

The way I use the research course

1201 Booth on Business Research 1

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- Resources: The Craft of Research, Second edition, Wayne C. Booth, Gregory G. Colomb and Joseph. M. William.
- Reasons for taking this course: I have just started my Ph.D. program majoring in environmentally sustainable business so I need to brush up my skill of structuring my research papers.

Executive Summary

The Craft of Research is a practical guide book to carrying out research and writing research papers. I have studied chapters 1 to 6 for the unit of 1201 Booth on Business Research 1. Generally, research works are complicated and most of the process of research is hidden as implicit steps. Wayne C. Booth, Gregory G. Colomb and Joseph. M. William (from hereunder I use 'the authors' to mean all of the writers) explain these implicit steps as explicitly as possible. From this study I have been able to decide the structure of my Ph.D. program. To carry out the research work at Rushmore University, I have made a bibliography and a draft list of my custom practical courses, which consist of thirty five credits out of the necessary sixty credits. I will use the proposed custom practical courses to write my papers and/or books. The Craft of Research gave me a good introduction to starting my research at Rushmore University and a good opportunity to begin my research.

1. Overview

I want to increase my knowledge in environmental protection, especially in relation to sustainable business, so I started to learn it by reading books and searching for data on the internet. One of the reasons why I am interested in environmental protection is related to my career development plan at my current company. With a Ph, D. in environmental protection, there will be much more chance for me to have a high position in the corporate environmental division. I have therefore decided to take advantage of the Ph.D. system at Rushmore, which is very flexible and fits my purpose. I want to learn how to disseminate my work in the form of books and through the medium of the internet. I would also like to use my study time efficiently. I don't want to spend my precious time only on writing memos and notes for myself but also for writing papers and books which give value to others as well. I am willing to give my papers free to those who want to read and use my material for actual work, but if possible I want to write books to earn some money! I need to prepare well for writing and selling books. The Craft of Research is written for those who care not only about writers' interests but also about readers' interests, because research works are not valid unless these are read and recognized by readers. In this sense, The Craft of Research is written to enable students to design research papers that would attract readers' attention. The book, The Craft of Research, is so rich in teaching knowledge of how to design and construct research papers that, by simply following the content, I can find out the area where I need to learn and improve my skills. My researches should be interesting for my targeted readers if I study The Craft of Research and follow the instructions well.

2. How I determine my research

2.1 Starting a research project

I carried out many research projects when I got my master's degrees in Chemical Engineering and Business Administration so research projects are not new to me. However, because the course design and structures of these two masters' degrees were done by universities, I did not have to create my own program nor my own research theme. My Ph.D. research at Rushmore University requires me to create the research theme by myself and this is why I need to study how to set up my research themes and how to carry out good research work and write papers and books. The authors of *The Craft of Research* explain the reasons for writing research papers are; to remember; to understand and to gain perspective. I can understand these reasons, however I need more than these.

I have two criteria for my Ph.D. research. The first is that it should be practical; it should be of daily use to business persons (including to myself). The second criterion is that it should yield results that I can use to publish books and papers which can be disseminated as my original media for capitalizing on my very important intellectual assets. I would like to accept the challenge to gain some respect and some money by selling my books. This is where my motivation comes from and is the most important factor in my decision to enroll in the Ph. D. program at Rushmore University. *The Craft of Research* should give me the right directions to reach these two goals. My research paper should be worthwhile reading; my books should not only be worth reading, but also worth paying money for. This is not an easy goal for me. I need to brush up my skill in writing research papers and books for the intended purpose. Nothing is ever easy; however nothing can be done without starting. I may begin by writing research papers to earn my Ph.D. and to self-publish books, however eventually I want to write and sell books to publishers.

2-2 How to plan my research

2-2-1 How I connect readers to me

My research needs to be useful to myself and interesting to my readers. What I would like to mean here is that I would like to increase my knowledge first and then I sincerely would like to contribute to readers' understanding of environmental issues by supplying knowledge, interesting information and answers to their questions. The authors of *The*

Craft of Research summarize several points into a process which meets my needs. The steps are as follows:

- The first step Find something really interesting to me;
- The second step Find a solution to a practical problem important to readers; and
- The third step Find an answer to a question important to readers.

