References

- 2020 Future Value Chain Project (2011). Retrieved March 22, 2013, from http://www.futurevaluechain.com/
- Accenture (2008). The high performance supply chain study, 2008. Published at www.accenture.com
- Accenture (2009). *The sustainable supply chain*. Retrieved March 22, 2013, from http://www.accenture.com
- Allenby, B. (1993). Industrial ecology. New York, NY: Prentice Hall.
- Annie, L. (2007). *The story of stuff*, Retrieved March 22, 2013, from http://www.storyofstuff.org/
- Berthelot, S., Cormier, D., & Magnan, M. (2003). Environmental disclosure research: Review and synthesis. *Journal of Accounting Literature*, 22, 1–44.
- Bhat, V. (1993). Green marketing begins with green design. *Journal of Business and Industrial Marketing*, 8(3), 26–31.
- Blackburn, W. (2007). Determining scope: Ann operational definition of sustainability, Chapter 2, *The sustainability handbook*, Environmental Law Institute (pp. 17–33)
- Branchfeld, D., Dritz, T., Kodaman, S., Phipps, A., Steiner, E., & Keoleian, G. (2001). Life cycle assessment of the Stonyfield product delivery system. Ann Arbor: University of Michigan. Masters Thesis, CSS01-03.
- Braumguart, M., & McDonough, M. (2007). Cradle to cradle design: Creating healthy emissions—a strategy for eco-effective product and system design. *Journal of Cleaner Production*, 15, 1337–1348.
- Brown, H. S., Martin D. J., & Teodorina L. (2007). The rise of the Global Reporting Initiative (GRI) as a case of institutional entrepreneurship. Harvard University, pp. 1–48. www.hks.harvard.edu. Web. September 22, 2011; Retrieved March 22, 2013 from http://www.hks.harvard.edu/mrcbg/CSRI/publications/workingpaper_36_brown.pdf
- Craft, E. (2012). *Envisioning a smarter, healthier supply chain for shippers*. Published on GreenBiz.com. Retrieved October 19, 2012 from http://www.greenbiz.com/print/49054
- Carbon Disclosure Project (2011). Retrieved September 27, 2011 from https://www.cdproject.net/en-US//Pages/overview.aspx
- Carbon Disclosure Project (2012). CDP Supply chain report 2012, Retrieved March 22, 2013 from https://www.cdproject.net/CDPResults/CDP-Supply-Chain-Report-2012.pdf

- Carbon Disclosure Project & Accenture (2012). Reducing risk and driving business value—DCP supply chain report, Retrieved March 22, 2013 from https://www.cdproject.net/CDPResults/CDP-Supply-Chain-Report-2013.pdf
- Charan, P., Shankar, R., & Baisya, R. K. (2008). Analysis of interactions among the variables of supply chain performance measurement system implementation. *Business Process Manage Journal*, 14(4), 512–529.
- Chesbrough, H., & Rosenbloom, R. S. (2002). The role of the business model in capturing value from innovation: Evidence from Xerox Corporation's technology spin-off companies. *Industrial and Corporate Change*, 11(3), 529–555.
- CNN Money (2012). Forbes' most admired companies, the top ten and worst for social performance, from the March 2012 issue, Retrieved, July 16, 2012 from http://money.cnn.com/magazines/fortune/most-admired/2012/best_worst/best4.html
- Cone Communications, (2010). *Cause evolution study*; Retrieved March 22, 2013, from http://www.conecomm.com/2010-cone-cause-evolution-study
- Cooper, R. (1993). Winning at new products: Accelerating the process from Idea to Launch (2nd ed). Boston: Addison-Wesley.
- Curkovic, S., & Sroufe, R. P. (2011). Using ISO 14001 to promote a sustainable supply chain strategy. *Business Strategy and the Environment*, 20, 71–93.
- Deloitte (2011). *The millennial survey*. Retrieved March 28, 2013 from http://www.deloitte.com/view/en_GX/global/about/business-society/7db3b035c93d4310VgnVCM2000001b56f00aRCRD.htm#. UVnOFzdc3vg
- DHL (2011). *Corporate responsibility report*, Retrieved March 22, 2013 from http://www.dhl.com/content/dam/downloads/g0/about_us/DPDHL_CR% 20Report_2011.pdf
- DuPont. (2010). 2015 Sustainability Goals DuPont Footprint. DuPont. The miracles of science Retrieved January 2, 2010 from http://www2.dupont.com/Sustainability/en_US/Footprint/index.html
- Eccles, R. G., Ioannou, I., & Serafeim, G. (2011). *The impact of a corporate culture of sustainability on corporate behavior and performance, Harvard working paper*. Retrieved March 22, 2013, from http://hbswk.hbs.edu/item/6865.html
- Eccles, R. G., & Krzus, M. P. (2010). One report-integrated reporting for a sustainable strategy. Hoboken, New Jersey Wiley & Sons, Inc.
- Ehrenfeld, J. (2008). Sustainability by design, Yale University Press. New Haven. ELM Consulting Group (2011). OECD to SEC: Make us the conflict minerals due diligence/audit standard for the US | Your EHS connection. Elmconsultinggroup.wordpress.com. July 7, 2011. Retrieved February 8, 2013 from http://elmconsultinggroup.wordpress.com/2011/07/07/oecd-to-sec-make-us-the-conflict-minerals-due-diligenceaudit-standard-for-the-us/

