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Businesses' Willingness to Sustainable Approach Using BMfS to Manage Sustainable Supply Chain

Evidence of Development and Implementation of BMfS on Introduction of Organic Cotton Action Outdoor Products

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Businesses' Willingness to Sustainable Approach Using BMfS to Manage Sustainable Supply Chain: Evidence of Development and Implementation of BMfS on Introduction of Organic Cotton Action Outdoor Products

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ABSTRACT

With the rapid production of sportswear and its price advantage, consumption has also increased significantly, which has a rather negative impact on the environment, society, and the economy. Fashion retailers and their consumers are also well aware of this, and their demands for sustainable fashion have had a strong impact on the production of sportswear and consumer behaviour in recent years. Sustainable development is fighting against the negative aspects of the sportswear industry, which strives for more sustainable operation of action outdoor product companies and their supply chains, and thus more moderate consumption. The study examines the motives of the selected company – Picture Organic Clothing, for the Sustainable Approach Using Business Model for Sustainability (BMfS) to manage a sustainable supply chain in terms of finding potential drivers for the introduction of organic cotton action outdoor products. Research questions (RQ₁ and RQ₂) will identify potential drivers of the introduction of organic cotton action outdoor products with

key factors required by social values and key resources required by environmental and economic values that led the company to decide on a sustainable approach using the (developed and implement) Business Model for Sustainability (BMfS) (and its sustainability vision), to manage the supply chain.

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List of Abbreviations and Symbols Used

AIR	Agence Innovation Responsible
ASKS	Academic Skills Services
BMfS	Business Model for Sustainability
B2B	Business to Business
B2C	Business to Consumer
CER	Corporate Ecological Responsiveness
CSR	Corporate Social Responsibility
EOG	European Outdoor Group
EU	European Union
HQ	Headquarters
ICT	Information and Communication Technology
IPCC	Intergovernmental Panel on Climate Change
IS	Information Systems
IT	Information Technology
LUSEM	Lund University School of Economics and Management
MEG	Monoethylene Glycol
NGO	Non-governmental Organisation
RBV	Resource-Based View
ROI	Return on Investment
RQ	Research Question
SBM	Sustainable Business Model
SD	Sustainable Development
SIA	Snowsports Industry America

SIS	Sustainable Information System
TBL	Triple Bottom Line
USP	Unique Selling Proposition
WCED	World Commission on Environment and Development
WWF	World Wildlife Fund

1. Introduction

1.1. Background

After 2016, the world population exceeds 7.3 billion people (Strähle & Müller, 2016). These people's basic needs are food and clothing (Strähle & Müller, 2016). Demand for clothing has opened up new challenges in the environment, society, and economy in the sportswear industry. Facing the challenges of the global fashion supply chain requires global solutions (Shishoo, 2012). Global solutions are driving the increasing distinction of fashion retailers in the sportswear industry and being competitive in the market (Strähle & Müller, 2016). By making a distinction, fashion retailers hope to create business model optimality and strong corporate values (Strähle & Müller, 2016).

Due to new challenges in the environment, society, and economics, as well as the benefits of supply chain management, fashion retailers in the sportswear industry are increasingly incorporating sustainable requirements into their business (Strähle & Müller, 2016). According to Strähle and Müller (2016), sustainable supply chain management: “represents a strong driver of value and success for both companies and society”. Sustainable supply chain management thus enables the sustainable development of a company (Schaltegger, Hansen, & Lüdeke-Freund, 2016) and perfects its sustainable vision (Osterwalder, Pigneur, & Tucci, 2005). However, sustainable development is not possible without the intervention of a business model as the most important aspect of the practical proof of the introduction of sustainability (Schaltegger, Hansen, & Lüdeke-Freund, 2016; Osterwalder, Pigneur, & Tucci, 2005).

