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Walter Cardoso Satyro, José Benedito Sacomano, José Celso Contador, Cecília M.V.B. Almeida, Biagio F. Giannetti

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Process of strategy formulation for sustainable environmental development: 
basic model

Walter Cardoso Satyro¹, Jose Benedito Sacomano, Jose Celso Contador, Cecilia M. 
V. B. Almeida, Biagio F. Giannetti

¹ Postgraduate Program in Production Engineering, Paulista University (UNIP) 
² Postgraduate Program in Business (UNIP) 
Paulista University (UNIP), Rua Dr. Bacelar, 1212, Sao Paulo, SP, Brazil, 04026-000

ABSTRACT

Although there are substantial benefits by using an adequate strategy in order to reach 
competitive advantage, little attention has been given to the strategy formulation 
process for environmental sustainability. The aim of this research is to propose a basic 
model to formulate strategy for companies that compete pursuing the sustainable 
environmental development. Based on a literature research of 231 papers, 14 papers 
were selected and analyzed in detail using content analysis. These papers were 
categorized into 10 strategy perspectives and compared to the criteria of the Fields and 
Weapons of the Competition model. From this comparison, a basic process of strategy 
formulation was devised. The originality and practical implications of this research is to 
present a basic, adaptable model that can guide entrepreneur, executives and leaders in 
the process of strategy formulation for sustainable environmental development, 
especially in times when the companies become surrounded by so many environmental 
sustainable initiatives that confuse rather than guide.

Keywords: Strategy, Sustainability, Formulation Process, Industry

1. Introduction

Academic research to study ways to improve the competitiveness of industries 
involves resources and research around the world (Contador, 2008; Mintzberg et al., 
2009; Lana, 2011). Much research has been done to identify the factors that can conduct 
the companies to reach success (AlFaris et al., 2016, Baumgartner and Engert, 2016; 
Martens and Carvalho, 2016).

The fast industrialization of most of the countries, with excessive consumption of 
water, energy and raw materials, or the lack of concern about the environmental and

Abbreviations: BSC, Balanced Score Card; CAC, Campos e Armas da Competicao, 
in (Portuguese), Fields and Weapons of the Competition; COSO, The Committee of 
Sponsoring Organizations of the Treadway Commission; DC, Dynamic Capacity; ERM, 
Enterprise Risk Management; MCS, Management Control System; MPLf Foresight 
Multiplatform Foresight; RBV, Resource-Based View; RBV-C, Resource-Based View 
Contingent; SAP, Strategy as Practice; SCS, Sustainable Control System; SD, System 
Dynamics; SVM, Sustainable Value Method; WCED, World Commission on 
Environment and Development.

¹ Corresponding author. Tel.: +55 11 5586-4145 
E-mail address: satyro.walter@gmail.com (Walter C. Satyro)
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