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Rethinking Value Creation for Sustainability

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Business 2 Nature

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Rethinking Value Creation for Sustainability

Session 1A: Value Creation in Circular Economy

Creating value from waste - Opportunities and challenges related to thermochemical recycling of plastic waste

Hanna Pihkola[1], Ismo Ruohomäki[1] and Anja Oasmaa[1]

[1]VTT Technical Research Centre of Finland, Finland

Research Question

How can value be created from mixed plastic waste? How do the environmental, economic, social and regulatory demands affect value creation?

Theoretical Framework

The adoption of the European Circular Economy package and the tightening recycling targets for plastic packaging have increased interest in plastic recycling. Improvements in the current recycling value chains and recycling technologies are required, if we want to achieve the new ambitious recycling targets. However, value creation from low value waste streams seems like a complex task.

The study uses evidence from the Wastebusters project, which developed concepts for thermochemical recycling of plastic waste. Thermochemical processing can be used for handling mixed, low value plastic waste streams that cannot be treated within the current recycling system. In future, thermolysis could be used for producing alternative, recycled feedstock for refineries and replacing or complementing primary fossil resources in fuel and plastic production. Despite promising outlooks, several challenges for value creation from waste plastics remain.

This paper reviews some of the available frameworks for circular economy business models, focusing on both economic and environmental value proposition. Potential frameworks include recent work presented by Manninen et al. (2017); Iacividou et al. (2017) and Ranta et al. (2018). Available frameworks are evaluated in relation to the experiences gained from the case project.

Methods

Findings are based on an empiric case study that included pilot tests of the thermolysis technology for different kinds of plastic feedstocks, analysis of the regulatory environment, interviews with several industrial actors operating within the plastic waste value chain, market analysis, life cycle assessment and SWOT analysis.

Findings

The project studied the value chain of waste processing from feedstock pre-treatment until potential end-product applications. There is a strong interest in developing thermolysis technology for plastics recycling, and synergies could be achieved with the current recycling chain. Significant

climate impacts may be foreseen, in case thermochemical treatment would be used instead of direct incineration of plastic waste. However, both environmental and economic value creation potential depend from many case specific features that require further studies. Economic value creation seems still uncertain, and further development of the concept may be hindered due to uncertainty related to legislation.

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A literature review of Circular Economy obstacles and catalysts in organizations

Milla Sarja[1], Tiina Onkila[1] and Marileena Mäkelä[1]

[1]University of Jyväskylä, Finland

Introduction

'…circular economy, where the value of products, materials and resources is maintained in the economy for as long as possible, and the generation of waste minimized…' (EU 2015)

The key concept of our work is circular economy (CE). CE means a transition from the current linear economy of make-use-dispose of consumption of products to a circular model where the products, materials and resources are used for a long period of time. The above cited definition from EU emphasize also that minimization of waste – waste is not produced as 'waste' can be seen as a raw material. Essential in CE are the three R – repair, reuse and recycle.

The previous literature has identified business obstacles and catalysts in different context. For example, Kirchher (2018) analyzed the obstacles in EU. Then Rizos et al (2016) focused on the small- and medium-sized companies' obstacles and catalysts. Furthermore, Masi et al. (2017) performed a systematic literature review of CE in supply chain by focusing on the catalyst and obstacles. Last, Merli et al. (2017) reviewed the literature by taking a look at the researchers' approaches to CE. As these examples show that previous literature has already addressed the obstacles and catalysts, but the understanding of those remains dispersed between different approaches and levels of analysis. Our approach differs from this as we perform a systematic literature review on the key catalyst and obstacles of transition to circular economy. We do not narrow our review on any particular industry.

Research questions

Our paper finds answers on two research questions: 1) What kind of catalyst promote (the transition) towards circular economy? 2) What kind of obstacles hinder to transition towards circular economy?

Method

As the aim was to study obstacles and enablers businesses found in the implementation of circular economy in their functions, the following search words were used to find suitable articles: Circular economy and barriers, obstacles, drivers, enablers, business implementation. The search was made on title, abstract, key words, even though the same journals did appear, the search was not limited to cover certain journals at this point.

The best set of data seemed to follow from the search with “circular economy and business implementation” as 67 articles for the set time period were found. The articles were thematically analyzed.

Findings

The articles studied CE in multiple different contexts, such as in a manufacturing industry, construction industry, textile industry, in the service sector, in small- and medium-sized companies, in supply chain and in a city. Majority of the articles studied the topic either in Europe or in China.

Based on our literature review, we found that companies are, on the other hand, facing multiple obstacles in order to achieve the transition to CE. The obstacles are both internal and external. Internal obstacles were such as company culture and lack of information and knowledge. Multiple different external obstacles were identified, which related with lack of support from the government (legislative support), financial sector (difficulties for achieving financial support for new ventures), supply chain (in order to try out new ways of production), and society (general lack of support for CE and sustainability) for example, supply chain support. On the other hand, the catalyst for CE transition seemed to relate mostly with internal factors. Aspects such as CE supportive corporate culture and especially the managerial interests were identified. In addition, the possible financial attractiveness and the competitive advantage of the approach was recognized. Our study contributes by creating an integrative framework demonstrating our current understanding on catalysts and obstacles for business transition towards circular economy and based on that, provides avenues for future research.

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Institutional value cocreation: Ecological Fashion and Imitation in Circular Economy

Hanna Lehtimäki[1], Janne Kylämäki[1] and Ari Jokinen[2]

[1]University of Eastern Finland, Finland

[2]Tampere University, Finland

In circular economy networks, value is created in ecosystems that comprise inter-related and interdependent actors. The actors are individuals, organizations and institutions who are connected through a network of dyadic ties and through shared institutions, eg. rules, norms, practices and symbols. (Vargo and Lusch, 2016.) The purpose of this paper is to deepen our understanding about the ways by which institutions enable value cocreation in circular economy.

Circular economy contests consumerism that is based on the limitless use of natural resources, raw material and fossile energy. Consumer behavior is changing with the increased awareness of the climate change, but ecological consumerism is still a marginal phenomenon. According to Vargo and Lusch (2017), institutions that are shared by actors result in network effect with increasing returns and that "the more actors share an institution the greater the potential coordination benefit to all actors" (p. 11). Following this premise in value cocreation, the interest in this paper lies in seeking to identify factors that initiate institutional value cocreation.

Drawing on sociology literature on fashion (Pentland, 2014; Simmel, 2005), we present an analysis on the spread of ecological ideas, such as youth climate change marches initiated by the Swedish activist Greta Thunberg and Bokashi, a Japanese organic waste fermentation process. According to Simmel (2005), fashion spreads because it builds on imitation that gives pleasure to an individual and that creates a sense of belonging and sense of self-expression (p. 101-105). According to Pentland (2014), social learning is a key aspect in the spread of ideas. Copying and imitation are central in social learning.

We will use qualitative research as a methodology to study interview data, social media data and news data. As a theoretical implication, we will use the data to discuss value creation in the new economic paradigm implied by circular economy.

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Session 1B: Sustainable Consumption I (1/2)

Hijacking sustainable consumption?

Ralf Barkemeyer[1], William Young[2], Phani Chintakayala[2] and Anne Owen[2]

[1]KEDGE Business School, France

[2]University of Leeds, UK

Abstract

Sustainable consumption represents a growing niche with an increasing number of initiatives aiming at lowering domestic ecological footprints. Product labelling has emerged as one of the dominant governance mechanisms to promote sustainable consumption. One important question in this context is to what extent purchasing of labelled products really indicates more sustainable consumption patterns, and to what extent mainstreaming of product labelling can actually help us to achieve a transition towards sustainability. Here, we report on two inter-related and multi-level studies into the link between consumption of labelled products and different types of environmental resource consumption. At the macro-level, we compare willingness to purchase labelled products across 26 EU economies and find that sustainable consumption flourishes in economies that are characterised by higher levels of overall resource consumption. At the micro-level, we conduct an analysis of UK data and find that higher levels of labelled product consumption are associated with higher levels of various types of resource consumption. In other words, sustainable consumerism in its current form is inextricably linked to more affluent consumers and to actually higher – rather than lower – levels of resource consumption. Whilst purchasing of labelled products is associated with the uptake of certain types of low-cost environmental behaviours, the opposite effect is observed for a number of high-cost behaviours that in fact drive ecological footprints. Thus, our analysis shows that product labelling schemes – and with them the idea of charging higher premiums for more sustainable products – largely reflect a moral licensing mechanism rather than driving sustainable change. Consequently, the results of our study also imply that the common practice of employing attitudinal surveys, focusing on consumers' willingness to pay higher premiums for sustainable labelled products, should not be misinterpreted as an indicator of overall sustainable consumption.

Keywords: Labelled products; sustainable consumption; mainstreaming; governance for sustainability; high-cost environmental behaviours

Valuing and re-valuing food (waste): Consumer participation in food waste reduction

Liia-Maria Raippalinna[1]

[1]University of Jyväskylä, Finland

During the past decade, food waste has been raised up as an enormous sustainability problem in Finland, Europe and elsewhere. While responsibility to reduce food waste has been allocated among various actors (Evans et al. 2017) a great number of campaigns have sought to increase appreciation of food and activate consumers to take responsibility on their wastage. In this paper ask, how individual consumer negotiate and create value for food (waste) in their everyday consumption practices and civic activities related to food waste reduction. I focus on the multiple actions that individuals take as consumers, as citizens, and as members of social communities.

Food waste reduction initiatives as well as the general notion of sustainable consumption have been criticized for placing the responsibility of environmental problems on individual consumers. In addition, it has been claimed, that addressing people as consumers, rather than citizens, delimits their opportunities to influence. On the other hand, in actual historical contexts, the two go often hand in hand merging into different forms of consumption-citizenship (Bevir & Trentmann, 2008). For example, ordinary consumer-citizens, along with different commercial, political and organizational actors, are involved in developing food consumption practices that create value (eg. social, economic and cultural) for and from surplus and excess food.

The esamining the creation of value, the paper adopts a theoretical perspective grounded in social study of things (Kopytoff, 1986), waste (Gregson et al 2007) and food waste (Evans 2014). Instead of going simply from valuable to waste, food items are moved along according to their perceived value. People may for instance seek to maintain, salvage or even recreate the value perceived in surplus food by finding use to it or passing it on to others.

The research method is qualitative interview. The data consist of c. 10 semi-structured individual interviews with people visiting Food waste festival in Helsinki 2017. In the interviews, food waste reduction is discussed both as part of participants´ everyday life and as a societal issue. The paper seeks to discover the contextual variation of food waste reduction activities and value creation processes that appear in the data.

This is a developing paper for a work in process, but some preliminary findings will be discussed. While the interviewees' share the normative stance, that food should be valued and not

thrown away, the data shows multiple rationalities for food waste reduction along with a variety of actions taken. Often food waste reduction is connected to more general sustainability discourse and other sustainable consumption practices. Adjusting individual consumption feature as the prominent way of participation, but it may be coupled with social and civic participation. The data represents a variation of consumption practices and other actions related to food waste reduction.

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Construction of a sustainability issue arena: Analyzing online discussion on food waste during "Food Waste Week"

Ulla-Maija Sutinen[1] and Elina Närvänen[1]

[1]Tampere University, Finland

Research questions

The purpose of our study is to examine how market actors participate in the socio-cultural construction of food waste through social media. We focus on online discussion during a social marketing campaign "Food Waste Week".

The theoretical framework

Firstly, the theoretical framework of the study builds upon discourses. Discourses and the way they are used and constituted through language set the stage for certain kinds of understandings and thoughts. Thus, the way the food waste issue is discursively constructed steers the institutions around it, and constructs certain kind of practices and relations of different market actors connected to the issue (Fitchett and Caruana 2015). Secondly, we view issue arenas as sites for discourse construction. Issue arenas can be defined as 'arenas that focus on the public debate about a particular issue among various actors in both traditional and virtual media' (Vos, Schoemaker, and Luoma-Aho 2014, p. 201). Thirdly, the theoretical framework draws from social marketing, the utilization of marketing thinking, models and tools when aiming for enhancing individual or societal wellbeing. Our approach is in line with the cultural perspective of social marketing, which emphasizes the need to understand the sociocultural dynamics in driving social change (Spotswood and Tapp 2013).

Methods

We utilize both social media monitoring (SMM) tools and interpretive analysis that draws from netnography (Kozinets 2015). The data of the study consists of social media material retrieved from different platforms, altogether 3409 public postings.

Findings

According to the analysis, the actors participating in the issue arena include consumers, commercial companies, non-profit organizations, researchers, bloggers and political actors. After identifying the actors involved, we focused on how they made sense of and gave meanings to the food waste issue through their postings. We also discuss our findings in relation to the descriptive statistics retrieved from the social media monitoring application. The findings of the study have several contributions.

The research broadens knowledge about socio-cultural change related to a wicked problem, the sustainability issue of food waste. The study also offers valuable information for practitioners, both social marketers and companies interested in sustainability issues, about how issue arenas are constructed and how they can contribute to a sociocultural change.

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Session 1C: Change Agency in Sustainability Transitions I (1/2)

Between a rock and a hard place: do farmers have agency in the sustainability transition of agrifood systems?

Irene Kuhmonen[1]

[1]University of Jyväskylä, Finland

Sustainability transition in the food system context calls for large systemic and structural changes. As most of the environmental effects of food production are created at the farm gate, during agricultural operations, the role of farms and farmers is essential in this transition process. Farmers are the "black box" in the sustainability transition of food systems. A field of research concentrating on farmer decision-making in the context of sustainability transition has emerged during the past few decades drawing from theories in e.g. psychology, sociology, economics and management. This research stream has contributed markedly to the understanding about the contexts in which decision-making takes place and the factors that affect and condition it (e.g. Feola and Binder 2010). However, decision-making, by definition, implies agency assigned to the decision-maker. Following the duality of structure as presented in structuration theory by Anthony Giddens (1984), actors are both constrained by the external structures surrounding them, but simultaneously their actions change or reproduce these structures. In recent years, the economic situation of Finnish farms has declined markedly. The 'farm crises' is due to long history of concentration of power towards both ends of the agricultural value chain and the deteriorating terms of trade that has followed, steepened by the closing of Russian markets and ceased exports. This situation raises the question of farmers' agency: in a financially constrained context, what can the farmer actually choose; what is their latitude for deliberation? In the context of socio-technical transitions, the constraining forces of regimes are typically strong (Geels and Schot 2007). What happens if the constraining forces in the regime fetter the actors' room of maneuver altogether? The effects would include a major release and reorganization process of the sector, but the new stability domain is, as yet, unforeseen. The aim of this study is to provide a cross-sectional snapshot of farmers' agency by utilizing a farmer survey conducted among farmers in Eastern Finland in 2018 (n=577). Specifically, the study explores farmers' self-stated goals in farming and perceived barriers in achieving those goals. In relation to sustainability transition, the practices specifically linked to sustainability of farming are observed. The study utilizes both content analysis and statistical methods, especially contingency tables, in the analysis. The preliminary results thus far retrieved indicate that the room of maneuver among farmers in Eastern Finland is, in general, narrow. The majority of farmers is mostly aiming at being

able to pay back loans or maintain their fields' productive status. Strong focus on survival indicates that the adaptive capacity of farmers is limited. As the ongoing sustainability transition will set new demands for transformations for farms, it is presumable that a significant part of the readily constrained farmers will not be able to adapt to the changing conditions.

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Culture in, as and for sustainability – discovering cultural value creation in the sustainable development of the city of Espoo

Maria Hirvi-Ijäs[1] and Anna Kanerva[1]

[1]Center for Cultural Policy Research CUPORE, Finland

The city of Espoo has by the Telos Project at the University of Tilburgh been awarded the title of the most sustainable city in Europe both in 2016 and in 2017. Espoo has also, in 2018, been selected as one of 25 cities in a leadership program created by commission of the UN, OiER (Organization for International Economic Relations) and UNGSII (Global Sustainability Index Institute). The aim is to reach selected UN goals for sustainability already in 2025.

Identifying itself as a forerunner both in sustainability and innovation, Espoo has, as a Finnish city of 280 000 inhabitants, set up extraordinary high standards and goals.

The framework for this paper is the definitions of sustainability as pictured in the strategy of the city of Espoo. The strategy aims to develop the city in economically, ecologically, socially and culturally sustainable ways. (The Espoo Story, www.espoo.fi)

The overall research question is a general inquiry: how are the aspects of sustainability understood in the strategic discourse of the development of the city?

The more specific research question focuses on the understanding of cultural processes as part of the development: how are culturally informed understandings of sustainability seen as creating surplus value feeding and strengthening the city development?

The global perspective of the conceptual background for this paper comes from the development work in UNESCO. This brings a model of culturally understood sections of the societal processes (Tangible Heritage, Intangible Cultural Heritage, Natural Heritage and Biodiversity, Artistic Creativity, Cultural and Creative Industries, Cultural Diversity and Social Inclusion) at large and its integration in the 17 Sustainable Development Goals (SDGs) of the UN 2030 Agenda for Sustainable Development. (Culture for the 2030 Agenda, www.unesco.org)

These understandings of culture are analyzed in relation to the theoretical framework on culture in, as and for sustainability as developed within the European research network the Cost Action Investigating Cultural Sustainability. (www.cost.eu/actions/IS1007/)

This paper is part of a work package in a larger research project, EspooCult, aiming at a thorough analyses on the role of culture in the development of the city of Espoo. (www.cupore.fi/en/research/research-projects/espoocult-131435-26042018)

The methods used in the research project are multidisciplinary containing both qualitative and quantitative tools. This paper leans on the results of the ongoing research, focusing on discourse analyses of main documents, interviews with key figure of city development as well as questionnaires with the cultural sector. Current research literature complements the conceptual level of the analyses.

The hypothesis is that the cultural aspect of sustainability in the Espoo story is underarticulated and underdeveloped. Are there specific conceptualizations hidden in the culturally understood sustainability that need to be articulated and revalued? Main outcomes of this paper would be to point out gaps in the understanding of cultural sustainability in the strategic discourse in relation to the high aspirations of innovation set up by the city of Espoo.

