

The Influence of the Environmental factors to Business Development

Rima Žitkienė¹, Eglė Kazlauskienė²

Abstract The article analyzes suggestions of different scientists about the influence of environmental factors on business development, as well as environmental policy issues of European Union and Lithuania. It also identifies environmental policy implementation in different levels while developing business globally based on environmentally-friendly business practices.

Keywords – business development, environment, factors, policy.

I. INTRODUCTION

Under conditions of the economic crisis it becomes evident that enterprises and organizations influence environment in one way or another as well as they are influenced by it. Concern for environment protection, increasing pressure of society and means of state regulation change business conditions round the world, thus the identification of environmental factors stimulating or suppressing business development becomes an important problematic issue.

The EU documents on environment protection point out that environment protection is important for the life quality of present and future generations. The EU policy of environment is based on the idea that strict standards of environment induce innovations and business possibilities.

As considerable changes in policy, economics, technologies, ecology take place, the economical policy of the state, legislation base, order of tax payments, actions of competitors and alike also changes. Having not evaluated these conditions of the change, it is hard to identify their outcomes upon business. Thus the following *scientific problem* emerges: how and what environmental factors influence business development relating them to the means of environment policy at macro and micro levels?

The aim of of the research – is to evaluate the influence of environmental factors upon business development considering the policy of environment protection. Thus the following **objectives** are formulated: 1) to highlight characteristics of the process of business development at macro (as the part of state's social economical system) and micro (enterprise) levels, 2) to identify environmental factors by emphasizing the importance of environment policy and evaluation of the factors.

Methods of research: comparative analysis of scientific literature and case studies.

II. THE PROCESS OF BUSINESS DEVELOPMENT

Contemporary science forms a new viewpoint to problems of business development. Existence of a human being, needs of social groups and the entire society become of great importance. They become basic guides of social-economical development that determine the complex of interorientation, which involves interrelations of economics, social and ecological aspects.

According to Galopenko (2001), development is a movement forward, formation of new features, identification of new structural characteristics of an object being analysed. The development means growth of an object, its expansion, and improvement. In the process of development any object can acquire new features in technical, economical, social, functional, aesthetical, ecological and other senses. The development of any object – is a certain change distinguishing in quantitative and qualitative changes leading to new expressions.

Business development has to move towards public progress, to increase social capital, which manifests as development of objective and subjective conditions of a human being life and his / her activity. Business development has to relate to development of a human being, nature, production, society and state in harmony.

Social-economical business development – is an objective process, which takes place in the state under historical, geographical, resource, demographical and other factors. At the same time business development – is a subjective process, which takes place being influenced by management means, first of all from the side of regional administration, as well as the side of state level administration. Thus business development can be treated as complex process of changes in ecological, economical, social, spatial, political and spiritual fields, which leads towards their quantitative and qualitative changes and, finally, towards the change of of the conditions of a human being life. If the direction of business development is positive, the progress is pointed out; and if it is negative, the regress is evident.

¹ Rima Žitkienė is from the Faculty of Economics and Finance Management, Mykolas Romeris University, Ateities st. 20 LT-08303 Vilnius, Lithuania

² Eglė Kazlauskienė is from the Faculty of Economics and Finance Management, Department of Business Economics, Mykolas Romeris University, Ateities st. 20, LT-08303 Vilnius, Lithuania

The content of business development can strongly differ even within one country. This is determined by the initial level of business development, as well as peculiarities of production structure, geographical state, and production specialization. The development of a country – is a multi-stage process, which is analysed from the viewpoint of the entirety of social and economical goals. Even if it is only economical development, it is inseparable from social development. Social-economical development involves the growth of production and income, changes within institutional, social and administrative structures, changes in society mind, traditions and habits. During last decades the economic paradigm focused its attention to material aspects of the problem by transferring their dominating role in society development. So the opinion that namely the growth of economic power is the base for increasing needs of people. Development of welfare of several social systems was analysed as the evidence in development of economic relations. However in the current stage purely economic ideology lost its positions. Fast economic growth or recession does not allow satisfying even basic material needs of a greater part of population, to create benevolent social climate, to solve problems of culture, morality and ethics in the long-term perspective.