- European Commission/European Research Area (Co-production of Bio-fuels (FP5)/KACELLE (FP7): Inbicon core technology, fact sheet. Retrieved February 28, 2013 from http://ec.europa.eu/research/bioeconomy/press/pdf/kacelle _factsheet.pdf
- FedEx Global Citizen Report (2010). Retrieved July 25, 2012 from http://about. van.fedex.com/sites/default/files/gcr/2010_FedEx_GCR.pdf
- Figge, F., & Hahn, T. (2004). Sustainable value added—measuring corporate contributions to sustainability beyond eco-efficiency. Ecological Economics, 48(2), 173–187.
- Frosch, R. A., & Gallopoulos, N. E. (1989). Strategies for manufacturing. Scientific American 261, 144-152.
- Gallop (2009). The relationship between engagement at work and organizational outcomes, Retrieved January 20, 2012 from, www.gallop.com/consulting/ 126806/Q-12-Meta-Analysis.aspx.
- Global 100 (2012). The global 100 most sustainable corporations in the world; Retrieved July 11, 2012, from http://www.global100.org/annual-lists/ 2012-global-100-list.html
- Global Reporting Initiative (2013a). G3.1 Guidelines, Retrieved March 22, 2013, from https://www.globalreporting.org/reporting/latest-guidelines/g3-1-guidelines /Pages/default.aspx
- Global Reporting Initiative (2013b) G.3.1 Online, Retrieved March 22, 2013 from https://www.globalreporting.org/reporting/guidelines-online/ G31Online/Pages/default.aspx
- Global Reporting Initiative (2013c). Sustainability reporting guidelines. Retrieved March 22, 2013 from https://www.globalreporting.org/resourcelibrary/ G3.1-Guidelines-Incl-Technical-Protocol.pdf
- Global Reporting Initiative (2013d). Global reporting initiative. Retrieved March 22, 2013 from http://globalreporting.org
- GMA/Deloitte Green Shopper Study; Retrieved March 22, 2013, from http:// $www.greenbiz.com/sites/default/files/document/US_CP_GMADeloitteGreen$ ShopperStudy_2009.pdf
- Goldratt, E. (1984). The goal, North River Press. Great Barrington, MA.
- Green Research (2012). The impact of Apple's withdraw from EPEAT, July 10, 2012, Retrieved Mach 28, 2013 from http://greenresearch.com/2012/07/ 10/the-impact-of-apples-withdrawal-from-epeat/?utm_source=July+2012 $+ Newsletter \& utm_medium = email \& utm_campaign = July + Newsletter$
- Green Research (2012). The annual sustainability executive survey, green research, http://shop.greenresearch.com/products/annual-sustaianbility-executive-survey-2012. Cited by Hunter Lovins, Employee engagement is key to sustainability success, sustainable brands website, Retrieved March 28, 2013. from http://