The debate regarding agents and sustainability transitions – review of the literature

Katariina Koistinen[1,2], Satu Teerikangas[1,3], Tiina Onkila[4] and Marileena Mäkelä[4]

[1]University of Turku, Finland

[2]LUT University, Finland

[3]University College London, UK

[4]University of Jyväskylä, Finland

Abstract

The existing global system is encountered with multiple unprecedented challenges, such as the degradation of ecosystems, over-exploitation of natural resources, climate change, wealth inequalities, and human conflicts. Addressing these grand challenges calls for urgent and radical change in societies, across the world (Geels et al., 2017). The transition literature is a growing research discipline addressing grand challenges (Köhler et al., 2019). Traditionally, the focus in this field of research has been on the system level (de Haan and Rotmans, 2018). However, in order to address the mounting sustainability challenges, the role of actors in sustainability transitions needs to be understood (Gazheli et al., 2015). This paper explores the role of actors in facilitating sustainability transitions. To this end, we review the scholarly literature on agency in sustainability transitions. Our review encompasses 77 journal articles on sustainability transitions and the multi-level perspective listed in Scopus from 2014 to 2018. We find that agents and agency are increasingly explored in the sustainability transitions literature. Despite this growing interest, this body of knowledge remains scattered across disciplines. Based on our review, we identified thirteen recurring themes. One theme drew our attention in particular; it appears that transition research is divided into those who argue that agency is sufficiently embedded in the transition literature and to those who oppose this argument. Going forward, in order to reach a more thorough understanding of how sustainability transitions progress, the dynamics of individual-level agency, including behaviors and motivation, deserve further attention.

Keywords: agency, agent, actor, sustainability transition, socio-technical transition

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Corporate Responsibility Research Conference CRRC 2019

Rethinking Value Creation for Sustainability

Session 2A: Sustainable Value creation I (1/2)

Are deviations from an industry's ideal portfolio of strategic sustainability capitals impounded into market prices?

Philip L. Cochran[1], Fabio Moraes da Costa[2], M.H. Carol Liu[3] and Samuel L. Tiras[1]

[1] Indiana University, USA

[2] Fucape Business School, Brazil

[3] Arizona State University, USA

Abstract

Research Question: Are deviations from an industry's ideal portfolio of strategic sustainability capitals impounded into market prices?

Theoretical Framework

Pressure on firms to engage in sustainability activities has intensified over the past several years, often resulting in an increasing set of regulations designed to entice or force firms to increase their level of sustainability activities (Christmann, 2004). Firms that respond to this pressure by implementing sustainability, do so to varying degrees (Deephouse 1999) which Sharma and Vredenburg (1998) describe a continuum.

Within a particular industry, firms may achieve the goal of creating value by implementing an ideal mix of strategic capitals across this continuum – where multiple parato optimal points are likely to exist. The IIRC argues that to reach a parato optimal point requires a balancing of financial capital as well as some combination of human, intellectual, manufactured, social and relationship, and natural capitals. But, the extent to which these nonfinancial capitals are relevant depends on the extent of management's commitment to a proactive sustainability strategy.

The challenge to shareholders and other stakeholders in differentiating between firms that achieve an ideal mix of strategic capitals and those that deviate from a parato optimal point is that the transparency surrounding a firm's sustainability activities is generally low (Christmann 2004). Stakeholders must therefore rely on communication from management about a firm's sustainability strategy. The low transparency allows a firm, however, to directly influence perceptions by controlling what and how information is disclosed (Bansal and Kistruck 2006). It therefore becomes an empirical question whether these deviations from an ideal mix of strategic capitals are impounded into market prices.

Method: Empirical

Findings

Using cluster analysis across a US and non-US sample, we identify these industry-based parato optimal points, and find that the deviation from an ideal mix of strategic capitals negatively impacts market prices. To date, the literature has generally followed various pairwise approaches to classify a firm's sustainability efforts. The focus is usually on either the reporting of sustainability, or the performance of sustainability. Our study contributes to this line of research by linking the reporting of sustainability to the inputs required to implement sustainability. As such, our study provides a framework for future research to address the tradeoffs firms face in utilizing key capitals to achieve sustainability and financial performance goals. Finally, our study lends credence to the IIRC and other practitioners and regulators' assertion that sustainability activities create value.

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Value Creation in Development Financing: Assessment of Development Outcome Tracking

Nelson Abila[1]

[1]African Development Bank, Côte d'Ivoire

ABSTRACT

Questions have always been asked by various stakeholders – are the development finance institutions (DFIs) truly developing poor countries, creating better lives and opportunities for all or merely deepening poverty by putting wealth into the hands of a few who are already comfortable? The development financing operations of the DFIs have witnessed marked transformations following the climax of the activisms that have led to the creation of development outcomes tracking and assessment by the various DFIs. The development outcome tracking is a self-driven effort by DFIs towards creating values for their stakeholders. This papers explores the various guidelines, protocols and procedures put in place by DFIs in ensuring value creation for the least powerful and those with the lowest range of influence of their stakeholders – the poor countries, recipients of loans and development finance and those whose lives should be impacted by the development outcomes. The paper explores these guidelines in the light of value creation and propensity for driving sustainability. The paper used a combination of qualitative and quantitative approaches including stakeholders' analysis, content analysis and exploratory review of the development outcomes tracking and assessment by selected DFIs. The paper recommends full participation of stakeholders who are more impacted by DFIs development finance but are considered less influential nor play active role in project origination, execution and development outcome tracking.

Keywords: Development finance, value creation, development outcomes, additionality, sustainability.

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Motivations, strategies and practices facilitating sustainable performance in traditional industries

Orr Karassin[1] and Aviad Bar-Haim[1]

[1]Open University of Israel, Israel

Research Question

What internal conditions facilitate the achievement of high sustainable performance (SP) by traditional industrial corporations (TICs)?

TICs are usually perceived as hard nuts in the business world, characterized by lower degrees of innovation and sustainability than other sectors of the economy. Yet, with their wide-ranging impacts, TICs are a critical sector for investigating SP with a focus on value creation for the economy, society and the environment.

Theoretical Framework

Sustainable value creation (SVC) is an internal business strategy that focuses on maximizing societal and environmental benefits, rather than on pure economic gain (Hart and Milstein, 2003). In order to ensure benefits to society, measuring SVC should rely on SP indicators that focus primarily on societal impacts and outcomes (with some measures of outputs and inputs) (Wood, 2010). Measurement should incorporate a systems based perspective covering different aspects of firm and product sustainability and responsibility.

Building such a SP index based on 29 indicators, for 11 industrial firms, the paper goes on to investigate combinations of organizational facilitative conditions that coincide with high SP index scores of TICs. We categorize these internal conditions into motivations, strategies and practices at the firm level (Paulraj, 2009).

In our model we include (A) motivation: moral motivation ("doing good") vs. instrumental and relational motivations ("doing well") (based on Aguillera et al. 2007); (B) strategy: beyond compliance vs. compliance; (C) strategy: innovative culture vs. conservative culture; (D) practice: active participation vs. passive involvement; and (E) practice: transparent (public) reporting vs. internal recording.

Methods

The paper employs mixed methods. We use Fuzzy Set Qualitative Comparative Analysis (QCA) (Tosmana software v1.6) in assessing the combination of conditions that allow for the achievement of SP in 11 TICs. Deriving the empirical data for the variables (described as conditions) is based

either on qualitative textual analysis of interviews (N=54 senior managers) or on quantitative analysis of questionnaire data (N= 412 employees).

Findings

The results of the Fuzzy Set QCA shows that there are two combinations of conditions which facilitate high level SP 1) doing good motivation AND beyond compliance AND innovative culture AND active participation OR 2) beyond compliance strategy AND transparent reporting practices. Interpretation of the findings suggests that a beyond compliance strategy is the single necessary condition for high SP. Firms who do not have a strategy in place to achieve beyond the demands of regulation will not necessary achieve SP since even a "doing good" motivation and an innovative culture are not sufficient conditions to achieve measurable SP outcomes.

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Rethinking Value Creation for Sustainability

Session 2B: Worklife Sustainability

Human Sustainability, Relational Coordination, and Worker Outcomes: A Conceptual Framework

Elli Meleti[1]

[1]University of Glasgow, UK

Research Question

"How does design for human sustainability influence relational coordination, and how do these dynamics together influence worker outcomes (work engagement, proactive work behavior, and job satisfaction)?" I will examine the associations between the constructs of 'relational coordination' and 'human sustainability,' as well as the 'outcomes' of these associations. These are associations, not causal relationships, because the research has a cross-sectional design (Gittell et al. 2008, p. 165).

Theoretical Framework

The study examines how designing for human sustainability enhances relational coordination, and how the two of them together influence worker outcomes, such as work engagement, proactive behaviour, and job satisfaction. My contribution to theory is to integrate the theory of relational coordination (Gittell H.J., 2003, 2006, 2008, 2010, 2016) with the theory of human sustainability in order to explain personal transformation, providing a conceptual framework.

I define designing for human sustainability based on Kantian principles (Kant 1785, Foundations of the Metaphysics of Morals; Bowie 1999, 2017, Business Ethics: A Kantian Perspective) as follows: "organizations design for human sustainability when they respect the human beings as free, rational, and responsible, include them in policy formulation and decision-making, and, encourage them to respect all persons in and beyond their organizations". This study is significant for two reasons: 1) it focuses on human sustainability, which needs further research (Pfeffer, 2010; Pfeffer 2018); 2) it focuses on relationships, which are an alternative narrative to describe successful businesses and organizations that create value for customers, suppliers, employees, communities, and financiers (Freeman & Moutchnic, 2013).

Method

The research is cross-sectional in the higher education sector, and studies the association between human sustainability, relational coordination, and worker outcomes (work engagement, job satisfaction, proactive behaviour), across multiple units of a large, world-known, Russell Group university in the United Kingdom. I compare four schools in four different colleges. This research is

done in a strictly confidential manner, hence, I will neither reveal the name of the university nor the names of the participants.

The focus of the study is on frontline employees, because research on relational coordination has demonstrated that they are crucial for the effectiveness of the organization. So, I will focus on programme administrators, and on the work they do to support the students, both undergraduate and postgraduate. The unit of analysis is the programme administrators, nested within their relationships with each other professional role, nested within a particular unit/school in the university. It is therefore a multi-level analysis. The methodology is qualitative research, collecting data through semi-structured, one hour, face-to-face interviews. The interviewees are programme administrators and other administrative and support staff, [i.e, finance], and academics. I have undertaken 45 interviews, finished data collection, transcribed all of them on my own, and now I am doing the data analysis and evaluation through "thematic analysis."

Findings

I am currently doing the data analysis, so I do not have the findings yet.

Intersectonality and SDG 10 in Indian Context: A Phenomenological Study

Shreya Mishra[1], Manosi Chaudhuri[1] and Ajoy Kumar Dey[1]

[1]Birla Institute of Management Technology, India

Abstract

The seventeen Sustainable Development Goals (SDGs), adopted by more than 150 world leaders at the United Nations (UN) (2015) summit provides a shared roadmap that the world needs to implement by 2030 to ensure a sustainable and better future for the planet and the living beings it shelters. Achieving these goals could only be possible by the joint efforts of the civil society, government, public and private sector and the academia (SDGF, 2015).

The Goal 10 focuses on "reducing inequality within and among countries" (UN, 2015) by curbing inequality based on "income, sex, age, disability, sexual orientation, race, class, ethnicity, religion and opportunity" where the emphasis remains on income equality for the underprivileged and discriminated. However, even after entering the workforce, many face discrimination and hostility due to the prior stated inequalities. This is a matter of concern since inequality at any level may hinder the efforts of achieving a sustainable world. Reducing inequality has always been a challenge for a country like India due to its diverse cultural ethos, existing caste system and gender inequalities. Given the importance of achieving the SDGs, organizations need to step in and create robust environment in work places which eradicates discrimination caused due to inequalities.

In this context, this study aims to understand what are the embedded differences in the inequalities based on caste, religion and gender which are commonly faced in the Indian context. Furthermore, what steps the organizations could take, which are not already in place, to reduce discrimination and undesirable behaviours originating from the three bases of inequality. Drawing from the work of Bottero and Irwin (2003), we argue that organizations in India will find it difficult to move towards achieving a sustainable environment at the workplace which advocates and practices equality, without locating the differences between the inequalities. Thus the strategies that an organization may adopt to achieve the goal should revolve around understanding the differences.

The study will be based on interview data of the participants who have faced discrimination and/or hostile behaviour in their organizations due to the stated inequalities. A thematic approach will be adopted to analyse the data using Saliency Analysis (Buetow, 2010). This approach will ensure that the concepts that are important to fully answer the research questions have been captured.

The study will contribute to the ongoing debate on the SDGs in the context of inequality. Further, it will have practical implications for human resource management for creating a sustainable employee friendly environment which will maintain the psychological safety of the employees who feel inherently discriminated. Thus this study will fall under the sub-theme 8 of the conference which focuses on 'Worklife Sustainability'.

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Collaborative leadership and its appropriateness in Pakistani universities

Shabnam A. Shaikh[1], Anna-Maija Lämsä[1] and Suvi Heikkinen[1]

[1]University of Jyväskylä, Finland

Collaborative leadership is an emerging concept, yet, its applicability has received little attention from academia. Research (e.g., Chrislip, 2002; Kramer and Crespy, 2011) has claimed that collaborative leadership is a reciprocal process between parties, which brings several benefits to organizations and individuals. These benefits include new roles to organization members in which they can share capabilities that nurture creative endeavour. Collaborative leadership contributes to social responsibility in leadership because it supports all organization members' inclusion in the organizational community and advances the members' competency through cooperation. These are indicators that the organization cares about its all members and treats them equally (Järlström et al., 2018).

Our purpose is to increase the understanding of collaborative leadership by exploring the meaning of collaborative leadership to organization members of academic organizations in the societal context of Pakistan. Pakistan was selected to this study as an example of the society where autocratic leadership is the dominant leadership behavioural pattern (Paracha et al., 2012). According to Pučėtaitė and Lämsä (2008), societal norms, values and habits affect, yet, do not determinate the behaviour of organizations and their leadership in the society. This raises a question whether collaborative leadership is appropriate in the Pakistani context. The research questions include how collaborative leadership is perceived and applied in academic organizations in Pakistan? What are the opportunities and constraints of collaborative leadership?

The qualitative empirical data was produced with the help of semi-structured interviews including a critical incidents technique. The study participants are managers and employees at two universities (private and public) located in Pakistan. In total 26 interviews were conducted and tape recorded. The results suggest that in the public sector university, the managers and employees are aware of the collaborative leadership concept and practices as compared to the managers and employees in the private sector university. In their descriptions of the concept the respondents largely derive from the term 'Otaq' which is used in Pakistan as a common place where people from diverse background gather, share, and learn from each other. The respondents recognized the need and importance of arranging and attending international trainings and programs to develop leadership skills.

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Rethinking Value Creation for Sustainability

Session 2C: Change Agency in Sustainability Transitions II (2/2)

Activisms in organizational context: What does it mean?

Marileena Mäkelä[1], Tiina Onkila[1], Satu Teerikangas[2,3], Katariina Koistinen[2,4]

[1] University of Jyväskylä, Finland

[2] University of Turku, Finland

[3] University College London, UK

[4] LUT University, Finland

1. Theoretical framework & Research question

The key concept of this study is activism. Dictionary definitions of the concept say that activism is for example 'the policy or action of using vigorous campaigning to bring about political or social change' (Oxford Dictionary of English, 2019). Merriam-Webster Dictionary (Merriam-Webster Dictionary, 2019), on the other hand, defines it as 'a doctrine or practice that emphasizes direct vigorous action especially in support of or opposition to one side of a controversial issue', e.g. political activism and environmental activism. Then Cambridge Dictionary (Cambridge Dictionary, 2019) describes activism as 'the use of direct and noticeable action to achieve a result, usually a political or social one'. Shortly, activism means to use campaigns in order to achieve change.

Activism has been recognized as a powerful tool to influence decision-making at different levels. There exists variety of literatures of activism. Environmental activism means the actions that, for example, environmental activists take in order to raise awareness of urgent environmental problems (Heyes & King, 2018). Shareholder activism, for that matter, means that shareholder raise discussion topics in annual meetings (Goranova & Ryan, 2013). Typically, these and other streams of literature are considered separate. This paper, however, takes a systematic approach to review the use of the concept 'activism' in the previous literature.

The aim of this paper is to perform a systematic literature review of the use of concept 'activism'. This paper aims to answer the following research question: 'What we know about activism in organizational context?

2. Materials and methods

The method applied in this research was a systematic literature review (Danese, Manfè, & Romano, 2018; Fisch & Block, 2018). The review was directed to the top ten journals in three fields respectively: management, accounting and sustainability. This totalled a review of 30 journals.

The word 'activism' was used as the search word in the title, abstract or keywords. Both quantitative and qualitative analyses were performed. The quantitative coding of the articles was purely

descriptive. The qualitative analysis was performed thematically, guided by the dictionary definitions of activisms.

3. Results

In total, we found 111 articles on the topic of activism. Theme-wise the majority of the articles were published in CSR-related journals (54%). Management journals covered 32% of the articles, whilst a smaller minority (14%) were published in accounting journals. Journal-wise the majority (27%) of the articles was published in the Journal of Business Ethics.

The articles were published starting from 1977. However, the majority of articles were published from 2000 onwards and half of the articles published after 2012. This means that interest toward the study of activism is gaining momentum. Method-wise the distribution of qualitative and quantitative was rather balanced; 56% were quantitative studies, 42% qualitative and 2% mixed methods. Context-wise the studies from Western countries dominated the data. The majority (44%) of the articles studied activism in the USA. Also, the European context was is rather often studied (25%).

Our preliminary thematic analysis points to the following. Typically, the previous studies have analysed how different stakeholders, such as shareholders and NGOs, operate as activists seeking to influence the different types of organizations. In a handful of studies, a company acted as an activist. In general, activisms is targeted toward changing a company's operating procedures, such as the compensation policy or the opinion of the CEO. The target could also be to lessen the environmental burden of the company. A typical target related to securing labour rights for all employees.

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The role of government in the design and orchestration of sustainability transitions

Simon Wright[1], Samantha Sharpe[1], Damien Giurco[1]

[1]University of Technology Sydney, Australia

Research Question: How can government influence the design and orchestration of sustainability transitions?

This research analyses three government-led networks of innovation focused on facilitating sustainability transitions. Each is conceptualised as a strategic niche or protected space where early stage, sustainability orientated innovation can be catalysed. Using a model of network orchestration, the research investigates how government shapes the design of the network, the management of the innovation process and the vision and expectation of members, aspects which are deemed critical to the emergence of strategic niches.