The aim of most countries of the world and their business economic development is improvement of life quality of all population. Thus the process of social – economical development is evaluated according to three most important components: growth of income, improvement of population health, growth of education level, creation of conditions allowing the growth of people self-esteem due to formed benevolent social, political, economic and institutional system and freedom of people; as well as increase of economical degree. The two latter components of life quality were not always evaluated in identifying the level of countries' and business social – economical development. However at present they are particularly influenced by negative environmental conditions in the science of economics and political practice.

In order that social – economical development of a country would be effectively influenced, it is necessary to consider regularities of modern social – economical development by emphasising informatization of modern production and knowledge development, formation of relations of new enterprises' collaboration, globalization of development process and business internationalisation.

Today economic development – is not only quantitative growth, but also more qualitative changes. In most countries changes of public production structure take place. Post-industrial society changes an industrial one. People working in service sector make a larger part of employment, and people directly working in production or agriculture – a smaller part. So-called basic branches cease to be such and will never get the former positions. Consumption – is individualised, mass production decreases, so-called production demassification takes place. Its intellectualisation gets deeper, information resource become main factors of production. Value-added is mostly created in the sphere of services. Differences between branches of low

and high technology disappear: all branches become knowledge intensive by absorbing management, financial and commercial innovations. Traditional advantages of states and business lose their previous meaning. These tendencies emerge almost everywhere, however in separate countries they develop at a higher or lower level.

In the world economics the growth of service sector becomes more and more important. Production of services becomes the paradigm of economical development; and this makes to estimate the level of countries and business richness anew. At the same time the information component development becomes the factor, indicator and result of country's and business development. In other words, development of information infrastructure (which at the same time is business infrastructure as well) becomes the factor of business activity (performance activity and development). New technologies change most economical tendencies and causative relations as well as in principle bring new phenomena, which are not analysed enough by economical science.

Specialised knowledge becomes one of the main means of business development. Namely it and exceptional abilities of an enterprise become the power, determining the success of competitive fight most. On the other hand, any knowledge by itself does not create, does not produce and does not provide anything. In economical sense, it is valuable only in how much it is implemented in creating a new value or quality; and this is possible by performing certain purposive activity. Thus a modern organization has to create conditions not only for its employees to improve, as well as to increase their professionalism, but also to form mechanisms for knowledge and ability transfer into competitive services.

Changes of economics and complexity of business world reflect and stimulated ideas and values of new management that are fast emerging and not explained. Increase of management paradigms occurs in defining the meanings of paradigms as the base of world understanding and information actions. It is easy to refuse reliance of ideology, which has formed during the economical growth, as well as to refer to orthodoxy of classical management, related to business aims, performance means, organization and management. But modern thinking of management fast synthesis being is filled in with transformation of technology, markets, industries and goods. Multiple technological achievements, shortening of life cycle of goods and fast changing markets force the pace the change of paradigms in management.

Under modern fast changing conditions of environment, information becomes the main strategic advantage of a business enterprise; adaptivity – potential ability to change – turns into the crucial factor of success. The strategy of business development – is at the same time development perspective and example, the model of reaction to external environment changes.

An enterprise functions and implements its aims if it constantly develops, grows, searches for new ways to attract clients. An enterprise becomes open social economical system, between it and external environment constant

processes of different exchanges begin. External world changes without cease, environment as well as internal conditions change; thus the system created by the enterprise begins not to

III. ENVIRONMENTAL FACTORS INFLUENCING BUSINESS DEVELOPMENT

Business functioning and development are related to environment. As environmental conditions are constantly changing, organizations are forced to adjust to the changes. According to Parsons (2001), organizations remind rational mechanical 'equipments'. However they unfold as more complex, as 'alive', or 'organic' systems, which adjust to environment in order to survive as institutions but not to meet the aims for which they have been created. Thus, according to the author, organizations interact with environment; strive to adjust to it, to survive and to prosper. Their environment influences decisions of organizations; they are not based on purely formal and rational considerations.

However there are organizations, which possess enough power to form own environment; others are being formed. Some organizations possess potentials to create own agenda, to make decisions relatively independently; others are limited by dependence on own environment, to which more powerful decision-making subjects belong as well. According to the theory of situation, environmental conditions are mainly external in respect of an organization. The aim of an organization – is to better adjust to these conditions.