Therefore, a case study has been conducted to try to identify the motives of the case company – Picture Organic Clothing, for a sustainable approach using the sustainable business model – Business Model for Sustainability (BMfS), to manage the supply chain from fibre production to final consumption. The study has been of particular interest to two explanatory research questions (RQ) – what are the key social activities and what key resources require environmental and economic values for the sustainable supply chain management. Key social activities represent the social values of BMfS in influencing consumer demand and meeting consumer needs (Choi, 2014). The environmental and economic values of BMfS key resources, on the other hand, influence the management of consumer supply through inventory management and (further) consumer demand towards sustainability (Choi, 2014). Influencing consumer demand and meeting consumer needs depends: on the company's value proposals and the values it delivers to consumers, identifying consumer needs, maintaining the business-consumer relationship, and integrating consumers into the company's daily routines. The impact on the supply and demand depends on the company's key suppliers and partners, the efficiency of intermediate distribution channels, and the company's strategic development. Based on the sharing of sustainable values and supply chain management features, the study has also tried to define the sustainable vision of Picture Organic Clothing.

Picture Organic Clothing has been chosen for the case study because of its Unique Selling Proposition (USP). Picture Organic Clothing has entered the market with a unique market strategy and selling proposition with sustainability embedded in every aspect of its business - also in the

business model and the entire supply chain on which this study focuses, with different environmental, social and economic values (Picture Organic Clothing, n.d. b). At the same time, it is currently one of the few companies in the market that is an environmental, social and economic player. When it comes to achieving sustainable outcomes and implementing sustainable business, the company succeeds. Picture has recognized design archetypes (patterns), business factors and understands market conditions (on macro and micro scale), sustainability risks and financial payback (Florian Palluel, interview, April 20, 2020; Antoine Schmidt, May 5, 2020). For this recognition and understanding, the study has been able to apply for a broad literature review on the topic of businesses' willingness to sustainable approach using BMfS to manage sustainable supply chain on selected case company of Picture Organic Clothing with evidence of the introduction of organic cotton action outdoor products and present its empirical findings.

The empirical findings have been important for the field of Information Systems (IS) mainly due to the sustainable requirements of fashion retailers. These play a key role in automating the sustainable supply chain, informing between suppliers and producers on the one hand and consumers on the other, and transforming business models to a commitment to reduce pollution in the sportswear industry (Chen, Boudreau, & Watson, 2008; Shein, 1989; Thambusamy & Salam, 2010). For companies to adopt sustainable requirements as soon as possible to demonstrate their ecological responsiveness, they include a variety of business strategies (Thambusamy & Salam, 2010; Bansal & Roth, 2000). By using IS tools, companies can quickly integrate their business strategy and gain an edge over the competition. However, the use of IS tools was most crucial about 10 years ago, when the founding of sustainable companies or the transition of companies from conventional business models to unconventional sustainable models had only just begun (Florian Palluel, interview, April 20, 2020; Antoine Schmidt, interview, May 5, 2020). At the time, sustainable business models with sustainable supply chain management were considered innovation, whereas today that is not enough to differentiate in the market.

1.2. Problem and Research Questions

Today, there are many fashion retailers, who are motivated and want to focus at least in part on sustainable fashion, but there is only a handful that can do so entirely. As the following case study focused on the sportswear industry, the number of such sustainable fashion retailers that can fully focus on sustainable fashion was even more dispersed. The demand for automation, information, and transformation of business models and business strategies caused by the focus of fashion retailers on sustainable fashion required a more in-depth and inclusive study.

