Partners for Sustainability," *Greener Management International*, Vol. 24, 1998, pp. 48-60.
- [28] D. Vazquez and C. Liston-Heyes, " Corporate Discourse and Environmental Performance in Argentina," *Business Strategy and the Environment*, Vol. 17, No. 3, 2008, pp. 179-193.

- [29] P. Christoff, " Ecological Modernisation, Ecological Modernity," In: S.Young, Ed., *The Emergence of Ecological Modernisation*, London, Routledge, 2000, pp. 209-231.
- [30] A. M. Rugman and A. Verbeke, " Corporate Strategies and Environmental Regulations, an Organizing Framework," *Strategy Management Journal*, Vol. 19, No. 4, 2000, pp. 363-375. doi:10.1002/(SICI)1097-0266(199804)19:4<363::AID-SMJ974>3.0.CO;2-H
- [31] S. Sharma and H. Vredenburg, " Proactive Environmental Strategy and the Development of Competitively Valuable Organizational Capabilities," *Strategic Management Journal*, Vol. 19, No. 8, 2000, pp. 729-753. doi:10.1002/(SICI)1097-0266(199808)19:8<729::AID-SMJ967>3.0.CO;2-4
- [32] J. A. Aragón-Correa and S. Sharma, " A Contingent Resource-Based View of Proactive Corporate Environmental Strategy," *Academy of Management Review*, Vol. 28, No. 1, 2003, pp. 71-88.
- [33] S. Jain and S. Vachani, " Multinational Corporations and Global Poverty Reduction," Edward Elgar, Cheltenham, 2006.
- [34] R. Van Tulder and A. Kolk, " Poverty Alleviation as a Corporate Issue," In: C. Wankel, Ed., *21st Century Management, a Reference Handbook*, Sage, London, 2008.
- [35] European Commission, " European Commissions Communication on Corporate Social Responsibility (CSR)," 2010. http://www.ec.europa.eu/employment_social/soc-dial/csr/index.htm
- [36] U. Idemudia, " Conceptualising the CSR and Development Debate," *Journal of Corporate Citizenship*, Vol. 29, 2006, pp. 91-110.
- [37] M. E. Porter and M. R. Kramer, " Strategy and Society, the Link between Competitive Advantage and Corporate Social Responsibility," *Harvard Business Review*, Vol. 84, 2006, pp. 78-92.
- [38] G. Berger, A. Flynn, F. Hines and F. R. Johns, " Ecological Modernisation as a Basis for Environmental Policy, Current Environmental Discourse and Policy and the Implications on Environmental Supply Chain Management," *The European Journal of Social Sciences*, Vol. 14, No. 1, 2001, pp. 55-73.
- [39] D. Arenas, J. M. Lozano and L. Albareda, " The Role of NGOs in CSR, Mutual Perceptions among Stakeholders," *Journal of Business Ethics*, Vol. 88, No. 1, 2009, pp. 175- 197. doi:10.1007/s10551-009-0109-x
- [40] UNCPD, " Unleashing Entrepreneurship, Making Business Work for the Poor," United Nations Commission on Private Sector Development, New York, 2005.
- [41] D. Vazquez-Brust, J. A. Plaza-úbeda, C. E. Natenzon and J. de-Burgos-Jiménez, " The Challenges of Business Intervention in Areas with High Poverty and Environmental Deterioration, Promoting an Integrated Stakeholders Approach in Management Education," In: C. Wankel and J. Stoner, Eds., *Management Education for Global Sustainability*. Information Age Publishing, Charlotte, 2009.
- [42] T. Donaldson and L. E. Preston, " The Stakeholder Theory of the Corporation, Concepts, Evidence, and Implications," *Academy Of Management Review*, Vol. 20, No. 1, 1995, pp. 65-91.
- [43] J. E. Post, L. E. Preston and S. Sachs, " Redefining the Corporation, Stakeholder Management and Organizational Wealth," Stanford University Press, Stanford, 2002.
- [44] Y. Fassin, " The Stakeholders Model Refined," *Journal of Business Ethics*, Vol. 84, No. 1, 2008, pp. 113-135. doi:10.1007/s10551-008-9677-4
- [45] M. Haley and A. Clayton, " The Role of NGOs in Environmental Policy Failures in a Developing Country, the Mismanagement of Jamaica's Coral Reefs," *Environmental Values*, Vol. 12, No. 1, 2003, pp. 29-54. doi:10.3197/096327103129341216
- [46] T. M. Jones, " Instrumental Stakeholder Theory: A Synthesis of Ethics and Economics," *Academy of Management Review*, Vol. 20, No. 2, 1995, pp. 404-437.
- [47] S. Sharma and I. Henriques, " Stakeholder Influences on Sustainability Practices in the Canadian Forest Products Industry," *Strategic Management Journal*, Vol. 26, No. 2, 2005, pp. 159-180. doi:10.1002/smj.439
- [48] D. Vazquez-Brust, C. Liston-Heyes, J. A. Plaza-úbeda and J. Burgos-Jiménez, " CSR, Stakeholders' Management and Stakeholders Integration in Latin-America' ," *Journal of Business Ethics*, Vol. 91, No. 2, 2010, pp. 171- 192. doi:10.1007/s10551-010-0612-0