- www.sustainablebrands.com/news_and_views/jul2012/employee-engagement-key-sustainable-success
- Grzybowska, K. (2012). Sustainability in the supply chain: Analysis of enablers, Chapter 2 within Golinska, P., & Romano C. A., (eds.), *Environmental issues in supply chain management, EcoProduction*, DOI: 10.1007/978-3-642-23562-7_2, Springer-Verlag Berlin Heidelberg 2012
- Handfield, R., Walton S. V., Sroufe, R. P., & Melnyk, S. A. (2002). Applying environmental criteria to supplier assessment: A study in the application of the Analytical Hierarchy Process. *European Journal of Operational Research*, 141, 70–87.
- Hawkins, P., Lovins, A., & Lovins, H. (2008). *Natural xapitalism*. Little, Brown and Company. Boston, New York and London.
- Hawks, K. (2006). VP Supply chain practice, Navesink. Reverse Logistics Magazine Winter/Spring, Retrieved March 28, 2013 from http://www.rlmagazine.com/edition01p12.php
- Henretig, J. (2012). *Up in the Air*, Director of environmental sustainability, Microsoft, March. Article posted to *Sustainable industries*, Retrieved March 22, 2013 from http://www.sustainableindustries.com/articles/2012/03/air
- Hill, T. (2000). *Manufacturing strategy: Text and cases*. New York: McGraw-Hill/Irwin.
- Huang, Y. A., Weber, C. L., & Mathews, H. S. (2009). Categorization of scope three emissions for streamlined enterprise carbon footprinting. *Environmental Science Technology*, 43(22) 8509–8515.
- Ignatius, A. (2012). Unilever CEO Paul Polman: Captain Planet. *Harvard Business Review*, June 2012, 112–118.
- International Institute for Sustainable Development (2013). Retrieved March 22, 2013, from http://www.iisd.org/sd/
- Jana, R. (2008). Innovation: The biggest bang for the buck. *Indata*, September 22, 48.
- Jensen, A. A., & Remmen, A. (2006). Background report for a UNEP guide to life cycle management—a bridge to sustainable products, retrieved April 12, 2011 from http://lcinitiative.unep.fr/includes/file.asp?site=lcinit&file=86E47576-EC54-4440-99B6-D6829EAF3622
- King, B. (2012). Extended producer responsibility could help save \$11 billion in recyclable Material, *Sustainable Brands Weekly*, July 24, 2012.
- King, B. (2012). McDonalds recognizes sustainable supply chain partners from Sustainable Business Weekly. Retrieved March 19, 2012 from http://www.sustainablebrands.com/news_and_views/articles/mcdonald%E2%80%99s-recognizes-sustainable-supply-chain-partners
- Kohli C., & Leuthesser L. (2001). *Brand equity: Capitalizing on intellectual capital;* Retrieved December 20, 2012 from, http://www.iveybusinessjournal.com/

- $topics/the-organization/brand-equity-capitalizing-on-intellectual-capital \#. \\ UNOCbqzNmSo$
- Kollmus, A., Zink, H., & Polycarp, C. (2008). Making sense of the voluntary carbon market: A comparison of carbon offset standards, Stockholm Environmental Institute, World Wildlife Fund. Retrieved March 28, 2013 from http://www.globalcarbonproject.org/global/pdf/WWF_2008_A%20comparison%20of%20C%20offset%20Standards.pdf
- KPMG (2010). Sustainable insight-your quarterly insight into sustainability; *Integrated reporting-closing the loop of strategy*; KPMG Global Sustainability Services.
- KPMG, (2011). *The corporate sustainability progress report*, Retrieved March 22, 2013, from http://www.kpmg.com/global/en/issuesandinsights/articlespublications/pages/corporate-sustainability.aspx
- KPMG (2011). Sustainability reporting-what you should know. Retrieved March 28, 2013 from http://www.kpmg.com/US/en/IssuesAndInsights/ArticlesPublications/Documents/iarcs-sustainability-reporting-what-you-should-know. pdf
- KPMG International Group (2012). Expect the unexpected: Building business value in a changing world, retrieved March 28, 2013 from http://www.kpmg.com/dutchcaribbean/en/Documents/KPMG%20Expect_the_Unexpected_ExctveSmmry_FINAL_WebAccessible.pdf
- Lambert, D., & Pohlen, T. (2001). Supply chain metrics, *International Journal of Logistics Management*, 12(1), 1–19.
- Lawrence Livermore National Laboratory (2012). Estimated U.S. energy use for 2011, based on report department of energy, Energy Information Association-0384.
- Lovins, H., & Cohen, B. (2011). *The way out: Kick-starting capitalism to save our economic ass.* New York: Hill & Wang.
- Lovins, A. B., Lovins, L. H., & Hawkins, P. (2007). A roadmap for natural capitalism, *Harvard Business Review*, 85, 172–183.
- Lubber, M. (2010). Compensation and sustainability, *Harvard Business Review*, 21, April 2010.
- Lubin, D., & Esty, D. (2010). The sustainability imperative, *Harvard Business Review*, 43–5, May.
- Magretta, J., & Stone, N. (2002). What management is: How it works and why it's everyone's business. New York, NY: Free Press.
- Markides, C. (1998). Strategic innovation in established companies. *Sloan Management Review*, 39(3), 31–42.
- Mathews, H. S., Hendrickson, C., & Weber, C. L. (2008). The importance of carbon footprint estimation bounds. *Environmental Science Technology*, 42(16), 5839–5842.

