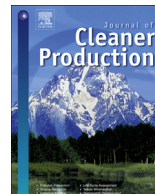




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Call for papers

Multinational Enterprises' strategic dynamics and climate change: drivers, barriers and impacts of necessary organisational change

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Given the impending necessity to move towards sustainability, the main political, economic and societal actors are looking for innovative solutions to face the challenges associated with global climate change. Global warming is considered as being very critical and there is an emergency to bring international responses (Pinkse and Kolk, 2012). An ever increasing number of countries, regions, industries, ecosystems and social groups are confronted at the same time by the impacts of climate change in the economy and society as a whole (O'Brien and Leichenko, 2000). Beyond a societal contemporary preoccupation, climate change is also an important international business issue strongly related to the organizational behaviors of Multinational Enterprises (MNEs). These organizations have to adapt their strategies to the evolution of the external business context in order to perform environmentally, economically and socially (Chakrabarty and Wang, 2013). Their globalized activities throughout the world will have an important impact on the international business arena (REF) They can accelerate or slow the sustainable development process both locally and globally by acting as one of the main actors of the international globalized economy (Dunning, 2009; McIntyre et al., 2009).

In such a context, MNEs are paying or at least should be paying substantial attention to the recent evolution of the institutional context related to climate change that may affect their future corporate and business strategies (Stern, 2007). MNEs have been adopting different strategies as the present implications of climate

change are becoming critical and risky in many domains. For example, Coca-Cola redirected its strategy to reach water consumption neutrality by 2020 (Kent and Ignatius, 2011). Tesla Motors rests its entire strategy on the idea of sustainable sources of energy (The Guardian, 2015). IKEA subjects its strategy to the achievement of specific environmental key performance indicators (Barner, 2007).

These include novel defensive, reactive or proactive strategic behaviors, adopted in response to political and institutional risks affecting their business competitiveness and performance. For a great number of MNEs the uncertainty of the effects of climate change and also the unpredictability of ongoing international sustainable development initiatives are causing important difficulties to adapt (Schotter and Goodsite, 2013). For some MNEs, new business opportunities have been emerging, allowing them to gain competitiveness by entering new markets and developing new products and services (Pinkse and Kolk, 2012). On the whole, the fast pace of institutional change is an important factor that can either facilitate or prevent the implementation of multinational business strategies. Meanwhile, it is forcing them to develop dramatically new types of strategies, which are substantially different from the current, short-term focused procedures. As a consequence of this increasing complexity, there is a growing need for further research on the strategic behavior of MNEs related to climate change and sustainability (Levy and Kolk, 2002). However, this research should go beyond the analysis of MNEs' current behavior to propose and develop new and different approaches to these phenomena.

Currently, the study of MNEs' strategic behavior related to climate change and the role they play in fostering or preventing sustainable development represents a prominent academic research field (Ivanaj et al., 2014; Schotter and Goodsite, 2013). A number of scholars (Kolk and Pinkse, 2007, 2008, 2012; Patchell and Hayter, 2013; Chakrabarty and Wang, 2013; Hester, 2013; Eberlein and Matten, 2009) have attempted to answer the question of how MNEs are or will be impacted by the main requirements and regulations related to climate change. The Cleaner Production

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Journal has already published many papers on how large companies address some of the issues of climate change such as the impact of climate governance on the role and practice of CSR (Leventon et al., 2015), influential criteria of carbon management in green supply chain (Hsu et al., 2013), contributions by the public and non-governmental organizations (NGOs) to the promotion of clean production (Thorpe, 1994), enablers for Sustainable Supply Chain Management (Diabat et al., 2014), how biofuels have been envisioned from the aftermath of the oil shocks (Raman and Mohr, 2014), to mention only a few.

However few researchers (Shrivastava et al., 2013; Klein, 2004) have provided integrative and transdisciplinary approaches that help us to understand how MNEs are positively or negatively impacted by such big contextual changes in their businesses, both at national and international levels. Going in this direction, Future Earth¹ will have a major emphasis on developing transdisciplinary insights for solutions (Future Earth, 2013). Even though there are many studies coming from different academic backgrounds especially from political, natural or management sciences, they generally have failed to complement each other and to build bridges between and throughout the disciplines. As such, opportunities for cross-fertilization are being missed (Schotter and Goodsite, 2013).