Environment conditions influence not only the functioning and development of enterprises. According to Bergman, Maier, Tödling, (1993) the *environment* of several dimensions is characteristic: *geographical, economical, social-cultural and technological*. Infrastructure, provided services and urbanisation make influence upon behaviour of market actors and upon their success in geographical environment. In economical environment external relations with other market actors determine the role of an acting person. Finally those people work in already formed social-cultural environment. Local socio-cultural conditions can be either attractive or not for certain technologies or production as well as service rendering ways. Technological environment is related to achievements of fundamental science branches, as well as to improvement of products, processes and materials – new achievements in the field of products and processes able to make influence upon enterprises' activity. Dynamics of technological policy conditions premises of business competitive ability development. In a broad sense technological environment combines such interacting factors as scientific technical, production, management and commercial knowledge and experience (Gradov et al., 2003).

Environment protection is an important current problem, with which it is necessary to fight immediately in order to preserve the planet for future generations. The increasing need to preserve environment in the world – air,

water, life of humanity, animal and plant world, natural resources and ecosystems – determines essential changes of all activity fields – production, services, marketing, consumption, state management as well as international economical and political organizations' policy. As economics, production amounts grow, technological processes develop, it becomes evident that enterprises and organizations one or another way makes negative influence upon environment, which has to be immediately eliminated by taking all possible actions. However environmental activity of some states is not enough to solve ecological problems – united and coordinated attempts of all states and international organizations are necessary. Any negative impact upon environment makes strong influence upon human health and life style; thus both economical and social process and social progress depend on the state of the planet environment, landscape and biological variety preservation, rational use of natural resources. Concern in environment protection, increasing society pressure and the means of state regulation change business conditions round the world. Consumers more and more require environmentally friendly products and services, which socially responsible companies would provide. For organizations it is more important to show that not only their business philosophy but also everyday activity is balanced.

The future of humanity is determined how wide and usefully the knowledge is used. Not only processes of new knowledge production but also its transfer, circulation, transformation, and usage become important. A new stage of development changes the industrial stage of humanity development in the epoch of modern speeding changes. Different authors differently define a new stage of development. Toffler, Imber (1994) call it information epoch, other authors – 'The era of numbers', 'Golden era', 'The era of paradoxes', 'Posteconomical era'; the journal 'The Economist' names it as 'Knowledge era'; and Russian authors use the term 'new economics'. The title of modern period is not important. It is important that in the modern period new tendencies prevail; one of them – is the transfer of knowledge into main resource of development, the globalisation of competition referring to the creation of science and knowledge intensive products and services.

Business ability to absorb knowledge and to use it in production will more and more determine economical development of the state. Openness of economics, which gives a possibility to obtain an effect from the export of goods, from the import of capital and direct investments, and openness of the society to knowledge, ideas and information, as well as ability of economics to productively use it – means successful social – economical development. Today weakly developed countries differ from well-developed countries first of all so that they possess less knowledge, and afterwards – less capital as well. Knowledge contain not only the knowledge delivered at higher education institutions, but also the ideas how the production has to be organised, how a product should be produced, for which products a hidden demand exists, etc. everything is the factor of social – economical development. The strategy of growth, referring to knowledge, is not limited by investments into human

capital in the shape of education; it is directed to assure openness for innovations and knowledge in a broad sense. It predicts investments to the objects possessing knowledge, as well as to people and institutes, the activity of which is directed to knowledge absorption and use.

Learning capacity becomes the most critical attribute of management allowing enterprises to fast adjust to uncertainty and to predict changes in business environment. Knowledge-based economics has emerged; in it creativity, intellect and ideas are the essential abilities to maintain business. Frequent change of paradigms is necessary for survival in the context of constant innovations. Information and communication technologies facilitate globalisation of goods and this transformed time and space conceptions. The intellect connecting organizations' forms as well as able to fast and creatively react to new possibilities of the market emerge. Interaction and partnership increasingly adds business interrelationship to wide constituency of stakeholders. The strengthening becomes the main necessity of business because the challenge attainable balance of environment changes eternal search of domination in the nature.

The influence of political legal environment relates to state plans and programmes, economical and social means, re-organization of institutions, etc. Traditional viewpoint to the functions and the role of market relations refers to works of the classic of economical thought Hayek (1967), who estimated the market and competition as undisputed welfare. According to him, the basic factor of market mechanism – is not private property but competition; freedom and equal possibilities create competition for everyone, thus resources are redistributed for their benefit and this assures higher effectiveness. The market – is constant sequence of failures and in this sense the market is irrational. Rare success in the market – is only a secondary product of a lot of failures. Accidental character of a market failure – is not a new thesis in the history of humanity thought. The author developed this thesis and showed that accidental successes become the engine for human society progress.