The study thus conducted a comprehensive review of the existing literature on sustainability and related sustainable supply chain management. A review of the literature on existing sustainability models was also important. However, only the authors Holtström, Bjellerup, and Eriksson (2019) have addressed this topic, so it seems plausible to claim that there is a lack of study on the development of business models for the sustainable consumption of outdoor action products. Moreover, in the search for links between sustainability, sustainable supply chain management, and BMfS, it was revealed that none other than Strähle (2015) is researching fashion retail related to sustainability requirements. The identified problem of the researched field was not only in the gap of the mentioned literature but also in recognizing the inclusion of the importance of information systems in the sustainability and management of sustainable requirements such as supply chain and business models. Due to these two shortcomings, the study, in addition to identifying the motives of Picture Organic Clothing for a sustainable approach using a sustainable

model to manage sustainable supply chains and defining the vision of Picture Organic Clothing, decided to present the potential development of BMfS. In line with achieving a sustainable approach and supply chain management, and the potential implementation of such a BMfS in companies in the same field, which, following the example of Picture Organic Clothing, wants to become partially or at least fully sustainable.

In Sustainable Information Systems (SIS): they adapt to their environment, involve relevant stakeholders, and support the life cycle of knowledge - creation, evaluation, and inclusion / use, in accordance with eco-efficiency, eco-equity, and eco-effectiveness (Chen, Boudreau, and Watson, 2008). According to Strähle and Müller (2016), these stakeholders need to be taken into account when addressing such a new phenomenon in the field of sustainable fashion in order to fully understand the current state of the phenomenon and future opportunities. Thus, the study also included in the literature review aspects of the two main stakeholders of the BMfS approach to sustainable supply chain management in a sustainable way - fashion retailers in the sportswear industry and their consumers (Strähle & Müller, 2016).

With such an approach and understanding of the literature and a desire to fill the identified gaps, the study has formulated the following research questions:

RQ1: What key activities require social values for sustainable supply chain management?

RQ2: What key resources require environmental and economic values for sustainable supply chain management?

1.3. Purpose

The purpose of this study is to better understand the motives and justify companies' choice of BMfS approach to supply chain management in a sustainable way, especially in the sportswear industry. It is also intended that through the construction of this hypothetical BMfS theory, it can be adapted to any company that wants to become sustainable. At the same time, the study will address the future opportunities of environmental, social, and economic impacts that can be incorporated into more sustainable solutions from the perspective of fashion retailers and their consumers when developing business models. By analysing the current state of Picture Organic Clothing with an interdisciplinary integration of knowledge in the fields of innovation, Sustainable Development (SD), Information Technology (IT) and methodology, the study will show how the rest of the fashion retailers can also, partially or fully, focus on sustainable fashion.

1.4. Delimitation

This study will focus on exploring the BMfS to a sustainable supply chain in the sportswear industry from the perspective of environmental, social, and economic impact at Picture Organic Clothing. To explore the perspective of environmental, social, and economic impacts, the study will focus on a fashion retailer – Picture Organic Clothing. Researching the choice and approach of a BMfS to a sustainable supply chain from a fashion retailer perspective will provide insight into the benefits and challenges of sustainable fashion and a sustainable supply chain. Understanding sustainable fashion consumers in this research will be by analysing literature review

to gain a better understanding of the implementation of the BMfS and the sustainable supply chain to the sportswear industry. The business perspective that will be gained through the Picture Organic Clothing case study will give an insight into what is needed to address the future opportunities of environmental, social, and economic impacts sustainable solutions from the perspective of fashion retailers and their consumers when developing business models.

2. Literature Review

This study contains the various environmental, social, and economic impacts on the fashion supply chain. In this section, the definition of sustainability and fashion retail will be outlined first, detailing the reason to “go green” and to lay the groundwork for the following sections. Then a closer view of the importance of sustainable supply chain management and in connection with that the challenges of sustainable fashion chains are given. The following section is dedicated to defining and explaining the business model for sustainability. Succeeding in that section, a presentation of Picture Organic Clothing is given.