The purpose of this Special Volume (SV) is to stimulate inter-, multi- and transdisciplinary discussions on climate change and multinational enterprises' behaviors. We encourage studies and practices linking disciplines, knowledge systems, and stakeholders to support a more sustainable business for the short and much more importantly for the long-term. Also, solutions-oriented studies in agreement with the Future Earth 2025 Vision are very much welcomed so that hopefully, more and more MNEs will be sources of solutions instead of major sources of the problems!!

Selected works will contribute to understanding the complex dynamics existing between the MNEs' strategies and practices on the one side and climate change on the other side by answering questions of why and how the climate change issues must increasingly be integrated into the MNE's strategies and practices. What are the main macro- and micro-economic drivers and barriers to organizational change in this context that may have impacts on MNEs' behaviors? What are the results of such a dynamic on climate change issues?

This SV seeks to identify and test new models, frameworks, and practices of MNEs that are contributing to making societies more sustainable and will help to accelerate the transition to truly equitable, sustainable, post-fossil carbon societies so as to help to reduce, avoid and reverse further climate changes. Understanding the positive roles that MNEs could play on climate change and the factors that may affect their behaviors is important to help political, economic, social, educational and regulatory institutions to take the right strategic decisions. This can be done by exploring how MNEs can engage with the two major historic events that will take place in 2015: the United Nations Summit to adopt the post-2015 Development Agenda, which will be held in September 2015 in New York and the Conference of the Parties to the UNFCCC, which will be held in December 2015 in Paris.

This SV is designed to solicit high quality scientific papers that will expand, deepen and integrate the knowledge for academics, practitioners, consultants and business leaders with an interest in the advancement of innovation for sustainability in mature as well

as emerging companies and markets with an aspiration to play significant positive roles for transitioning to more equitable and sustainable societies. They are constantly looking for relevant frameworks, the right levers of actions and the good practices that may help them to manage and to reduce the climate change effects on economy and business.

In addition to traditional academic articles, the Guest Editors (GEs) welcome contributions, which explore new frontiers for the practice of strategic management in international organizations. The Guest Editors of this SV of the Journal of Cleaner Production, (JCLP) invite original contributions that go beyond the dominant discourse and practices on climate change by exploring new approaches and pathways that bridge the economic, political, ecological and social spheres to face the problems of unsustainability. Papers for consideration can be of different kinds: theoretical reflections, analytical models and frameworks, literature reviews, monographs, and case studies.

Authors are encouraged to submit their articles to the **4th Multinational Enterprises and Sustainable Development International Conference (MESD'15 – www.mesd.org/2015)** to be held on **December 13–15, 2015 in Lisbon, Portugal**. This event will be an opportunity to receive feedback prior to peer-review ready, full-paper submission to this SV of the JCLP sometime in early 2016.

1. Topical areas

1.1. Contextual drivers and barriers for MNEs' climate change strategies

The research issues related to this theme concern the external contextual factors that influence the design, the enforcement and the implementation of MNEs' strategies and practices related to climate change. These factors address institutional characteristics emerging from the political, ecological, economical, regulatory and social contexts that facilitate or create barriers for MNEs to act as a main actor of sustainability issues. Examples of research questions include, but are not limited to, the direct and indirect effects of contextual factors on MNEs' strategic behavior: How will MNEs take into account the impact of these factors for the elaboration of their future business strategies? What are the geographical, industrial, cultural, ethical specificities that are most relevant? What are the main political, economic and social changes that drive or should drive the cleaner and eco-innovative business strategies? How do or will or should the cultural contexts influence firms' entry modes and country selection? What are the roles of social movements, consumer awareness, worker's rights groups, educators, governmental policy-makers and other stakeholders on MNEs' commitment to climate change?

1.2. Organizational drivers and barriers for MNEs' climate change strategies

For the organizational influences, researchers may consider the impact of firms' and sectors' specificities such as organizational structure, processes, and also characteristics related to firm governance. Examples of research questions include, but are not limited to criteria like organizational shape, capital structure, financial performance and visibility, parent company-subsidiary relationships: What are the business-as-usual roles of organizational structure, planning processes and organizational routines and how must they be dramatically changed in the new contexts of seeking to prevent and reverse climate change impacts? What are the impacts of the firm's governance and of the present and future top management team's characteristics (personality, commitment, values, etc.)? What are the impacts of past strategy performance on

¹ Future Earth is a new 10-year international research initiative that will develop the knowledge for responding effectively to the risks and opportunities of global environmental change and for supporting transformation towards global sustainability in the coming decades.

the firm's level of engagement in sustainability and CSR practices? Then how will they have to be changed if they are to be part of the solution? How does or should employee awareness, training and true empowerment affect shareholders' engagement on CSR actions?