The economist Lucas (1996) highly contributed to the theory of economical development. He states that one of the factors of economical development is human capital; that is human abilities, knowledge, qualification and coordination of their actions. One of the basic features of human capital is evident positive external effect. The economics theory names an external effect as situation when behaviour of one economical subject influences the welfare of another economical subject; and this influence takes place when the market does not directly participate.

The mechanism of state economic development management has to refer to appropriate theoretical premises and models. The theory of state economic development, which was formulated in Western countries and by plenty of international economical organizations, traditionally emphasise factors of economical growth, which manifest in developing countries. The time showed that aspects of this theory suit not all countries; they are re-considered. If earlier a convenient geographical state influenced the level of the state development, at present neither geographical nor

climate advantages do not influence the level of the state development so strongly. Countries with less attractive climate become more developed (e.g., Sweden, Norway, Finland in comparison to Spain, Greece, Turkey). Natural resources often strongly influence the state development, but this takes place in case when state's territory is not large in comparison to the store of resources (e.g., Kuwait, United Arab Emirates). At the same time there a lot of examples when countries with minimal natural resources demonstrate rather high indicators of the development (Japan, Switzerland, Luxemburg, Finland).

Dynamics is characteristic for environment of the discussed types. According to Janszen (2000), external environment is static; it constantly changes. Some people acting in the market understand that live in chaotic environment. Thus, considering environment, development of enterprises is influenced by attractive (stimulating) environment in some territories, and in the other – antagonistic (suppressive); thus conditions of business development can be very unequal.

Constant prognostication of external environment changes, their identification when necessary and fast reaction by taking necessary actions induce emergence of competitive advantages of business enterprises, as well as strengthening of competitive potentials. Thus external powers of environment determine conditions of the activity in the country as well as possibilities for their competitive advantage.

IV. FACTORS OF ENVIRONMENT PROTECTION POLICY

The attitude of the EU environment protection is as follows: 'high standards of environment protection stimulate innovations and open business possibilities'. In the European Union there are a lot of institutions taking care of business ecological environment, a lot of laws limiting environment pollution are confirmed as well as different programmes of ecological environment protection educating business enterprises are created. One of the more important documents related to environment protection and necessary to be mentioned is the Kyot Protocol signed in 1997. it is related to the change of climate and decrease of air pollution. By it the EU formulated the aim to decrease the emission of air pollution, exhaust gas in in 8 % during 2008-2012, in comparison to 1990. And till 2020 this percent is intended to gro even to 20-40% by means of international agreements.

Referring to the Law of Environment Protection of the Republic of Lithuania, environment protection is, environment protection is environment conservation from physical, chemical, biological and other negative impact or outcomes emerging when implementing plans and programmes, as well as realizing economical activity or using natural resources. But, according to A. Šileika, S. Žičkienė (2001), environment protection is defined as management of human activity by using biosphere so that such activity would give greater benefit conserving environment for present generations and would preserve

potential possibilities to meet strivings and needs of future generations. The General Lithuanian Encyclopedia“ (Vol. 1, p. 656) treats environment protection as the system of legal, technological, technical, biological and other means, which contributes to coordinating of the use of natural resources to preservation of the environment for live organisms and a human being to live.

According to Lynes, Dredge (2006), motives for creating and applying environment protection policy are divided into internal and external factors. Internal factors contain all specific problems characteristic for the enterprise, issues being solved, and certain after-effects, which are not characteristic for the entirety of a similar business. External factors are those that an enterprise makes little influence or does not influence at all. The above-mentioned authors summarise scientific studies of different authors and present reasons, due to which enterprises participate in environmental activity:

- objective to decrease expenses and to increase activity effectiveness;
- wish to avoid fight with institutions of environment protection control and care regulation;
- objective to acquire competitive advantage;
- wish to increase or strengthen the image in the market;
- enterprises yield to the pressure of banks, assurers, clients and suppliers, who do not want to take environmental commitments and responsibility;
- objective to correspond rules of community groups, environmental organizations and obligations of industry members;
- objective to improve employees' productivity (to work at an enterprise, to which environment protection is important; it is as pride).