Theoretical Framework

Strategic niche management provides the context of my research (Geels and Deuten, 2006, Raven, 2012), whilst an established model of network orchestration is used as the theoretical framework through which to address the research question (Dhanasai and Parkhe, 2006, Levén et al., 2014). Drawing heavily on social network analysis, the framework originates from the field of innovation networks and lends itself to the study of lead firm managed collaborations. Importantly, the framework has hitherto not been applied holistically to the context of sustainability transitions.

Method

A qualitative research method is deployed based on a comparative case study approach, investigating three government-led networks focused on facilitating sustainability transitions. Case studies were sampled purposively based upon their membership of a 'best in class' environmental program managed by New South Wales State Government. Data from 41 semi-structured, face to face interviews with a diverse range of actors across the three networks together was collected and coded by the researcher for discernible themes to inform the analysis.

Findings

The findings challenge the assumptions prevalent in the literature of the supremacy of business as the primary source of innovation and the limited role of government in developing strategic niches. A more nuanced perspective on the role and activities of government materialises from the research. Government plays a critical role in shaping the structure and membership of the network as well as positioning itself centrally within the niche to optimise status and authority. Moreover,

by increasing knowledge mobility and the value derived by members from the innovation process, government exerts a strong positive influence over the learning process. The importance of managing network vision and members' expectations proves particularly influential in facilitating knowledge mobility and maintaining network stability. The findings confirm the importance of the process-structure duality of successful innovation networks embodied in the theoretical framework as well as demonstrating the ability of government to accelerate early stage sustainability transitions.

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Sustainability agency: actors, attributes and strategies – A systematic review of CSR literature

Tiina Onkila[1], Satu Teerikangas[2], Marileena Mäkelä[1] and Katariina Koistinen[3]

[1]University of Jyväskylä, Finland

[2]University of Turku, Finland

[3]LUT University, Finland

Research question

While pursuing sustainability in business, the role of human action is crucial. This involves questions such as what is or can be the contribution of actors to change and how can agents contribute to sustainability change processes (Pesch, 2015). Multiple studies have been done on the role and importance of human agency in sustainability change in business, but the research is fragmented around journals and different disciplines. To increase our understanding on how human agency influences sustainability transformation, we need a more integrated view of our current understanding. Therefore our study reviews CSR literature to analyze who have been identified as actors in sustainability change, how they act and aim to influence the transformation.

Theoretical framework

The study is based on a systematic literature review. Instead of applying a theoretical framework, we develop an integrative framework on human agency in sustainability change, including understanding on key actors, their attributes and practices. The review also enables us to map the varied theoretical and methodological approaches that have been applied in the research of human agency in the CSR literature. Our key concept is human agency that refers to actor's capacity to transpose and extend institutional logic guiding individual behavior in an institutional context (Ishihara et al. 2017) and to intentionally influencing one's functioning and life circumstances (Bandura 2002).

Method

The study is based on a systematic review of five leading CSR journals: Business Strategy and the Environment, Ecological Economics, Organization and Environment, Journal of Business Ethics and Journal of Cleaner Production, covering the 25-year period 1992-2017. The journals were first reviewed to identify the key words. It was that noted the terms agency, championship, activism, advocacy, pioneer and niche, cover approaches related to human agency in sustainability change. A

key word search was done in each journal. Altogether 281 articles were included in the analysis. The articles are thematically analyzed and coded using a grounded theory approach.

Findings

The findings first provide an overview on the methodologies (quantitative, qualitative and theoretical) used and then review the dominating theories applied in the analyzed studies. The results then show how the key actors have been identified in the studies being individuals in societies, communities, grassroots and shareholders and analyzes how their agency is represented in the articles. The study further analyzes practices of the actors and identifies two agency strategies for sustainability transitions: co-productive and influential.

The findings lead us to conclude that the research on sustainability agency is scattered across multiple theoretical and methodological approaches as well as varied perspectives on actor characteristics and agency strategies. Based on this systematic review, we develop an integrative framework to describe key actors, actor characteristics and their strategies in sustainability transformation.

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Rethinking Value Creation for Sustainability

Session 3A: Sustainable Value Creation II (2/2)

Coherency management- a new approach to CSR in challenging times

Ivan Hilliard[1]

[1]Universidad Europea de Madrid, Spain

What is the research question that the submission aims to answer?

The thrust of the submission is that CSR is limited in what it can achieve and cannot provide effective measures to tackle the urgent social and environmental issues the world faces. While there are several reasons for this, probably the single most important one is the fact that it is impossible to create social, environmental and economic value (the triple bottom line) using current business models that continue to prioritize economic performance. In essence, this makes CSR incoherent.

Theoretical Framework: What are the main concepts, models or theories used in the paper?

The concept of coherency management will be presented. This is based on the idea of coherency (which comes from a branch of philosophy dealing with the justification of truth). Using this construct, a series of coherency conditions are developed to provide a new framework for CSR connecting in a coherent manner the fundamental purpose of any organization (to create value), with those engaged in the creation of that value (the stakeholders).

To put these ideas into context, the principal organizational pillars that underpin any CSR strategy (stakeholder interaction, wide participation, organizational learning, suitable organizational design, and a shared vision) are analyzed, to demonstrate that, although these pillars exist in every organization with a serious CSR strategy, they are not developed effectively, because they are implemented in an incoherent way.

Ways in which a CSR organization can make these pillars more coherent are examined and a range of new management ideas are presented to support the arguments.

Method: Which method is used for the research work?

The work is a conceptual paper focused on rethinking the purpose of the firm, which is value generation, and how that value is then distributed to the different stakeholders involved in its creation.

Findings: What are the main outcomes and results of the paper?

The submission presents a new paradigm to drive forward CSR, based on a book of the same name which will be published this coming July by the UK publisher, Palgrave McMillan.

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Business Peace – A New Theory of the Firm

Tilman Bauer[1]

[1]Aalto University, Finland

This theoretical/conceptual/philosophical study critiques the notion embedded in the extant Theory of the Firm that society benefits when firms collectively pursue profit-maximization as their sole objective. The aim is to present a philosophical basis for treating peace as an essential pursuit of the firm and to propose that the true objectives of a business may be better served by directing resources towards greater peace, with growth and profit targeted as enablers insofar as such pursuits foster and do not threaten peace.

The sustainability of business is (in most cases) bounded by peace within the ecosystem in which it operates, including the need for progress within the broader community. As businesses are the machinery that most often provides nearly everything that constitutes modern lifestyle – including food, clothing, shelter, recreation, and education – its purpose must be defined beyond mere profit maximization. In fact, the survival and progress of our species in the present economic system is dependent on the sustainability of the collective of businesses.

Proposing a fundamental shift in business ethics literature from CSR to Business Peace, the chapter suggests that the concept of peace can serve as the substance of positive impact in the business context. This places the onus on the individual firm rather than on an unaccountable broader utilitarian marketplace. The core of this position is that the true philosophical purpose of the firm may be to create positive impact for society at large. If this is true, then our understanding of the nature and role of business must be updated and defined more adequately than what is found in existing literature.

A management theory of peace provides an overarching framework for the substance of "responsibility," "sustainability," and "positive impact," addressing shortcomings of the dominant contemporary narrative. More specifically, the fostering of peace is discussed in relation to weak peace (the absence of war or any systematic violence), strong peace (the presence of any positive outcomes such as health or happiness), and holistic peace (transcendent, interconnected pursuits and moral excellence). The determination of whether business is beneficial or detrimental to peace is necessary for progress in the twenty-first century, not only for the individual firm but for humanity at large.

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Transition Towards Sustainable Circular Economy: Stakeholder interests and interaction

Maili Marjamaa[1], Riikka Tapaninaho[1], Anna Heikkinen[1] and Johanna Kujala[1]

[1]Tampere University, Finland

Sustainable circular economy is a pathway to a more environmentally friendly and socially inclusive society. In addition to redesigning products and business models to minimize waste and increase the reuse of materials, the transition towards sustainable circular economy requires collaboration and co-operation of various stakeholders at different fields of society.

The purpose of this study is to examine the interests of different stakeholders regarding the sustainable circular economy in Finland. At local, regional and national levels, we focus on stakeholders such as companies, ministries, federations, developing and supporting organizations as well as regional actors, municipalities and cities. The study is carried out with qualitative research methods and the research data comprises ethnography (yearly observations in annual seminars and workshops) and interviews (representatives of key stakeholders). The analysis is carried out with interpretative research methods that allow for dialogue between empirics and theory. As a result, we identify the key stakeholders and examine their interests related to the transition to sustainable circular economy.

Keywords: circular economy, sustainable development, stakeholder management, stakeholder identification, qualitative study, ethnography

Corporate Responsibility Research Conference CRRC 2019

Rethinking Value Creation for Sustainability

Session 3B: Stakeholders and the Natural Environment I (1/2)

The social license to operate: a stakeholder perspective

Lara Gonzalez Porras[1]

[1]Tampere University, Finland

Stakeholders can exert influence on firms' operations and projects. One noteworthy influence is the social license to operate (SLO), which represents the (non)acceptance of a firm and its operations by the stakeholders. This study is interested in how and why stakeholders withhold the SLO to a firm and its operations. Thus, the purpose of this study is to understand how the social license to operate is constructed among the stakeholders of a firm, and how the stakeholders' arguments for withholding an SLO are explained and evolve over time.

The SLO is an intangible license that coexists with the political and actuarial licenses (Bice et al., 2017). Previous literature has presented the social license to operate as a continuum of multiple SLOs, whose key components are credibility, legitimacy and trust (Boutilier et al., 2012). The SLO frequently acts as a stabilizer of the socio-political context where the firm operates (Boutilier et al., 2012). Firms can use stakeholder engagement as a way to meet societal expectations and to gain the social license to operate (Brueckner and Eabrasu, 2018). Thus, the SLO issuance requires the involvement of civil society, especially local stakeholders (Moffat et al., 2016).

Empirically, the study analyzes a case where a Finnish forest industry company UPM constructed a pulp mill in Uruguay. The investment agreement was signed in November 2017. The project is currently at stage two, obtaining all the necessary licenses and permits to build the needed infrastructure and construct the pulp mill. At this stage, the social license to operate has already been withheld by many local stakeholders. The research data comprise newspaper and blog articles, press releases and interviews. In this qualitative study, the data are analyzed using narrative analysis to explore how every stakeholder understands and interprets the SLO dissimilarly, how every stakeholder explains the SLO withholding differently, and how this story evolves over time.

The concept of SLO has been previously applied in the mining sector, where the focus has been on the focal firm's perspective. This study expands SLO research to the forest industry and offers a new view based on the stakeholders' perspective. The research explores SLO-withholding arguments, moving forward from the previous research on SLO issuance. Ehrnström-Fuentes & Kröger (2017) already identified some obstacles affecting the issuance of a social license to operate, but there is still lack of significant research explaining the reasons why stakeholders do not grant an SLO to a firm. Moreover, by understanding why stakeholders withhold the social license to operate,

managers can anticipate stakeholders' demands and ensure the criteria needed to obtain the SLO. Finally, this empirical research might be useful as a practical example for those corporations, especially Finnish corporations, planning to start megaprojects in Latin America.

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CSR professionals' views on CSR – a comparative study across three sectors

Larissa Niemi[1]

[1]University of Turku, Finland

The humankind is facing several sustainability issues ranging from climate change and pollution to human right violations. These issues force people and organizations to strive for more sustainable practices in order to reach the United Nation's sustainable development goals. Organizations attend to responsibility issues via their corporate social responsibility (CSR) initiatives and programs, but global scale issues are hard to solve and derive to specific organization's responsibilities. In addition, different stakeholder groups set pressures to organizations and demand ambitious actions to be taken.

Research question and method

The literature on CSR in management research mainly focuses on companies in the private sector. Consequently, organizations from the public and third sectors have gained less attention. In addition, prior research has somewhat neglected the role of employees as stakeholders. This paper aims to address these research gaps by exploring who are the internal and external stakeholder groups that most actively set pressures towards organizations' CSR initiatives? The research was conducted using a qualitative, multiple case study research design. Three sustainability managers representing three different Finnish organizations per studied sector (private, public, third sector) were interviewed, totaling nine interviews.

Theoretical background

The theoretical background of the research relies on stakeholder theory and on prior CSR research. These theories often go hand in hand (Hörisch, Freeman & Schaltegger 2014). One of the key notions is Freeman's (1984) definition by which anyone who can affect or is affected by a company can be considered as a stakeholder. Especially John Elkington's (1999) concept of "triple bottom line" sets the basis for the research as well as Aguinis' and Glavas' (2012) extensive synthesis on prior CSR research.

Key findings

Organizations in the public and private sector face pressures from the state, customers and the third sector. For the private sector, the list is longer. Interestingly, none of the organizations mentioned competitors as pressure-setting stakeholders; only one company in the private sector saw current and potential employees as pressure setting stakeholders. The natural environment was not

mentioned as a stakeholder by any sector. The third sector did not experience pressures from the other two sector at all. Most of their pressures came from different financiers, other NGOs or the society as a whole. Inside the organizations, CSR managers or teams are the ones advancing CSR programs. The role of employees appears to remain marginal. The main contribution of the paper is to identify the stakeholders who are able to affect organizations' CSR programs in the public, private and third sector.

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Triple bottom line perspective: the linkage between information and diffusion of corporate social responsibility

Dolores Gallardo-Vázquez[1] and Luis Enrique Valdez Juárez[2]

[1] University of Extremadura, Spain

[2]Technological Institute of Sonora, Mexico

ABSTRACT

The paper is focused on the Stakeholder Theory. The demands of globalized markets, new technologies and new business practices focused on sustainability have led organizations to move in a new direction. In general, these actions are seen more frequently in large organizations, but have gradually been penetrating small and medium-sized enterprises (SMEs). However, despite these efforts have been made to incorporate the Corporate Social Responsibility (CSR) strategy in companies, there is still ignorance of the minimum requirements to implement it in its entirety. On the other hand, it is rare for this type of organizations to communicate to the stakeholders the sustainability practices that they are developing and that have significantly influenced the organizational structure. That is, it is observed that the information-CSR strategy process is not sufficiently developed. On the other hand, once the CSR actions have been carried out, the dissemination process should begin, making known what has been done, also observing that the companies suffer from good disclosure channels. Given this, our research question focuses on knowing whether the CSR practices, collected in the three economic, social and environmental dimensions of the Triple Perspective or Triple Bottom Line can serve as a link between the information process of the CSR and the disclosure to be carried out in the organization. Based on this, the present investigation tries to analyze how CSR information influences social, economic and environmental practices. It also analyzes how these business sustainability practices influence the CSR disclosure (Figure 1).

The study is focused on a sample of 165 SMEs, located in the city of Badajoz (Extremadura, Spain). The data was collected through a structured questionnaire addressed to the manager of each selected company. In relation to the methodology used, the system of structural equations based on variance has been used with the support of SmartPLS software version 3.2.8. The results inform that the information possessed in CSR has a positive and direct influence on the development of actions of the three dimensions. At the same time, it has been observed that there is a direct relationship between the development of actions of the social and environmental dimension and

the disclosure of CSR. The research work contributes to the literature of interest groups and business sustainability.

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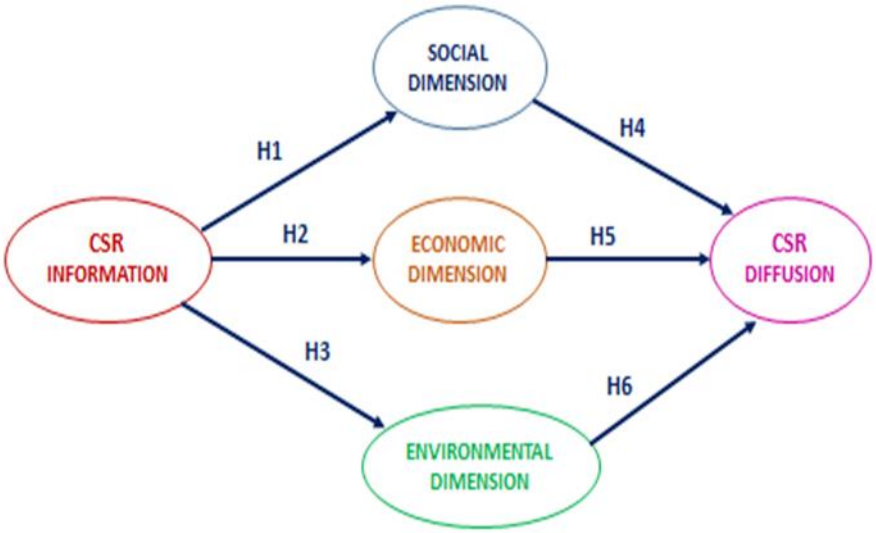
Figure 1. Proposed conceptual model



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Rethinking Value Creation for Sustainability

Session 3C: International CSR I (1/2)

The Transfer of CSR Practices within MNEs in the Hotel Sector: Do Institutions Matter?

Stefano Franco[1], Matteo Caroli[1] and Maria Jesús Bonilla-Priego[2]

[1]LUISS Business School, Italy

[2]Universidad Rey Juan Carlos, Spain

Assuming that middle managers are the ones who commit resources for achieving strategic objectives (Eccles & Klimenko, 2019), this study looks at multinational enterprises (MNEs) to investigate the transfer of CSR activities between the top management of the parent company (PC), and the middle management of the recipient units (RU) i.e., subsidiaries and franchisees. Building on institutional theory (Di Maggio & Powell, 1983), and on the literature on the transfer of CSR practices within companies (Kostova, 1999; Marano & Kostova, 2016; Surroca, Tribó, & Zahra, 2013) this article aims at investigating the role of several institutional factors on the adoption of CSR activities by RUs communicated and transferred by their PCs. In greater detail, we want to answer to the research question: what is the impact of the institutional environment on the transfer of responsible activities within MNEs?

From the methodological point of view, our study proposes a multidisciplinary approach that involves elements from international business, CSR and accounting literatures. Our sample is composed of hotel chains companies that adopt the GRI standards for their disclosure. We believe this context is relevant for the purpose of this study, as particular configurations of hotel ownership and management have implications for the motivation and capacity to adopt sustainability practices (Melissen, van Ginneken, & Wood, 2016). Considering the RUs (single hotels) as our level of analysis, we want to measure our dependent variable, i.e. the adoption of CSR practices, through the alignment between the CSR strategies disclosed by PC and the extent to which RUs perceive and implement these strategies. To do so we calculate a PC CSR index and a RU CSR index. The distance between the two measures will provide a measure of the CSR alignment. The PC CSR index is calculated thanks to a content analysis on the base of materiality matrixes disclosed by PCs. The materiality matrix, indeed, allows to give scores to the materials sustainable aspects selected by firms according to two dimensions: (1) the importance of the aspect for the business, and (2) for firms' stakeholders. The RU CSR index will be calculated through a survey submitted to the RUs that will be asked to give a score to the two dimensions of each specific material aspect disclosed by its PC. Through a multiple regression analysis, we want to measure the impact of three independent

variables on the CSR alignment: (1) the institutional distance between the home country in which the PC is located and the host country of the specific RU, (2) the organizational relationship between the PC and the RU (affiliate vs franchising), (3) the economic, technological, and competence barriers that may obstacle the RU in the adoption of the activity.

