Manuscript Details

Manuscript number   EPP_2018_242_R2

Title   Framing Sustainable Development through Descriptive Determinants in Private Hospitals - Orientation and Organization

Article type   Full Length Article

Abstract

Paper type: Research Paper Purpose – To frame the sustainable development in private hospitals, based on descriptive determinants of orientation and organization from the past to the present. Design/Methodology/approach – Based on an inductive approach, judgmental sampling was used to target relevant health care organizations. Informants were assessed according to their knowledge of their organizations' sustainability initiatives. Findings – Report the main determinants of orientation and organization revealed in relation to the hospitals' past and present sustainability initiatives, providing a foundation for describing their sustainable development. Research limitations/implications – Reveals a selection of descriptive determinants of sustainable development in private hospitals, all of which offers a basis for assessing whether the evolution of organizational sustainability initiatives is major, minor or non-existent. Managerial Implications – The sustainability orientation has changed from value-based initiatives to business-based ones. It has also resulted in the orientation changing from environmental initiatives to social ones, as well as a change from reactive initiatives to proactive ones. Originality/Value – Contributes to framing sustainable development through descriptive determinants in private healthcare organizations. It also divides these determinants into two categories, namely the orientation and organization of sustainability initiatives.

Keywords   sustainable development; health care; Spain

Corresponding Author   Rocio Rodriguez

Order of Authors   Rocio Rodriguez, Goran Svensson, Carmen Otero

Suggested reviewers   Juan C Sosa Varela, Terje Slåtten

Submission Files Included in this PDF

File Name [File Type]

EPP_2019_REVISION REPORT without colours .docx [Response to Reviewers (without Author Details)]

Framing Sustainable Development through Descriptive Determinants High.docx [Highlights]

Framing Sustainable Development through Descriptive Determinants Title pag.docx [Title Page (with Author Details)]

EPP_2019_ Paper_Final Version.docx [Manuscript (without Author Details)]

Framing Sustainable Development through Descriptive Determinants Figures.docx [Figure]

Framing Sustainable Development through Descriptive Determinants Tables.docx [Table]

Framing Sustainable Development through Descriptive Determinants Bio.docx [Author Biography]

To view all the submission files, including those not included in the PDF, click on the manuscript title on your EVISE Homepage, then click 'Download zip file'.

Title: " Framing Sustainable Development through Descriptive Determinants in Private Hospitals - Orientation and Organization"
"

Dear Editor and Reviewer,

We are pleased to have the opportunity to revise our paper again for further consideration in Evaluation and Program Planning.

We hope that you will find our revised paper improved and satisfactory.

We believe that we have been able to address and justify our response to all review comments appropriately.

Best regards,

The authors

Editor

Comments:

We are accepting your paper "pending minor revisions". The changes you made are perfectly adequate, but the publisher is going to want a cleaner final copy. That means not repeating the response to reviewers in the body of the paper and removing the color coding. This will make life a lot easier for all as the paper is readied for publication. Thanks for attending to this matter.

Reviewer 1:

Comments:

I think it is an interesting and relevant study making a relevant contribution. I also think the timing is good of this study. Thanks for the opportunity to review this work on framing sustainable development through descriptive determinants in private hospitals.

Thanks for your encouraging comments

Having said that, I encourage the authors to provide further justification to orientation and organization that frame this study. Why did you select these to frame sustainable development?

The core argument to select this orientation and organization framework reflects the idea that sustainability is time oriented (Hogelvold and Svensson, 2016) and as Bossel (2000) indicated sustainable development is not arbitrary. In fact, the orientation and organization of sustainability initiatives are interconnected. This implies the need for a

company to orientate and plan its strategy, and asses its strategic vision through time, either from the past to the present, or from the present into the future.

Please note that I think they are relevant and fits the data reported well, but I would like to see some further support about them from previous studies or in literature.

This has been incorporated in the new theoretical section: Managing Sustainability in firm´s strategy: Orientation and Organization.

The introduction reads well, but I recommend the authors to elaborate it a bit based on orientation and organisation.

We have incorporated, as suggested, a couple of paragraphs regarding orientation and organization in the Introduction section, as follows:

"In this regard, Hong *et al*. (2019) indicated that a company may gain competitive advantages by using a sustainability orientation as a strategic differentiator. This orientation requires companies to integrate and configure their business models beyond the triple bottom line approach (TBL) (Elkington, 1998) and integrate sustainability issues into its vision and mission (Pereira *et al*., 2019). Moreover, Wijethilake (2017) affirmed that firms need to be proactive in environmental, economic, and socially-related practices, and must include these issues in its strategic orientation and organization.

That is, "sustainable development is not arbitrary" (Bossel, 2000, p. 338). In fact, in order to advance into sustainability, a sustainability-oriented company needs to integrate and consider the TBL precepts explicitly or implicitly in its decision making, and this orienting behavior of the firm should be taken into account in organizing and effectively implementing sustainability initiatives in strategic planning processes. Thus, sustainability within a business model requires a company to adapt a pervasive sustainability orientation and organize this approach in sustainability plans."

The theoretical framework is relevant and reads well too, but again some additional justification of orientation and organization would enhance the framing of the manuscript.

We have incorporated, as suggested, a new section in the theoretical framework: onto orientation and organization in the introduction as follows:

"2.2 Managing Sustainability in firm´s strategy: Orientation and Organization
There is no doubt that nowadays, sustainability, as a new business landscape challenge (Pereira *et al*., 2019; Svensson *et al*., 2018), is truly transforming the competitive landscape of industries and the way businesses do business (Linnenluecke and Griffiths, 2013). In fact, firms aiming to improve their competitiveness are interested in integrating sustainability issues into their business strategies (Vidal Vieira *et al*., 2016; Hong *et al*., 2019). On this issue, it is clear that sustainable principles act as constraints ('orientors') and ensure a sustainability orientation emerges (Bossel, 2000). Yet, firms need to adapt and change their business orientation and their strategic organization towards sustainability to become more competitive (Hallstedt *et al*., 2013; Hussain *et al*., 2018) and, thus, obtain competitive advantages (Ferro *et al*., 2019; Hong *et al*., 2019; Schulz and Flanigan, 2016).

A sustainability orientation of a business implies the integration of the three pillars of sustainability, that is, the TBL approach of sustainability –economic, social and environmental- (Elkington, 1998) in the core of the business model (Parrish, 2010), modifying goals and values, and re-defining the organization's purpose (Stubbs and Cocklin, 2008), A sustainability orientation provides a new and shared normative reference for the business and its interacting parties (Breuert *et al*., 2018).

Also, a business orientation towards sustainability implies the organization of sustainable strategies for firms´ survival, viability, and success (Bossel, 2000; Heikkurinen and Bonnedahl, 2013). In this manner, a sustainability organization refers to the way the company strategically plans and implements sustainability initiatives to successfully create value into the future (Lloret, 2016; Wilhelm *et al*., 2016).

In all, a sustainable firm needs both to define its sustainability goals and *orientation* and manage the requirements for implementing sustainable initiatives (i.e., *organization*). Thus, the sustainability orientation and organization of firms go hand in hand for a successful sustainable firm strategy."

I recommend the authors to verify if there are relevant articles in EPP and also check if the theoretical framework could be updated with a few recent articles from 2017 to 2019 in EPP or other relevant journals. I have noticed that there are two references from 2017 and two from 2018, so I guess it should be possible to find some relevant recent articles to reference.

The references have been updated and also, new papers on the issue in EPP have included. In particular:

"Breuert, H.; Fichter, K.; Lüdeke-Freund, F. and Tiemann, I. (2018). "Sustainability-oriented business model development: principles, criteria and tools", *International Journal of Entrepreneurial Venturing*, Vol. 10, No. 2, pp. 256-286

Ferro, C.; Padin, C.; Høgevold, N.; Svensson, G. and Sosa Varela J.C. (2019). "Validating and expanding a framework of a triple bottom line dominant logic for business sustainability through time and across contexts", *Journal of Business & Industrial Marketing*, Vol. 34, No. 1, pp.95-116.

Hong, P.; Jagani, S.; Kim, J. and Youn, S.H. (2019). "Managing sustainability orientation: An empirical investigation of manufacturing firms", *International Journal of Production Economics,* Vol. 211, pp. 71–81

Hussain, N., Rigoni, U. and Orij, R. P. (2018). "Corporate Governance and Sustainability Performance: Analysis of Triple Bottom Line Performance", *Journal of Business Ethics*, Vol. 149, No 2, p. 411-432.

Breuert, H.; Fichter, K.; Lüdeke-Freund, F. and Tiemann, I. (2018), "Sustainability-oriented business model development: principles, criteria and tools", *International Journal of Entrepreneurial Venturing*, Vol. 10, No. 2, pp. 256-286

Ferro, C.; Padin, C.; Høgevold, N.; Svensson, G. and Sosa Varela J.C. (2019), "Validating and expanding a framework of a triple bottom line dominant logic for business sustainability through time and across contexts", *Journal of Business & Industrial Marketing*, Vol. 34, No. 1, pp.95-116.

Hong, P.; Jagani, S.; Kim, J. and Youn, S.H. (2019), "Managing sustainability orientation: An empirical investigation of manufacturing firms", *International Journal of Production Economics,* Vol. 211, pp. 71-81

Hussain, N., Rigoni, U. and Orij, R. P. (2018), "Corporate Governance and Sustainability Performance: Analysis of Triple Bottom Line Performance", *Journal of Business Ethics*, Vol. 149, No 2, p. 411-432.

Pereira E.; Loureiro I.; Ribeiro P.; Costa S.; Costa N. and Arezes P.M. (2019), Sustainable Business Strategies: What You Think Is What You Do?. In: Arezes P. et al. (eds) *Occupational and Environmental Safety and Health. Studies in Systems, Decision and Control*, Vol 202. Springer, Cham.

Shiel, C.; Filho, W.L.; do Paco, A. and Brandli, L. (2016), "Evaluating the engagement of universities in capacity building for sustainable development in local communities", *Evaluation and Program Planning*, Vol. 54, pp. 123-134.

Smith, M. L.; Durrett, N.K.; Schneider, E.C.; Byers, I.N.; Shubert, T.E.; Wilson, A.D.; Towne Jr., S.D. and Ory, M.G. (2018), "Examination of sustainability indicators for fall prevention strategies in three states", *Evaluation and Program Planning* Vol. 68, pp. 194-201.

Svensson, G., Ferro,C., Høgevold,N., Padin,C., Sosa-Varela, J. and Sarstedt, M. (2018), "Framing the triple bottom line approach: direct and mediation effects between economic, social and environmental elements", *Journal of Cleaner Production*,Vol.197, No.1, pp. 972-991.