- [49] J. Hollender, "What Matters Most: Corporate Values and Social Responsibility," *California Management Review*, Vol. 46, No. 4, 2004, pp. 111-119.
- [50] A. Zakhem, "Stakeholder Management Capability: A Discourse-Theoretical Approach," *Journal of Business Ethics*, Vol. 79, No. 4, 2008, pp. 395-405. doi:10.1007/s10551-007-9405-5
- [51] Y. Nakao, A. Amano, K. Matsumura, K. Genba and M. Nakano, "Relationship between Environmental Performance and Financial Performance: An Empirical Analysis of Japanese Corporation," *Business Strategy and the Environment*, Vol. 16, No. 2, 2007, pp. 106-118. doi:10.1002/bse.476
- [52] N. Walley and B. Whitehead, "It's Not Easy Being Green," *Harvard Business Review*, Vol. 72, No. 3, 1994, pp. 46-51.
- [53] E. Stenberg, "Stakeholder Theory Exposed," *The Corporate Governance Quarterly*, Vol. 2, No. 1, 1996, pp. 4-18.
- [54] M. Clarkson, "A Stakeholder Framework for Analyzing and Evaluating Corporate Social Performance," *Academy of Management Review*, Vol. 20, No. 1, 1995, pp. 92-117.
- [55] M. J. Polonsky, "A Stakeholder Theory Approach to Designing Environmental Marketing Strategy," *Journal of Business and Industrial Marketing*, Vol. 10, No. 3, 2002, pp. 29-46. doi:10.1108/08858629510096201
- [56] J. Sirgy, "Measuring Corporate Performance by Building on the Stakeholders Model of Business Ethics," *Journal of Business Ethics*, Vol. 35, No. 3, 2002, pp. 143-162. doi:10.1023/A:1013856421897
- [57] A. López-Feldman and J. Willen, "Poverty and Spatial Dimensions of Non-Timber Forest Extraction," *Environment and Development Economics*, Vol. 13, No. 5, 2008, pp. 621-642.
- [58] S. Harrison, D. A. Bosse and R. A. Phillips, "Managing for Stakeholders, Stakeholder Utility Functions, and Competitive Advantage," *Strategic Management Journal*, Vol. 31, No. 1, 2010, pp. 58-74. doi:10.1002/smj.801
- [59] Pater and K. van Lierop, "Sense and Sensitivity: The Roles of Organisation and Stakeholders in Managing Corporate Social Responsibility," *Business Ethics*, Vol. 15, No. 4, 2006, pp. 339-351. doi:10.1111/j.1467-8608.2006.00461.x
- [60] B. A. Shiferaw, J. Okello and R. V. Reddy, "Adoption and Adaptation of Natural Resource Management Innovations in Smallholder Agriculture, Reflections on Key Lessons and Best Practices," *Environmental Development Sustainability*, Vol. 11, No. 3, 2009, pp. 601-619. doi:10.1007/s10668-007-9132-1
- [61] W. Adger, "Vulnerability," *Global Environmental Change*, Vol. 16, 2006, pp. 268-281. doi:10.1016/j.gloenvcha.2006.02.006
- [62] K. Allen, "Vulnerability Reduction and the Community- Based Approach," In: M. Pelling, Ed., *Natural Disasters and Development in a Globalising World*, Routledge, London, 2003, pp. 170-184.
- [63] H. Eakin and M. C. Lemos, "Adaptation and the State, Latin America and the Challenge of Capacity Building under Globalization," *Global Environmental Change*, Vol. 16, No. 1, 2006, pp. 7-18. doi:10.1016/j.gloenvcha.2005.10.004
- [64] L. Scott, "Chronic Poverty and the Environment, A Vulnerability Perspective," *Chronic Poverty Research Centre, Working Paper 62*, 2006.
- [65] S. Boron and K. Murray, "Bridging the Unsustainability Gap, a Framework for Sustainable Development," *Sustainable Development*, Vol. 12, No. 2, 2004, pp. 65-73. doi:10.1002/sd.231
- [66] J. Birkman, "Risk and Vulnerability Indicators at Different Scales, Applicability, Usefulness and Policy Implications," *Environmental Hazards*, Vol. 7, No. 1, 2007, pp. 20-31. doi:10.1016/j.envhaz.2007.04.002
- [67] M. S. Chowdury, "Overcoming Entrepreneurship Development Constraints, the Case of Bangladesh," *Journal of Entreprising Communities*, Vol. 1, No. 3, 2007, pp. 240- 251.
- [68] S. Shane and Venkataraman, "The Promise of Entrepreneurship as a Field of Research," *Academy of Management Review*, Vol. 25, 2000, pp. 217-226.
- [69] A. R. Anderson and M. Starnawska, "Research Practices in Entrepreneurship, Problems of Definition,

Description and Meaning," *International Journal of Entrepreneurship and Innovation*, Vol. 9, No. 4, 2008, pp. 221-230. doi:10.5367/000000008786208731

- [70] B. Smith, C. Matthews and M. Schenkel, " Differences in Entrepreneurial Opportunities, the Role of Tacitness and Codification in Opportunily Identification," *Journal of Small Business Management*, Vol. 47, No. 1, 2009, pp. 38- 57.
- [71] A. Fadeeva, " Promise of Sustainability Collaboration— Potential Fulfilled?" *Journal of Cleaner Production*, Vol. 13, No. 2, 2004, pp. 165-174. doi:10.1016/S0959-6526(03)00125-2
- [72] A. E. Singer, " Business Strategy and Poverty Alleviation," *Journal of Business Ethics*, Vol. 66, No. 2-3, 2006, pp. 225-231. doi:10.1007/s10551-005-5587-x
- [73] M. H. Morris and D. L. Sexton, " The Concept of Entrepreneurial Intensity, Implications for Company Performance," *Journal of Business Research*, Vol. 36, No. 1, 1996, pp. 5-13. doi:10.1016/0148-2963(95)00158-1
- [74] T. Dean and J. McMullen, " Toward a Theory of Sustainable Entrepreneurship, Reducing Environmental Degradation through Entrepreneurial Action," *Journal of Business Venturing*, Vol. 2, No. 1, 2007, pp. 50-76. doi:10.1016/j.jbusvent.2005.09.003