At this stage we are collecting data. However, basing on previous interviews to CSR managers we are confident about the fact that these factors could play an important role on the definition of organizational forms that help the adoption of CSR activities within firms.

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Same Same But Different: Variation in CSR Disclosure and Practises based on Country of Origin

Chintan Kella[1] and Jacquelle Piels[2]

[1]LUISS University, Italy

[2]Tilburg University, Netherlands

This research aims to gain a better understanding of actual differences in CSR reporting practices and CSR disclosure between multinational enterprises from different countries. Since MNEs are part of a global social system and their performance depends on maintaining a good company-stakeholder relationship, they are required to address concerns of their stakeholders worldwide (Newson & Deegan, 2002). The focus of this research is to gain an in-depth insight into how a country effect in CSR reporting works, by looking at actual differences in CSR reporting practices and CSR disclosure between MNEs that origin from different countries. How does CSR reporting differ between MNEs based on their countries of origin?

Specifically,

- *How do CSR reporting practices differ between MNEs from different countries of origin?*
- *How does CSR disclosure differ between MNEs from different countries of origin?*

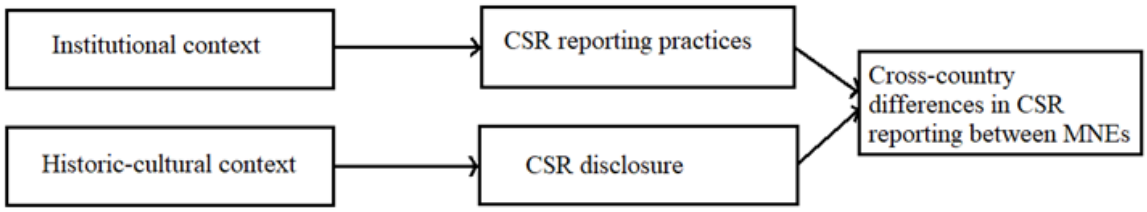

Figure 1

It has been established that MNEs from the same country adopt similar reporting practices over time, because they resemble the institutions of their organizational context in competing for power and legitimacy (Meyer & Rowan, 1977; Ferri, 2017). The main argument here is that MNEs will look at the characteristics of their environment to conform to the dominant societal rules, norms and routines (DiMaggio & Powell, 1983). For example, the study by Matten & Moon (2008) is a relevant contribution in this field. They develop the National Business Systems Approach for analyzing cross-country differences in CSR (Matten & Moon, 2008).

A qualitative content analysis helps to establish an in-depth understanding of reporting differences between multinational corporations from different countries (Krippendorff, 2018). The content analysis software Nvivo was used. An automated content analysis, unlike a manual content

analysis method, helps avoid subjective interpretations and possible problems with interrater-reliability (Krippendorff, 2018). After the content analysis, recent new articles about the company and its CSR activities were analysed, to support the interpretation from the content analysis. Since triangulation of multiple sources of evidence increases the construct validity (Erzberger & Prein, 1997).

The country-specific data from Thomson Reuters Datastream was used to compose a dataset of all the companies available within these 47 countries. Data were gathered from the most recent (2017/2018) CSR reports (Einwiller, Ruppel & Schnauber, 2016). Both the Asset4 ESG Datastream and the Worldscope Datastream were used. The Thomson Reuters Datastream contains 47 countries and over 3.400 companies that origin from these countries.

The focus of this study is on MNEs because (1) they are traditionally considered as highly representative of the institutional context (Ferri, 2017); and (2) MNEs are part of a global social system and their performance depends on gaining legitimacy from this system, so they are more subject to institutional pressures and pressures from stakeholders than smaller and local enterprises (Newson & Deegan, 2002; Luo & Bhattacharya, 2006). This research is also of importance for practitioners. First of all, comparability and harmonization of CSR reports is important for financial analysts, investors, regulators and global NGOs who are interest in the CSR performance of multiple companies (Tschopp & Huefner, 2015)

Types of motivation among Polish and International employee volunteers – A Case Study

Florian Urbański[1] and Christopher Stehr[2]

[1]WrOpenUp Foundation, Poland

[2]German Graduate School of Management and Law, Germany

Key Words: Motivation, employee volunteering, community service, Poland

Introduction

The political and economic conversion of Poland has been one of the major success stories during the transformation processes in Central and Eastern Europe since 1989 (Kuitto 2016; Gorynia 2017; Piatkowski 2018). As a result of these developments over the last three decades, the number of international corporations increased in the Polish market (Tanski 2017; Czerniak and Blauth 2017). The influence of these international corporations on Polish society can also be found regarding Corporate Social Responsibility Projects (CSR-Projects), because those companies have been identified as the main influencer of CSR in Poland (Lakatoś 2017; Rojek-Nowosielska 2019). These international corporations employ Polish nationals as well as international employees in their subsidiaries in Poland (Hunek and Geary 2013; Poór et al. 2014; Chmielecki 2017) and form a culturally diverse workforce (Rozkwitalska et al. 2017; Sułkowski 2017; Rakowska 2019).

This leads to the question of whether this internal diversity is also reflected in CSR Projects led by these corporations and if their employee volunteers are likewise diverse in aspects such as gender, religion and, of course, nationality. The main objective of this paper is to investigate the intrinsic and extrinsic motivation of these volunteers. It is the goal of this paper to examine possible significant differences of motivation between gender, religion and nationality among the volunteering employees. The core argument is to find a substantial difference of motivation between Polish and international employees to join CSR Projects. The core question developed out of this thesis is the following: “How to motivate Polish and international employees to volunteer for CSR Projects.”. Therefore, the research questions are defined as:

- What types of motivations lead people to volunteer?
- Do significant differences exist in motivation between genders?
- Do significant differences exist in motivation between nationalities?
- Do significant differences exist in motivation regarding individuals from different religions?

The paper describes the current state of CSR and volunteering in Poland by reviewing some of the recent literature (books, online sources and journal articles), and by focusing on CSR projects run by international corporations. The second part examines a case study as a practical example. Based on the results of a questionnaire with Polish and international volunteers of the CSR Project called WrOpenUp, the article aims at answering the main research questions based on the core argument. The main objective is to deliver a guideline to motivate Polish and international employees to join CSR Projects in Poland.

Findings

The case study could not identify the postulated differences in types of motivation among volunteers of different backgrounds likewise nationalities, religions or genders. However, the results indicates common characteristics of motivation among all participants regardless their background and together with the findings about the involved corporations and their internal relationship towards employee volunteering, a guideline has been developed to motivate Polish and International employees to volunteer in projects of Community Service as a certain way of Corporate Social Responsibility.

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Rethinking Value Creation for Sustainability

Session 4A: Collaboration for social impact

Organisational Value Frames and Sustainable Alliance Portfolios: Bridging between the Theories

Tulin Dzhengiz[1]

[1]Alliance Manchester Business School, UK

Abstract

The literature on alliances and collaborations for sustainability thus far mainly concentrated on dyadic relationships between firms and non-profits, NGOs, social enterprises, research institutes, governments, communities or other firms (Gillett, Loader, Doherty, & Scott, 2018; Lin & Darnall, 2010, 2014; Wassmer, Paquin, & Sharma, 2014). The seminal review of Wassmer et al. (2014) about alliances for environmental sustainability invites us to think beyond the dyadic relationships and to expand the level of analysis to the alliance portfolios of firms. Alliance portfolios combine all alliances of a firm at a point in time, reflecting the firm-level strategy and hence firms' cognitive orientation, or in other words, organisational value frames. In this paper, I try to answer the call of Wassmer et al. (2014) by conceptually developing the notion of "alliance portfolios for social innovations" which aim the development of social innovations that tackle sustainability issues.

Alliance portfolios for social innovations can be viewed as the collection of all alliances of a focal firm that aim to generate innovations that address both environmental and social problems. In this paper, I answer the question of "how a firm's organisational value frames may impact the configuration, management, evolution and innovation outcomes of a firm's alliance portfolio". The relationship between organisational value frames and alliance portfolios has yet to receive scholarly attention. Therefore, I review and integrate the existing literature on social innovations(Ayob, Teasdale, & Fagan, 2016; Borges, Soares, & Dandolini, 2016; Nicholls, Simon , & Gabriel, 2015; Phillips, Lee, Ghobadian, O'Regan, & James, 2014), organisational value frames in sustainability context (Hahn & Aragón-Correa, 2015; Hahn, Figge, Pinkse, & Preuss, 2017; Hahn, Pinkse, & Figge, 2015; Laasch, 2018; Sharma & Jaiswal, 2017; Sharma, 2000) and alliance portfolios (Chiambaretto & Fernandez, 2016; Chiambaretto & Wassmer, 2018; Lavie, 2007; Lavie & Miller, 2008; Wassmer, 2008; Wassmer et al., 2014). Thanks to this integration, I aim to conceptually develop the notion of alliance portfolios for social innovations and develop a research agenda with research questions that guide further scholarly research and re-ignite the spirit of alliance portfolio research of which Wassmer (2008) has greatly contributed.

The paper proposes that firms organisational value frames vary from business, business case and paradoxical frames. Depending on their organisational value frames, firms configure their alliance portfolios in terms of partner heterogeneity and the nature of relationships with partners. As value frames evolve so do the alliance portfolio configuration and relations with partners. In line with the configuration of the alliance portfolio, different innovation outcomes (purely business, bifocal and purely social innovations) are expected and different types of values are created (shareholder value, shared value, stakeholder value). Figure 1 summarises the model of the paper and captures the future research paths guided by the research agenda.

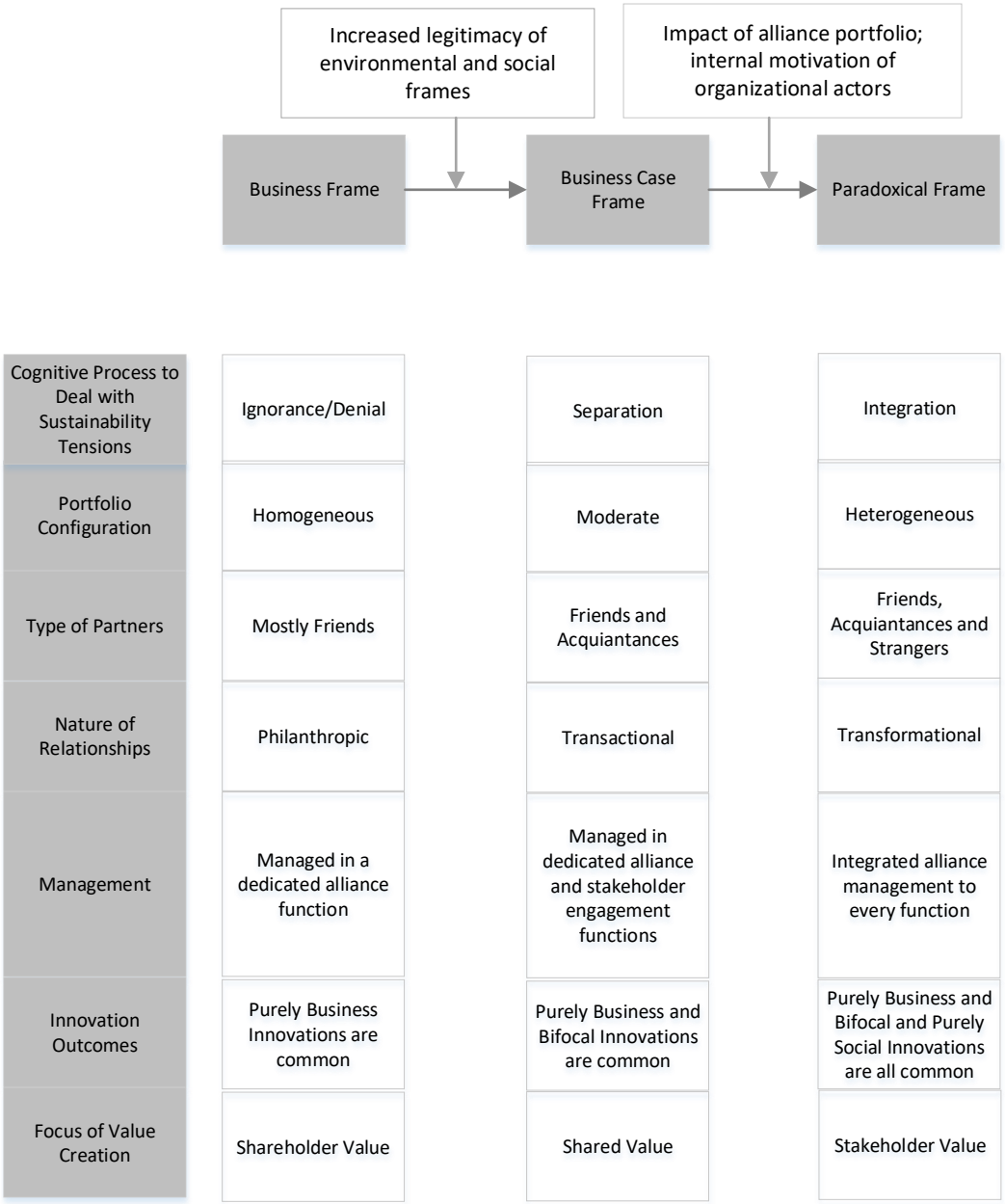

Figure 1 Bridging the Cognition-Action Gap: The Role of Organisational Value Frames on Alliance Portfolios for Social Innovation

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Systemic Collaborations for Complex Social Problems: Food Insecurity in Houston, Texas, USA

Douglas A. Schuler[1] and Balaji R. Koka[1]

[1]Rice University, USA

Research Question

Our study seeks to answer the question: Why do systemic collaborations that are espoused by practitioners and researchers as an imperative to solve complex social problems seem to fail most of the time? Specifically we examine the underlying tension between factors that push organizations towards systemic collaborations and those that pull those same organizations away from such collaborations? To attempt to answer this question, we examine inter-organizational collaborations about food insecurity in Houston, Texas, USA from 2016–2018.

Theoretical Framework

We draw from the Puska et al. studies about systemic collaboration towards the reduction of cardiovascular diseases in Finland. Closer to the organization studies literature, we examine the collective action and alliance constellation literatures (Gomes-Casseras, 2003) to frame our study's research question. Specifically, we examine how the tension between self-interest and collective interest gets resolved in these settings. We thus reference the collective impact literature (Kania & Kramer, 2011) and other NGO studies (Pallota, 2008) that suggest that structures and incentives that lead to 'win-win' solutions are likely to lead to successful collaborations. (note, in our setting, interventions are conducted not only by NGOs, but also by private sector firms and governments at different levels)

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Methods

We use a mixed methods qualitative research design. First, over ~ 36 months, we conducted face-to-face and telephone interviews with about 60 key players, using open-ended questions, and creating about 400 pages of field notes. Additionally, we had about ten field experiences with these organizations. We also conducted two focus groups of about 12 participants each within a low-income neighborhood that housed several prominent food insecurity interventions. Finally, we made literature searches and used the outputs of one of the co-author's social entrepreneurship class where the students conducted research projects within many of the organizations.

Findings: What are the main outcomes and results of the paper?

We reveal that four elements characterize complex social problems: 1) having shifting causal networks, largely unknown a priori; 2) need coordinated resource allocation; 3) necessitate the behavior of mutual forbearance by organizations connected to the social problem; and 4) require a learning orientation because as things unfold adjustments must be made within the collaboration.

However, we find many of the behaviors in the field to be almost the exact opposite. Many organizations that fund or create public policies for such interventions: 1) assume linear and causal links between their intervention and the problem being solved; 2) fund or make policies in isolation of others; 3) limit the scope of the intervention so that they can try to achieve a 'win-win'; and 4) do not really think about how their intervention contributes to the remedy of the overall social problem. The end result is that systemic collaboration does not occur. Instead, many discrete, uncoordinated, sometimes overlapping and oftentimes ineffective collaborations occur.

We suggest new ideas for theory of collaboration and practice emphasizing new structures and civic mindsets.

Social guidelines in supply chain management – Code of Conducts in the maritime industry

Jenni Neste[1]

[1]University of Turku, Finland

Organisations are facing increasing needs to manage more complex supply chains. Sustainability is becoming more important factor in the market, and there are increasing legislative and other requirements for the organisations to comply. The aim of this research is to investigate the social guidelines in supply chain management within the maritime industry. Environmental and economic aspects have been subject of wide range of scientific research and practice, but less attention is given to social aspects although these are more and more common in globalised and interconnected world.

Maritime industry is growing rapidly, and cruise vacation is one of the fastest growing segments of tourism industry. Organisations in all industry sectors face increasing demands to demonstrate that sustainability is considered in their operations and across the entire value chain. The pressure is coming from multiple directions and stakeholders, e.g. investors, customers, national and international legislative bodies and multilateral organisations. This research investigates if these stakeholder requirements are visible in maritime organisations' Code of Conducts (CoCs) and how CoCs fulfill the requirements of social sustainability.

This study builds on two research streams: social sustainability in maritime industry and stakeholder expectations of sustainability. Content analysis is used to investigate several maritime organizations' Codes of Conducts. CoC summarises the social and environmental guidelines and principles related to the organisation's expectations of its workforce behavior as well as presents publicly social and ethical rules of the organisation. Findings reveal that social requirements are a missing part of the sustainability in maritime industry, even though social and ethical requirements are increasing rapidly. There are several social requirements which still need to be highlighted in CoCs to get maritime supply chains more socially sustainable. This study provides managerial insights by proposing ways to integrate social guidelines and expectations into business activities especially in the context supply chains in the maritime industry. As the CoC has already a widely recognised role as an ethical statement in organisations, there is a broad range of practical and theoretical opportunities to incorporate sustainability more into businesses and to give organisations possibility to contribute to sustainability challenges in the maritime sector.