My research papers should contain useful information and arguments that are interesting and appealing to readers. One of the important ways of making this happen is to create a relationship that makes them want to read my reports. A simple collection of known facts is not enough to create a good relationship with readers. I first need to understand who my readers are, so I used the authors' checklist (p.33), and I have summarized the groups of readers that I should target as follows.

2-2-2 Who will read my research papers?

My papers: My research papers for Ph.D. study at Rushmore University will be electronically published on my personal web site (<http://www.hiroshi-fukushi.com>). Rushmore University may be interested in publishing some of them at Rushmore University's web site if I write them well. I will submit some of my original papers to academic associations such as Water and Waste Management Association (www.awma.org) or Japanese waste management expert (www.jswme.gr.jp). If my papers were accepted, my papers will be published as magazines and books and electronically as well. Students and professors of Rushmore University, future students, and those who visit my site or Rushmore's site will take a look at my papers I will get many more readers if my papers are accepted by the aforementioned academic bodies.

2-2-3 How I intend to make my research appealing to readers.

My research will provide many case studies and examples to explain what is the current best practice of the environmentally sustainable business in the industry. My research will also provide technical data and illustrations on how my company makes environmentally

friendly products. As a conclusion, I propose future best and theoretically best business models (further explanations are available p.6 Chapter 2-4).

2-2-4 How much can I expect readers to know about the subject of my research?

Because the environmental problems are of considerable concern to most countries today, there will be growing interest among both business and non-business persons in general knowledge of environmental protection and its relationship to business. This means that as long as I write books related to environmental problems and their relationship to business, I can target a large number of readers. The magnitude of the attention to my research will depend on how well I prepare interesting topics which appeal to readers. For example, there are million-seller books concerning environmental problems, such as Rachel Carson and Albert Gore's 'Silent Spring', which dealt with the future crisis of natural reproduction systems and had a great impact on the general public. My focus will be more on the business side, however if I were to try to cover the problems from a global perspective, the subject would be too broad to get readers' attention to my research. I need to prepare more focused approaches to specific problems in a certain segment so that I can get readers' attention. Because I am running an environmentally sustainable business, I can explain my company's strategy on environmentally sustainable business very well. I can also analyze the issue from the Japanese perspective and prepare an interesting analysis of Japanese firms' strategies on the environmental problems and compare them with the global standard or common strategies in other countries.

2-3 How will the readers respond to the solution/answer in my main claim?

Most people view a waste management division as a section which does not contribute to companies' profit. Sometimes, the waste management division may even be looked down on as a section which damages a company's reputation because it generates industrial waste.

Readers of my book will be very much interested in the way a costly by-product division can be converted into an environmentally sustainable and profitable business, because it give companies multiple advantages; a good environmental reputation, reduction of processing cost and/or even profits, and new business opportunities. From a management perspective, this is a revolution because a negative factor to a business can be converted into a positive factor. My viewpoint that a costly by-product division can be converted into a profitable environmentally sustainable business will attract those who

have to manage by-products divisions, those who work in the area of environmental protection and those who have a vested interest in making a profit in an environmentally sustainable business. Today, business leaders are looking forward to having environmental solutions which impress their stakeholders. My research answers these recent concerns of business leaders.

2-4 How to plan my research projects

I have planned my research project by following the authors' four steps, as explained underneath.

2-4-1 Step1: Find a topic specific enough to let me master a reasonable amount of information.

The authors write that no plan can lead me straight to the finished report. Early on I have to spend time reading randomly, just to discover what interests me. To surf the internet, to go to a shopping mall or store, to leaf through a Saturday newspaper would serve this purpose. The authors recommend going to a museum to find general subjects. For specific topics, the authors recommend browsing through text books, attending a lecture for an advanced class in my field, asking my instructor, finding internet discussion groups and surfing the websites of departments at major universities. I chose the last method recommended. I used Rushmore University's list of majors (www.rushmore.edu/majors.htm). Because my responsibilities are in the production and technology areas, I find that environmentally sustainable business would fit my interest in research. This topic is specific enough to let me master a reasonable amount of relevant information.