1.3. MNEs' strategic processes and governance for climate change

Contributions related to this theme will address the MNEs' strategic process design and strategic actors involved in that process. The aim is mainly to describe the organizational processes that lead to the expression, the enforcement and the assessment of climate change issues in corporate and business strategies. Examples of research questions include, but are not limited to how the MNEs' decision-making processes and strategy formulation processes will be transformed in relation to climate change challenges/opportunities: Are there any relevant strategic business models related to sustainability issues? How do or should the firm's business expectations cope with all stakeholder's value expectations? What are the barriers of the present technologies and the requirements of productivity-enhancing technologies? How do climate changes influence the rethinking, the product design, or the development of new climate-friendly products and services? What are the new ways of developing firms' products, services and markets to help societies to transition to the post-fossil carbon systems? What are or must be successful practices and business solutions for a post-fossil carbon business economy?

1.4. MNEs' strategic impacts on reversing climate change

Contributions in this topic should focus on the main influences and results of MNEs' behavior on fostering sustainability ecologically, economically and socially. Examples of research questions include, but are not limited to, the impact of MNEs' activities on environmental issues. What are the best examples of successful deployment of low-fossil carbon or post-fossil carbon alternatives, green products, eco-conceptions, etc? What are the roles that MNEs can/must play as regulator bodies in developing countries? What are the impacts of MNEs on the development of local and global resources and competencies? How can MNEs use local institutional solutions to create positive dynamics for change towards equitable societal sustainability?

Please note: The topical areas, which authors may address for this SV are not limited to those referred to in the foregoing list. The Team will also welcome papers that establish or suggest new partnerships among institutions, climate change and MNEs.

2. Coverage/target audience

This SV will engage academics, policy-makers, corporate leaders, managers, NGOs and other practitioners in developing manuscripts, on the topic of MNEs sustainable business strategy in its different dimensions, including, but not limited to, corporate sustainability, sustainable development, Corporate Social Responsibility (CSR), innovation and ethical interactions with all societal members and the eco-sphere upon which we are all totally interdependent and without which there will be NO BUSINESS AT ALL! The manuscripts could be original research, comprehensive literature reviews, theoretical frameworks, empirical studies, comprehensive, integrative reviews, case studies, or on new techniques and technologies from the field. Book reviews and editorials are also welcome.

3. Tentative schedule

Authors are encouraged to develop and submit **1500-word extended abstracts** as the first step of a two-step process of full paper development by **September 15, 2015**. Authors will receive feedback from the editorial team by **October 15, 2016**. Authors with questions or preliminary proposals for papers are encouraged to communicate with the editors and co-editors by e-mail to: sv_jclp@mesd.org.

Tentative submission timetable and deadlines

Full paper submission – **March 30, 2016**

Reviews to Authors – **May 29, 2016**

Revisions submitted – **July 30, 2016**

Further reviews and acceptance – **October 30, 2016**

Final Special Volume sent to JCLP by **December, 2016**

4. Contributions

Submissions should be between 4000 and 5000 words for in-depth case studies and book reviews, 7000 and 8500 words for full scientific papers (literature reviews, theoretical frameworks, empirical studies), and 9000 and 13,000 words for comprehensive, integrative reviews. All sub-missions should be developed based upon the editorial guidelines provided in the instructions for authors for the Journal of Cleaner Production, which can be accessed at this website: <http://www.elsevier.com/journals/journal-of-cleaner-production/0959-6526/guide-for-authors>.

Upon receipt of the completed documents, three to five independent reviewers will be invited to provide peer reviews for each document. Upon receipt and acceptance of the author's revised documents, they will be published in this Special Volume of the Journal of Cleaner Production. Articles must be written in either British or American English, however the style must be kept consistent throughout the text. Authors with limitations in command of written British or American English are recommended to send their papers to a 'Native English Science Editor', before the first submission because poorly written documents can compromise the decisions during the review process.

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