Agarwala (2005) also names external and internal factors of enterprise's environment as inducing environmental activity. External factors contain legal, economical situations, mechanisms for assurance law acts' implementation, competitors, meanwhile internal factors – vision and mission of an enterprise. As an individual factor encouraging firms to introduce environmental standards in its activities, is to identify how institutional theory allows the laws, regulations and rules.

This factor is more constrained and passive because it is possible to understand that without strict requirements no environmental activity is in general developed. Thus the theory of institutions is not elective activity because an enterprise wishing to be recognised in the society must meet requirements and follows legislation.

According to Dwyer (2009), most enterprises try to work by following own strategic plan, however these strategies are formulated by following traditional methods. The author distinguishes an important factor inducing enterprise's activity to develop considering the declining state of the environment: at present the pressure to change enterprise's strategy to the closer for environment protection activity emerges; the after-effects of inaction in this field are strongly felt, for example 'climate change will influence both demand of energy and its supply. Global warming will

condition the need of air conditioning what will decrease the demand of heating services, as well as will burden the work electricity suppliers'. As the after-effects of ecological pollution increase, dissatisfaction of both the society and political forces grows; in order to decrease it environmental activities should involve all business organizations. In order to integrate environmental factors into enterprises' activity, the authors suggest the strategy of cohesion, which consists of particular actions, such as naming of the importance of a problem, assurance of activity expedience, flexibility and alike that would empower enterprises to gradually create the model of useful activity for environment protection, which would help to take more effective decisions, as well as to solve environmental problems.

Lynes, Dredge (2005) by referring to the systemic viewpoint of O. Renn (2001) suggested four social subsystems, which influence creation of environment protection policy and taking environment commitment (see Fig. 1).

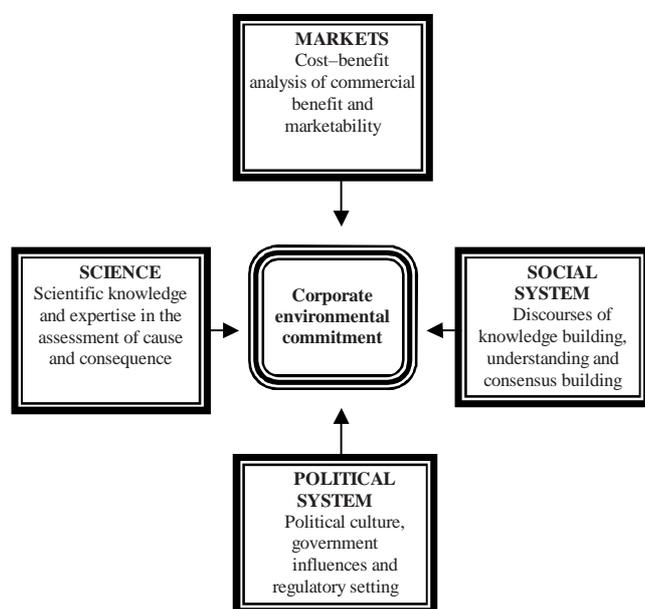
Market system – creation and application of environment protection policy – is based on the analysis of expenditure and obtained profit; political system – creation and implementation of environment protection – is based on political culture and the system of action of the government in the state where business functions; science system – creation and application of environment protection policy – is based on scientific knowledge in estimating certain reasons and their outcomes; social system – creation and implementation of environment protection – is based on general knowledge on the market, as well as political and scientific systems. Meanwhile Čekanavičius (2006) distinguishes three subsystems: economics, nature and society. In addition, the author emphasises services and means related to environment protection. According to him, the goods given by the nature and services are:

- recreational – meet physiological, cultural and aesthetic needs;
- resources – used as work object or as production means;
- assimilation potential of environment – ability to assimilate and neutralise the waste of anthropogenic activity (the activity created by a human being), to maintain balance of ecosystems.

Čekanavičius, Semėnienė, Lenkaitis, Varneckienė (2006) state that economical factors of environment protection define the coherence of economical outcomes of the decisions taken by economical subjects to the character and degree of the influence upon environment. In this case they divide economical factors of environment protection into two large interrelated groups: 1) impulses (stimuli), i.e. economical levers of environment protection management, and 2) outcomes, i.e. the influence of environment protection and its management levers upon financial results of economical subjects (expenditure and income) as well as market structure.