- McDonald Corporation, (2012). Global best of green 2012: Building a better business through effective practices around the World, Retrieved November 25, 2012 from http://s3.amazonaws.com/mcdbestof-section-pdfs/1/MCD_076_BOG_FINAL-ART_04.pdf
- McDonough, W., & Braungart, M. (2002). *Cradle to Cradle*. New York, NY: North Point Press.
- McDonough & Partners (1992). *The Hannover principles design for sustainability*, Retrieved March 28, 2013 from http://www.mcdonough.com/principles.pdf
- McKinsey and Co., (2011). Global survey results. The business of sustainability, October, Sustainability and Resource Productivity Practice
- McKinsey and Co. (2012). From supply chains to supply circles; Retrieved June 15, 2012 from http://www.mckinsey.com/Features/circular_economy
- Meadows, D. H. (2008). *Thinking in systems: A primer.* White River Junction, VT: Chelsea Green Publishing.
- Melnyk, S. A., Cooper, M. B., Griffis, S. E., Macdonald, J. R., & Phillips, C. L. M. (2010). Supplier base management: A new competitive edge, *Supply Chain Management Review*, 14(4), 35–41.
- Melnyk, S. A. (1999). *Measurements, metrics and the value-driven operations management system*. Atlanta, GA: Lionheart Publications.
- Melnyk, S. A., Davis, E. W., Spekman, R. E., & Sandor, J. (2010). Outcome driven supply chains. *Sloan Management Review*, 51(2), 33–38.
- MIT Sloan Management Review & Boston Consulting Group. (2013). The innovation bottom line: Findings from the 2012 sustainability and innovation global executive study and research report.
- MIT Sloan Management Review and Boston Consulting Group (2012). Sustainability nears a tipping point: Findings from the 2011 sustainability and innovation global executive study and research report, Retrieved March 22, 2013 from http://c4168694.r94.cf2.rackcdn.com/MIT-SMR-BCG-Sustainability-Nearsa-Tipping-Point-Winter-2012.pdf
- Mohin, T. (2011). How sustainability is driving employee engagement and the bottom line, Greenbiz.com, September 29.
- Molloy, C. (2010). Cutting the carbon: Carbon disclosure project aims to foster a green economy. *Accountancy Ireland*, 42(6), 44–45.
- Moore, G. (1991). Crossing the chasm, Harper Business, Ney York, NY.
- Natural Capitalism Solutions (2012). Sustainability pays: Studies that prove the business case for sustainability, Retrieved March 22, 2013 from http://www.natcapsolutions.org/
- Nattrass, B., & Altomare, M. (1999). The natural step for business: Wealth, ecology and the evolutionary corporation. Gabriola Island, BC: New Society Publishers.
- Nirenburg, I., & Sroufe, R. P. (2012). Model for sustainability, *Inside Supply Management*, February, 23(1), 30–31.

- OECD (2013). OECD due diligence guidance for responsible supply chains of minerals from conflict-affected and high-risk areas. Oecd.org. Retrieved February 8, 2013 from "OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas"
- PE International (2010). PE International handbook for life cycle assessment using the Gabi education software package, PE International. Retrieved March 28, 2013 from http://www.gabi-software.com/fileadmin/gabi/tutorials/Paper-clip_Tutorial_Handbook_4.4.pdf
- Polonsky, M., Rosenberger, P., & Ottman, A. (1998). Stakeholder's contribution to the green new product development process, *Journal of Marketing Management*, 14, 533–557.
- Porter, M. E., & Kramer, M. R. (2011). Creating shared value, *Harvard Business Review*, January–February.
- Procurement Intelligence Unit (2011). By procurement intelligence staff, Retrieved March 22, 2013, from http://www.procurementleaders.com/news-archive/news-archive/failure-to-mitigate-supply-chain-risk-to-cost-companies-billions-in-2012
- Puma (2011). Puma completes first environmental profit and loss account which values impacts at € 145M, Retrieved March 22, 2013 from, http://about.puma.com/puma-completes-first-environmental-profit-and-loss-account-which-values-impacts-at-e-145-million/
- Raelin, J. (2006). Does action learning promote collaborative leadership? *Academy of Management Learning and Education*, 5(2), 152–168.
- Ravi, V., & Shankar, R. (2005). Analysis of interactions among the barriers of reverse logistics. *Tech Forecast & Social Change*, 72(8), 1011–1029.
- Read, R. (2007). Dr. Russel Read, written testimony prepared for the U.S. senate banking subcommittee on securities, insurance and investment. In H. Lovins & B. Cohen (Eds.), *The Way Out: Kick-Starting Capitalism to Save our Economic Ass.* p. 42, Hill and Wang Publishing. New York.
- Saaty, T. L. (1990). How to make a decision the analytic hierarchy process. European Journal of Operational Research, 48, 9–26.
- Scientific Applications International Corporation (SAIC). (2006). *Life cycle assess-ment: Principles and practice*. Retrieved May 13, 2011, from http://www.epa.gov/nrmrl/lcaccess/pdfs/600r06060.pdf
- Schein, E. (1993). *Organizational culture and leadership*. Fort Worth, TX: Harcourt College Publishers.
- Senge, P., Lichtenstein, B., Kaeufer, K., Bradbufy, H., & Carroll, J. (2007). Collaborating for systemic change, *Sloan Management Review*, 48(2), 44–53.
- Shrivastava, P. (2007). Green supply chain management: A state-of-the-art literature review. *International Journal of Management Reviews*, 9(1), 53–80.
- Spekman, R. E., & Hill, R. P. (1980). Strategy for effective procurement in the 1980s. *Journal of Purchasing and Materials Management*, Winter, 2–7.