Vidal Vieira, J.G., Veiga Mendes, J. and Sanae Suyama, S. (2016), "Shippers and freight operators perceptions of sustainable initiatives", *Evaluation and Program Planning*, Vol. 54, pp. 173-181."

Figure 2 on methodological procedures, objectives and results offers a nice overview of this study – well done!

Thanks for your encouraging comment

I think the method applied by the authors is appropriate and sufficiently reported.

Thanks for your encournging comment

The results are reported in a clear and structured way. The headings and table 1 are good together. The authors have done well to making this section readable and easy to follow.

Thanks for your encouraging comment

I like the summaries at the end of sections that provide the reader with the authors brief thoughts on the results. Table 1 provides a valuable overview that frame the results. I also think that the authors result discussion is good. It gave me an easy way to understand the results.

Thanks for your encouraging comment

The authors have been able to nice report the main research implications in figure 3.

Thanks for your encouraging comment

I also noted the comment that hospitals sustainable development may not be improving, which I think is important to say as the expectation is the opposite but the authors show that it is not the case all the time in the studied hospitals.

Following previous comment, the authors have complemented the current paragraph in this way:

"It can be expected that hospital sustainability development is positive, however, contrary to some previous expectations, a major distinction that has been explicitly revealed in the current study is that an organization's sustainable development may not necessarily be enhancing, it may remain the same or even deteriorate. It is therefore important to reconsider the selection of spectra revealed in previous studies (e.g. Høgevold *et al*, 2014; and Høgevold and Svensson, 2016) so that they are bidirectional, and not only unidirectional."

Also, the authors have reinforced this idea in the conclusións through next paragraphs:

"Furthermore, time is an important factor which affects the evolution of sustainability development in healthcare and in particular in hospitals. There is a lack of in-depth research on the broader importance of time and the evolution of sustainability development. The common view is that sustainability development improves through time, without questioning the real importance and influence of time. This study reveals that healthcare organizations, as many others, have several issues acting as barriers to accomplishing real sustainability development initiatives, issues which have to be deal with. The present study shows how these barriers can affect not only the orientation, but also the organization of hospitals, which can lead the organizations to a negative-sustainability development evolution.

Moreover, future research could be addressed to research the full impact of time on both the orientation and organization of sustainability development in organizations from several industries, and in particular in the healthcare sector."

The managerial implications appear relevant to me, but I am not convinced that figure 4 should stay in the manuscript. Indeed, I recommend the authors to remove it as I do not think it is necessary.

The authors have followed your advice and deleted the figure 4

The conclusion section is short. I wonder if it would be possible to extend it? I think the authors report conclusions but it is done explicit. Indeed, I recommend rewrite to make it clear.

The authors have extended the conclusion section, as it was mentioned previously.

Good luck with your revision. I hope you find my comments relevant and that the manuscript can be improved.

<u>**Reviewer 2.**</u>

- **The manuscript provides an interesting perspective on framing sustainable development in private hospitals, based on descriptive determinants of orientation and organization. The manuscript makes a significant contribution in the way it frames sustainable development through descriptive determinants and in the way the determinants are categorized. A suitable theoretical grounding is provided for the study and the methodology aligns adequately with the aims of the study. The empirical results are well-presented and the authors have included figures that presents the methodology and findings visually. Suitable implications of the findings are presented.**

Thanks for your encouraging comments

Framing Sustainable Development through Descriptive Determinants in Private Hospitals - Orientation and Organization

HIGHLIGHTS

Report the main determinants of orientation and organization from hospitals' past and present sustainability

Reveals descriptive determinants of sustainable development in private hospitals

Divides these determinants into two categories, namely the orientation and organization

Sustainability orientation has changed from value-based initiatives to business-based ones.

The orientation changing from environmental initiatives to social ones.

The orientation changing from reactive initiatives to proactive ones.

Framing Sustainable Development through Descriptive Determinants in Private Hospitals - Orientation and Organization

Rocio Rodriguez
Kristiania University College
NORWAY

Göran Svensson
Kristiania University College
NORWAY

Carmen Otero
Universidad de Vigo
ESPAÑA

Framing Sustainable Development Through Descriptive Determinants in Private Hospitals - Orientation and Organization

STRUCTURED ABSTRACT

Paper type: Research Paper

Purpose – To frame the sustainable development in private hospitals, based on descriptive determinants of orientation and organization from the past to the present.

Design/Methodology/approach – Based on an inductive approach, judgmental sampling was used to target relevant health care organizations. Informants were assessed according to their knowledge of their organizations' sustainability initiatives.

Findings – Report the main determinants of orientation and organization revealed in relation to the hospitals' past and present sustainability initiatives, providing a foundation for describing their sustainable development.

Research limitations/implications – Reveals a selection of descriptive determinants of sustainable development in private hospitals, all of which offers a basis for assessing whether the evolution of organizational sustainability initiatives is major, minor or non-existent.

Managerial Implications – The sustainability orientation has changed from value-based initiatives to business-based ones. It has also resulted in the orientation changing from environmental initiatives to social ones, as well as a change from reactive initiatives to proactive ones.

Originality/Value – Contributes to framing sustainable development through descriptive determinants in private healthcare organizations. It also divides these determinants into two categories, namely the orientation and organization of sustainability initiatives.

Keywords: sustainable development, health care, Spain

Framing Sustainable Development Through Descriptive Determinants in Private Hospitals - Orientation and Organization

1. INTRODUCTION

Sustainable development implies closing a gap between two points in time. The World Commission on Environment and Development (WCED, 1987) defines sustainable development as inter-generational well-being, highlighting transformational and long-term change, rather than short-term planning cycles and strategies. Similarly, in the business management literature, sustainability denotes business practices and related efforts referring to organizational economic, social and environmental actions that evolve through time (Hogelvold and Svenson, 2016). Walker and Laplume (2014) argue that sustainability is inherently considered with long time-frames and George and Jones (2010) specifically call for the inclusion of time into sustainability research. Subsequently, sustainable development and the business initiatives undertaken by organizations need to be assessed through time, either from the past to the present, or from the present into the future.

The issue of temporality has been treated theoretically in the strategic literature, mainly applied by explaining change, interaction and the evolution of business networks and relationships (e.g. Hedaa and Törnroos, 2008; Medlin, 2004). Additionally, there are some methodological works (Araujo and Easton, 2012; Halinen and Tornroos, 1995), as well as theory-building research, in which time is considered as a boundary condition (George and Jones, 2000; Peters *et al.*, 2012).

However only a few empirical studies report on the evolutionary determinants of organizational sustainable development or on the sustainable initiatives carried out by organizations. For example, Høgevold and Svensson (2016) and Høgevold *et al.* (2014) explore multiple evolutionary directions in order to assess the organizational efforts and priorities of sustainability initiatives through time. There are, to the best of the authors knowledge, no previous studies that have focused on the orientation and organization of sustainability initiatives through time, from the past to the present.

In this regard, Hong *et al.* (2019) indicated that a company may gain competitive advantages by using a sustainability orientation as a strategic differentiator. This orientation requires companies to integrate and configure their business models beyond the triple bottom line approach (TBL) (Elkington, 1998) and integrate sustainability issues into its vision and mission (Pereira *et al.*, 2019). Moreover, Wijethilake (2017) affirmed that firms need to be proactive in environmental, economic, and socially-related practices, and must include these issues in its strategic orientation and organization.

That is, "sustainable development is not arbitrary" (Bossel, 2000, p. 338). In fact, in order to advance into sustainability, a sustainability-oriented company needs to integrate and consider the TBL precepts explicitly or implicitly in its decision making, and this orienting behavior of the firm should be taken into account in organizing and effectively implementing sustainability initiatives in strategic planning processes. Thus, sustainability within a business model requires a company to adapt a pervasive sustainability orientation and organize this approach in sustainability plans.

The orientation of sustainable development frames the direction of sustainability initiatives, while the organization of sustainable development frames their foundation. In

conjunction, the orientation and organization of sustainability initiatives are interconnected and offer a framework for assessing the sustainable development from the past to the present, as shown in Figure 1.

Insert Figure 1 about here.

There is a need to complement the evolutionary determinants reported by Høgevold and Svensson (2016) and Høgevold *et al.* (2014). The research objective is therefore to frame the sustainable development in private hospitals based on descriptive determinants of orientation and organization from the past to the present.

2. FRAME OF REFERENCE

2.1 Sustainable Development, and Sustainability in Strategic Management
Hawkins and Wang (2012) indicate that sustainable development tends to go hand in hand with sustainability. At a broad level, and according to the principles of sustainable development, companies need to actively pursue sustainability practices (Sharma, 2003; Linnenluecke and Griffiths, 2010). That is, sustainable development implies the need for economic, social and environmental sustainability in business models (Bansal, 2005; Bocken *et al.*, 2013).

The core argument of sustainable development proposed by the WCED (1987) reflects the notion of considering and then integrating social, economic and environmental interests and initiatives into business. Kuckertz and Wagner (2010, p. 526) suggest that: "…*sustainable behavior, or in short sustainability, is a paradigm that functions as a reference point for the development of solutions to today´s environmental and societal challenges*…". Leuenberger and Bartle (2009) consider that a sustainable development plan integrates sustainability into the decision-making. And Shiel *et al.* (2016, p. 132) argued that the "*evaluation and programme planning on sustainable development are thus of great relevance*".

The fact is that sustainability, as a *mantra* for the "new societies", has "*drastically changed the way in which companies do business*" (Linnenluecke and Griffiths, 2013, p. 382). Nowadays, sustainability: (i) is a central element of the business itself (Yang *et al.*, 2017); (ii) is integrated into a company´s strategy, vision and culture (Jin and Bai, 2011; Stead and Stead, 2000); and (iii) relevant decisions are made at a strategic level (Engeert *et al.*, 2016). Even so, Daily and Huang (2001) indicate that there is a lack of clarity on how to implement sustainability in organizations.

In strategic management, the term strategy is about choosing a long-term orientation and organization of company goals and actions to successfully create sustainable value for the firm and its stakeholders. Lloret (2016, p. 418) writes that: "…*sustainability implies continuity*…", and therefore "…*sustainable companies are those developing a strategy that sustainably generates and captures value into the future*…". Therefore, considering sustainability in the business level implies satisfying the needs of actual and future stakeholders (Maletic *et al.*; 2014).