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Rethinking Value Creation for Sustainability

Session 4B: Stakeholders and the natural environment II (2/2)

The Resilience of (Un)Sustainable Logics in an Emerging Market

Robson Rocha[1], Monica Abreu, Marina Souza[2], Domenico Ceglia

[1]Aarhus University, Denmark

[2]Federal University of Ceará, Brazil

Introduction

The environmental unsustainability of the pursuit of continuous economic growth are increasingly being recognized. Environmental distress, resource scarcity, pollution and climate change are all threats to the whole of humanity. Despite all these problems, organizations do not prioritize environmental issues, which remain, in most cases, secondary to profit-seeking strategies. All over the world the activities of many organizations are based on a "growth" paradigm which is largely accepted independently of the level of national economic development. As a result, the growth paradigm is not contested in most organizational and management research (Asara et al., 2013).

Proponents of sustainable degrowth claim that short-term returns on investment rely on the long-term fragility of the environment and the economy in which it is based and economic theories have failed to acknowledge the social and environmental costs of economic growth, which, by means of indicators such as GDP, only take into consideration work that contributes directly to generating capital gains and that fails to establish any link at all with human well-being (see also Latouche, 2009). The inevitable conclusion is that sustainability is incompatible with growth- based economic systems (Mies, 1998).

Degrowth is a normative concept which endorses a democratic and redistributive downscaling of production and consumption to ensure that society's throughput – its resource use and management of waste – stays within safe ecosystem boundaries. Ecological economics is a transdisciplinary field of study whose fundamental proposition is that the economic system is embedded within a social system that is in turn embedded within an ecological system, namely the biosphere.

This article addresses these questions by presenting the results of longitudinal qualitative research into exploitation of natural resources in Brazil. It analyzes the social construction of an ecological disaster by investigating the agency of different actors involved in extreme situations of natural resources disasters. The analysis revealed some important findings: previous industrial practices triggered a widespread and difficult to reverse problem with natural resources exploitation and contamination; in spite of the problems sustainable degrowth has proved rather

difficult to achieve and sustain, in one of the cases it was reversed due to immediate social problems associated with the scaling back of industrial production. This set of results is the first attempt to shed light on the complexity of the issues involved when industrial sectors in emerging markets face the unavoidable need to deal with issues of degrowth and sustainability. In the present cases degrowth is an urgent necessity. Nonetheless degrowth is being strongly resisted.

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Personal values and attitudes as predictors of food retailer's motivations to engage in animal welfare initiatives?

Maureen Schulze[1] and Antje Risius[1]

[1]Georg-August-University of Goettingen, Germany

Animal welfare has been a central concept in the debate on sustainable food consumption for some time. Despite public interest in the welfare of farm animals, current consumption of meat from animal welfare-oriented production is still low. Positioned between farmers and consumers, as well as being the most important sales channel for meat products, food retailers are important players when it comes to the promotion of meat with higher animal welfare standards. Nevertheless, retailers' decision to market meat products satisfying the highest standards of animal welfare is risky. Therefor it is still not clear what motivates retailers to turn their backs on the cost leadership strategy widely used in the meat sector and to offer alternatives. Studies examining corporate pro-environmental behavior indicate that next to external influences, such as stakeholder pressure and financial benefits, internal factors, such as the values and attitudes of decision-makers in a company, also play a decisive role (Papagiannikas and Lioukas 2012). If there is a similar link between the marketing of animal welfare meat and the personal values and attitudes of the food retailers, the personal motivation might be highly relevant with regards to determining sustainable food development. To investigate this relationship more closely this study uses assumptions of the value-belief norm theory (Stern 2000) and the theory of planned behavior (Ajzen 1991), transferring them to the context of the marketing of animal welfare meat. The connection between values and attitudes relevant to animal welfare and the willingness of retailers to sell animal welfare meat will be analyzed using a structural equation model. Basic values are mapped with the Schwartz values, additionally the attitude components awareness of the welfare of farm animals and attitude towards the sale of animal welfare meat are incorporated into the model. The willingness of retailers to introduce animal welfare meat is included as an exogenous variable in the model. An online questionnaire is targeted to reach n=100 retailers, of which 45 have already completed the questionnaire at the stage of abstract submission. First analysis confirm the results of a qualitative preliminary study; they show that in addition to a financial incentives, the retailers' values and attitudes also seem to influence their willingness to stock meat with higher animal welfare requirements. Hence, retailer's motivation should be considered when it comes to the promotion of a sustainable food system.

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Rethinking Value Creation for Sustainability

Session 4C: International CSR II (2/2)

Interdiscursivity in legitimating contested action of multinational corporations

Minna Ahokas[1] and Mari Juntunen[1]

[1]University of Oulu, Finland

Research Question

Through which discursive strategies MNC executives discursively legitimate their neglect of social responsibility in favor of profit maximization

I study this question in the context of pharmaceutical corporation Mylan`s undertakings in media related to price increase of Epipen which was perceived as unreasonable by the audience in US market.

Theoretical Framework

During the latest decades it has become obvious that in order to maintain a legitimate role in society corporations have to view their responsibility as broader than earlier (Scherer & Palazzo,m 2011). Legitimacy has a central role in CSR debate (Sethi, 1975; Palazzo & Scherer, 2006) but it has mainly perceived it from instrumental and institutional point of views (Palazzo & Scherer, 2006). What is yet needed is a shift towards processual approach to both CSR and legitimacy; this kind of approach would take into account things like sensemaking processes and discursive constructions and shift the whole conversation towards input related angle (Basu & Palazzo, 2008).

Method

In this study I use a discursive perspective for examining legitimacy around CSR matters in a way that also considers that rather than objective and stable, the behavior we accept from corporations is bound to context and time and is thus continuously under debate. Having a discursive perspective I perceive legitimacy constructed mainly through language and by having a focus on it we can understand it better. I lean on critical discursive analysis (Fairclough, 1992) which also considers the power positions behind discourses.

Initial Findings

Our initial findings show that Mylan`s executives used three kinds of discursive strategies when legitimating their contested price increase: highlighting benefits for patients, progress narrative, and victimization. There are cultural and context related reasons why the executives used these kinds of strategies while trying to legitimate the actions and choices of the company.

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Local content contribution to the ecosystem development: a conceptual framework

Marika Arena[1], Giovanni Azzone[1] and Laura Dell'Agostino[1]

[1]Politecnico di Milano, Italy

In the last decade, the practice to purchase goods and services from local suppliers and employ local labour force, the so-called "local content" (LC), has entered the portfolio of the different instruments that multination companies (MNCs) can exploit as part of their corporate social responsibility (CSR) strategies when operating in resource-rich developing countries. Although there is no unique definition of what constitutes "local content", this concept also refers to various policies designed by national governments with the aim of leveraging their natural resources endowments to foster local economic development (Tordo et al., 2013). Typically, these policies focus on those sectors that rely heavily on long-term foreign direct investment and encourage or constrain the use of local inputs (e.g. goods, services, labour force, etc.) and/or competence development through training activities.

In the academic literature, the issue of LC has been studied mainly from a macroeconomic perspective, discussing the characteristics of different LC policies (Tordo et al., 2013); the potential contribution of LC to promote economic diversification and growth (Ovadia,2016); or the effects on international trade (Hufbauer et al. 2013; Stone et al. 2015).

However, most of current research on LC has ignored the interactions between the characteristics of the local ecosystem and the LC strategy that MNCs actually put in place (what a company can and actually does in connection to LC). From a company perspective, in fact, LC policies could be seen as a mere operational constraint – i.e. an imposition of the local regulation - or they can be levered by MNCs as part of their CSR strategy, for legitimating and creating domestic support for the MNCs' investment projects, but also for exploiting potential synergies with their business activities.

Moving from this consideration, this paper proposes a conceptual model that combines country and company perspectives around a joint objective: improving the local economic ecosystem.

The model provides a representation of the factors that influence the LC creation in terms of characteristics of the LC policy, of the local ecosystem and characteristics of firms' investment projects. In particular, the model builds on the premise that the LC that a MNC could activate is conditioned by the initial state of the ecosystem in which it operates, that defines the country's

"starting potential" in terms of LC. Then the characteristics of the investment project (on the company perspective) and the LC policy (on the macro perspective) drive the LC that can be actually achieved.

The model is used to analyse the case of the Oil and Gas industry in Mozambique, a country that is part of the new resource boom in Africa and is expected to become one of the world's largest suppliers of LNG.

The results of the empirical analysis show how the proposed model enables the identification of a broader set of interactions between companies, policies and ecosystem that relates a LC measures to its effect. If the traditional approach were used, those interactions would have remained undiscovered.

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Implementation of the comprehensive entrepreneurship model for the internationalization of eco-efficient companies

José G. Vargas-Hernández[1] and Olga Nayeli Aceves Alvarez[1]

[1]University of Guadalajara, Mexico

Abstract

The objective of this paper is to analyze the functioning of the integral model of entrepreneurship in a new model of companies that are currently emerging, which aim to be eco-efficient. Therefore, this work aims to study the central perspectives of technology that are based on the phenomenon of entrepreneurship and thus develop a strategy that adapts to companies with an ecological basis to achieve internationalization. This article will analyze a particular company, which specializes in the area of ecological composition, where no chemical product is used to produce the composition, everything that is marketed is made up of a base of alpaca and other organic compounds.

Keywords: Integral model, ecoefficiency, internationalization

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Session 5A: CSR in and around Organisations I (1/3)

Challenges in climate change mitigation in UK, Finland and Denmark – Combining transition and portfolio management perspectives

Satu Teerikangas[1,2], Katariina Koistinen[1,3], Joana Geraldi[4,2], Christian Thusen[5], Peter Morris[2]

[1]University of Turku, Finland

[2]University College London, UK

[3]Copenhagen Business School, Denmark

[4]Danish Technical University, Denmark

[5]LUT University, Finland

Abstract

Climate change represents one of the greatest threats for humanity. Global temperatures are rising and global greenhouse emissions show no signs of decline while many countries continue to increase their fossil fuel consumption. The Arctic sea levels are changing and extreme weather conditions occur on an increasingly regular basis. Despite the urgency of the issue, the required target of limiting global warming to two degrees Celsius (UNEP, 2014) seems a distant goal.

To address climate change, long-term visions on governing sustainability are needed (Voß et al., 2009; Loorbach, 2010). In the paper, we adopt transition management (TM) as a means to achieve system level sustainability. However, macro-level visions are not sufficient in addressing complex environmental problems such as climate change. Reacting on climate change also requires meso-level strategies and organization-level responses. To achieve the system level shifts that transition management proposes, strategic and tactical activities are needed (Loorbach, 2010). We apply project portfolio management (PPM) as the strategic and tactical activities to bridge the meso and macro level attempts to address climate change. Portfolio management is used for the coordination and control of multiple projects pursuing the same strategic goals and competing for the same resources (Cooper et al., 1997). Hence, our paper combines the theoretical lenses of transition management and project portfolio management in tackling the challenge of climate change.

We explore the matter across national settings – in the UK, Finland and Denmark. We conducted over 30 interviews with ministry-, agency-, city-, firm-, NGO-, and network-level experts. Our aim was to understand how these countries were organized as regards addressing climate change.

Our paper unveiled several challenges in addressing climate change. These challenges form six themes: (1) global ambition, (2) national complexity, (3) coordination across project portfolios, (4) governance of project portfolios, (5) continuously changing context, and (6) ownership. We suggest that to transform ambitious global visions to successful practices at national and organizational levels, more formal connections between various project and activity portfolios are needed.

Keywords: climate change, governing sustainability, transition management, portfolio management

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Towards an Understanding of CSR in Organisations in Saudi Arabia

Abdulaziz Shalhoob[1] and Shirley-Ann Hazlett[1]

[1]Queens University Belfast, Ireland

Abstract

This paper discusses the initial findings from a research project which focuses on understanding the role and impact of CSR in organisations in Saudi Arabia. More specifically, this relatively new research project concentrates on using Social Identity Theory to explore internal CSR in these organisations.

Our knowledge of CSR in a developing economy context remains limited. It is no surprise then, that until very recently, research into CSR and its relationships and impact on organisations based in Saudi Arabia has also been limited (Habbash, 2016). However, by way of encouragement, that which does exist, suggests that there is growing interest and uptake of CSR amongst Saudi Arabian organisations (Ali & Al-Aali, 2012; Khan et al, 2013) and a desire to go even further.

Currently, Saudi Arabia is one of the most rapidly developing economic powers in the world. Encapsulated under the umbrella title of Vision 2030, there are exciting and ambitious nationwide programmes for change already underway in the country. Drawing largely on the UN Sustainable Development Goals of the 2030 Agenda for Sustainable Development, collectively, the programmes in Saudi Arabia are designed to improve the competitiveness and general economic and social health of the country. This will include diversifying the country's economy by broadening investment opportunities, boosting the private sector, increasing innovation, reducing unemployment, improving the workplace environment and modernising the country's economic and social activities (Vision2030.gov.sa, 2018). Both explicitly and implicitly, CSR is expected to be a key player in helping to realise Vision 2030.

Based on a study conducted by the Saudi Arabian National Commercial Bank and YouGov (2011), 62 percent of participants have confidence in CSR to strengthen the relationship between customers and the organisation. Other findings suggest that given the embryonic nature of CSR in Saudi Arabia most organisations and their management have tended to consider CSR as a philanthropic activity only (Tilt, 2016). Anecdotally, at least, there are promising signs that this is beginning to change and CSR is becoming more broadly based and encompassing. It is against this backdrop that this current research is based.

During the summer of 2018, 15 in-depth semi structured interviews were carried out with senior managers and CEOs in a range of public, private and third sector organisations as a

preliminary study. This paper will discuss these findings. In sum, they suggest that, without exception, CSR is an important concept but, its full potential has yet to be realised in many organisations in Saudi Arabia. All of the participants were enthusiastic about its potential and all had introduced a range of CSR activities and initiatives in their organisations and yet they were unclear about its strategic value, how 'success' should be measured, and whether and where they needed to go from their current position. Further, several expressed some reservations about the impact that these initiatives could or should make internally beyond employee volunteering and involvement. These issues are explored in much greater detail in the paper, and the overall conclusions from this preliminary research pave the way for a more comprehensive focus on internal CSR.

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Visual sustainability communication and greenwashing- Comparative analysis of 30 biggest companies in India and in Finland

Marileena Mäkelä[1], Tiina Onkila[1], Bhavesh Sarna[1]

[1]University of Jyväskylä, Finland

Research question

During recent years, we have seen a rapid growth of sustainability communication in business. However, at the same time, criticism towards the content and types of sustainability communication has rapidly increased. Multiple activists, consumers and NGOS are criticizing companies for talking greener through greenwashing than they walk and making very cynical interpretations of sustainability communication (Pope and Waeraas, 2016). While research on greenwashing has during past decades increased, the literature has noticed that greenwashing appears in multiple different approaches and types (Pope and Waeraas, 2016). So far visuality has received less attention and we still lack understanding on how visual materials in employed in relation to different types of greenwashing. We focus on photos as visual material, and interpret those in the greenwashing framework. Thus our study aims to analyze photos in sustainability report to create an understanding on what types of possible methods of visual greenwashing are employed?

Theoretical framework

Literature acknowledges different kinds of greenwashing such as CSR-washing, pinkwashing, bluewashing (Pope and Waeraas, 2016), and brownwashing (Kim and Lyon, 2015). Based on our review of literature, the variety of different forms and types of greenwashing can be analyzed based on different levels of decoupling, intentionality and dishonesty, or different kinds on combinations of those in different levels. We thus categorize greenwashing roughly to three different types of use of paints in general: 1) for concealing purpose to hide something, 2) for creating a shimmering effect to make a brand statement, and the 3) to polish as an additional layer for self-preservation for sustainability.

Method

We analyzed the 30 largest, listed companies from Finland and India. We focused on our analysis on the photos of the sustainability reports. In other words, we only coded the photos of the reports. We excluded everything else, including drawings in the reports. In case, the company had published annual reports, we only coded the sustainability section of the reports.

The actual coding was performed using Atlas.ti in the following manner. We first coded what was happening in the photo. We coded with expressions such as 'woman sitting in a café with a computer', 'photo of a mill', or 'woman petting a reindeer'. Then these expressions were further categorized into three main categories – people, environment and technology. One photo can belong to one or multiple categories. In the next stage, we evaluated whether the photo was relevant – describing the sustainability actions of the company and the text next to the photo.

Findings

In the study, we found interesting similarities and differences in the approach of use of visuality in India and Finland. Finnish companies had a low amount of photos in comparison to the Indian companies. In the reports from both the countries, there were highest number of pictures in people category followed by technology and then environment. Early stages of analysis does show there was a fourth kind of images, which we called the 'space fillers'. Along with the categories 'people', 'technology' and 'environment'; space fillers proved as the key factor in determining the how the company would choose to paint their image in the sustainability communications.

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Session 5B: Social entrepreneurship, institutions and innovations

Businesses for Society: How traditional corporations transitioning to hybrid B-Corps understand and manage dual duties

Rebecca Elliott[1]

[1]University of Geneva, Switzerland

During the last decades, civil society organizations, consumers, and other stakeholders increasingly expect corporations to conduct their business sustainably and responsibly. One consequence of the rising expectations towards business is the growth of new forms of corporations, including certified B Corporations (B-Corps). B-Corps (e.g. Patagonia, Ben & Jerry's, Danone, Laureate Education) embrace an explicit double mandate to pursue profit and societal benefit simultaneously and agree to undergo third party environmental, social, and governance (ESG) evaluation. Through empirical, exploratory case studies, this research asks how B-Corps make sense of and manage their dual duty. Thereby addressing calls for multi-level studies of CSR (Frynas & Yamahaki, 2016; Glavas, 2016; Jones, Willness, & Glavas, 2017) and for in-depth case studies to shed light on how organizations' employees and stakeholders perceive, experience and implement the B-Corp business model (Stubbs, 2017).

This research considers CSR as an umbrella term in the broad discussion of "the responsibilities of business and its role in society" (Scherer & Palazzo, 2007: 1096). Since the start of the 21st century, the debate has been shifting to how rather than whether to address CSR (Basu & Palazzo, 2008; Smith, 2003). Major social issues – such as climate change, inequality and declining biodiversity – are escalating and there is increasing expectation for businesses to contribute in solving these problems. Corporations are singled out for two primary and distinct reasons (Wood, 2010). On the one hand, they are often perceived as contributing largely to some of the world's growing challenges (Wettstein, Giuliani, Santangelo, & Stahl, 2019). On the other hand, corporations have also been recognized by the United Nations and others as having unique capacity to address society's issues (Porter and Kramer 2002 as cited in (Garriga & Melé, 2004)). Therefore, corporations are increasingly expected to not only minimize the harm they create, but also to proactively contribute to improving the state of the world, whilst making a profit (Margolis & Walsh, 2003).