2.1. Sustainability

Environmental change is the characterizing issue of our age. The fate of society depends vigorously on our ability to counter or restrict the impact of global environmental change. According to Thambusamy and Salam (2010), the development of environmental sustainability has been recognized as one of the most important topics by most governments and social orders. As indicated by Bursztyn and Drummond (2009) the topic of sustainability is still very much at the beginning; e.g., a topic that, although it has been spoken about for some years now, is still growing. Besides, regardless of the ongoing spread of the sustainability dialogue, most researchers consider the adherence of sustainability being fundamental to a company to have a higher notoriety, not least because it includes exorbitant guidelines and responsibilities for companies (Hart & Milstein, 2004). Indeed, it can be argued that this issue of sustainability has been addressed by several industries in the world and it has been alleged to be a critical issue to be addressed.

However, despite being a subject that is still under research, there is a definition that seems to be the “most accepted” within society, and the one that it is most cited: the definition of SD that emerged in the 1980s in the World Commission on Environment and Development, also known as WCED (Dernbach, 1998; Dernbach, 2003, Stoddart, 2011). According to the United Nations (1987), sustainability is described as the “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (p. 24). This implies that to transcend this problem there is a need to change the perception and awareness of the problem through generations (Khator & Fairchild, 2006). In recent times, this concept of SD has generated the idea of sustainability that has been much discussed in several academic articles. For example, Robinson (2004) states that this growing concern of society with the concept of sustainability has led to the need to create a wide variety of concepts that express the same concerns, such as sustainable development, social sustainability, corporate sustainability, among others. In this sense, many authors agree that there is no concrete definition of sustainability (Beckerman, 1994; Hart, 1997; Jamieson, 1998). On the other hand, Mullins (2002) says that the discussion about the meaning of sustainability is well defined due to societal acknowledgment of sustainability as a problem of utmost importance. Upon reviewing some academic papers on this topic of sustainability, it can be claimed that the divergence around sustainability can be split based on a person's different interests, objectives, and values. According to Jamieson (1998), these divergences may be, for example, the different links that exist between man and nature, what

choices should be made, and who should win in this sustainability debate. Despite all debate that takes place around sustainability, one-thing remains certain, companies must apply the concept of sustainability as a core part of their business model (Watson, Boudreau, Chen, & Huber, 2008).

The overall aim of sustainability highlighted in the WCED is to maintain economic progress whilst protecting the environment and, simultaneously, raise awareness around society because they are the ones who can develop initiatives such as these (Emas, 2015). The United Nations (1987), stated that the aim is to provide “a framework for the integration of environmental policies and development strategies”, corroborates this argument” (p. 50). This stability of the economy and the environment is only accomplished through the acknowledgment and incorporation of economic, environmental, and social concerns when making decisions. These three factors are of most importance to move towards a truly sustainable improvement, therefore they were highly considered through this study.

Within this idea of sustainable development, three paradigms deserve special attention. They are the technocentrism, ecocentrism, sustaincentrism (Gladwin, Kennelly, & Krause, 1995). According to Gladwin, Kennelly, and Krause (1995), this paradigm describes that there is a very clear separation between human and nature, where the human is considered superior. The author further states that technocentrism is unreasonable because it neglects numerous basic segments of life-emotionally. The ecocentric paradigm bolsters the conviction frameworks of radical natural activists and according to them, the earth is the supporting “mother of life”, everything is associated and human welfare is a secondary preoccupation (Gladwin, Kennelly, & Krause, 1995). Ecocentrism has logical inconsistencies, it overlooks essential connections bearing upon human welfare and in this manner environmental respectability, and neglects to genuinely incorporate culture and nature, and therefore the authors consider it as less reasonable. Finally, the sustaincentrism paradigm provides a broader perspective where both humankind and nature are the core of this paradigm: focusing on progress in the human welfare and respecting nature (Gladwin, Kennelly, & Krause, 1995). Following these brief explanations of the different paradigms, the sustaincentrism paradigm is the most reasonable and meets the definition given by the WCED. Likewise, in ethical standards, it is the most correct since there is a benefit both for the human and for nature. In essence, the paradigm of sustaincentrism effectively grasps the full conceptualization of political, social, economic, and social human rights (Joy & Peña, 2017).