2-4-2 Step 2: Ask questions about environmentally sustainable business until I find some that catch my interest.

As I said, I have two criteria for my Ph.D. research. The first is that it should be practical; it should be of daily use to business persons (including to myself). The second criterion is

that it should yield results that I can use to write books and papers which can be disseminated as my original media for capitalizing on my very important intellectual assets.

Thus my research should have two categories, the first (Category 1) is analysis and summary of concurrent environmentally sustainable business, which can be useful for gaining general knowledge in environmentally sustainable business. The second (Category 2) is the analysis of my environmentally sustainable business, which can be used as a resource for my future original papers and books. Both outcomes will be summarized in research papers and submitted to Rushmore University as custom practical courses.

For analysis and summary of concurrent environmentally sustainable business (Category 1), I need to learn about general knowledge of environmentally sustainable business. First of all, the global environmental crises and problems have to be accurately recognized. The reasons for today's serious environmental problems and the reasons for environmental protection have to be analyzed. The current movement of environmental protection needs to be analyzed as well.

- The environmental problems today and the necessity for environmental protection.
- The movement towards environmental protection.

If there were no business related activities which polluted the environment, there would have been no necessity to protect the global environment and the industries could pursue their economic targets without constraints. However, the situation now does not allow any business to pursue its economic goals freely, without taking some measures to protect the environment. Without any environmental protection, the continuity of the human race would be jeopardized. This is the starting point of my research into environmentally sustainable business. I need to define what an environmentally sustainable business is, and I need to survey what kinds of businesses meet my definition.

- What is an environmentally sustainable business?
- What kind of businesses are included or recognized as environmentally sustainable businesses?
- Potential market.
- Case studies of successful environmentally sustainable business.

Naturally, regulations and standards have to be studied because these represent what the environmental companies have to comply with. Governmental and international policy,

politics, and stakeholders such as people and non-political organizations should be important factors for companies to consider in an environmentally sustainable business, therefore I will need to study:

- Laws and regulations related to environmental protection.
- Standards such as ISO.
- People's and non-political organizations' activities in environmental protection.
- Governmental and global regulations.

I need to bear in mind that:

- Accounting and economics are related to environmental protection.

Technology, quality control and streamlining of the production process help to solve environmental problems, so I need to research:

- Technological progress on environmental protection.
- Quality control and production streamlining.

Global competition nowadays is getting more intense than ever. This affects the global cooperation on environmental protection. Rapidly developing countries called BRICs (Brazil, Russia, India and China) may weigh economical development higher than good environmental practices. Developed countries such as USA, EU and Japan have different concerns for balancing economical growth and the environmental protection as well. For example, Kyoto proposal, which is aiming for the reduction of carbon dioxide emission has experienced difficulties for ratification. It has just been ratified on 16th, February, 2005, however the effectiveness of it is questionable without the participation of USA and China, which emit a large portion of CO₂. As token, global competition and politics have a great effect on the protection of the global environment, therefore I need to study:

- Global competition and environmental protection.
(National strategies and differences between countries).
- The global policies and cooperation on environmental control
(Protection for global warming and Kyoto proposal)

Business ethics are becoming more important. Policies on environmental protection should be established on the firm basis of good ethics, otherwise the environmentally

sustainable business can end up with vague written sentences which actually have little effect on protection of the environment. Companies should care not only for regulations, but also reflect what neighbors care about. The environmentally sustainable business must compete globally, but it must do so fairly, basing its economic performance on good environmental ethics and good neighbor relations. Therefore I will study:

- Business ethics and environmental protection
- Corporate citizenship (local and global perspective)

For a unique summary of my original research theme (Category 2), I would like to survey best practices in the industry and compare my companies' performance to best practices. I will find out what are the key factors for success. By carrying out many case studies and applying theories used in "The 2,000 Percent Solution (by Professor Donald Mitchell)", I would like to propose future best and theoretical best environmentally sustainable business models in the industry.