Moreover, sustainability in relation to organizations is also referred to as corporate sustainability (Linnenluecke and Griffiths, 2010) and implies a holistic perspective (Lozano, 2012), which means that its three dimensions (economic, social and

environmental), impacts and interrelations need to be considered in strategic business management for a firm following a sustainable strategic approach (Baumgartner, 2014). Hallstedt *et al*. (2013) or Ferro *et al*., (2019) also comment that sustainability initiatives can make companies more competitive. But, equally, the failure to link strategy and sustainability initiatives may cause companies to fail in their sustainability efforts (Porter and Kramer, 2006). Thus, there is a need to connect strategy and sustainability efforts.

In all, the goal of this study is to contribute to ongoing efforts at understanding the determinants of sustainability initiatives. In particular, the study takes a look at the orientation and organization of sustainability initiatives in the healthcare industry, specifically, private hospitals over time.

2.2 Managing Sustainability in firm´s strategy: Orientation and Organization
There is no doubt that nowadays, sustainability, as a new business landscape challenge (Pereira *et al*., 2019; Svensson *et al*., 2018), is truly transforming the competitive landscape of industries and the way businesses do business (Linnenluecke and Griffiths, 2013). In fact, firms aiming to improve their competitiveness are interested in integrating sustainability issues into their business strategies (Vidal Vieira *et al*., 2016; Hong *et al*., 2019). On this issue, it is clear that sustainable principles act as constraints ('orientors') and ensure a sustainability orientation emerges (Bossel, 2000). Yet, firms need to adapt and change their business orientation and their strategic organization towards sustainability to become more competitive (Hallstedt *et al*., 2013; Hussain *et al*., 2018) and, thus, obtain competitive advantages (Ferro *et al*., 2019; Hong *et al*., 2019; Schulz and Flanigan, 2016).

A sustainability orientation of a business implies the integration of the three pillars of sustainability, that is, the TBL approach of sustainability –economic, social and environmental- (Elkington, 1998) in the core of the business model (Parrish, 2010), modifying goals and values, and re-defining the organization's purpose (Stubbs and Cocklin, 2008), A sustainability orientation provides a new and shared normative reference for the business and its interacting parties (Breuert *et al*., 2018).

Also, a business orientation towards sustainability implies the organization of sustainable strategies for firms´ survival, viability, and success (Bossel, 2000; Heikkurinen and Bonnedahl, 2013). In this manner, a sustainability organization refers to the way the company strategically plans and implements sustainability initiatives to successfully create value into the future (Lloret, 2016; Wilhelm *et al*., 2016).

In all, a sustainable firm needs both to define its sustainability goals and *orientation* and manage the requirements for implementing sustainable initiatives (i.e., *organization*). Thus, the sustainability orientation and organization of firms go hand in hand for a successful sustainable firm strategy.

2.3 A Time Framework in Business Research
At the very beginning of their paper, Ancona *et al*. (2001, p. 512) state explicitly: "…*time and timing are everywhere…*". In the business research area, Lee and Liebenau (1999) specifically claim that organizations, as well as their members, exist and perform their activities within the dimensions of time and space.

Authors such as Langley (1999), Plakoyiannaki and Saren (2006), or Quintens and Matthyssens (2010) argue that time can be seen as a frame of reference for explaining and understand organization, management and marketing processes, and Bizzi and Langley (2012) consider that process research literature is concerned with "…*temporal patterning*…" (p. 225).

Nonetheless, and even assuming that management is fascinated with time (Orlikowski and Yates, 2002), and bearing in mind the idea that the interaction, relationships and network perspectives of business work within time (Medlin, 2004): "…*the gap in temporal research in marketing and management is remarkable…*" (Quintens and Mattyssens, 2010, p. 92).

In the business area, time is often referred to as the point or period when something occurs. Peters *et al.* (2012, p. 731) identify the notion of time as: "…*a sequence in which actions unfold, stretching from the past through the present to the future…*". Quintens and Matthyssens (2010) specify this concept and consider temporal research as a broader term involving: "…*all research that includes at least one temporal aspect such as process or a reference to past and future…*" (p. 91). In this regard, Medlin (2004) highlights the importance of considering the process of business actions and interactions and how they unfold over time.

Halinen and Törnroos (1995) and Peters *et al.* (2012) consider the need to include the subjective aspects of time, like social, cultural of contextual situations in understanding time research. In all, time may therefore be considered as a phenomenon comprising both objective and subjective realities (Mason and Leek, 2012; Orlikowski and Yates, 2002) which helps us to understand the reality (Halinen *et al.*, 2012). Thus, all phenomena exist in and through time (Medlin, 2004).

Halinen *et al.* (2012) indicate that a better understanding of time allows researchers to gain a comprehension of business processes, relationships and networks. If a theory is aimed to provide an accurate description or explanation of a phenomenon, "…*explicitly considering and incorporating time in business studies will helping researchers to give a more realistic explanation of business and individuals behavior…*" (George and Jones, 2000, p. 670). That is, in social sciences, it is essential to understand how a phenomenon evolves over time (Ferro *et al.*, 2019), particularly in the marketing and management literature, where actions and interactions are the "…*heart or the relationship and network perspective of business markets…*" (Medlin, 2004, p. 185).

In fact, Kaplan (1964) proposes four related elements of theory building: what are the constructs, how and why are they related, and who do they apply to. George and Jones (2000, p. 658) affirm that: "…*the time condition (…) plays a much more important and significant role in theory and theory building because time directly impacts the what, how, and why elements of a theory…*". Additionally, Quintens and Matthyssens (2010, p. 91) state that "…*one particular type of research where time and processes may play a major role is case study research…*". Therefore, in the social sciences, focusing on time enables researchers to gain through developing business models (Hedaa and Törnroos, 2008).

2.4 Sustainability and Time in Healthcare Services

The study of the relationships between business management and sustainability initiatives has been receiving much attention recently as a research issue, especially in the services business area. Hedaa and Törnroos (2008) argue that organizations have moved from discrete transactions to long-term relationships, mainly in business-to business-and service marketing, which implies interconnections where time should certainly be considered.

In fact, Quintens and Matthyssens (2010) point out the lack of knowledge in terms of time, despite its effects on business and society. Moreover, Olsen (1998) concluded years ago that there is a high interest in studying this issue of sustainability in the healthcare sector, in order to make services more sustainable and reinforce service delivery. Dyllick and Hockerts (2002) conclude that corporate sustainability requires a long-term orientation.

Sustainable-development-oriented service organizations are those that make efforts to balance economic, social and environmental actions, while creating long-term value for their stakeholders (Svensson *et al.*, 2018). Wijethilake (2017) indicate that organizations should be proactive in terms of environmental, economic, and socially-related practices. Olsen (1998, p. 287) considers a sustainable health service: "…*when operated by an organizational system with long term ability to mobilize and allocate sufficient resources for activities that meet individual or public health needs…*".

Recently, Engeert *et al.* (2016) state that incorporating sustainability activities into business implies a strategic approach, so as to ensure that these initiatives are included in business strategy and processes, since integrating sustainability into business is a long-term decision (Pereira *et al.*, 2019). And Smith *et al.* (2018) indicate the importance of writing actions plans to enhance the long term and continuity while implementing a strategic issue. Maletic *et al.* (2018) indicate further that this long-term focus allows customizing sustainability practices. Hogelvold and Svensson (2016) suggest that the efforts made by these companies while achieving sustainability vary through time.

In all, recognizing strategic work as one of the major challenges for companies while committed to sustainability (Bonn and Fisher, 2011; Lahtinen *et al.*, 2018) and, acknowledging that a long-term orientation is required when dealing with sustainability (Dyllick and Hockerts, 2002), it can be stated that commitment to sustainability in the healthcare service industry requires a strategic approach which can only be considered through time. Therefore, this works presents a longitudinal case analysis of private hospitals in the healthcare Spanish industry, qualitatively analyzing past and present sustainability initiatives in the light of framing time as a core issue.

3. METHODOLOGY
This study was conducted in the Spanish healthcare industry, but specifically in the private sector, and focusing on hospitals. The term private health refers to when those services are "delivered by individuals and institutions not administered by the state government (Rahmna *et al.*, 2018, p. 349). Focusing on one industry has helped to control the interference of other industries, thus overcoming contextual bias (Hartline and Jones, 1996).

Several characteristics determined the industry selected for this study. On the one hand, the Spanish private healthcare industry does still not have an advanced orientation and

organization of sustainability initiatives in general, but this private sector has evolved significantly in recent years, thereby becoming relevant to explore. On the other hand, private hospitals in Spain use private funding, which enables them to carry out the sustainability initiatives that are considered appropriate, so that the decision depend on the hospital itself. Furthermore, the mission, vision and values of a hospital are oriented to the healthcare of patients, which would logically be aligned with care of the environment. The philosophy of caring for patients implies indirectly to care for society itself, which that is compounded for the actual of potential patients, and to care the natural environment, which affects the health of patients.

This investigation is based on the case study methodology, in order to analyze and understand the complexity of implementing sustainability initiatives in the studied hospitals. The data collection and subsequent analysis was guided by the development of a theoretical proposition in the case study of Yin (1994). This study applies the framework of Halinen *et al*. (2012; p. 8) "*…periods are also important within entities for classifying parts of time flow, for instance, into past, present and future… … Also, since time periods are derived from time as flow, there is necessarily a directional nature to time periods, both within a period and from one to another. This leads us to discuss the connections between time flow and periods…*"

The selection of each hospital was based on judgmental sampling (Fischhoff and Bar-Hillel, 1982). The researchers established contact with the CEOs of eleven private hospitals and organized a screening interview about the main sustainability initiatives carried out by the hospital.

Figure 2 summarize the steps followed in the methodology stage.

Insert Figure 2 about here.

The application of organizational sustainability initiatives was not recognized as part of the core hospital activity by the CEO in seven of the eleven selected hospitals. They did not even recognize the importance of doing a CSR-report for performing at least the required legal environmental actions. Consequently, four private hospitals of the initial eleven were selected after the screening interviews, all of which were located in different healthcare regions of Spain.

In all four cases, the CEOs explained to the researchers the general sustainability initiatives undertaken by the hospitals, the CEOs redirected the researchers to the Communication Director of the hospitals who was the person in charge of the CSR-report.

A series of in-depth interviews were conducted with each hospital for two years, so as to assess the evolution of sustainability initiatives undertaken. As in Høgevold *et al*., (2014) and a follow-up study by Høgevold and Svensson (2016) in the in-depth interviews, informants were asked about sustainability initiatives across different areas through a large number of questions, in order to assess the direction through time of the hospital.

The key informants were also asked about their views on the direction of sustainability initiatives. Therefore, a large amount of information was obtained about the sustainability initiatives through time.