Uniquely, B-Corps have an affirmative duty to consider additional stakeholders, whereas other forms allow this consideration but do not require it and they assess the footprint of the entire company – not simply a product or process (Moroz, Branzei, Parker, & Gamble, 2018). Currently, scant research on B-Corps exists (Hiller, 2013; López-Navarro, Fuertes, Flor, & Cabedo, 2018; Stubbs,

2017) and is predominantly definitional and descriptive, painting a mixed picture (Moroz et al., 2018).

Historically, CSR research has primarily focused on external drivers and meta-level analysis. Despite a recent surge in micro-foundational CSR research – CSR from the individual level (Aguinis & Glavas, 2012; Ghadiri, Gond, & Bres, 2015), micro-level CSR theory remains underdeveloped (El Akremi, Gond, Swaen, De Roeck, & Igalens, 2018). A study of the individual mental frames and sensemaking processes in B-Corps will help paint a more complete picture (Basu & Palazzo, 2008). This research not only enhances understanding of B-Corps, but also contributes to understanding of the internal underlying mechanisms of CSR and the role of businesses for society and is relevant for Sub-theme 1 among others.

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Social enterprises, innovations and impact

Outi Lehtonen[1]

[1]Tampere University, Finland

This paper looks at a preliminary literature review on social enterprises, innovations and impact measurement. The literature review will be a part of my dissertation, which will relate to the increasing academic discussion on social enterprises. This literature review combines innovations and social impact measurement into the social enterprise context. The preliminary results of this review provide us with an overview of the previous research done on the topic.

The literature review consists of three important parts. Firstly, the literature of social enterprises is considered. Social enterprise as a concept consists of a large variety of different kinds of organizations. The part of social enterprises that is most commonly agreed upon is that these organizations have a hybrid core, which consist of both business and societal motives. Social enterprises aim to achieve their societal mission through doing business in economically sustainable methods. (Battilana & Lee, 2014.) Social enterprises can be seen as change agents that will shape the future society (Shaw & de Bruin, 2013). However it is important to remember that this point of view is also questioned (for example Teasdale et al. 2013) and view social enterprises as a contested, broad and variant phenomenon.

Secondly it is important to look at innovations in social enterprises. These innovations are often based on the aim of solving a societal issue or furthering change in society (Cajaiba-Santana, 2014).Social innovations are often linked to social enterprises due to the similarities of their origins. Phillips et al (2015) suggest that both social innovations and social enterprises aim to meet the challenges of the surrounding society and to inflict change to that society. They also argue that social enterprises, while able to create all kinds of innovations, tend to create more social innovations than organizations following other business models.

The third area important to this literature review is impact and value measurement in social enterprises. Due to the dual core of social enterprises, the measurement of their impact has proven to be difficult. While the financial performance can be measured, the impact of the societal mission is hard to evaluate. This has lead into a situation where the rational plans for measuring do not necessarily correlate with the enterprises operations. In addition it has been seen as difficult to find comparable measures for social enterprises. The missions of the enterprises might differ greatly from one another, which means the provided metrics only apply to certain enterprise. (Luke et al., 2013; Haski-Leventhal & Mehra, 2016.) It is also noteworthy that the performance of any enterprise

is not a permanent factor. In the case of social enterprises it can be argued that their performance at any given time should be measured against their mission and that the measurement must take into account different stakeholder views. However, performance measurement that aims to capture the different aspects of social enterprises has been seen as resource intensive. With scares resources social enterprises often aim them at the everyday functions of the enterprise. Impact and performance measurement might be seen as extra activities and therefore not be a priority to the enterprise or its stakeholders. (Barraket & Yousefpour, 2013; Luke et al., 2013.)

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Refugee entrepreneurship as an integration tool: Questions of inclusion and exclusion within inclusive ecosystems

Aurélie Toivonen[1]

[1]Tampere University, Finland

Abstract

The refugee crisis has remained a disconcerting challenge in the European geopolitical affairs. The general institutional unpreparedness of countries receiving refugees has raised the question of how to find pragmatic solutions that facilitate the integration of refugees in their host countries. Entrepreneurship in particular has been considered an effective path towards labor market integration, empowerment and emancipation of disenfranchised groups. Accordingly, entrepreneurship as an integration tool is a growing phenomenon among non-governmental organizations seeking to integrate refugees and asylum seekers in their host countries. These NGOs are institutional intermediaries that often create platforms and networks consisting of actors from the public and public sectors as well as other non-for profit organizations. However, research is yet to examine the significance of these institutional configurations in facilitating the economic and social inclusion of refugees into the formal market economy. This study investigates first, the activities and processes through which the cultural and institutional divide is bridged in the creation of an ecosystem that fosters refugee entrepreneurship. Secondly, it explores the conditions through which refugees and asylum seekers take entrepreneurial action thereby combining tangible resources with symbolic and cultural means that open up possibilities for socio-economic inclusion.The preliminary findings present ecosystems of refugee entrepreneurship as analytical spaces where institutional disadvantages are exposed and restored. Additionally, I show how entrepreneurial action is imbued with competition and contradiction leading simultaneously to inclusion and exclusion.

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Rethinking Value Creation for Sustainability

Session 5C: Sustainable Consumption II (2/2)

To build with wood or not to build? Citizen views on wood as a construction material

Noora Miilumäki[1,2], Katja Lähtinen[3], Florencia Franzini[1,2], Anders Nyrud[4], Camilla Widmark[5], Anders Roos[5] & Anne Toppinen[1,2]

[1]University of Helsinki, Finland

[2]Helsinki Institute of Sustainability Science (HELSUS), Finland

[3]Natural Resources Institute Finland (Luke), Finland

[4]Norwegian University of Life Sciences (NMBU), Norway

[5]Swedish University of Agricultural Sciences (SLU), Sweden

Abstract

With its large resource consumption and high level of greenhouse gas emissions, the construction sector possesses a great responsibility - yet also a great opportunity - to contribute to sustainability transition. The use of wood as a construction material has been identified as a more environmentally friendly alternative to the more dominant materials like concrete, steel and brick in the urban context (see e.g. Høibø et al., 2015), and several countries have created political measures to increase the use of wood in construction (Mahapatra et al., 2012). Especially the use of wood in urban settings, such as wooden multi-story construction, has been advocated (Hurmekoski et al., 2015). Yet the viewpoint of the citizens on the wooden material use in the buildings has been left quite untouched, with the exception of for example Larasatie et al. (2018).

To widen and deepen the citizen viewpoint, we aim in our study to answer how citizens in Europe perceive and describe wood as a construction material, and whether differences exist between countries. In order to elicit a broad understanding on the citizens' views on the matter, we deployed an Internet survey in six countries: Austria, Finland, Norway and Sweden as main resource rich countries, and Germany and UK as consumer countries. In each country, a panel of 1 000 respondents answered the survey including an open-ended question: "How do you perceive wood as a construction material? Describe with 2-3 sentences." Such an approach has not been applied in previous wood material related research in comparative country scale. Qualitative content analysis was used on the data, which enables identifying both the arising themes, and points out towards positive and negative associations around wood as a construction material.

Our preliminary results from Finland and UK indicate that a national culture for building with wood tends to show in the difference between the countries, with Finnish citizens having a more positive approach to wood, while in the UK more concerns were rising in terms of sustainable origin of wood and the linkage with clear cuttings from environmental perspective. Topical issues around

climate change mitigation and the role of wood as a carbon sink or storage were also emerging in the data. Certain degree of ambivalence also emerges with people having both positive and negative connotations with wood as a building material. Continuing the analysis, we aim to shed further light on which qualities and characteristics of wood citizens appreciate and which cause them uncertainty. Thus, we hope to contribute to understanding sustainable consumption (conference sub-theme 11) in the construction sector.

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Is it always good to be green? The effect of ethical attributes on consumer preferences

Isadora do Carmo Stangherlin[1] and Marcia Dutra de Barcellos[1]

[1]Federal University of Rio Grande do Sul, Brazil

Abstract

In recent years, it has increased the number of products with social and environmental principles. When buying different products, consumers are confronted with a wide range of ethical options. Integrated into the Corporate Social Responsibility (CSR) strategies, companies are using their practices not only for economic performance, but also accounting for their environmental and social impacts. However, it is questionable whether investments in sustainability positively impacts consumer behaviour. Previous studies showed that in some cases products with sustainability credentials could actually provide negative inferences toward the products (Luchs, Naylor, Irwin & Raghunathan, 2010).

There isn't a consensus of whether consumers perceive sustainability as something positive or negative. It is known that ethical attributes may induce consumers to make trade-offs on other important attributes such as price, quality, and performance (Olson, 2013). Therefore, it is questionable if these trade-offs limit the acceptance of ethical products. This study aims to analyse under what conditions ethical attributes generates positive inferences and whether they generate negative inferences.

Ethical attributes can be defined as attributes aimed to reflect social and environmental issues (Luchs et al., 2010). A set of consumer behaviour theories predicts that ethical attributes led to positive perceptions of the product. However, a different set of theories shows the opposite. We first analyse how consumers form perceptions of the greenness of products in the first place. After that, we explore how to overcome the barriers of ethical attributes.

To do so, we performed a review of main studies that relate consumer behaviour with the following topics: ethical attributes, ethical products, product sustainability, sustainable products, moral attributes. This article critically reviews recent empirical literature on ethical attributes and consumer inferences.

Main findings show that there are a wide range of factors that may affect consumers perceptions, categorized into the following topics: trade-off considerations; type of product; centrality of the green attribute; communication strategies. Each of these factors have different

subthemes that deserve special attention when designing and selling products with ethical appeals. In the end, we try to discuss how marketing strategies can overcame the barriers of ethical attributes.

With that, we position our research on ethical decision making. The current study answers the calls for research into the factors that can encourage ethical consumption, associated with sustainable products, trying to discuss the causal links between factors that affect the selection of products with ethical attributes and consumers preferences.

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The Goal-Framing Theory for the Study of Consumer Behaviour in the Circular Economy

Natália Rohenkohl do Canto[1], Klaus G. Grunert[2] and Marcia Dutra de Barcellos[1]

[1]Federal University of Rio Grande do Sul, Brazil

[2]Aarhus University, Denmark

The Circular Economy (CE) is a new paradigm that has been gaining prominence among scholars, governments and businesses. Nevertheless, a successful transition to the CE involves the acceptance of improved and innovative products and services by consumers. Therefore, the present work focuses specifically on consumers, one of the most cited gaps in CE studies. We aim to analyze the potential contribution of the Goal-Framing Theory (GFT) towards the CE. The GFT focuses on the motivational dynamics of a behaviour, with the idea that a person's behaviour is often affected by multiple goals simultaneously (Bargh, 2006; Kopetz, Kruglanski, Arens, Etkin, & Johnson, 2012). Lindenberg and Steg (2007) propose three main overarching goals: the hedonic goal (to feel better right now), the gain goal (to maintain and improve one's resources), and the normative goal (to do the appropriate and right thing). The focal goal in a given situation influences the most a person's thoughts, sensibility to information, consideration of alternatives and actions (Lindenberg & Steg, 2007; Steg et al., 2016). In general, there is a perceived trade-off for consumers between sustainability at the expense of the gratification of the hedonic and gain goals (van Trijp, 2014).

In this regard, in which aspects can the GFT be considered better or more appropriate for the study of consumers in the CE compared to other theories and models consolidated in the literature? How can the GFT help to explain the different goals of consumers' decisions and behaviours in the CE? What are the implications for facilitating circular transitions in different consumption contexts/situations? The methodology to achieve our goals consists of a literature review, in which theories and models to behavioural changes are compared to the GFT, and previous studies applying the theory are reviewed, stressing the theory's support to the understanding of consumer behaviour and potential contributions to the CE.

We conclude that the challenges in the multifaceted behaviours in the CE can be widely explored by the GFT, since it simultaneously investigates multiple angles of the same phenomenon. It incorporates different theories, while stablished theories and models usually consider a more unilateral view. With this approach, it is possible to present strategies appropriate for consumers with different profiles, goals and values, contributing to a behavioural change in different situations

and bringing a series of practical implications for the transition to the CE. Besides, the GFT is not restricted to a vision that brings a unique result to be applied overall; it allows the understanding of specific contexts. The change towards a sustainable behaviour requires a new mentality, which can happen for different reasons depending on the individual and situation being considered. A person in a given situation may have gain, normative, or hedonic motivations, or even a combination of these. Thus, the transition towards the CE can benefit from the GFT, an integrative theory, which can provide a broad view of this complex phenomenon and present strategies to this new model.

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Rethinking Value Creation for Sustainability

Session 6A: CSR in and around Organisations II (2/3)

Educating Responsible Company Stakeholders in Higher Education Institutions: A model of the influence of CSR/sustainability teaching on business students´ intentions to perform responsible behavior

Silke Bustamante[1] and Martina Martinovic[1]

[1] Berlin School of Economics and Law, Germany

RESEARCH QUESTION

Against the background of increasing environmental and social challenges, higher education institutions are assigned a crucial role in educating responsible managers and stakeholders of a company (Davies et al., 2003) and empowering "learners to take informed decisions and responsible actions for environmental integrity, economic viability and a just society, for present and future generations (…)" (UNESCO, 2014). However, until know there is still no clear evidence about if, how and when behavior and its underlying intentions and attitudes are influenced by higher education (Harring et. al., 2017; Waples, 2008).

The current paper proposes a model that conceptualizes the impact of CSR / sustainability related teaching as well as the moderating effect of different teaching characteristics on variables that have been shown to influence the intention to take responsible decisions. It will be used as a basis to test effects of teaching on behavioral intentions of students in their potential future role as a decision maker, employee or investor of a company.

THEORETICAL FRAMEWORK

The model presented in this paper is mainly based on the "Theory of Planned Behavior" (TPB). The TPB focuses on predicting and explaining human behavior (Ajzen, 1991). The TPB has already been used, with different modifications, to explain ethical intentions and behaviors across several professional domains (Bairaktarova & Woodcock, 2017; Buchan, 2005; Randall & Gibson, 1991). It has also recently been applied to a teaching context (e.g. Bauer et. al., 2018), however without modeling the impact of teaching characteristics on the latent constructs that influence behavioral intentions.

The original TPB model is modified in this paper in order to ensure a better fit to the teaching and CSR/sustainability context. Among other we include values and moral obligations in our model as modifications have shown to be useful in the context of moral and ethical behavior (Bairaktarova & Woodcock, 2017). Most importantly we hypothesize relations between different teaching

concepts (e.g. experiential learning, active learning, service learning) and the variables guiding responsible behavior.

METHOD & PRELIMINARY FINDINGS

The model development is mainly based on the review of literature in the context of TPB (modifications of TPB), CSR/sustainability teaching (effects of teaching formats and concepts e.g. on awareness, ethical reflection, behavioral intention) and values/personality (effect of values and personality traits on ethical behavior). In order to operationalize the idea of responsible behavioral intentions of students in different roles (investor, manager, employee) we conduct expert interviews, resulting in criteria that can be used to evaluate effectiveness.

The preliminary model includes CSR and sustainability related teaching and its characteristics as independent variables and the intentions of students to behave responsible in their roles as potential employees of companies, decision makers in companies and investors of companies as the dependent variable. Further model components are the knowledge, values and attitudes of students as well as subjective norms, perceived behavioral control and moral obligations. Within the model the relationships between all those components are depicted. Among other, we hypothesize that CSR-/sustainability-related teaching positively affects students´ personal feelings of moral obligation, which in turn positively influence their behavioral intentions and that solution based teaching concepts positively affect perceived behavioral control.

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Blueprint for a training program on business opportunity recognition in SDGs

Minna-Maari Harmaala[1] and Hanna Harilainen[2]

[1]Haaga-Helia University of Applied Sciences, Finland

[2]Metropolia University of Applied Sciences, Finland

Businesses have failed to fully utilize the growth potential inherent in the UN Sustainable Development Goals (SDGs) (Business and Sustainable Development Commission, 2017). This leads to both missed business growth opportunities as well as overlooked opportunities for sustainability creation. Higher education institutions of business and management play a key role in the training of future leaders. As a part of a larger research and development project, we aim to create a training program for both businesses and higher education institutions on effective business opportunity recognition in SDGs. Sustainable entrepreneurship is the discovery, creation, and exploitation of opportunities to create future goods and services that sustain the natural and/or communal environment and provide development gain for others, i.e. business growth for the entrepreneur.

The research question of this conceptual investigation is narrowed down to creating a blueprint for a training program on business opportunity recognition in UN Sustainable Development Goals:

What are the key elements in creating an effective training program outline on business opportunity recognition in SDGs for businesses and higher education institutions?

The main concepts of this research work are business opportunity recognition, discovery and creation, business opportunity analysis and exploitation (e.g. George et al. 2016). We also investigate literature related to business models around sustainable development goals (e.g. Reith & Siebolt 2017, Organisation for Economic Co-Operation and Development 2016) as well as that specifically relating to sustainable business development opportunities (Patzelt and Shepherd 2011 and Hanohov and Baldaccino 2018).