2-4-3 Step 3: Determine what kind of evidence readers will expect to find in my research

I strongly believe that companies have reasons to protect the environment and those efforts of business companies must eventually be rewarded by profits, otherwise businesses would lose their motivation to protect the environment and the only organizations which would care about the environment would be non-profit organizations. The readers I would like to target are those who are interested in finding strategies for business companies to build environmental protection into their corporate plans and those who are interested in finding survival strategies for business companies in the era of environmental protection. Many business schools have been teaching the necessity of customer orientation, however from now on companies will be restricted in many ways as they will have to take environmental protection into consideration when they produce goods or offer services to customers. Customer awareness is changing dramatically. Customers will be or need to become more environmentally conscious. Readers of my research would like to feel and see actual evidence that the world has changed in the direction of not only satisfying the customers' wants but also protecting the environment which sustains the continuity of the human race. Readers also want to see some evidence which stimulates and motivates them and their companies to develop new strategies in the area of environmental protection. The world economy is still growing rapidly, in line with its population, and this means that the total burden on the environment

will continue to increase unless some control is imposed. Environmental protection is becoming an important obligation for companies.

2-4-4 Step 4: Determine the sources where I can find those data.

There are three kind of information sources; Primary, Secondary, and Tertiary sources. I will use all of those in my research. I have to screen out the unreliable sources. For the general purpose, the authors recommend that;

- The source is published by a reputable press;
- The publisher uses peer review for everything it published;
- The author is a reputable scholar; and
- The source is current.

One of the recent emerging sources of data is the internet search and I would like to use the internet as much as possible because of its convenience. According to the authors, it is always better to use printed rather than internet sources as references, however internet sources are acceptable in cases where:

- It is provided by a reliable journal or online publisher;
- It is precisely the same form you would find in a library. Many government, civic, and business reports are released simultaneously on the internet and in print;
- It supplements print sources;
- It is too recent to be found in libraries;
- It is available only on the Internet. Many government and academic databases are now available only online; and
- It is your primary source.

I would like to use sources in a very effective way to ensure the reliability of my research. To find such sources, I need to read a lot of potential sources. I will use the technique called syntopical reading suggested by Mortimer J. Adler & Charles Van Doren (in *How to Read a Book*, revised and updated edition, 2004, p309, Simon & Schuster, Inc.,). To carry out this reading effectively, the authors suggest three things:

- Read for a problem;
- Read for an argument; and
- Read for evidence.

I am going to use all three of these suggestions.

Professor Donald Mitchell recommended me to review some English books and web sites as data sources. Taking those recommended sources into consideration, I have searched for and compiled a bibliography of the books ([Appendix-1](#)), which I need to read for my research to cover my research topics. I will also use my company's internal information sources to explain my company's business.

2-4-5 Step 5: From topics to questions, questions to problems

I am going to research 'environmentally sustainable business', however the theme is very broad and difficult to begin research so the research themes have to be broken down to topics, questions and problems and addressed in a series of steps. I need to do an in-depth analysis of what will satisfy the readers' needs and wants. The authors explain that what distinguishes great researchers from the rest of us is the brilliance, knack, or just luck of stumbling on a problem whose solution makes the rest of us see the world in a new way. There are many researches today related to environmental issues so to distinguish my research from the others I decided to focus on the introduction of ultimate business model of environmentally sustainable business in the industry. I will research and provide general background information about the environmentally sustainable business so that readers of my research can have a good general knowledge about environmentally sustainable business. I will compare my company's strategy with best practices in the industry. I will provide technical data and illustrations on how our products are made and how production of fertilizers, cultivations and aqua cultures are done properly in an environmentally friendly manner. As aforementioned, I will use theories explained in Professor Donald Mitchell's "The 2,000 percent solution" and "The ultimate competitive advantage" to propose future best and the theoretically best environmentally sustainable business model in the industry.

By using the format proposed by the authors, I can summarize my research procedure as shown below in Figure-2-4-5.