Each interview lasted between 60 and 90 minutes, and the content was transcribed, then was structured, highlighting the most important points so as to create summary reports.

The inductive approach proposed by (Thomas, 2006) was considered relevant to this study: (i) the researchers obtained a large amount of data which offered evolutionary insights into the sustainability initiatives of the studied private hospitals; (ii) the gathered data established links and provided comparisons between the sustainability initiatives through time, revealing differences and similarities between the studied hospitals; and a framework could be developed from the experience communicated by the informants.

When the interview series was finalized in the studied hospitals, an additional series of in-depth interviews with four additional private hospitals in various regions in Spain were conducted to verify the accuracy and consistency of the results.

4. EMPIRICAL FINDINGS

In this section, we report the empirical findings from each private hospital studied (i.e. PriHosp1, PriHosp2, PriHosp3 and PriHosp4) divided into the orientation and organization of sustainability initiatives in the past as well as in the present.

We report the main determinants of orientation and organization revealed in relation to the hospitals' past and present sustainability initiatives, providing a foundation for describing their sustainable development. Table 1 shows the structure and headings that we use to report the empirical findings.

Insert Table 1 about here.

As previously mentioned, the descriptive constituents displayed in Table 1 are also subdivided into past and present sustainability initiatives in the paragraphs that follow. This provides a foundation for discussing the sustainable development undertaken by each hospital.

4.1 Orientation of Sustainability Initiatives

4.1.1 Value- Versus Business-Oriented

PriHosp1 was value-oriented in the past, but is business-oriented in the present
The mission, vision and core values of PriHosp1 addressed in the past intra-organizational sustainability concerns (e.g. the hospital had its own management system for assessing sustainability excellence), but the hospital's awareness emerged progressively to address the external concerns of sustainability in the surrounding environment.

Although PriHosp1 is profit-oriented, the main reason to initiate environmental sustainability initiatives was the values held by their managers and other staff. The hospital has always been following its ethical code that it is the foundation of its organizational values.

PriHosp1 has nowadays become a point of reference and benchmark for other healthcare organizations in the region. PriHosp1 is aware of sustainability as a competitive advantage in the market and society. The hospital is therefore striving to implement sustainability in its organizational mission (e.g. investing in research and teaching

programs to educate doctors and local society in general about healthcare subjects), vision and values (e.g. rational and appropriate use of medicine and available resources).

PriHosp2 was business-oriented in the past, and is still business-oriented in the present
PriHosp2 focused merely on environmental sustainability initiatives in the past as a way of reducing costs (e.g. installation of solar panels for heating). A few social initiatives were conducted with NGOs (e.g. it sent outdated medical machines and orthopedic material to some communities in Morocco through the Happiness Without Borders Association), all of which had been given away to avoid costs of withdrawal for the hospital.

The current sustainability initiatives are part of PriHosp2's market strategy. The goal is to be at the same level of sustainability as its main healthcare competitors in the market and society so as to gain public bids. It also wants to improve its image in order to attract patients through sustainability initiatives.

PriHosp3 was value-oriented in the past, and is still value-oriented in the present
The main priority of PriHosp3 in the past was to engage with social sustainability needs beyond just considering the costs. The social sustainability initiatives had been performed for many years. The nuns could attend to patients in the hospital and be sent out on missions abroad, thus forming part of the organizational culture of PriHosp3.

The hospital's engagement in sustainability initiatives has not changed much through time, but social sustainability initiatives remain an organizational priority. Although PriHosp3 is value-oriented, the CEO is concerned about the effectiveness of the undertaken sustainability initiatives, such as the balance between costs and outcome.

PriHosp4 was business-oriented in the past, and is still business-oriented in the present
PriHosp4 is a foundation with a business approach to running the hospital. The concept of sustainability was not clear in the past, and rather diffuse. The sustainability initiatives were limited to the ones PriHosp4 was obliged to do. PriHosp4 mainly considered whether the sustainability initiatives were necessary and their cost. PriHosp4 invests in sustainability initiatives that generate a surplus of benefits that exceeds the cost of performing them, and only engage in those that have practical relevance or that the hospital considers promising.

Summary of findings
The studied hospitals' sustainability initiatives were both value-oriented (PriHosp1 and PriHosp3) and business-oriented (PriHosp2 and PriHosp4) in the past, while they are mostly business-oriented (PriHosp1, PriHosp2 and PriHosp4) in the present, but PriHosp3 is still value-oriented.

It should be noted that the studied hospitals do not usually recognize that their sustainability initiatives are business-oriented. Furthermore, the studied hospitals do not want to be seen as a business, but rather as an organization taking care of people's health issues.

4.1.2 Environmental- Versus Socially-Oriented

PriHosp1 was environmentally-oriented in the past, but is social-oriented in the present

PriHosp1 conducted sustainability initiatives beyond mere compliance in the past, in relation to contemporary laws and regulations stipulating environmental rules in society. For example, the hospital conducted environmentally-oriented initiatives to accomplish the required conditions of ISO-certification (e.g. ISO 14001), in order to qualify for public procurement bids.

PriHosp1 considers that it has enough environmentally related sustainability initiatives (e.g. ISO 14001), but intend to focus more on socially related sustainability initiatives (e.g. promote association with different public and private universities for research purposes, promote patient associations, prevention campaigns for breast cancer).

Financial resources frame the organizational possibilities and limits of sustainability initiatives of PriHosp1, as for all private hospitals, but PriHosp1 stresses efficiently managing its resources, focusing mainly on sustainability-related quality concerns (e.g. the hospital has been recently awarded European Excellence 400+ for its implementation of the *European Foundation for Quality Management* model EFQM and it holds ISO9001 that certifies the management quality.

PriHosp2 was environmentally-oriented in the past, but is social-oriented in the present
PriHosp2's social and environmental initiatives were short-term in the past. The hospital was closely involved with the local society (e.g. after the civil war, this was one of the few private hospitals in the area, and the only public one was outdated and dysfunctional)

PriHosp2 started to reflect on what sustainability initiatives it could engage in, although the concept of sustainability and its content was not clear. It was merely about the sum of initiatives, such as the difference between environmental initiatives related to costs and laws, as well as regulations, while social initiatives were related to the organizational values.

The economic budget was limited in the past, a reason why PriHosp2 only approved minor social sustainability initiatives. The environmental initiatives focused on reducing the heating costs of the hospital and radiology, with the economic aim of saving money.

Nowadays, sustainability initiatives are part of the market and business strategy of PriHosp2. The social sustainability initiatives are more and more socially-oriented (e.g. promoting health, sports and research), rather than environmentally-oriented, as the hospital wants to appeal to people who really need healthcare.

PriHosp3 was socially-oriented in the past and is still socially-oriented in the present
PriHosp3's social sustainability initiatives were the most important ones in the past. Environmental sustainability initiatives were cost-oriented, so as to free up financial resources for social sustainability initiatives.

PriHosp3 still focuses on social sustainability initiatives and emphasizes the local environment rather than distant missions. Nevertheless, the hospital to some extent take into account the greater society too (e.g. training on human and Christian values, as it is a religious order).

PriHosp4 was environmentally-oriented in the past, but is socially-oriented in the present

PriHosp4 had an intra-organizational focus on sustainability initiatives in the past and was not really concerned about external ones in society. The hospital engaged mainly in sustainability initiatives to comply with the law, though it sometimes engaged in others beyond mere compliance.

PriHosp4 does not operate in the public health care sector, thus enabling it to maintain flexibility to decide on what sustainability initiatives to execute and what not. The hospital is today more concerned about social sustainability initiatives (e.g. research on the psychological consequences of breast cancer) than environmental ones. Furthermore, it also focuses on sustainability initiatives in the nearby surroundings, where the outcome can be observed and assessed.

Summary of findings
Environmental sustainability initiatives were indeed mostly promoted in the past by the studied hospitals (PriHosp1, PriHosp2 and PriHosp4), except the one that has a religious-order background (PriHosp3). Social sustainability initiatives are extensively promoted nowadays by all studied hospitals.

4.1.3 Reactive versus Proactively-Oriented

PriHosp1 was reactively-oriented in the past, but is proactively-oriented in the present
PriHosp1 was reactive in the past when it came to social sustainability initiatives. In fact, the hospital did not realize that their sustainability initiatives were myopic, but eventually, it was acknowledged.

Subsequently, the leadership team realized the importance of the hospital engaging in sustainability initiatives. The hospital continues to be a point of reference and 'best practice' benchmark of sustainability initiatives to other hospitals in the region.

PriHosp1 also promotes sustainability initiatives in other organizations by producing a sustainability-report every year since 2014. Furthermore, the hospital is part of the United Nations Global Compact (2015), committed to the 10 principles of the compact and helping to achieve sustainable development goals.

PriHosp2 was reactively-oriented in the past, but is proactively-oriented in the present
PriHosp2 engaged to some extent in sustainability initiatives requested by NGOs, based on the demand from employees. The hospital engaged in sustainability initiatives that had low costs (e.g. donating old medical equipment and offering free medical visiting hours).

PriHosp2's sustainability initiatives are nowadays proactive investing in the organizational structure to accomplish specified sustainability initiatives (e.g. In Oasis Raid, a nurse from this hospital is covering each stage, giving assistance). However, it is not enough, although the hospital cannot perform additional sustainability initiatives at the moment, due to financial constraints.

PriHosp3 was reactively-oriented in the past, but is proactively-oriented in the present
PriHosp3 engaged with NGO-associations to perform social sustainability initiatives, such as SOLCA, which a foundation to promote child health in the Dominic Republic, as well as the nuns requesting a mission for social sustainability initiatives elsewhere.

PriHosp3 nowadays has a budget of sustainability initiatives, although is not a separate account. The hospital is proactive and strives to make people aware of the existing social concerns in the society.

PriHosp4 was reactively-oriented in the past, but is proactively-oriented in the present
PriHosp4 did not have any particular emphasis for its sustainability initiatives in the past, and the hospital was mainly reactive engaging in sustainability initiatives that "came around" and were considered interesting. The hospital was at times proactive with humanitarian initiatives, or environmental ones that reduced financial costs. Consequently, sustainability initiatives were not prioritized by the hospital in the past.

PriHosp4 is nowadays proactively-oriented, selecting and deciding on its own sustainability initiatives, rather than waiting for proposals from others (e.g. NGOs). The leadership team of the hospital is in charge of determining what sustainability initiatives to undertake each year. Although PriHosp4 is proactively-oriented, it is about to minimize its sustainability engagement, just meeting the objectives.