2.1.1. Sustainability and the Corporation (Why Companies “Go Green”)

The third industrial revolution was the period of development of information and communication technologies (ICT), digitalisation, and automation (Rifkin, 2011) in the 1960s (Strähle & Müller, 2016). In doing so, people began to think critically about an industrialized society, the concern for consumption, and large-scale technologies (Strähle & Müller, 2016) that an industrialized society brings with it. This critical thinking of people resulted in the so-called “eco-movement”, which reached its peak in the 1970s when consumers wanted to wear eco-friendly fashion – pieces of clothing that were more practical and comfortable while drawing attention to the bad influences of the sportswear industry (Diekamp & Koch, 2010; Strähle & Müller, 2016). These developments have influenced the view of today's society on sustainability, often linked to the uneven appearance of the past (Strähle & Müller, 2016). In line with this, fashion retailers are eager to change the image of sustainable fashion in the minds of consumers (Diekamp & Koch, 2010).

However, for fashion retailers to change the image of sustainable fashion, they need to change the production process and the supply chain. Changing the process leads to fashion retailers rethinking

the actual business and looking at the topic of sustainability – for businesses to grow, compete, and innovate (Strähle & Müller, 2016). Therefore, according to Strähle and Müller (2016, p. 11), fashion retailers “seek to integrate specific, holistic sustainability into their business strategies for internal action and external relations”. “Many businesses see sustainability not only as an opportunity to contribute to social aims but also as a powerful source of competitive advantage and a viable company issue” (Yang, Lin, Chan, & Sheu, 2010, p. 11). Due to this and the increasing consumer demand for sustainable products and transparent supply chains, the fashion retailer's decision to “go green” is canalised for several reasons – social welfare, environmental management, economic prosperity, and governance (Strähle & Müller, 2016).

Social welfare includes thinking of fashion retailers about improving working standards and conditions, strengthening communities, and creating and delivering services of socially responsible products and services (e.g. by educating and promoting consumers about sustainable fashion) (Mahler, 2007). Accordingly, fashion retailers need to emphasize and develop their corporate social responsibility (CSR) aims. Strähle and Müller (2016, p. 11) argue that: “[s]ustainability in terms of social welfare requires the inclusion of socially responsible values and transparency in social supply chains”. Increasing (rising) transparency leads to cooperation between company and consumers in the supply chain (Pui–Yan Ho & Choi, 2012) and to a common effort to achieve common aims – enhancing quality of life, social justice, and social cohesion (ed. Lang & Murphy, 2014).

The environmental responsibility of fashion retailers encompasses environmental sustainability, which, according to Vezzoli and Manzini (2008, p. 6):

refers to systemic conditions in which, at the planetary or regional level, human activity is not disturbed by natural cycles more than planetary resistance and at the same time, not the depletion of natural capital to cope with future generations.

Some examples of this might be saving energy and resources, consuming more renewable and less polluting substances, increasing recycling, reducing packaging, and reducing the retailer's carbon footprint (Mahler, 2007). The environmental responsibility of fashion retailers can also be enhanced by revamping targeted marketing or creating a space to market the environment and differentiate products through experimentation and innovation (Strähle & Müller, 2016) such as finding sustainable resources, new materials and partnerships with other fashion retailers to jointly emphasize the importance of environmental management (Pui–Yan Ho & Choi, 2012).

To achieve long-term financial success, the impact of success on economics, society, and the environment, and consequently to achieve the growth of the business, fashion retailers must respond to market forces and develop a new business strategy. Such promotion is called economic prosperity, which in the end requires the proper management of financial resources and human resources, and at the same time focuses on the carrying capacity and diversity of sportswear industry structure and consumption patterns (Mahler, 2007; Strähle & Müller, 2016; ed. Lang & Murphy, 2014).