Figure-2-4-5: My research procedure

1. Topic: I am studying 'Environmentally sustainable business
-Creation of a profitable independent company from a by-product division-'
2. Question: because I want to analyze my successful company's business

model in comparison with other company's strategies so that I find my company's unique characteristics, originality and excellence. I want to generalize the concept of my company's business model so that it can be applied to others.

2. Conceptual Significance: in order to help my readers understand the general strategies and best practices for creating an environmentally sustainable business. I would like to propose future and theoretical best business models as well.

3. Potential Practical Application; so that individuals and parties concerned with environmentally sustainable business can get some hints on how to improve their strategy for developing and managing an environmentally sustainable business.

3. How to make good arguments

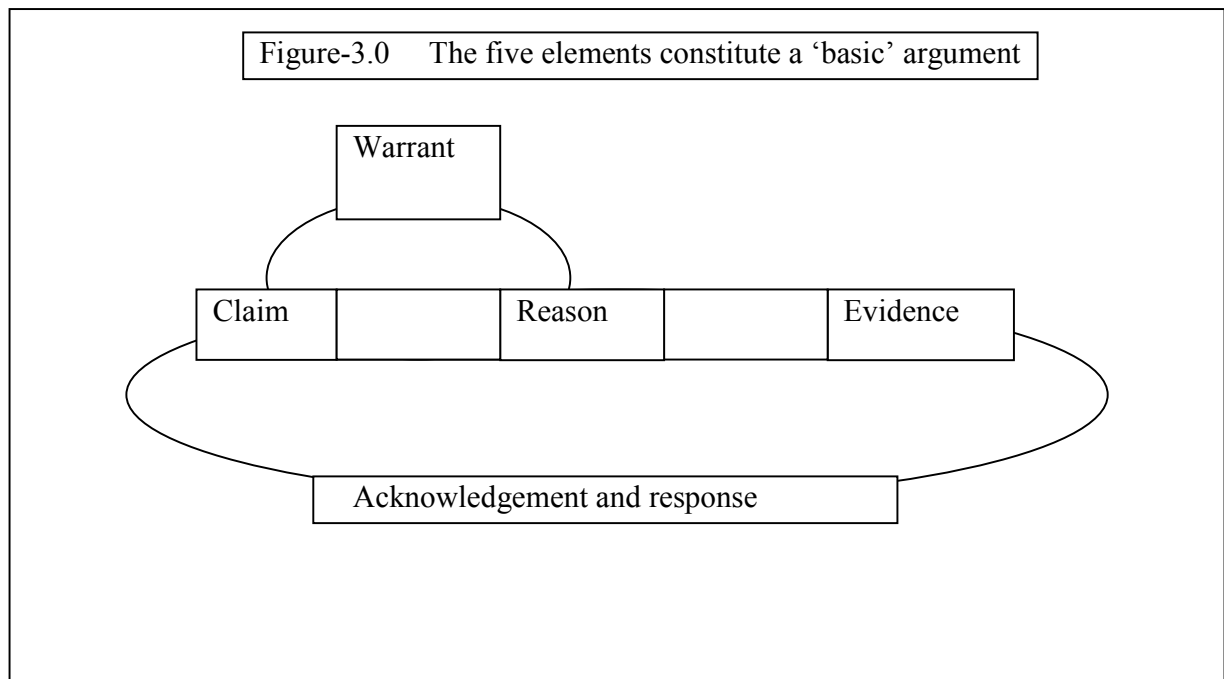
I will read many books related to environmentally sustainable business so I will accumulate a lot of useful information for constructing my paper and for arguing my findings. When I write my research paper, I need to arrange my sentences so that readers can easily follow my arguments. The authors mention five elements of research arguments, showing how they respond to readers' predictable questions and how I can organize them into a genuinely coherent argument.

In figure 3.0, the authors' model for a good argument is shown. There are five components which I must bear in mind as I construct arguments in my research paper. These are; claim; reason; evidence; acknowledgement and response and warrant.

The claim is the core of my research paper and my 'claim' should have at least one 'reason' and the reason needs to be sustained by 'evidence'. The authors express this simply, as follows:

Claim because of **Reason** based on **Evidence**

Moreover, the authors suggest that 'acknowledging and responding to alternatives' is necessary, which means I should anticipate many questions from careful readers and try to acknowledge and respond to the most important ones.