Summary of Findings
All the studied hospitals (PriHosp1, PriHosp2, PriHosp3 and PriHosp4) were reactively-oriented in the past, while all of them (PriHosp1, PriHosp2, PriHosp3 and PriHosp4) have become proactively-oriented in the present.

4.2 Organization of Sustainability Initiatives

4.2.1 Employee- Versus Top Staff-Organization

PriHosp1 was employee-organized in the past, but is top-staff-organized in the present
The organizational awareness of sustainability was based on the initiatives of medical doctors, though the top-level managers of PriHosp1 considered sustainability initiatives to be important. Therefore, the leadership team usually supported the sustainability initiatives proposed by their doctors at the time.

They also at times supported the sustainability initiatives proposed by others, such as NGOs. For example, PriHosp1 has always collaborated with the Red Cross. Current organizational sustainability initiatives are top-down organized rather than bottom-up initiated as in the past.

Nowadays, the CEO is aware of the importance of sustainability initiatives to achieve quality (e.g. the CEO promotes informative sessions, such as 'sustainability in medial drug use', which are attended by most of the public and private entities related to healthcare).

The CEO is also a driving force of sustainability in the hospital. Sustainability is now a mainstream concern in the hospital, but it is still not fully incorporated throughout the organization, as desired by top-level managers.

PriHosp2 was employee-organized in the past, but is top-staff-organized in the present
PriHosp2 was created by a doctor and subsequently family-owned. The family translated its values into the management practices of the hospital. Doctors employed at the hospital collaborated with the medical association (ASSIDO) for social sustainability initiatives

(e.g. employment integration of people with Down´s syndrome). The medical association promoted the initiatives and searched for doctors and other resources from the hospital.

The CEO of PriHosp2 approved or declined the payment for days off for the doctors, or the supply of medical equipment and medicines. Nowadays, environmental and social sustainability initiatives are organized top-down.

PriHosp2 still has a moderate sustainability budget, though it is larger than in the past. The hospital strives to keep a balance between the costs generated and the advantages of sustainability initiatives.

The organizational culture of PriHosp2 is a decisive factor in the hospital. Most employees have worked for a long time in the hospital, which has made it difficult for them to change their views on responsibilities in order to include sustainability initiatives (e.g. initiatives to become a paperless hospital, but the employees want to continue documenting on printed paper).

PriHosp3 was employee-organized in the past, but is top-staff-organized in the present
PriHosp3 was and is still part of a religious order. Subsequently, the nuns managed the hospital in the past. Furthermore, most employees were nuns who conducted social sustainability initiatives, because of their personal vocation and conviction. Social sustainability initiatives were mainly based on the nuns' effort and commitment.

The operative nuns still determine the sustainability initiatives, but nowadays, a CEO manages the hospital. The sustainability concept is clearer today. The CEO addresses, cares for and controls the sustainability initiatives (e.g. pediatrician program in a Third World Country)

PriHosp4 was employee-organized in the past, but is organized top-staff in the present
Sustainability initiatives were organized bottom-up. For example, employees asked for permission to engage in sustainability initiatives, though they did not label them as such (e.g. medical services in collaboration with NGO´s). Sustainability initiatives were based on the values of PriHosp4's employees.

Being a foundation, PriHosp4 must reinvest at least 70% of the profit. Subsequently, it has available a larger financial budget than other private hospitals, but it does not necessarily invest in sustainability initiatives. Top-level managers decide on sustainability initiatives at present, so PriHosp4 applies a top-down approach to the organizational of sustainability initiatives

Summary of Findings
At all the studied hospitals (PriHosp1, PriHosp2, PriHosp3 and PriHosp4), sustainability initiatives were employee-organized in the past, while all of them (PriHosp1, PriHosp2, PriHosp3 and PriHosp4) are organized by top-staff at present.

4.2.2 Improvised- versus Planned-Organization

PriHosp1 was improvise-organized in the past, but is plan-organized at present

PriHosp1's sustainability plan was non-existent as well as no significant funds for sustainability had been available in the hospital in the past, but only minor designated ones to support sustainability initiatives with a specific beginning and end.

Today, PriHosp1 invests in changes for adapting the hospital to environmentally friendly conditions, so as to improve its sustainability image. The hospital is part of a national institute named INIDRESS (Instituto de Innovación y Desarrollo de la Responsabilidad Social y Sociosanitaria).

PriHosp2 was organized on an improvised basis in the past, but is -organized in the present
On the one hand, social initiatives were not planned by PriHosp2, but reactive, based on bottom-up and altruistic employee reasons. On the other hand, environmental initiatives were to some extent mere legal compliance, and extending slightly beyond looking carefully into the investment required and the benefits of reducing costs.

PriHosp2 did not have or plan to have an organizational structure in place to support sustainability initiatives, and is still family-owned. The hospital is aware that other hospitals are dedicating time and resources to sustainability initiatives, which it also needs to do, in order not to be excluded from the healthcare business. The hospital therefore plans its sustainability initiatives for the whole year as part of its business strategy (e.g. it dedicates an annual budget to sustainability initiatives)

PriHosp3 was organized on an improvised basis in the past, but is presently organized on a planning basis
The funds for engaging in sustainability initiatives were very limited at PriHosp3 in the past. The hospital did not have a budget for sustainability initiatives, and it was the religious order that organized the hospital's social sustainability initiatives.

In the same way, the planning of sustainability initiatives did not originate from the hospital itself, but also from the religious order, as well as the other desired sustainability initiatives, and therefore the initiatives seemed to be improvised by PriHosp3. Today, the sustainability initiatives are planned by PriHosp3 and they are long-term.

The hospital would like to engage further in social sustainability initiatives, but financial constraints limit the current options. PriHosp3 nowadays plans the sustainability initiatives so as to control the required engagement and related costs.

PriHosp4 was organized on an improvised basis in the past, but is presently organized on a planning basis
The hospital did not plan sustainability initiatives in the past. The main focus was not on sustainability initiatives being simple or complex, or short- or long-term, but purely cost-driven.

The concept of sustainability is better understood today in the hospital and more important than in past. However, PriHosp4 is not ready for a consistent planning of its sustainability initiatives.

The hospital acknowledges the need to pay attention to sustainability concerns, but this is presently not a major concern or priority. Sustainability initiatives are more distinct

today than in past, but the current ones are mostly still not planned properly. The hospital does not invest enough time and resources in an organizational commitment to sustainability initiatives.

The hospital focuses on long-term sustainability initiatives, because they save time compared to short-term ones. When decisions are taken to engage in sustainability initiatives the investment needed is planned and controlled, although the hospital is not sufficiently engaged in sustainability initiatives.

Summary of Findings
All the studied hospitals (PriHosp1, PriHosp2, PriHosp3 and PriHosp4) were improvise-organized in the past, while all of them ((PriHosp1, PriHosp2, PriHosp3 and PriHosp4) are plan-organized in the present. Financial requirements are a limit for planning sustainability initiatives properly.

4.2.3 Unstructured- Versus Structured-Organization

PriHosp1 was unstructured in the past, but is presently structured in terms of organization
PriHosp1 engaged in sustainability initiatives in the past, which were demanded by others in the society (e.g. a field hospital that the Red Cross wanted). The hospital did not have a specific department or function in charge of its sustainability initiatives. Depending on the specific sustainability initiative, one or several employees were in charge. PriHosp1 did not follow up or evaluate its sustainability initiatives.

Today, sustainability initiatives are developed continuously and take years to implement fully. PriHosp1 divides its sustainability initiatives into a few main goals, such as labor integration with disabled individuals, a promotion program and informational for the healthcare, NGO and social organizations collaboration, promotion of sport and culture, research and teaching.

The hospital also looks at other more advanced organizational models to achieve its sustainability goals. Furthermore, PriHosp1 has been proactive, hiring a person in charge of the organizational sustainability initiatives.

PriHosp2 was unstructured in the past, but is presently structured in terms of organization
PriHosp2 had nobody in charge of their sustainability initiatives, all of which some were developed and promoted by the employees themselves and implemented by them. Furthermore, the hospital did not have a dedicated budget for sustainability initiatives.

In the past, it was not explicit what benefits could be achieved for the hospital by engaging in sustainability initiatives. It was also not evident what would constitute be suitable or necessary sustainability initiatives. Furthermore, the relevance of and resources needed for engaging in sustainability initiatives were unclear to PriHosp2.

The hospital nowadays considers sustainability as part of its business strategy. PriHosp2 knows that the organizational strategy behind the sustainability initiatives should broaden the boundaries (e.g. educational talks about breast cancer and Alzheimer´s) and communicate with the society about its sustainability initiatives, so as to potentially involve other stakeholders.

The hospital has an external consultant responsible for organizing and monitoring sustainability initiatives and each department also has a person assigned to this duty. PriHosp2 is becoming aware of the importance of employees engaging sustainability initiatives, but the hospital has only a low budget dedicated for this purpose and not in an independent account.

PriHosp3 was unstructured in the past, and is still unstructured in the present

The concept of sustainability was not clear, but helping people was the core of social initiatives in the past. Although PriHosp3 was aware of social concerns and problems in the society and had been working to alleviate them for a long time, it could only offer partial and minor solutions to major concerns and problems in the society.

There is still no specific person in charge of sustainability initiatives, so that they depend on the project or the employee assigned to carry out the sustainability initiatives. Furthermore, PriHosp3 does not still have a structure for organizing sustainability initiatives, but has elaborated relevant areas and assigned budget.

Although the hospital has not structured to organize sustainability initiatives, the CEO monitors and controls the few ongoing sustainability initiatives and related costs. Today's sustainability initiatives are therefore not really structured, but they are slightly more so than in the past.

PriHosp4 was unstructured in the past, but is presently structured in terms of organization

PriHosp4 did not care much in the past about its sustainability image. The hospital's mentality at that time seemed to be based on a conservative view on sustainability initiatives, such as that the hospital needed to be physically refurbished.

Furthermore, there no resources or budget were dedicated to the sustainability initiatives in the past, and there were no areas identified as relevant to sustainability initiatives. What was done was neither long-term nor prioritized by PriHosp4.

The hospital has not changed much up to this the present, but is aware of its position in the society. There is nowadays a budget, though it is small. Sustainability initiatives are still not structured and only few areas of relevance have been identified and seen a suitable for sustainability initiatives (e.g. Psycho-oncology research).

The current initiatives are long-term and monitored and controlled by the CEO. Nevertheless, the general sustainability initiatives are not prioritized by PriHosp4. Although PriHosp4 is a foundation, the economic sustainability is the most important initiative. The hospital focuses on itself.