When analysing scientific literature on factors of environment protection policy, besides the above-mentioned economical, social, political and market factors some authors point out competition and technological factors stimulating innovations. Thus the hypothesis presented by Porter (1991)

– “win-win” – is based on the following: “The earlier a company takes care of environment protection, the more chances it has for acquiring technological and competitive advantage – in the way of cost decrease and innovations”.



Source: [12] Lynes J. K., Dredge D. *Going Green: Motivations for Environmental Commitment in the Airline Industry. A Case Study of Scandinavian Airlines. Journal of Sustainable Tourism*, Vol.14, No 2, 2006

Fig. 1. Influences on environmental commitment

Referring to Rutherford, Blackburn, Spence (2000), pollution prevention is worth; businesses were simply assured that decrease of the waste, energy-saving, cleaner technologies, determined standards for environment protection and strategies of ‘green’ marketing should be the activity decreasing costs and increasing productivity. This viewpoint was called ‘new environmentalism’ and some analysts and governments emphasised that economical system had to be created and directed to more protected and saved future. The authors refer to R. Hillary, who predicts sad future of small enterprises if they ignore the influence made to own environment and do not understand the importance of environment protection. In addition, the authors performed empirical researches at enterprises of the Netherlands and Great Britain, the aim of which was to ascertain different viewpoints to environment protection policy. The researches disclosed that the policy of the government of Great Britain was characterised as depending on voluntary actions of the enterprises to protect environment by giving prominence for the benefit of environment improvement for business. In the Netherlands business of all types was fully integrated into the National Policy, which was created so that no member of the society or a group would not stay unsighted in order to improve environment protection. All industries including small enterprises are supervised, and all ‘slow’ enterprises were stimulated to act ecologically clean by using the tactics of

conferences and negotiations with business associations and the policy of intervention.

According to Čekanavičius (2006), it is worth to invest into environment protection as, if enterprises start earlier to re-orient own production in the direction of the nature and development saving its resources, they get a possibility to acquire certain competitive advantage against others because stimuli of technological innovations are created. The importance of the latter will certainly increase when world concern in draining non-renewed natural resources and increasing environment pollution grow. The world experience shows that the enterprises that early started ‘green’ innovations are able to ‘catch’ larger parts of fast growing markets for ecological products.

According to Gradov (2003), analysis of environmental factors can help in estimating advantages or disadvantages of one or another business. It is most important that they would help to answer two basic questions: how a situation reflects current state of business social-economical and political sphere, how a situation reflects premises of business development in strategic perspective. It is qualitative or quantitative estimation of environmental factors, environment policy and situation when the data on the degree of business attractive climate are presented. It can include recommendations on the most acceptable business directions, given arguments for the benefit of these directions. The factors negatively influencing any business sort have to be defined.

Practically it is hard to assure that real social-economical, political and ecological situation would be rather adequately reflected by means of formalised methods. However some most important characteristics can be identified: geopolitical business state, generalised rating of business in an attractive climate region in comparison to other regions of the country, possibilities of business and investment activity, credit, level of business social sphere development, level of business economics development and other characteristics of business.

The most important indicators defining the general situation are as follows: dynamics of industrial production; investment activity (pace of increase of basic capital); dynamics of business enterprises’ profit; change of the number of financially insolvent enterprises; size of the state budget debt for a region; size of business debt for the state budget; income of non-budget funds; financing of social programmes; dynamics of population real income; index of consumption prices; dynamics of turnover of retail goods; dynamics of free workplaces; debts of wages; debts of pensions and allowances; level of unemployment; level of poverty; filling the consumer market with goods, among them of local production; criminogenic situation; social tension; natural death rate of population.

V. CONCLUSIONS

Summarising evaluation of environment situation has to answer the question whether it is expedient to develop business, whether it is possible to hope that business will become attractive not only for local but also for foreign investors. Stability of business conditions assures effective social-economic business development; thus evaluation of environmental factors allows identifying and decreasing risk of business development.

Ecological business, 'green' products and services get more popular in the world; thus enterprises have to pay their attention to environmental protection and they should adapt to changing needs of consumers as well as change enterprise's strategy so that enterprises not only would estimate environmental factors but also would contribute to improvement of ecological state of the environment.