The authors also suggest providing a general principle that shows why I believe my particular reasons are relevant to my particular claim. The authors define these general principles as 'warrant'. I can find general principles of my research paper 'Environmentally sustainable business -'by referring to various theories which I learnt in my MBA course.

4. Proposal for my custom practical courses at Rushmore University

I will summarize my research results in papers and submit them to Rushmore University, asking for credits for my custom practical courses. I have summarized a draft proposal for my custom practical courses considering coverage of my research topics.

In Table-3.0, I summarized a draft proposal for my practical custom courses. The bibliography and the contents of my custom practical courses are shown in [Appendix-1](#) and in [Appendix-2](#) respectively.

Table- 4.0 A draft proposal for my custom research courses

No.	Name of the custom practical course	*Credits	Total
3101	The environmental problems and environmentally sustainable Business	4	2
3102	Stake holders of environment and relations to economy and business	2	6
3103	Marketing strategy in environmentally sustainable business	3	9
3104	Global competition and politics in environmental protection	3	12
3105	Environmental standard and management systems	3	15
3106	Environmental Analysis, Accounting and Finance in environmentally sustainable business	3	18
3107	Counter measures for environmental problems Challenge in technology , quality and operation for environmental business	4	22
3108	Ethics, Social responsibility and Corporate Citizenship	3	25
3109	Introduction and evaluation of my company's environmentally sustainable business.	6	31
3110	Analysis of best practices in environmentally sustainable business and proposal for future best and theoretically best business model	4	35

(*Credits will be determined by Professor Donald Mitchell based on submitted papers)

5. Conclusion

I have studied Chapters 1 to 6 of The Craft of Research to learn how to carry out my research for my Ph.D. at Rushmore University. I have decided to research 'Environmentally sustainable business', focusing on creating a new environmentally sustainable business model. I have set up ten custom practical courses, which will cover my and my readers' interests and questions related to environmental problems and protection. I have surveyed books that I need to read for the proposed custom study courses and made bibliographies.

Reference,

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Appendix-1

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Appendix-2

Contents and Bibliographies of Proposed custom practical courses

3101 The environmental problems and environmentally sustainable business

CONTENTS

1. The environmental problems

1-1 What is environmental problem?

1-1-1 The definition of the environment

1-1-2 Background of the global environmental problem

1-1-3 History of environmental problems

1-1-4 The characteristics of the environmental problem

1-2 The environment of earth today

1-2-1 Global warming

1-2-2 Industrial waste-recycle society

1-2-3 Chemical emission

1-3 The environmental problem and regulations

2. The environmentally sustainable business

2-1 The purpose of environmentally sustainable business

2-1-1 Pursuit for social responsibility

2-1-2 Establish corporate brand through environmental concern

2-1-3 Seek for business opportunity (risk can be converted to business chance)

2-1-4 Reduce waste and increase efficiency and profit

2-1-5 Eco business

3. Environment and Economy

3-1 Environmental economics

Theories of environmental problem

3-2 Environmentally sustainable economy system

3-3 Future prediction of Japanese industry and economy

3-4 CO2 Emission right, economy and business

3-5 Eco fund

3-6 Eco investment

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1), 2), 3), 9), 11), 14), 27), 28), 29), 31), 36), 37), 42), 49), 68)

3102 Stake holders of environment and relations to economy and business

1. Stake holders of environment

1-1. Environmental ranking and stakeholders

1-2. Companies

1-3. Government

1-4. NGO

1-5. Banks

1-6. Business

1-7. Global trade and environmental protection

BIBLIOGRAPHY

6), 9), 28), 74), 75)