The hospital applies a practice-oriented approach to establishing specific sustainability initiatives. (e.g. all the follow-up and internal research about breast cancer in its patients is published, which improve the image of the hospital)

Summary of Findings

All the studied hospitals (PriHosp1, PriHosp2, PriHosp3 and PriHosp4) were merely unstructured and organized in the past, while most of them (PriHosp1, PriHosp2 and PriHosp4) are structured and organized in the present, except one (PriHosp3).

DISCUSSION OF FINDINGS

The sustainable development in each of the studied private hospitals are discussed in this section, based on the empirical findings reported in the previous section.

PriHosp1 did not have clear understanding of the relationship between sustainability and quality, but nowadays, the effect of engaging in sustainability initiatives has become a way to improve organizational quality and to gain quality awards. The idea of sustainability initiatives originates far back in time at PriHosp1, but it is not until now that the hospital has been doing so effectively within the society. The hospital has improved in assigning resources with a focus on sustainability. There was a quality commission for environmental sustainability in the past, but a person in charge of social sustainability and coordination of the initiatives has now been appointed. The past sustainability initiatives started by being based on staff initiatives, the present ones involve the organization, and the hospital wishes to disseminate the organizational interest of sustainability to the whole organization.

PriHosp2 has evolved its understanding of the sustainability concept from an unclear and unimportant concept to a clear and important one to the hospital. Social and environmental sustainability have now been included as part of organizational sustainability. Social sustainability has evolved to something significant, with PriHosp2 is today proactive in social terms, based on a top-down logic. The sustainable development has shifted from social values and direct environmental costs to a genuine business strategy. It has gone from not considering sustainability action much, to investing and hiring an external consultant to guide PriHosp2's sustainability initiatives. Furthermore, there has been an incremental investment into sustainability initiatives and the organizational structure of sustainability in the hospital. Furthermore, the focus has moved from short-term to long-term priorities, from isolated and unorganized sustainability initiatives to more planning and organized initiatives. It has also evolved from family-organized management of the hospital to a business-orientation and from employee-desired engagement to business needs in terms of sustainability initiatives.

The sustainable development of PriHosp3 has progressed less than PriHosp1 and PriHosp2, although it is still limited to focusing on social sustainability initiatives. The hospital maintains similar funds for sustainability initiatives and is still value-oriented. PriHosp3 now acknowledges the importance of sustainability initiatives that in the past were just isolated social initiatives, and today include environmental initiatives. The planning of sustainable development is now executed by the hospital, whereas in the past it was decided by the religious order or the specific employees who organized the sustainability initiatives. Sustainable development is regarded as long-term now, while in the past, it was limited to specific sustainability initiatives. The organizational structure of the PriHosp3 has not changed in connection with sustainable development, but the CEO has prioritized how to professionally perform the sustainability initiatives.

PriHosp4 has moved from bottom-up to top-down sustainability initiatives and the concept and importance of sustainability is stronger in the present than in the past. However, this hospital demonstrates the least sustainable development from the past to the present out of the four studied hospitals in this study. PriHosp4 considers only sustainable development with a practice-based approach.

RESEARCH IMPLICATIONS

The empirical findings reveal a selection of descriptive determinants of sustainable development in private hospitals, all of which offer a basis for assessing whether the evolution of organizational sustainability initiatives is major, minor or none at all. Figure 3 provides an overview of the descriptive determinants of the sustainable development revealed in the studied private hospitals.

Insert Figure 3 about here.

Figure 3 displays the descriptive determinants of sustainable development in two groups. One group focuses on the orientation of sustainability initiatives, and the other on their organization.

On the one hand, the orientation determinants range across value and business concerns, environmental and social concerns, as well as reactive and proactive concerns in relation to the market and society. However, these descriptive determinants focus merely on internal criteria of sustainable development.

On the other hand, the organization determinants range across employee and top staff concerns, both improvised and planned concerns, as well as unstructured and structured concerns in relation to the market and society. These descriptive determinants focus merely on external criteria of sustainable development.

This study complements Høgevold *et al.* (2014), who revealed a selection of five spectra to describe sustainable development: (i) corporate reasons develop from intuitive to conscious; (ii) environmental actions develop from basic to complex; (iii) social boundaries develop from within-organisational to beyond the organisation; (iv) economic effects develop from cost-oriented to value-oriented; and (v) organisational challenges develop from myopic to holistic.

The work also complements Høgevold and Svensson (2016), who that revealed another selection of seven spectra to describe sustainable development: (i) from limited to extended perspectives; (ii) from intrinsic to extrinsic values; (iii) from inside-out to outside-in perspectives; (iv) from short-term to long-term orientations; (v) from general to specific solutions; (vi) from reactive to proactive actions; (vii) from unchanged to changed organizational structures.

It can be expected that hospital sustainability development is positive, however, contrary to some previous expectations, a major distinction that has been explicitly revealed in the current study is that an organization's sustainable development may not necessarily be enhancing, it may remain the same or even deteriorate. It is therefore important to reconsider the selection of spectra revealed in previous studies (e.g. Høgevold *et al*, 2014; and Høgevold and Svensson, 2016) so that they are bidirectional, and not only unidirectional.

MANAGERIAL IMPLICATIONS
The descriptive determinants of sustainable development revealed and compiled from the findings reported in this study, provide practitioners with insights into how and what to access when examining sustainability initiatives through time. In conjunction, they address a selection of internal and external concerns in planning, implementing, monitoring and controlling sustainability initiatives.

The empirical findings also revealed marginal progress or even negative progress of sustainable development in the studied healthcare organizations. This finding stresses the importance of continuous attention to and the review of sustainability initiatives, and whether sustainable development progress is being maintained or not.

The internal descriptive determinants facilitate the monitoring of relative progress regarding the intra-organizational sustainability initiatives, while the external descriptive determinants facilitate the monitoring of relative progress regarding the extra-organizational sustainability initiatives in the market and society.

The findings indicate that the notion of sustainability was in the past relatively unclear and weaker in the studied healthcare organizations. The concept of sustainability has today become clearer and stronger in the studied healthcare organizations. This has led to an orientation of sustainability, which has changed from value-based initiatives to business-based ones. It has also led to the orientation changing from environmental initiatives to social ones, as well as a change from reactive to proactive.

Furthermore, it has led to the organization of sustainability changing from employees to top staff. It has also led the organization to change from improvised initiatives to planned ones, as well as from unstructured initiatives to structured ones.

CONCLUSIONS AND SUGGESTIONS FOR THE FUTURE
This study contributes to framing the sustainable development through descriptive determinants in private healthcare organizations. It also contributes dividing these determinants into two groups, namely the orientation and organization of sustainability initiatives.

The organization of sustainability focuses on three internal determinants to describe an organization's sustainable development, while the orientation of sustainability initiatives focuses on three external determinants to describe an organization's sustainable development in relation to the market and society.

Furthermore, each group of determinants contains three spectra of anchor criteria that enables the positioning of past and present sustainability initiatives, such as: (i) orientation: value/business, environmental/social, reactive/proactive and (ii) organization: employee/top staff, improvised/planned and unstructured/structured.

Furthermore, time is an important factor which affects the evolution of sustainability development in healthcare and in particular in hospitals. There is a lack of in-depth research on the broader importance of time and the evolution of sustainability development. The common view is that sustainability development improves through time, without questioning the real importance and influence of time. This study reveals that healthcare organizations, as many others, have several issues acting as barriers to accomplishing real sustainability development initiatives, issues which have to be deal with. The present study shows how these barriers can affect not only the orientation, but also the organization of hospitals, which can lead the organizations to a negative-sustainability development evolution.

Ultimately, this is not an exhaustive framework of descriptive determinants, but it complements the determinants revealed in previous studies. Nevertheless, the investigation offers opportunities for further research in other industries and countries, so as to verify the validity and reliability of the reported descriptive determinants, as well as the bidirectionality of sustainable development reported in the studied healthcare organizations. Moreover, future research could be addressed to research the full impact of time on both the orientation and organization of sustainability development in organizations from several industries, and in particular in the healthcare sector.

REFERENCES

Ancona, D. G., Okhuysen, G. A., and Perlow, L. A. (2001), "Taking time to integrate temporal research", *Academy of Management Review*, Vol. 26 No. 4, pp. 512-529.

Araujo, L., and Easton, G. (2012), "Temporality in business networks: The role of narratives and management technologies", *Industrial Marketing Management*, Vol. 41, pp. 312-318.

Bansal, P. (2005)," Evolving sustainably: a longitudinal study of corporate sustainable development", *Strategic Management Journal*, Vol. 26, pp. 197-218.

Baumgartner, R.J. (2014), "Managing Corporate Sustainability and CSR: A Conceptual Framework Combining Values, Strategies and Instruments Contributing to Sustainable Development", *Corporate Social Responsibility and Environmental Management,* Vol. 21, pp. 258-271.

Bizzi, L., and Langley, A. (2012), "Studying processes in and around networks", *Industrial Marketing Management*, Vol. 41, pp. 224-234.

Bocken, N.M.P.; Short, S.W.; Rana, P. And Evans, S. (2014), "A literature and practice review to develop sustainable business model archetypes", *Journal of Cleaner Production*, Vol. 65 No.15, pp. 42-56.

Bonn, I. and Fisher, J. (2011), "Sustainability: the missing ingredient in strategy", *Journal of Business Strategy,* Vol. 32 No. 1, pp. 5-14

Bossel, H. (2000), "Policy assessment and simulation of actor orientation for sustainable development", *Ecological Economics*, Vol. 34, pp. 337-355.

Breuert, H.; Fichter, K.; Lüdeke-Freund, F. and Tiemann, I. (2018), "Sustainability-oriented business model development: principles, criteria and tools", *International Journal of Entrepreneurial Venturing*, Vol. 10, No. 2, pp. 256-286

Daily, B.F. and Huang, S.C. (2001), "Achieving sustainability through attention to human resource factors in environmental management", *International Journal of Operations & Production Management*, Vol. 21 No.12, pp. 1539-1552,

Dyllick, T., Hockerts, K. (2002), "Beyond the business case for corporate sustainability", *Business Strategy and the Environment*, Vol. 11, pp. 130–141.

Fischhoff, B. and Bar-Hillel, M. (1982). "Focusing techniques as aids to inference," *Decision Research Report*, Vol. 82, No. 4.

Elkington, J. (1998), *Cannibals with forks: The triple bottom line of 21st century business.* Stony Creek: New Society Publishers.

