



**Call for Papers:**

**SPECIAL ISSUE:**  
**Creating Value for Stakeholders:  
Mechanisms, Measurements, and Performance  
Implications**

**Guest Editors:**

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**Background:**

Substantial progress on our path towards sustainability is needed. One promising avenue towards this end is a re-orientation and re-definition of what is meant by value creation. Traditionally, managers and scholars have confined their interpretation of value creation to a one dimensional objective of creating economic value. However, establishing a new role for the firm in society requires a broader understanding of value. Firms must instead generate a variety of values which reflect stakeholders' interests. Here, value creation is extended to include values like being a reputable employer, a good corporate citizen, generating ecological benefits or retaining customer loyalty.

However, little is known about how we can extend our narrow understanding of creating economic value towards a broader understanding of creating values for different stakeholders. The pathways firms can take to shift from a shareholder to stakeholder orientation remain underexplored. Most firms claim to act sustainably and to create value for different stakeholders; however the key challenge of transitioning from symbolic measures to implementing substantive change in value creation for stakeholders remains.

This transition raises several questions: How can we enhance our understanding of the mechanisms linking sustainability and value creation? How can we improve our tools for assessing value creation? How relevant and reliable are current sustainability measures and what options exist for improvement? How can these measures help to better assess substantive changes in value creation both by the firm as well as along its value chain? How can we extend the dominant "gate to gate" focus of measures of environmental and social value creation?

How can strategic management incorporate life cycle thinking? How can corporate controlling and external data provider measure substantive corporate performance?

**Potential contributions:**

We welcome research that addresses the question of how firms create values beyond economic value and how (should) we value ecological and social impacts. We are seeking contributions and novel approach that:

- Investigate the tension between economic self-interest and societal-beneficial action.
- Investigate how companies, business units or individual managers manage a transition from shareholder orientation to stakeholder orientation and/or short-term to long-term business strategy.
- Compare sustainability data providers and analyze the reliability of these different data sources.
- Develop strategies and conceptual models for assessing how firms can substantially change their strategies towards value creation for multiple stakeholders.
- Outline methodological approaches for assessing how firms address environmental and social issues that are salient in their value chains.
- Analyze business strategies for implementing innovative measures and approaches to corporate sustainability such as life-cycle thinking.

In order to generate new theoretical and methodological insights, we favor contributions which are characterized by creative criticism i.e. papers that critically assess and build on the status quo. We invite inductive and deductive studies. Submissions should recognize and identify existing, related literature to provide a background for extending our theoretical and methodological understanding of how firms create value and we value impacts. Authors submitting manuscripts to this call are strongly encouraged to consider utilizing any and all appropriate journal citations, including those related to articles in recent issues of ***Organization & Environment***.

**Schedule:**

- Special issue submissions open: June 1, 2016
- **Deadline for submissions is September 30, 2016.**
- Desk editorial decision by November 30, 2016.

- First double blind peer review decision is expected by January 31, 2017.

Submissions should follow the formal submission guidelines of the **Organization & Environment** (available in <http://oae.sagepub.com/>). Authors should submit their paper electronically through <http://mc.manuscriptcentral.com/oe>.

The topic of this special issue will also be covered at the GRONEN Research Conference, held at University of Hamburg, Germany on 25-27 May, 2016. Interested authors in this call for papers might also want to submit their work to the GRONEN conference to give them an opportunity to discuss their drafts with guest editors, reviewers, and other colleagues at the conference. However, participation in the conference is NOT a requirement for submissions to this special issue.

#### **The journal:**

**Organization & Environment** (O&E) is recognized as a SAGE leading international journal, unique in its emphasis on the connection between management of organizations and environment. It publishes quarterly peer-reviewed research. The journal is indexed by multiple databases including, among others, the Journal Citation Report (JCR), Scopus, or EconLit. **O&E** is now ranked in the second quartile of the “management” and “environmental studies” fields in the prestigious JCR.

#### **Further information and Guest Editors:**

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Please, do not hesitate to contact the guest editors for any inquiries or suggestions for this special issue.