3013 Marketing strategy in environmentally sustainable business

CONTENTS

1. Chances and risks of environmentally sustainable business
 - 1-1 Change of the positioning of environmental protection and eco business
in the management of companies (Model; assumption)
 - 1-2 Spend money for environmental problems (Emergent action)
 - 1-3 Spend less money for environmental problems (Correspondence)
 - 1-4 Gain profit by environmental business (strategy)
2. Chances and risks
Risk management
3. Environmental Marketing
 - 3-1. Consumers' concern on environmental protection
 - 3-2. Big opportunities
 - 3-3. Difficulties in actual situation
 - 3-4. How to find a marketing chance and make it a business
 - 3-5. Environmental monitoring business
 - 3-6. Market potentials risks
 - 3-7. Classification of environmental problem in Japan
 - 3-8. Regulations as risk to companies
 - 3-9. The world eco business
 - 3-10. Brand strategy
 - 3-11. Corporate branding and global environmental problem

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3), 6), 30), 32), 20), 56), 57), 58), 68), 70)

3104 Global competition , politics and environmental protection

CONTENTS

1. Global warming problem and Kyoto proposal
2. Global competition and environmental protection.

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6), 15), 16),18), and newspaper and internet sources.

3105 Environmental standard and management systems

CONTENTS

1. Regulations and standard.
2. ISO 14000
3. Quality improvement
4. LCA and eco labeling
5. Japanese regulations and standard.
6. Eco Stage
7. Kyoto proposal on CO2 reduction plan
8. PRTR system

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3), 12), 19), 25), 64), 65), 66), 69)

3106 Environmental Analysis, Accounting and Finance in environmentally sustainable business
Environmental analysis, Quantitative analysis of environment and business

CONTENTS

1. Environmental analysis

- 1-1. Necessity
- 1-2. Evaluation systems for environmental impact
- 1-3. Ecology and evaluation system
- 1-4. Environment management ranking system

2. Accounting and Finance in environmental business

- 2-1. Environmental accounting
- 2-2. Environmental reporting and accountability
- 2-3. Eco money
- 2-4. Governmental supports on economically sustainable business

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5), 6), 7), 19), 20), 22), 23), 25), 26), 35), 67)

3107 Counter measures for environmental problems

Challenge in technology, quality and operation for environmental business

CONTENTS

1. Countermeasures of environmental problems

- 1-1. Approaches available
- 1-2. Change in consciousness and concerns for environment
industrial ecology
- 1-3. proposed countermeasures
- 1-4. Prevention of global warming

1-5 Zero emission

1-6 Recycling

1-7 Save energy

2. Challenge in technology and operation for environmental business

2-1. Technical challenges of environmentally sustainable business.

2-2. Analysis technology

2-3. Reduction of CO2

2-4. Positioning of Japanese technology

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15), 16), 33),38),39),41),42),55)

3108 Environmental ethics, Corporate Social responsibility and Corporate Citizenship

CONTENTS

1. Environmental problems and Corporate Social Responsibility
2. Corporate Citizenship and relationship with neighbors
3. Governance of environment protection

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12), 48), 53) and related internet information sources.

3109 Analysis and evaluation my company's environmentally sustainable business

CONTENTS

1. The business of my company
 - 1-1 Back ground
 - 1-2 History
 - 1-3 Conversion of a division to an independent company
 - 1-4 Management of the new company
 - Vision
 - Business Strategy
 - Organizational management
 - Human resources management

2. Business results

- 2-1 Fertilizer business
- 2-2 Aqua culture
- 2-3 Plantation

3. The strategic analysis of my company

- 3-1 Analysis of the strategy of my company
- 3-2 Comparison and evaluation of my company's strategy with others

BIBLIOGRAPHY

Original documents in my company
Related internet information

71), 72), 73)

3110 Strategies for environmentally sustainable business

CONTENTS

1. Strategies for environmentally sustainable business

- 1-1. Failure in the past and the new concept
- 1-2. Shift in business paradigm
- 1-3. What is the strategic advantage of environmentally sustainable business?
- 1-4. Environment management stock value
- 1-5. Classification of environmental business strategy
- 1-6. Dealing of CO2 emission right
- 1-7. Flame works to find business strategy

2. Analysis of best practices in environmental sustainable business

- 2-1 Cases and best practices fermentation industries
- 2-1 Cases and best practices in other industries

3. Proposal for future best and theoretical best business models for ultimate competitiveness

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