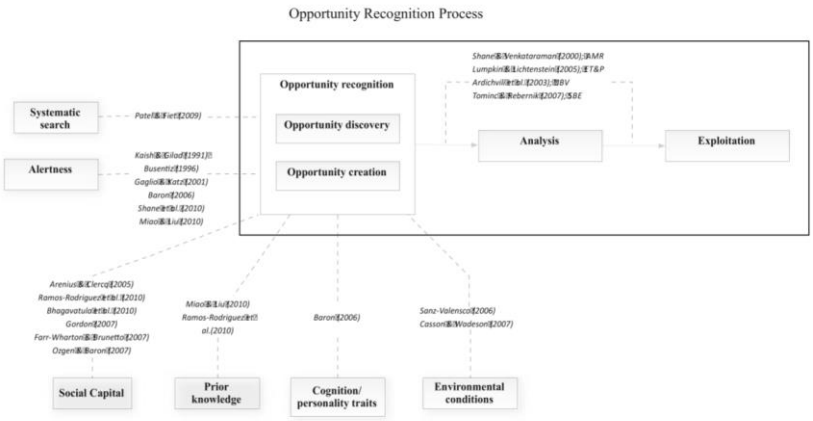

Fig. 4 The opportunity recognition framework as conceptualized in the literature with accompanying illustrative citations

Figure 1. The opportunity recognition framework by George et al. 2016 p338

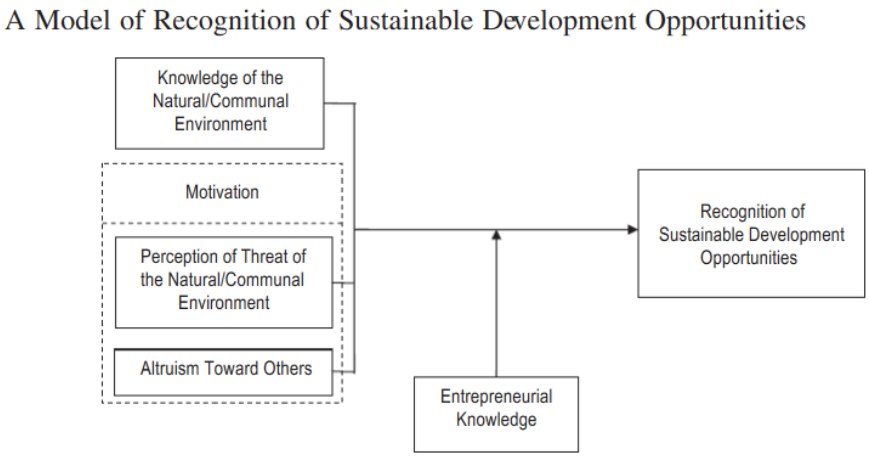

Figure 2. A Model of Recognition of Sustainable Development Opportunities, Patzelt and Shepherd 2011

With this research we aim to generate a *conceptual paper* to support the broader development of a training program. The research method is *literature review*. The main outcome and result of this paper is a blueprint of an efficient training program for business recognition process in SDGs. In the paper we present and discover the identified key obstacles in opportunity recognition to understand the current state. This will help in designing a training program outline that addresses the identified needs.

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Types and Process of Collaborative Relationships between Corporates and Humanitarian NGOs

Mohammad Moshtari[1] and Evelyne Vanpoucke

[1]Tampere University, Finland

Given the increasing number and impact of disasters, and humanitarian organizations' limited resources and skills, companies are under mounting pressures to contribute in humanitarian response or in development and sustainability programs. In this vein, corporates are increasingly eager to collaborate with humanitarian NGOs toward this end, but need to assess both benefits and risks of engagement in corporate-NGO collaboration. In this study, we answer the following questions:

1.What are the types of partnerships among corporates and humanitarian NGOs?

2.What are the benefits and risks of engagement in partnerships among NGOs and firms within the special context of humanitarian operations?

3.What is the process of partnership development?

Methodologically, after reviewing relevant literature on business and NGO partnerships (e.g., Austin and Seitanidi, 2012). We build on corporate social responsibility, relational view and resource dependence theory (Pfeffer and Salancik, 1978; Dyer and Singh, H., 1998) to develop our preliminary model. Then, we assess and complete the model with interviewing key informants at corporates and international NGOs in six case studies.

The preliminary findings reveal that for the commercial partner, such a relationship allows to improve reputation and credibility, manage social expectations, and increase the company's visibility, employee satisfaction and loyal customers. In addition, it can also help the company to acquire experience and knowledge of working within complex situations, which can eventually increase the supply chain strength of the commercial partner and provide some business opportunities in new areas as well as learning to respond to disasters, which can also interrupt commercial supply chain. For the NGO, the expected outcomes of the partnership are enhancing the financial, organizational and implementation capacity of NGO. For instance, the partnerships can help humanitarian organizations to expand their logistical capabilities by providing insights into how corporations master the logistics process

The study have implications for firms' and NGOs' managers. The study sheds light into (i) the types of partnerships, and different expectations and resources provided to each type of

partnership, and (ii) how partnerships defined and developed. Consequently, its results guide NGOs on how to approach or negotiate with firms to motivate them to join collaborative relationships with NGOs in conducting humanitarian operations.

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Rethinking Value Creation for Sustainability

Session 6B: Innovating for Common Goods and Sustainability

Co-creating responsible tourism futures in a service prototyping environment

José-Carlos García-Rosell[1] and Minni Haanpää[1]

[1]University of Lapland, Finland

The relationship between co-creation and sustainability has been extensively discussed in the marketing and management literature over the last decades (e.g. Arnold, 2017; Biggemann, Williams & Kro, 2014; Peñaloza & Mish, 2011). Much of the discussion has focused on the process of value creation and the role of stakeholder knowledge, skills, and competencies as key resources in it. Indeed, when elaborating on the notion of value creation, Peñaloza and Venkatesh (2006) emphasize that value is socially constructed through market interactions and dialogues. According with this view, consumers and other stakeholder become co-creators who use their skills and knowledge to foster more sustainable market developments (Peñaloza & Mish, 2011). Thus, it can be argued that a sustainability perspective on co-creation requires the ability to think about how (and what type of) value should be created to support a sustainable future. Achieving this task requires new thinking, creativity, and innovations that promote a balance between economic, social and environmental objectives (Ferdig, 2010).

The paper intends to contribute to the discussion on co-creation and sustainability by addressing the question of how the combination of service design and foresight thinking can help trigger future sustainability innovation. In so doing, we explore how value is co-created through actively designing and simulating sustainable future service concepts in prototyping workshops. To that end, we reflect on two different conceptualisation/service design processes in SINCO, a service prototyping environment. SINCO, which stands for Service Innovation Corner, is a service prototyping laboratory located at the Faculty of Art and Design of the University of Lapland, Finland. SINCO stresses a holistic approach to co-creation and user-experience-driven innovation activities. Data discussed here were collected in a Master level tourism course called "Designing Tourism Futures" in 2018 and 2019. The data consists of observations, documents and materials produced in the courses.

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Where are you? Aligning bottom-up sustainability innovation with corporate strategy

Mai Linneberg[1], Devarajan Ramanujan[1] and Christian Remy[1]

[1]Aarhus University, Denmark

Abstract

Innovation has a tremendous significance for organisations' role in meeting today's grand challenges. In the face of fierce global competition, corporations are concerned with how to capture the innovative opportunities arising as a response to such challenges. This paper is interested in the challenges arising in the alignment of bottom-up sustainability innovation with organisational goals and strategies. Actual misalignment of sustainability-focused innovations with strategy can lead to non-consideration of sustainability within product and process development practices (Ramanujan et al., 2014).

Management sets the organizational direction and vision through strategic work and develops innovative initiatives to be implemented top-down. However, the active involvement of non-managerial employees in innovation processes makes way for in-depth and contextual knowledge gained from their involvement with daily work. Consequently, employees can contribute in innovation processes with their unique approach and strengthen an organisation's capacity to innovate (Kesting and Parm Ulhøi, 2010). This democratization and the success of bottom-up innovation depends largely on the employee's ability to adjust their behaviour to the specific phases of the innovation process, including fitting in an innovation initiative with organisational-wide goals. Thus, innovation comes from different places in the organisation, and the encounter with and recognition of such processes is essential for cashing in on the innovative capabilities in the organization that matches the environment / strategy of the organisation. Top managers being at a distance from the core processes of the firm are challenged to recognize innovation (Hayine et al., 2009), it is the task of management to make sure that potential innovation successes are not dismissed. All too rarely do companies engage in innovation strategy to foster coherence within the company and specify direction and priorities (Pisano, 2015).

The innovation literature has a fair amount of contributions concerning the managerial role in fostering an organisational innovative context in general (De Jong and Den Hartog, 2007; Veenendaal and Bondarouk, 2015; Su & Baird, 2017). However, much less is known about how the actual alignment between organizational innovation practices and strategies are approached by

relevant employees and managers. Accordingly, this paper asks: How do organisations handle the challenges of aligning bottom-up innovation with organisational sustainability goals?

To situate this paper in the existing literature, we deem it important to review previous research on bottom-up and employee-driven innovation. Likewise, we review literature relevant for alignment including works concerning alignment can be tackled such as portfolio management of innovation projects, which is a way to link innovation to corporate strategy. We then move on to introduce the practice-based approach that is the main focus of our analysis.

With practice theory, one maintains that the construction of social order is agentic. Thus, even mundane activities are important to take note of even if they are not aimed at making change (Jarzabkowski, 2008) because changes as a sparkle can result from actors' practical work (e.g., Chia and Holt, 2009). Therefore, we focus on those practices and forms of agency that are rooted in the employee's and management's encounters with innovation practices.

The paper is built on a case study of innovation processes in a major manufacturing company focussing on sustainability innovation. We draw our findings from data comprising observations, interviews, and an analysis of value stream maps to trace innovation practices and organisational encounters with such practices.

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Forward-looking sustainability collaboration within a shipbuilding network

Leena Jokinen[1], Marileena Mäkelä[1], Helka Kalliomäki[1], Katariina Heikkilä[1], Oana Apostol[1], Jouni Saarni[1] and Tuire Palonen[1]

[1]University of Turku, Finland

Research Question

Our main research question is "how to promote sustainability-oriented innovation in a project-based shipbuilding industry". We examine this question in the context of a shipbuilding network, which aims to promote sustainability in the construction phase of a ship. The social network structure as well as collaborative experiences of sustainability practices of the construction phase are explored to identify the key windows of opportunity to introduce sustainability-oriented innovation.

Theoretical Framework

The paper focuses on identifying the windows of opportunity to introduce sustainability-oriented innovations in a project-based shipbuilding industry. Network structure and ship construction process stages are linked together to discover where novel opportunities can be introduced across multiple parties. Concerning sustainability in such context Larsson & Larsson (2018) indicate that the focus is usually on customer-driven business projects, in which only incremental innovations tend to fit.

Recently greater emphasis has been put to the systemic nature of sustainability questions in the shipbuilding industry and other project based industries as the actions and actors are increasingly interconnected in complex project-based networks (e.g. Rohrbeck et al. 2013). Furthermore, inter-organisational network approach has highlighted the role of knowledge networks as a source of innovation and growth. Knowledge networks have attracted increasing attention across various disciplines relevant to shipbuilding industry, including business studies, geography and management. In this case, aligned ideas and objectives to seek sustainable solutions are especially highlighted as they constitute a basis for wider sustainability transition (Griffiths & Petrick 2001; Huggins & Thompson 2017.)

Method

The research is a case study about a shipbuilding network located in Europe. Empirical material from a joint university-industry project (2015-2019) is utilised, including interview (30 interviewees) and

workshop data and a social network questionnaire data. In addition, the research material includes strategy documents as well as observation data from the project meetings.

Findings

The key organisation in the network has recently made a strategic decision to differentiate itself in sustainable production. This strategy has implications to supply chain actors and stakeholders to make explicit sustainability changes in their processes. An overview on cruise ship project-based organisations highlights the high interdependencies within the shipbuilding supply network, which nearly all of the interviewees brought up. Therefore the set-up is different than in "series production" -oriented industries which at least in principle can more easily organize incremental improvements one after another also for sustainability.

Windows of opportunity for sustainability innovations can be identified from the project stages that are related at least to sales as well as basic design phases. Key observation is that any sustainability innovation should be brought in before any actual building takes place, already in design or preferably in the sales stages. Ship specifications level is the most impactful as it dictates the whole project goals and requirements. By exploring sustainability innovations in shipbuilding industry the paper contributes to the research on sustainability of project-based industries as the extant literature mostly focuses on construction industry.

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Rethinking Value Creation for Sustainability

Session 6C: Accounting and Reporting for Sustainability I (1/2)

An ecological life-course approach to social progress: Towards measuring the impact of corporate social responsibility

Fanny Salignac[1], Stelios Zyglidopoulos[1] and Ioana Ramia[2]

[1]Kedge Business School, France

[2] University of New South Wales, Australia

Abstract

Although many companies claim their Corporate Social Responsibility (CSR) activities to be improving people's life, little is known about CSR's real impact on society (Blowfield, 2007; Crane et al., 2017; Knox and Maklan, 2004). Indeed, very few companies measure their real impact and measurement remains limited to companies' self-reports as well as reports from NGOs and the media (Crane et al., 2017; Blowfield, 2007). We argue that while much effort has been spent on developing social progress indicators (see for example: Organisation for Economic Co-operation and Development, 2015; Organisation for Economic Co-operation and Development, 2016; International Wellbeing Group, 2013; Social Progress Imperative, 2017; Committee on the State of the USA Health, 2009; Eurostat, 2016; Legatum, 2016), a measurement framework has not coalesced in practice. This is an issue as it means that companies have no easy way to check the impact of their CSR activities on society. A shared framework is important as it provides a process for coordinating consistent measurement and evaluation (e.g. how to measure, what indicators to use). It is also a tool for collecting and measuring results consistently across groups (Ogain et al., 2013). The benefits of shared measurement include improved efficiency, quality, knowledge and coordination (Kramer et al., 2009). Using common indicators, de-identifying and sharing data enables us to build a picture of the collective actions and efforts of organisations and sectors to further social progress and, therefore, measure CSR impact.

To address this gap, we draw on existing literature in the field of wellbeing and apply an ecological system and life-course approach to conceptualise a social progress measurement framework. An ecological systems approach (Bronfenbrenner, 1994; Bronfenbrenner, 1977) provides us with a theoretical lens with which to take into account "the immediate settings containing the developing individual but also the larger social contexts, both formal and informal, in which these settings are embedded" (Bronfenbrenner, 1977: 513). It considers a number of systems: The Micro-system – i.e. the immediate setting in which an individual evolves; The Meso-system – i.e. the interaction of various microsystems each possessing a unique set of beliefs and

constraints; The Macro-system – i.e. the overarching systems in which subsystems evolve. Considering the individual within the system in which they live enables us to move beyond individual influences to consider and better understand the structural influences, the roles that different settings or contexts do or could play, and to consider how the broader economic and social environments – and therefore CSR initiatives; affect individuals/ households/ communities/ society's wellbeing (Bronfenbrenner, 1994; Bronfenbrenner, 1977). A systems-thinking approach enables us to consider feedback loops – for example, how different layers interact and the implications (intended and unintended) when one part of the system changes (Salignac et al., 2015). This is important in the context of social progress, as certain demographic characteristics, for example, have been found to predict difficulties accessing particular resources at the community and societal levels (Muir et al., 2016). Taking a systems thinking approach in this instance requires organisations to consider the role they play, and take responsibility in ensuring that services, policies and programs are appropriate, affordable, tailored and accessible to the area of social change they are aiming at. To this, we further add a life-course perspective, which helps us to place indicators of social progress in context and therefore take into account life-course events that may have different consequences depending on when they occur (Bengtson et al. 2012).

The aim of this research is further to test our social progress measurement framework. We recognize that the broad context in which the firm evolves is bound to influence its CSR strategy and activities (Jamali and Karam, 2018; Kolk and Rivera-Santos, 2016; Kühn et al., 2015; Idemudia, 2011). For example, differing National Business Systems (NBS) and institutional structures have important effects on CSR antecedents and outcomes (Jamali and Karam, 2018; Jamali and Neville, 2011; Dobers and Halme, 2009). We, therefore, conducted several company case studies that we select from different countries and from companies at various maturity stages to be able to draw conclusions on the impact of these different variables on our framework and the nature of the impact created by the company. Better understanding social outcomes (i.e. immediate, intermediate or long-term changes in attitudes, values, behaviours or conditions that occur between a baseline and subsequent points of measurement) (Aguinis and Glavas, 2012; Crane et al., 2017; Maas and Liket, 2011) and the links between CSR and areas of social change (Blowfield, 2007) will help us better understand companies' CSR impact (i.e. the longer-term outcomes that are achieved from the activities, outputs and outcomes of an intervention, program, organisation or sector) on society (Muir and Bennett, 2014).

To achieve our goals, the remainder of this paper proceeds as follows. First, we review the literature in the field of wellbeing so as to provide us with a robust basis on which to develop measures of social progress and the systematic investigation of CSR impact on society. Second, taking an ecological life-course approach we propose a social progress measurement framework – this lens allows us to further take into account the role different settings do or could play in creating this impact. Third, we test our framework in various company and national contexts. We anticipate that the framework presented in this paper will facilitate shared measurement so that organizations can work more effectively towards creating positive social change.

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Framings of corporate (ir)responsibility and stakeholder accountability: The case of a mining controversy in Finland

Hannele Mäkelä[1] and Anna Heikkinen[1]

[1]Tampere University, Finland

Abstract

The study focuses on the varying frames and framings of a responsible company and on the multiplicity of stakeholder accountabilities in constituting these framings. The study analyses media discussion around a Finnish mining company that has been under a heated debate due to its multifaceted socio-economic importance and for causing irreversible damage on nature and biodiversity. Through a scrutiny of selected newspaper article data the study maintains that the company and its operations were presented in varying frames, each constituting a particular representation of a (ir)responsible company and the respective accountability relationships.

The empirical material consists of newspaper articles from a selected media, a leading weekly business newspaper and a leading daily, in Finland. The material was collected from the time period of 2004 to 2013 and it consists of 872 articles.

The debate places the company in the middle of a political struggle and as a symbol of the broader, societal-level economic discussion of the role of business in society. The study highlights the conflict and tensions and the varying voices of the debate, and the richness of social identities and interaction. Overall, we argue that the understandings of CSR and the respective stakeholder accountability relationships are varied and overlapping in terms of the divergent interests by individuals, and based on the plurality of ties of any individual stakeholder and the interaction between different stakeholder groups. The study shows how the concept of CSR is used as a measure of active attempts to (re)legitimise corporate operations and fix the particular state of being in the society / capitalist market system.

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Rethinking Value Creation for Sustainability

Session 7A: CSR in and around Organisations II (3/3)

Institutions and the motivation to engage in corporate social responsibility

Robert Kudłak[1]

[1]Adam Mickiewicz University in Poznań, Poland

Uncovering the reasons of business engagement in voluntary activities tackling social and environmental problems as well as explaining the observed differences in the level of CSR uptake among countries remain the key research topics of CSR scholars. The current paper is of a conceptual character and it applies the motivation crowding theory (Frey, 1997a, b; Frey & Jegen, 2001; Lindenberg, 2001) to show that the involvement in CSR results from the individuals' (e.g. owners or managers) intrinsic motivation to act responsibly, which is the consequence of the individuals' exposure and socialization with the institutional environment that encourages the sense of individual civic duty and individual responsibility. When the institutional environment shifts the locus of responsibility and civic duty to the state and its agents, the individuals' intrinsic motivation to act responsibly is replaced by extrinsic motivation which results from external intervention (e.g. regulations). In such a case, the level of individual responsible behavior is adjusted to the level required by the intervention and hence a lower level of voluntary responsible behavior which goes beyond compliance.