Engeert, S.; Rauter, R.; and Baumgartner, R.J. (2016), "Exploring the integration of corporate sustainability into strategic management: a literature review", *Journal of Cleaner Production*, Vol. 20 No. 4, pp. 2833-2850

Ferro, C.; Padin, C.; Høgevold, N.; Svensson, G. and Sosa Varela J.C. (2019), "Validating and expanding a framework of a triple bottom line dominant logic for business sustainability through time and across contexts", *Journal of Business & Industrial Marketing*, Vol. 34, No. 1, pp.95-116.
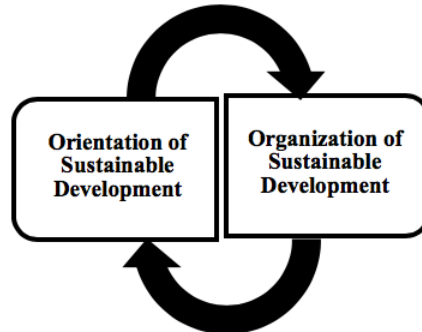
George, J. M. and Jones, G. R. (2000), "The role of time in theory and theory building", *Journal of Management*, Vol. 26 No. 4, pp. 657−684.

Halinen, A., Medlin, C. and Törnroos, J. (2012), "Time and process in business network research". *Industrial Marketing Management*. Vol. 41 No. 2, pp. 215–223.

Halinen, A., and Törnroos, J.-Å. (1995), "The meaning of time in the study of industrial buyer–seller relationships". In K. Möller, & D. Wilson (Eds.), Business marketing: An interaction and network perspective,pp. 493−529, Boston: Kluwer.

Hartline, M.D. and Jones, K.C. (1996), "Employee performance cues in a hotel service environment: influence on perceived service quality, value, and word-of-mouth intentions", *Journal of Business Research*, Vol. 35 No. 3, pp. 207-15.

Hallstedt, S. I.; Thompson, A.W.; and Lindahl, P. (2013), "Key elements for implementing a strategic sustainability perspective in the product innovation process", *Journal of Cleaner Producti*on, Vol.51, pp. 277-288.

Hawkins, C.V. and Wang, X. (2012), "Sustainable Development Governance. Citizen Participation and Support Networks in Local Sustainability Initiatives", *Public Works Management & Policy*, Vol. 17 No.1, pp. 7-29.

Hedaa, L., and Törnroos, J. (2008), "Understanding event-based business networks", *Time & Society*, Vol. 17 No.2/3, pp.319–348.

Heikkurinen, P. and Bonnedahl, K. J. (2013), "Corporate responsibility for sustainable development: a review and conceptual comparison of market- and stakeholder-oriented strategies", *Journal of Cleaner Production*, Vol. 43, pp. 191-198.

Høgevold, N. and Svensson, G., (2016), "Framing the Development and Directions of Business Sustainability Efforts", *Corporate Governance*, Vol. 16 No. 4 pp. 709 - 725.

Høgevold, N., Svensson, G., Wagner, B., Petzer, D. J., Klopper, HB., Sosa Varela, J. C., Padin, C. and Ferro, C. (2014), "Sustainable Business Models Corporate Reasons, Economic Effects, Social Boundaries, Environmental Actions and Organizational Challenges in Sustainable Business Practices", *Baltic Journal of Management*, Vol. 9, No. 3, pp. 357-380.

Hong, P.; Jagani, S.; Kim, J. and Youn, S.H. (2019), "Managing sustainability orientation: An empirical investigation of manufacturing firms", *International Journal of Production Economics,* Vol. 211, pp. 71-81

Hussain, N., Rigoni, U. and Orij, R. P. (2018), "Corporate Governance and Sustainability Performance: Analysis of Triple Bottom Line Performance", *Journal of Business Ethics*, Vol. 149, No 2, p. 411-432.

Jin, B.Z. and Bai, Y. (2011), "Sustainable development and long-term strategic management. Embedding a long-term strategic management system into medium and long-term planning", *World Future Review*, Vol. 3 No. 2, pp. 49-69

Kaplan, A. (1964), *The conduct of inquiry*. New York: Thomas Y. Cromwell, Inc.

Kuckertz, A. and Wagner, M. (2010), "The influence of sustainable orientation on entrepreneurial intentions –Investigating the role of business experience", *Journal of Business Venturing*, Vol. 25, pp. 524-539

Lahtinen, S.; Kuusela, H. and Yrjölä, M. (2018), "The company in society: when corporate responsibility transforms strategy", *Journal of Business Strategy*, Vol. 39 No.4, pp. early cite

Langley, A. (1999), "Strategies for theorizing from process data", *Academy of Management Review*, Vol. 24, pp. 691−710.

Lee, H. and Liebenau, J. (1999), "Time in Organizational studies: Towards a new research direction", *Organization Studies*, Vol. 20 No.6, pp.1035-1058.

Leuenberger, D. Z., and Bartle, J. R. (2009), *Sustainable development for public administration*, M. E. Sharpe: NY.

Linnenluecke M.K., and Griffiths A. (2010), "Corporate sustainability and organizational culture", Journal of World Business, Vol. 45, pp. 357-366.

Linnenluecke, M.K. and Griffiths, A. (2013), "Firms and sustainability: Mapping the intellectual origins and structure of the corporate sustainability field", *Global Environmental Change*, Vol. 23, pp. 382-391.

Lloret, A. (2016), "Modeling corporate sustainability strategy", *Journal of Business Research,* Vol. 69, pp. 418-425.

Lozano R. (2012). "Towards better embedding sustainability into companies' systems: An analysis of voluntary corporate initiatives", *Journal of Cleaner Production* Vol. 25 No. 25, pp. 14-26.

Maletic, M.; Maletic, D.; and Gomiscek, B. (2018), "The role of contingency factors on the relationship between sustainability practices and organizational performance", *Journal of Cleaner Production*, Vol. 171, pp. 423-433.

Maletic, M.; Maletic, D.; Dahlgaard, J.J.; Dahlgaard-Park, S.M. and Gomiscek, B. (2014), "Sustainability exploration and sustainability exploitation: from a literature review towards a conceptual framework", *Journal of Cleaner Production,* Vol. 79, pp. 182-194

Mason, K., and Leek, S. (2012), "Communication practices in a business relationship: Creating, relating and adapting communication artefacts through time", *Industrial Marketing Management*, Vol. 41, pp. 319–332.

McPhee, W. (2014), "A new sustainability model: engaging the entire firm", *Journal of Business Strategy*, Vol. 35 No. 2, pp. 4-12.

Medlin, C. J. (2004), "Interaction in business relationships: A time perspective", *Industrial Marketing Management*, Vol. 33, pp. 185–193.

Olsen, I.T. (1998), "Sustainability of health care: A framework for analysis", *Health, Policy and Planning*, Vol. 13 No. 3, pp. 287-295.

Orlikowski, W. J. and Yates, J. (2002), "It's About Time: Temporal Structuring in Organizations". *Organization Science*. Vol.13, pp. 684-700.

Parrish, B. (2010), "Sustainability-driven entrepreneurship: principles of organization design", *Journal of Business Venturing*, Vol. 25, No. 5, pp.510-523.

Pereira E.; Loureiro I.; Ribeiro P.; Costa S.; Costa N. and Arezes P.M. (2019), Sustainable Business Strategies: What You Think Is What You Do?. In: Arezes P. et al. (eds) *Occupational and Environmental Safety and Health. Studies in Systems, Decision and Control*, Vol 202. Springer, Cham.

Peters, L.D.; Vanharanta, M.; Pressey, A.D. and Johnston, W.J. (2012), "Taking time to understand theory", *Industrial Marketing Management*, Vol. 41, pp. 730–738.

Plakoyiannaki, E., and Saren, M. (2006), "Time and the customer relationship management process: Conceptual and methodological insights", *The Journal of Business and Industrial Marketing*, Vol. 21 No. 4, pp. 218–230.

Porter, M.E. and Kramer, M.R. (2006), "Strategy & society. The link between competitive advantage and corporate social responsibility", *Harvard Business Review,* Vol. 84 No. 12, pp. 78-92.

Quintens, L. and Matthyssens, P. (2010), "Involving the process dimensions of time in case-based research", *Industrial Marketing Management,* Vol. 39, pp. 91–99.

Rahman, M.S.; Mannan, RM.; Hossain, M.A.; and Zaman, M.H. (2018), "patient´s behavioural intentions: public and private hospitals context", *Marketing Intelligence & Planning*, Vol. 36 No.3, pp. 349-364.
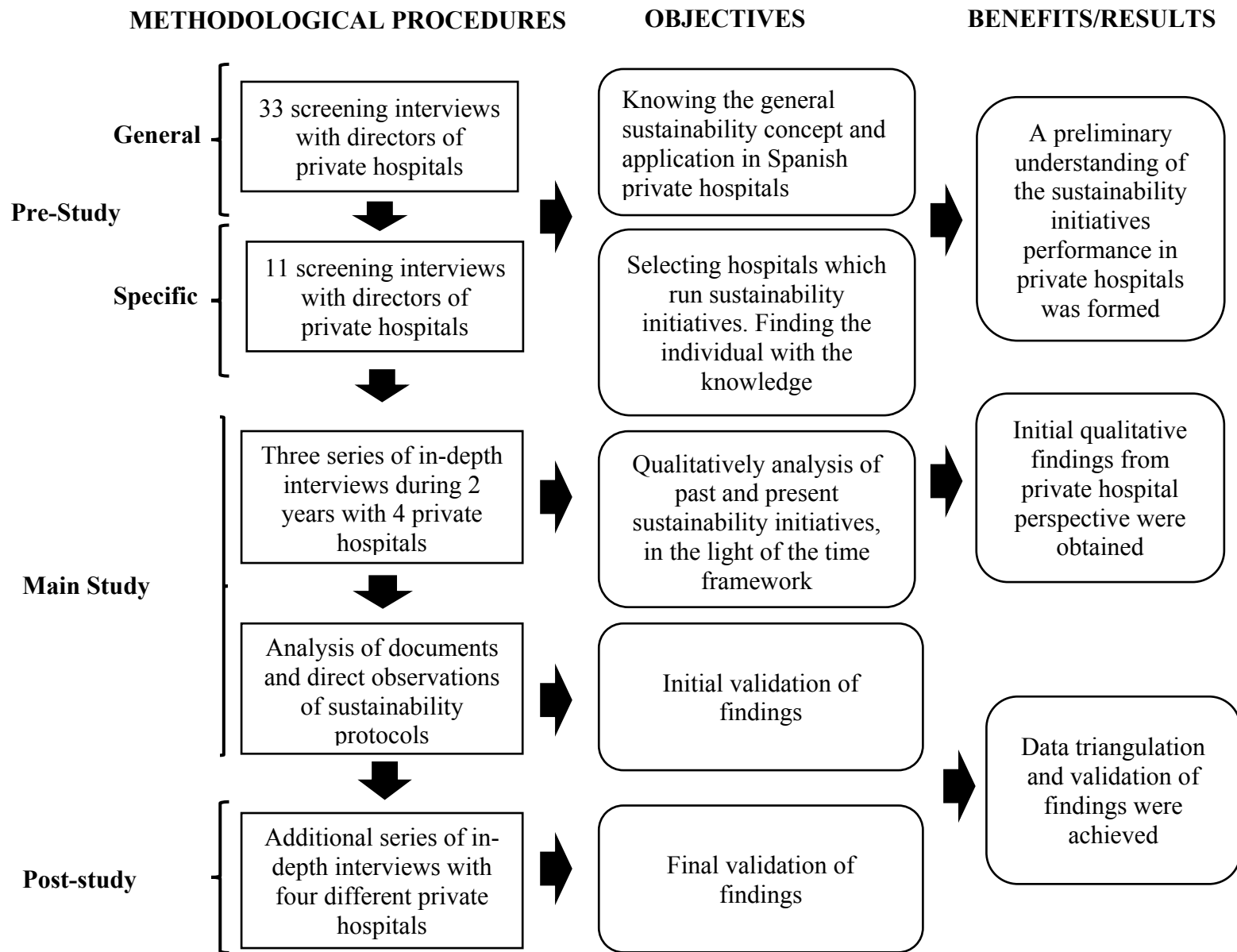
Schulz, S.A. and Flanigan, R.L. (2016), "Developing competitive advantage using the triple bottom line: a conceptual framework", *Journal of Business & Industrial Marketing*, Vol. 31 No. 4, pp. 449-458.