In summarising the factors being analysed in scientific literature, which influence the policy of enterprises' environment protection, it is possible to state that authors most frequently distinguish economical, social, political and market factors, which most frequently emphasise economical ones. When pointing out coherences of business possibilities and development, the authors mention external and internal factors of organizations, which influence decisions of business enterprises. The researches performed at business enterprises show that different applied means of environment protection can contribute to enterprises' activity and development.

VI. REFERENCES

- [1] Agarwala T. Corporate Environmental Strategy: A Perspective & a Theoretical Framework, *Social Responsibility Journal* Nr. 3/4 2005
- [2] Berman E. N., Majer G., Todling F. Regions Reconsidered Economic Networks, Innovation, and Local Development in Industrialized Countries. Mansell, 1993, p.312.
- [3] Bogdanov, A.A. 1912-22. Vseobshchina Organizatsionnaia Nauka: *Tektologia* [The Universal Science of Organization: Tektology], Vols. 1-3. St. Petersburg-Moscow: Izdatelstvo A.I. Grbschebina, 2003.
- [4] Butkus S. F. (1996). Vadybinis organizacijos struktūrizavimas: paruošimas ir vykdymas, *Organizacijų vadyba: sisteminiai tyrimai*. Nr 3. Kaunas: Vytauto Didžiojo universitetas.
- [5] Chowdhur Y.S., Senge P., Kaufer K., Kaufer R. Management 21C. Financial Times Prentice Hall, 2000, p. 448.
- [6] Čekanavicius L. *Aplinkosauga: moralinis imperatyvas, „žalioji“ prievolė ar ekonominis racionalumas?* 2006
- [7] Čekanavicius L. Semėnienė D. Lenkaitis R. Varneckienė J. Kodėl verta investuoti į aplinkosauką, 2006.
- [8] Golopenko A.L. Strategija socialno ekonomičeskobo razvitija: strana, region, gorod. Moskva: Izdatelstvo RAGS, 2001, 224 p.
- [9] Gradov A., Kuzin B., Mednikov M., Sokolicin A. Regionalnaja ekonomika: principi i modeli upravlenija predprinematelskim klimatom regiona. SPb.: Izdatelskij dom Piter, 2003, 222 p.
- [10] Hayek, Friedrich A. "The Theory of Complex Phenomena," in Friedrich A. Hayek, *Studies in Philosophy, Politics, and Economics*. London: Routledge & Kegan Paul, pp. 22-42, 1967.
- [11] Janszen F. The Age of Innivation. Financial Times Prentice Hall, 2000, 308 p.
- [12] Lynes J. K., Dredge D. Going Green: Motivations for Environmental Commitment in the Airline Industry. A Case Study of Scandinavian Airlines. *Journal of Sustainable Tourism*, Vol.14, No 2, 2006
- [13] Lucas, R. "Nobel Lecture: Monetary Neutrality." *Journal of Political Economy*, Vol. 104, No. 4 (1996), pp. 661-682.
- [14] Parsons W. *Viešojo politika: politikos analizės teorijos ir praktikos įvadas*. Vilnius: Eugrimas, 2001, p.607
- [15] Porter. M. America's Green Strategy. 1991.
- [16] Rocky J. Dwyer "Keen to be green" organizations: focused rules approach to accountability. *Management Decision* Nr. 7, 2009
- [17] Rutherford R., Blackburn R.A., Spence L.J. Environmental Management and the small firm. An international comparison. *International Journal of Entrepreneurial Behaviour & Research*, Nr. 6, 2000
- [18] Renn, O. (2001) The role of social science in environmental policy-making. *Science and Public Policy* 28 (6), 427-37.
- [19] Toffler B., A., Imber J. Dictionary of Marketing Terms. Second Edition. Barron's Educational Series, Inc., 1994, 579 p.
- [20] Šileika A., Žičkienė S. Aplinką tausojanti plėtra: samprata ir diskutuotinos problemos. *Aplinkos tyrimai, inžinerija ir vadyba*, Nr.3(17), P.3-10, 2001
- [21] Visuotinė lietuvių enciklopedija 2001, t. 1, p. 656
- [22] Lietuvos Respublikos Aplinkos apsaugos įstatymas. <http://www3.lrs.lts.lt/inter3/dokpaieska>