Key words: corporate social responsibility, CSR, intrinsic/extrinsic motivation, institutional environment

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Privacy as Political CSR: An Alternative to Oblivion

Luís Sousa Gomes[1]

[1]HEC Lausanne (Université de Lausanne), Switzerland

Well into the Digital Age, privacy still plays a trivial role in the corporate social responsibility (CSR) agenda of internet companies. Indeed, it was found that only a minority of them have comprehensive privacy programs, and most confine themselves to compliance measures (Pollach, 2011). This scenario may become particularly surprising when considering the political conception of CSR, according to which firms are political actors that use CSR to help solving important social problems, which traditionally would fall within the sphere of the state – thus going beyond legal requirements and contributing to eliminate the regulatory vacuum in global governance, while gaining legitimacy (Scherer & Palazzo, 2007, 2011).

Hence, why is privacy still left behind in the CSR agenda of most internet companies? This theoretical paper attempts to answer this question by exploring the most impactful issues that new Information and Communication Technologies (ICTs) brought about and by explaining why those companies choose to benefit from them instead of contributing to solve them. In particular, the author looks at privacy's increasing commodification (i.e., how privacy is easily exchanged for the perceived benefits – comfort, convenience, money, fame – of using groundbreaking ICTs), at the business models of internet companies (largely relying on targeted advertising), and at the so-called cultural lag – the natural conflict between the higher speed at which modern technologies are developed and the much slower rate at which ethical and legal guidelines for their utilization appear in society (Marshall, 1999).

Importantly, in addition to what was said above, the author also explains why, from the political CSR perspective, at a time when privacy issues threaten fundamental social values – such as democracy and freedom – and when privacy starts to be seen as a collective good instead of a simple individual right, it seems inevitable for internet companies to finally embrace privacy as a crucial component of their CSR agenda. In fact, as such, instead of maximizing the profits arising from their ethically questionable advertising-based business models and of trying to differentiate themselves from their competitors (as per the instrumental conception of CSR), internet companies would benefit from being perceived as legitimate organizations in a highly anarchic environment.

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Marketization implications: The case of the Australian National Disability Insurance Scheme

Fanny Salignac[1], Ralf Barkemeyer[1] and Elizabeth Franklin-Johnson[1]

[1]KEDGE Business School, France

Abstract

Recent decades have seen a major transformation in modern welfare states with market mechanisms becoming 'general-purpose tools for public policy' (Muir and Salignac, 2017) . As part of this trend, the 'enabling state' (Gilbert, 2013), or the 'regulatory welfare state' (Benish et al., 2017) has relied on market mechanisms: i.e. the interaction of supply and demand, to allocate resources efficiently and deliver social goods and services (Benish et al., 2018). In these new markets, buyers and sellers are meant to "adjust their demands and supplies of goods and services in response to signals produced by changing market conditions" (Lipsey and Harbury, 1992: 83) – buyers to maximize satisfactions (i.e. demand) and sellers profits (i.e. supply) (Tewari and Singh, 2003). Marketization of care is highly controversial transformation that has largely been attributed to the political dominance of neo-liberalism and its focus on "competition and choice, together with increasing pressures on public finances" (Brennan et al., 2012: 378). We consider the National Disability Insurance Scheme (NDIS) within this context of market mechanisms.

For neo-liberals, provision of social services by government is seen as either government monopolies or unfair protection and financing of not-for-profit organizations with little scrutiny over performance (Davidson, 2011). The general assumption is that marketization will not only enable high performing providers to enter the market and poorer ones to exit (Bartlett and Le Grand, 1993) but also increase the quality, access, efficiency, responsiveness, and diversity of care services while ensuring providers are accountable to both users and government (Gray et al., 2015). Many argue, however, that marketization of care has undermined the social safety net of the most vulnerable (Featherstone, 2011), as well as produced poorer health outcomes. Despite claims of negative impacts, the NDIS was recently implemented in Australia to facilitate transforming the disability service system into a market. Given the lack of consensus about how the market will work and whether it will deliver (Muir and Salignac, 2017). We are interested in tracing any changes and finding out whether there is emerging agreement as the NDIS progresses and ask what the implications are.

Our work has an aim of developing new theoretical insights into the question of marketization. We use a case study design and follow the approach described by Eisenhardt (1991) for theory building from cases. Case studies linked to reality present a valuable method to enable theory development, which is testable, relevant, and valid (Eisenhardt and Graebner 2007). In our qualitative study we follow the scheme's launch and roll out over a 6 year period from 2013 to present day. Using an applied qualitative content analysis we analyse 84 documents through coding, sentiment analysis and frequency analysis.

Currently in the coding stage, our contributions will be twofold. Firstly, to contribute to on-going debates around marketization implications on social services by providing a context informed theoretical discussion. Secondly, to provide an update on the current state of the market and the discourses of the marketization through official documentation of the process.

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Rethinking Value Creation for Sustainability

Session 7B: Sustainable Business Models

How do sustainable business models come to be? – a systematic review and synthesis of the literature

Sergio Alves[1], Sujith Nair[1] and Herman I. Stål[1]

[1]Umeå School of Business, Economics and Statistics, Sweden

Abstract

Background and Research Question

At the dawn of the Anthropocene, it is clear that current ways of 'doing business' are no longer possible for firms, given the negative consequences for the environment. Sustainable business models (SBMs), broadly understood as new ways of 'doing business' where dominant notions of value and value creation are challenged and extended by including environmental and social concerns, are increasingly seen by researchers, policy-makers, and managers as central for firms to be sustainable (Lüdeke-Freund & Dembek, 2017; Schaltegger, Hansen, & Lüdeke-Freund, 2016). Thus, understanding how SBMs come to be is of central significance for research, since such understanding can inform managers and policy-makers on how to facilitate the existence of SBMs.

Research on SBMs has blossomed in the past decade and the literature has put forward several mechanisms by which SBMs come to be, such as by innovation or by adoption. The literature is characterized by a rich and vibrant array of theoretical perspectives, definitions, and research approaches; but also by fragmentation, lack of construct clarity and under-theorization (Dentchev et al., 2018; Lüdeke-Freund & Dembek, 2017). As a result, there are several calls for taking stock of what is known about SBMs, as a means to better guide future research as well as practice (e.g. Lüdeke-Freund & Dembek, 2017). This paper answers these calls by systematically reviewing and synthesizing existing literature to establish what is known on how SBM come to be.

Method

Three different databases (EBSCO, Scopus and Web of Science) were used, in order to identify potentially relevant peer-review articles, by searching for "business model*" in titles in connection with "sust*" in titles, abstracts, or key-words. The 715 articles identified were evaluated for relevance in two steps, first by reading abstracts (296 deemed not relevant) and second by reading introductions (still ongoing). In the process of analyzing the remaining articles, further articles were identified as relevant, through references, and added to the list. Based on the principles of realist synthesis (Pawson, 2006), articles are being analyzed in terms of the mechanisms proposed and the result of the analysis will be synthesized into a model of how SBMs come to be.

(Preliminary) findings

Literature on SBMs explicitly describes several mechanisms of how SBMs come to be at two levels of analysis: firm-level and societal-level. At a firm level, where most of research has been conducted, SBMs are described as the result of adoption, implementation, and translation of SBMs that exist at a societal-level. Furthermore, SBMs can also be the result of strategizing, designing, modelling or experimenting. At a societal-level, SBMs come to be by emergence or diffusion. Finally, findings show that researchers themselves contribute directly to how SBMs come to be, e.g. through participatory research.

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Sustainable Value Creation: Sustainable Circular Economy Business Models and Stakeholder Approach

Riikka Tapaninaho[1] and Anna Heikkinen[1]

[1]Tampere University, Finland

ABSTRACT

The constantly growing research stream on business models for sustainability (BMfS) is challenging the current financially dominating value creation paradigm by exploring the broader value creation opportunities for sustainable development (e.g., Abdelkafi & Täuscher, 2016; Schaltegger et al., 2016; Stubbs & Cocklin, 2008; Upward & Jones, 2015). Acknowledging that the material resource use at the global level is expected to double by 2050 if some large-scale changes are not made soon (IRP 2017), and that some crucial planetary boundaries and resource capacity have been reclaimed to be crossed already (Steffen et al. 2015), the principles of circular economy (CE) are acquiring increasing attention in order to rethink how the value is created within the business models and supply chains (Lüdeke-Freund et al. 2018). Additionally, the central role of stakeholder relationships in sustainable business models and value creation has been emphasised (Frendenreich et al. 2019). In effect, the purpose of this study is to examine how value is created for the networks of stakeholders in a sustainable circular economy business model. With the qualitative case study method, the business leaders and different stakeholders of a business ecosystem around circular economy in Finland are interviewed, focus groups are organised, and secondary data such as company documents are collected. The data is analysed using inductive content analysis. The expected results describe the relevant stakeholder relationships and their dynamics (incl. conflicts and synergies) and contribution to sustainable value creation. Additionally, the findings show how value is perceived and negotiated around the shared sustainability-related objective within the stakeholder relationships. In particular, this study sheds light into the strategic and operational aspects to be considered when managing stakeholder relationships within a sustainable circular economy business model.

Transdisciplinary research in sustainability management - mixing methods, theories and practical learnings

Hanna Pihkola[1]

[1]University of Turku, Finland

Research Question

The paper discusses the synergies that can be achieved by doing transdisciplinary research in sustainability management and sustainability assessment.

Theoretical Framework

Need for transdisciplinary research in the context of sustainability management has been acknowledged in several contexts (See e.g. Gladwin et al. 1995). The aim of transdisciplinary research is to integrate knowledge from different fields, and create useful outcomes for both theory and practice (Wickson et al. 2006). Transdisciplinary approaches would be necessary for addressing the complexity related to many sustainability challenges, and for properly addressing the interlinkages between the natural and the social systems. This is crucial for sustainability management and responsibility research, which has been criticized for forgetting about the ecological impacts of its activities (Whiteman et al. 2013).

Life cycle based sustainability assessment methods are specialized in studying environmental impacts and resource flows that that take place between the organisations and the natural environment. However, these studies often ignore important managerial and social aspects that are relevant for decision-making. There is a need for approaches that are able to integrate the interlinked social, environmental, technical and organizational aspects related to sustainability (See e.g. Hoffman 2003).

Methods

The study is based on four case studies that all deal with different sustainability challenges and aim to measure, prioritise or communicate about sustainability impacts of products and technologies. The study uses quantitative research methods (life cycle assessment and multicriteria decision making), and applies the principles of life cycle thinking. The life cycle thinking approach is interested in human and organizational factors that affect how life cycle assessment and other methods and tools are organized and applied in organisations (Nilsson-Lindén et al. 2018).

Findings

The study shows how sustainability assessment methods can be used to collect environmental information, and create the necessary feedback loops between the social and natural environments in which the companies operate. Thus, the study addresses some of the fundamental questions related to sustainability management. However, we must be careful on how we interpret and use that information, since sustainability requires handling paradoxes, trade-offs and uncertainty of information.

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Discrepancies in Reporting on Human Rights: A Materiality Perspective

Mert Demir[1], Maung K. Min[2] and Louis Coppola[3]

[1]The City University of New York, USA

[2]Penn State University, USA

[3]Governance & Accountability Institute, Inc., USA

ABSTRACT

Research Question: What is the research question that the submission aims to answer?

Despite the surge in environmental, social, and governance (ESG) reporting worldwide, company ESG reports display wide variations in content. The prevailing discrepancies in disclosure content stand in the way of effective comparisons and raise concerns over the credibility of these reports. Consequent stakeholder skepticism toward the value-added of these reports has led organizations such as Global Reporting Initiative (GRI), International Integrated Reporting Council (IIRC), and Sustainability Accounting Standards Board (SASB) to provide guidelines/standards to help companies prepare their ESG reports and attempt to achieve some level of standardization and credibility.

Motivated by the ongoing debate on materiality in ESG reporting and the limited attention in the academic literature, this study conducts a comprehensive analysis of 1341 ESG reports published by companies across 35 sectors with a particular lens on the commonalities and discrepancies in the choice of material topics on human rights disclosures.

Theoretical Framework: What are the main concepts, models or theories used in the paper?

From a materiality perspective, the lack of regulation or enforcement in ESG reporting has led the way for the managements of companies to decide on the contents of these reports based on their particular approach to stakeholder relations and consequent materiality assessments, which is consistent with GRI guidelines and the stakeholder (Freeman, 1984, 2008) and legitimacy theories (Suchman, 1995). While such an approach gives company managements the flexibility to address the information demands of a diverse group of both financial and non-financial stakeholders, it conflicts with the IIRC and SASB that primarily target financial stakeholders (Flower, 2015) and topics that are of concern to them and thereby leaves much less room for managerial discretion on the choice of disclosure topics. We study human rights reporting by companies due to its universal nature; it stands out as a relevant candidate for an academic inquiry of this scale.

Method: Which method is used for the research work?

The choice of human rights as our topic of interest is driven by the fact that our sample includes companies across various sectors and geographical locations. We feel an effective analysis of their reports and the thought-processes behind them should be done on the basis of human rights topics that apply to a broad range of companies regardless of their country of origin or industry, as well as other systematic and idiosyncratic factors.

We use the data collected by the Governance & Accountability Institute on the ESG reports published between March 2016 and March 2017 (https://www.ga-institute.com/research-reports/2018-sdgs-what-matters-sector-materiality-research.html). They were examined based on the GRI G4 guidelines to identify a company's disclosure (or lack thereof) on twelve human rights topics. While the data is collected at the company level, our findings are presented at the industry level and also grouped by countries/regions.

Findings: What are the main outcomes and results of the paper?

Our findings suggest that companies diverge considerably in their choices of material human rights disclosure topics. Both industry/sectorial and regional factors play an important role in the divergence in materiality assessments. In our further analysis and discussion of the findings, we provide a closer look at the extent to which a consensus is achieved on the disclosure of topics along with potential explanations for the observed divergence in disclosure choices/behavior.

In light of the recent EU directive on mandatory sustainability reporting for both domestic and foreign companies operating in the EU zone, a detailed analysis of ESG reporting practices worldwide from different angles provides a valuable contribution to the literature. Consistent with this notion, our findings underscore the evolving nature of materiality in ESG reporting and call for more attention and further investigation from managers, researchers, regulators, and policy-makers alike.

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Revisiting the weak Porter hypothesis: Considering environmental regulation, the firms pollution intensity and the relevance of dynamic aspects

G. Elia[1] and Marco Menoni[2]

[1]LUM University, Italy

[2]Independent researcher

The literature on Porter Hypotesis (PH) has overlooked the aspects of value appropriation and pollution intensity (Petroni et al. 2019). This paper aims to revisiting the Porter Hypotesis. Considering the industry pollution intensity, we explore the link between environmental regulation, innovation, and firm profitability, using a panel of data. As Petroni et al (2019 p.133) argue "the positive impact of environmental regulation on profitability is more likely to occur in firms belonging to less-polluting industries". We also consider some lagged variables, according to Lanoie et al. (2008) which they affirm that is relevant the dynamic aspect of PH that can be highlight with lagged environmental regulations variables. Indeed they find a positive impact of lagged environmental variables on firm productivity.

Another important aspect that the paper can analyse is to evaluate the joint effect of environmental regulation on environmental and economic performance. This is useful to understand how environmental regulation can improve both the environmental quality and business performance across different industries and countries (Dechezleprêtre and Kruse, 2018).
The dataset is formed by a sample of firms located in several countries and in several industries. They are construed with a regression. As dependent variables are considered the firm profitability and the firm environmental impact. Among the independent variables there are the environmental regulation (e.g. proxied by environmental stringency), firm patents, R&D expenditures, advertising (a proxy for value appropriation), brand value, variables that reflect the economic and environmental dimension of industries and countries.

Portfolios of firms belonging to high polluting industries and less-polluting industries are built to investigate the different impact of environmental regulation on profitability in high or less-polluting industries.

The present work considers the importance of external factors (Boru, Tesfaye & Kuhil, Abdurezak, 2018) on firms environmental and economic performance.

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Business-stakeholder-nature relations: a comparison between Finland and Italy

Simona Fiandrino[1], Anna Heikkinen[2], Hannele Mäkelä[2], Donatella Busso[1], Johanna Kujala[2]

[1]University of Turin, Italy

[2]Tampere University, Finland

The aim of this study is to analyze the rhetoric communication of the relationship between business and the natural environment by comparing Finnish and Italian sustainability reporting.

A majority of the existing research on environmental disclosure and corporate environmental management (CEM thereafter) has been mainly framed under the theoretical lens of legitimacy and impression management. Environmental disclosure has seen as a tool to gain, maintain and repair legitimacy to potentially influence societal perception (O' Donovan, 2002). It has also been addressed to examine the different facets of communication between companies and its stakeholders (Rodrigue, 2014); as well and the volume and the tone of environmental disclosures between companies and its stakeholders (Rodrigue et al., 2015). Similarly, CEM has advanced the legitimacy of the stakeholder approach (Onkila, 2009), considering the influences of stakeholders as catalysts to corporate environmental responses (Henriques and Sadorsky, 1999; Madsen and Ulhoi, 2001).

Conversely, social accounting and management literature has remained scatters towards the understanding of the business engagement with the natural environment in form of communication (Onkila, 2009; Morrison *et al*., 2018). Onkila (2009) address the relationship between human action and environmental values produced in the texts to figure out the human action-environmental protection relationship. Morrison *et al.* (2018) explore how stakeholder understand environmental issues, and how the organization is communicating that information.

Drawing on this premises so far, the paper joins this strand of literature in order to investigate the rhetoric communication of business-stakeholder-nature relations. Contextualized within Finnish and Italian business settings, our research compares these two countries with each other as previous studies have discovered that cultural differences significantly influence managerial decision-making. The empirical data are collected from sustainability reports of the Finnish and Italian companies which are listed in the 2019 Global 100 Most Sustainable Corporations in the World index. It investigates the structural features of the texts on sustainability reporting, press releases and newspaper articles adopting the discourse analysis (Heikkinen *et al.*, 2017) as the primary research methodology.

Anchored to three branches of stakeholder engagement as practices in a form of responsibility, managerialism or social control and construction (Greenwood; p. 318), we focus on how the relationship between business and the natural environment has been communicated. In such vein, we seek to enhance the conceptualization of the business-stakeholder-nature engagement.

Our research contributes to the stakeholder literature in two important ways. First, it frames the business engagement with the natural environment as well as the related language practice within two diverse business contexts. Second, it identifies whether companies shape relationships with the environment in the form of responsibility, managerialism and social control and construction.

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