Sharma, S. (2003), *Research in corporate sustainability: The evolving theory and practice of organizations in the natural environment*. (pp. 1–29). Cheltenham: Edward Elgar.

Shiel, C.; Filho, W.L.; do Paco, A. and Brandli, L. (2016), "Evaluating the engagement of universities in capacity building for sustainable development in local communities", *Evaluation and Program Planning*, Vol. 54, pp. 123-134.

Smith, M. L.; Durrett, N.K.; Schneider, E.C.; Byers, I.N.; Shubert, T.E.; Wilson, A.D.; Towne Jr., S.D. and Ory, M.G. (2018), "Examination of sustainability indicators for fall prevention strategies in three states", *Evaluation and Program Planning* Vol. 68, pp. 194-201.

Stead, J.G. and Stead, W.E. (2000), "Eco-Enterprise strategy: standing for sustainability", *Journal of business Ethics*, Vol. 24, pp. 313-329.

Stubbs, W. and Cocklin, C. (2008), 'Conceptualizing a 'sustainability business model'', *Organization & Environment*, Vol. 21, No. 2, pp.103-127.

Svensson, G., Ferro,C., Høgevold,N., Padin,C., Sosa-Varela, J. and Sarstedt, M. (2018), "Framing the triple bottom line approach: direct and mediation effects between economic, social and environmental elements", *Journal of Cleaner Production*,Vol.197, No.1, pp. 972-991.

Tomas, D. (2006), "A General Inductive Approach for Analyzing Qualitative Evaluation Data", *American Journal of Evaluation*, Vol. 27 No 2, pp.237 - 246.

Vidal Vieira, J.G., Veiga Mendes, J. and Sanae Suyama, S. (2016), "Shippers and freight operators perceptions of sustainable initiatives", *Evaluation and Program Planning*, Vol. 54, pp. 173-181.

Walker, K. and Laplume, A., (2014), "Sustainability fellowships: the potential for collective stakeholder influence", *European Business Review,* Vol. 26 No. 2, pp. 149-168.

WCED (1987), Our Common Future: Report of the World Commission on Environment and Development. Oxford University Press, Oxford.

Wijethilake, C. (2017), "Proactive sustainability strategy and corporate sustainability performance: the mediating effect of sustainability control systems", *Journal of Environmental Management*, Vol. 196, pp. 569-582.

Wilhelm, M., Blome, C., Bhakoo, V., Paulraj, A., (2016), "Sustainability in multi-tier supply chains: understanding the double agency role of the first-tier supplier", *Journal of Operations Management*, Vol. 41, pp. 42–60.

Yang, M.; Vladimirova, D., and Evans, S. (2017), "Creating and Capturing Value Through Sustainability", *Research-Technology Management*, Vol. 60 No. 3, 30-39.

Yin, R. (1994), *Case study research: Design and methods* (2nd ed.). Thousand Oaks, CA: Sage Publishing.

Figure 1: Framing Sustainable Development in Private Hospitals through Orientation and Organization


| Orientation of Sustainable Development | Organization of Sustainable Development |

Figure 2: Methodological procedures and objectives

METHODOLOGICAL PROCEDURES	OBJECTIVES	BENEFITS/RESULTS

General

Pre-Study

33 screening interviews with directors of private hospitals

Knowing the general sustainability concept and application in Spanish private hospitals

A preliminary understanding of the sustainability initiatives performance in private hospitals was formed

Specific

11 screening interviews with directors of private hospitals

Selecting hospitals which run sustainability initiatives. Finding the individual with the knowledge

Main Study

Three series of in-depth interviews during 2 years with 4 private hospitals

Qualitatively analysis of past and present sustainability initiatives, in the light of the time framework

Initial qualitative findings from private hospital perspective were obtained

Analysis of documents and direct observations of sustainability protocols

Initial validation of findings

Data triangulation and validation of findings were achieved

Post-study

Additional series of in-depth interviews with four different private hospitals

Final validation of findings

Figure 3: Descriptive Determinants of Sustainability Development – Orientation and Organization.
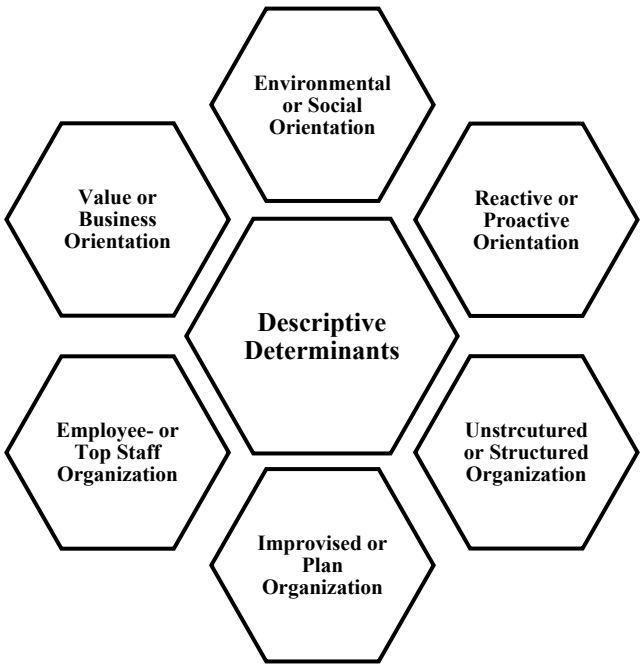
Figure 4: Past and Present Sustainability Concepts.
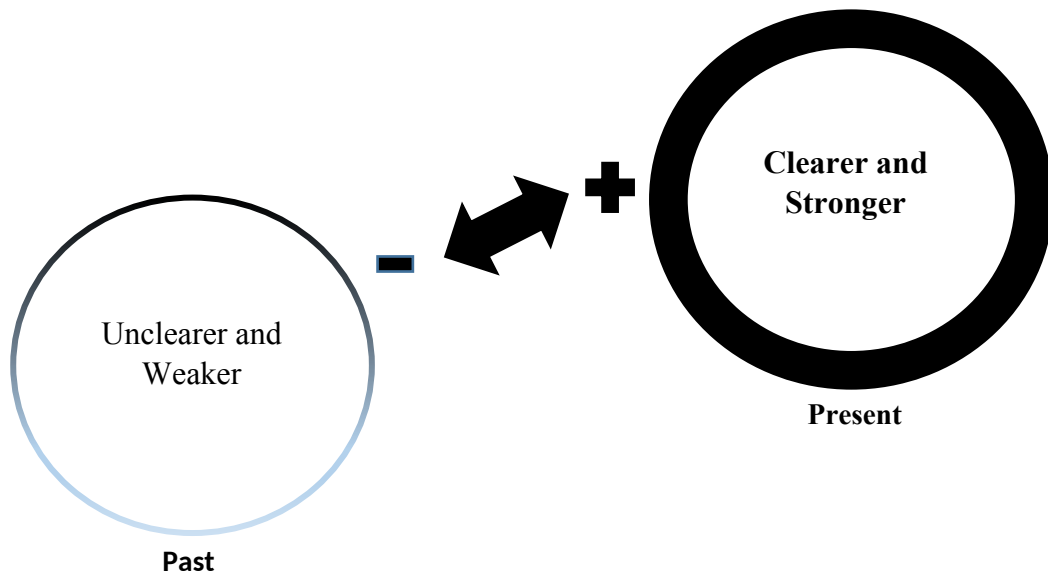
Table 1: Framing Past and Present Sustainability Initiatives.

Sustainability initiatives	
Orientation	**Organization**
Value versus Business	Employee versus Top Staff
Environmental versus Social	Improvise versus Planned
Reactive versus Proactive	Unstructured versus Structured

Framing Sustainable Development through Descriptive Determinants in Private Hospitals - Orientation and Organization

BIOGRAPHIES

Rocío Rodriguez holds a PhD from Murcia University, Spain. She has a wide experience in business to business context, in particular in sales and sales management. She works in an international healthcare software company, at the same time she works part time as Professor at Murcia University. She also works as Researcher at Kristiania University College. She has published in a variety of peer reviewed academic journals and presented papers at international conferences.

Göran Svensson is a Professor at Kristiania University College, Norway and holds a PhD from Gothenburg University, Sweden. He is the Editor of European Business Review (Emerald) and an active and dedicated member of numerous editorial boards and editorial review boards of international research journals. Furthermore, he is a committed member of numerous international research and scholarly networks and associations. He is a frequent author of international journal articles and international conference contributions as well as book author. He also works at times as adviser and consultant in business and organises seminar series and workshops for both business and academia.

Carmen Otero-Neira (Ph.D.) is a Marketing Professor in the Department of Management and Marketing at the University of Vigo. Her research interests include competitive strategy, new products, and tourism and services marketing. She has published on these topics on a variety of journals, such as International Journal of Contemporary Hospitality Management, Marketing Intelligence and Planning, Leadership & Organization Development Journal, Journal of Strategic Marketing, Journal of Business & Industrial Marketing, and Journal of Business-to-Business Marketing, among others.