- Sroufe, R. P. (2003). Effects of environmental management systems on environmental management practices and operations, *Production and Operations Management*, 12(3), 416–432.
- Sroufe, R. P., Curkovic, S., Montabon, F. L., & Melnyk, S. A. (2000). The new product design process and design for the environment: Crossing the chasm. *International Journal of Operations and Production Management*, 20(2), 267–291.
- Sroufe, R. P., Steele, A., & Jolliff, D. (2012). Operationalizing sustainability: Clarity and compliance project, White paper, Alcoa Foundation Systems Change Grant: 219010. Retrieved July 12, 2013 from http://www.duq.edu/Documents/business/beard-institute/Operationalizing%20Sustainability%20Project%20White%20Paper.pdf
- Starbucks (2013). *Responsibly grown coffee*, Retrieved March 22, 2013 from http://www.starbucks.com/responsibility/sourcing/coffee
- Stika, N. (2010). Sustainability drives recruitment and retention, www.cosemin-spring.com; Mindspring.com, topics, sustainability, greening, June 9 2010.
- Supply Chain Operations Reference (2013). Supply chain operations reference model overview-version 10, Retrieved January 17, 2013 from http://www.supply-chain.org/
- Sustainable Land Development Initiative (SLDI) Code™ (2013). Retrieved April 2, 2013 from http://www.sldi.org/
- The Natural Step: http://www.naturalstep.org/
- Tiller, (2009). *Green survey*, Retrieved March 22, 2013, from http://www.tillerllc.com/pdf/TillerGreenSurvey2009.pdf
- Touw, P. (2012). Chairman and CEO, ICIX, presentation 9/27/2012, *The new metrics of sustainable business, sustainable brands conference, presentation remarks* from "The Future of Technology Networks in Sustainability".
- Underwriters Laboratory and GreenBiz Group, *UL 880: Standard for sustainability, manufacturing organizations*, (1st ed.) (Nov. 2, 2011), Retrieved July 11, 2012 from http://www.ul.com/global/eng/pages/offerings/businesses/environment/services/sq/enterprisestandards/UL880/
- United Nations Global Compact and Business for Social Responsibility (2010). Supply chain sustainability: A practical guide for continuous improvement. Retrieved July 12, 2013 from http://supply-chain.unglobalcompact.org/site/article/68
- UPS (2010). Sustainability at UPS report. Retrieved July 25, 2012 from http://www.responsibility.ups.com/community/Static%20Files/sustainability/UPS_AllPages.pdf
- U.S. Securities and Exchange Commission (2013). Implementing Dodd-Frank Wall Street reform and consumer protection act—Pending Action, Retrieved

- March 22, 2013 from http://www.sec.gov/spotlight/dodd-frank/dfactivityupcoming.shtml#11-12-11
- Walmart Supplier Sustainability Assessment: 15 Questions for Suppliers, accessed June 1, 2013, http://az204679.vo.msecnd.net/media/documents/r_3863.pdf
- Willard, B. (2012). The new sustainability advantage, 10th Anniversary Edition. Canada: New Society Publishers.
- Womack, J. P., Jones, D. T., & Roos, D. (1990). The machine that changed the world. Free Press, New York.
- World Business Council for Sustainable Development (2013). Guide to corporate ecosystem valuation, Retrieved March 22, 2013 from http://www.wbcsd.org/ pages/edocument/edocumentdetails.aspx?id=104&nosearchcontextkey=true