Editorial

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IN THE SPRING OF 2001, GREENLEAF published Issue 1 of *The Journal of Corporate Citizenship* (*JCC*) with Malcolm McIntosh as General Editor of the first academic journal to focus explicitly on integrating theory about corporate citizenship with management practice.

In his welcome to the journal, McIntosh acknowledged the emergent nature of corporate citizenship at the time noting its many starting points and meanings. He emphasized the importance of considering context and bringing together varying perspectives in efforts to develop theories, policies, frameworks, tools and practices of corporate citizenship.

Not surprisingly in *JCC* 1, the journal was described as "a multidisciplinary publication" that welcomed contributions from "researchers and practitioners in public policy, organisational behaviour, economic history, strategic management, citizenship, human rights, corporate governance, sustainability management, responsible supply chain management, stakeholder management, poverty, gender and globalisation."

Contributors to *JCC* 1 came from Australia, New Zealand, Japan, the United Kingdom and the USA, primarily academics but from a range of disciplines: global politics, strategic management, international development, geography, and environmental education. Their articles addressed topics such as globalization and governance, integrity and mindfulness, indigenous stakeholders, and trisector partnerships. *JCC* 1 also saw submissions from two journalists and a senior manager of a major global company. It was an impressive start, consistent with the journal's vision, aims and ethos then and now. Fifteen years on, the JCC continues to provide a forum for exploring "the tensions and practical realities of making corporate citizenship real".

Professor Malcom McIntosh was JCC General Editor on three different occasions from 2001 to 2015 and *JCC* 60 was his last issue in this role. Just over a year ago, Greenleaf invited me to take on the role of General Editor with the full support and recommendation of my predecessor. My working relationship with Malcolm dates back 25 years to a collaborative research project in the 1990s between the University of Bristol and New Consumer on "The Implementation of Corporate Social Responsibility Policies", which coincided with my PhD research at

Bristol on business–NGO relations on sustainable development. I'd like to thank Malcolm for his steadfast commitment over the past 16 years to the journal, its numerous contributors and to the Greenleaf Publishing team. I am deeply honoured to take on the mantle of editorial leadership with the publication of *JCC* 61.

So who am I and what perspective do I bring to the journal? My *JCC* history dates back to 2001 when I joined the Review Board during my time with the New Academy of Business and the University of Bath. In 2003, I was joint guest editor of *JCC* 11 on "The United Nations Global Compact". From 2005 to 2013, I worked primarily with The Partnering Initiative, the United Nations System Staff College (UNSSC), UNESCO and various other UN agencies, NGOs, universities and companies focusing on capacity building for multi-stakeholder partnerships. In 2014, I returned to academia when I joined the University of Cumbria where I am currently Deputy Director of the Institute for Leadership and Sustainability (IFLAS), based at the Ambleside campus in the heart of the English Lake District. IFLAS is emerging as a global hub of inquiry, teaching, and dialogue on enabling the transition to more fair and sustainable societies. Our campus was founded in 1892 as a place of experiential learning. IFLAS continues this tradition of approaching inquiry and education as adventure, with both landscape and heritage offering signposts for personal and collective transitions. In addition to leading and teaching on various postgraduate sustainability management and leadership programmes, I am building collaborative learning and research networks with partners locally and globally. The key focus of my teaching and research is the integration of multi-stakeholder collaboration principles, processes and practices across diverse organizational, sectoral and cultural contexts.

My first contribution as editor is *JCC* 61, which is an open issue that brings together an eclectic mix of articles with serendipitous connections (including one from Sandra Waddock, whose work also appeared in *JCC* 1). Themes covered in the current issue range from a call for alternative growth models based on thriving to an exploration of the linkages between Buddhism and sustainability in organizational contexts, and from an analysis of the meaning of corporate social responsibility (CSR) in China to a conceptual study on environmental sustainability at the bottom of the pyramid (BoP) that challenges assumptions about core stakeholders in this domain. Also included in *JCC* 61 is a useful contribution from a business school educator on the challenges of developing and teaching a classroom case study in real time, as well as an update of a 2001 study of the linkages between business responses to non-economic objectives and financial performance.

We begin by going "back to the future" for our Turning Point with an update from Michael J. King of his 2001 study and article that first appeared in JCC 3, which poses the same question 15 years later: Do organizations that deliver value to all stakeholders produce superior financial performance? King's new study considers the same companies from

the 2001 analysis, reviews their financial performance for investors from 2001 to 2015, and presents optimistic findings that offer hope for businesses that embrace stakeholding, responsibility, citizenship and sustainability.

Our articles begin with Adam Sulkowski and Sandra Waddock's playful, provocative and compelling "Midas, Cassandra and the Buddha: Curing Delusional Growth Myopia by Focusing on Thriving". The authors draw on mythical and religious metaphors to present a novel challenge to the use of "an overly narrow set of metrics" that are predominantly used to measure business and economic success, and offer "full-spectrum growth or thrivability" as an alternative approach that embodies "measures of ecological and human thriving" at all levels. Underpinning the authors' thesis are Buddhist principles such as non-harm and mindfulness, and a re-orientation of individuals, organizations and communities "toward correct goals".

Lending impetus to Sulkowski and Waddock's argument, three authors from the Auckland University of Technology (AUT) Sashika Abeydeera, Kate Kearins and Helen Tregidga offer a systematic review of literature relating to Buddhism, sustainability and organizational practices. The authors suggest that the integration of Buddhist values of interconnectedness, moderation and empathy into sustainability pursuits signals the possibility of creating a more holistic approach to achieve a better balance between economy, environment and society.

Moving from the conceptual to the observable, Nan Li's "CSR with Chinese Characteristics: An Examination of the Meaning of Corporate Social Responsibility in China" explores the evolution of CSR thinking and action within the distinct socio-historical contexts of China. Her analysis of reporting by 20 China-based companies suggests that CSR in China is about a search for "a new ground of legitimacy during the transition from planned to market economy". Additionally, the evidence suggests that the Chinese CSR approach embodies not only economic efficiency but also concern for "social harmony, relational responsibilities, and hierarchical social structure". Findings also challenge assumptions about a neo-liberal basis for CSR and offer relevant insights for global companies interested in China.

Next, Mark Heuer and Nancy E. Landrum make the case for an alternative model for corporate engagement on environmental sustainability within the BoP by challenging the premise that firms should view themselves as the focal point of the BoP–natural environment ecosystem. In their article, "In Search of Environmental Sustainability at the BoP: Enabling Human Nature at its Core", the authors argue that the BoP community as well as the poor, weak, unskilled and illiterate (among other marginalized groups) must all be recognized as core stakeholders within an ecosystem where the BoP and the natural environment (including non-humans) form the core.

So far the articles in this issue have been largely conceptual or empirical. David Grayson's contribution comes in the form of a reflection on the development and teaching of a business school teaching case on the 2010 BP

Deepwater Horizon disaster as it happened in the Gulf of Mexico, and in the immediate aftermath into 2011. Grayson offers business educators and students an appreciation of how the story evolved, the key learning points arising and important insights about the development and use of contemporaneous teaching cases in business and management schools.

What does all of this tell us about the future of corporate citizenship theory and practice? Building on Founding Editor Malcolm McIntosh's call "to reverse the course of the current model of industrial capitalism" in *JCC* 60, I believe that now is the time to chart a new course for corporate citizenship that more actively enables the transition to more mindful, collaborative and sustainable societies, and one that indeed aspires to "reach a kinder accommodation with ourselves and the Earth".[1]

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1 Malcolm McIntosh (2015). Editorial. *Journal of Corporate Citizenship*, 60 (December 2015), 3.