The fourth reason to “go green” is the awareness of independence (or independent **governance**) between fashion retailers and consumers. Arrangements between these two groups establish standards and monitoring systems for a sustainable business program (ed. Lang & Murphy, 2014). According to Strähle and Müller (2016, p. 12), fashion retailers who adhere to these standards and systems: “become more competitive and increase their image from a consumer standpoint”, which “compels” them to come up with measurable factors of success (Strähle & Müller, 2016).

For fashion retailers to achieve product and supply chain sustainability, they must prioritise the environmental, social, and economic perspectives of the business. Taking into account Total Quality Environmental Management (TQEM), which “refers to business management practices that reduce or prevent environmental pollution achieved through TQEM” (Albero, 1999, n.p.), and environmentally sustainable competitive strategies, among others, fashion retailers could achieve product and supply chain sustainability (Pierce, 2019). With TQEM, fashion retailers could address environmental issues from a system-wide, not exclusively environmental perspective, optimize corporate-wide environmental performance, manage environmental costs throughout their product and service lifecycle, and improve production efficiency, waste, and cost (Pierce, 2019). While environmentally sustainable competitive strategies have been developed to gain a market advantage over competing fashion retailers and lower costs (e.g., to become the cheapest operator and standardizer of environmentally / eco-friendly products in the sportswear industry) (Pierce, 2019). Environmentally sustainable competitive strategy is also used as a differentiation strategy – products that meet the specific needs of consumer segments and the environmental orientation of product and packaging properties (Pierce, 2019). The niche strategy, however, is to focus on a narrowly defined segment of eco-friendly products (Pierce, 2019).

2.1.2. *Corporate Social Responsibility (CSR)*

Environmental sustainability is the developing predominant challenge of the 21st century, and associations and analysts must join to respond to this new challenge (Watson, Lind, & Haraldson, 2012). Sustainability can and should be used as a means to make consumers more environmentally and socially conscious. On that, sustainability needs to be integrated into the company's mission and vision (Larson, Teisberg, & Johnson, 2000). A driver to achieve this is through the integration of sustainability in the business model of companies. There is a need for companies in different industries to engage in activities that are not only connected to the everyday operations of the company and have no immediate financial impact on the company's revenue (Davis, Alibašić, & Norris, 2018). This action is acknowledged by academia as CSR, also referred to as Corporate Ecological Responsiveness (CER), which is “a set of corporate initiatives aimed at mitigating a firm's impact on the natural environment” (Bansal & Roth, 2000, p. 717). This expanding acknowledgment of CSR as a component in business strategy is exhibited by the dispatch of ISO 26000 in November 2010 (Steele, 2010) which proposes that social responsibility is still a developing domain in a progressively globalized supply chain (Perry, 2013).

According to Brito, Carbone, and Blanquart (2008), support this by saying that CSR “is about integrating social and environmental concerns into business strategy and operations” (p. 537) as well as the collaboration of companies with their stakeholders, which is of great importance (Li, Zhao, Shi, & Li, 2014). Therefore, by embracing sustainability into their business strategy will make an immediate connection between the general description proposed by the sustainable development described in the WCED (Benedetto, 2017; Brito, Carbone, & Blanquart, 2008; European Commission, 2001).

This challenge of companies proposing to adopt sustainability in their business is due to several reasons, such as to gain competitive advantage, because they are forced to comply with the policies and rules of the sportswear industry or simply to do something for the benefit of society. Nevertheless, sometimes certain companies fail to use sustainability as a driver to gain a higher profile in the market or to improve their position. Researchers have distinguished three fundamental motivations for ecological responsiveness, commonly mentioned as “firm motivations” competitiveness, legitimation, and ecological responsibility. Competitiveness is portrayed as “the

potential for ecological responsiveness to improve long-term profitability” (Bansal & Roth, 2000, p. 724). Suchman (1995 cited in Thambusamy and Salam, 2010) portrays legitimation as “the desire of a firm to improve the appropriateness of its actions within an established set of regulations, norms, values, or beliefs” (p. 4).

Notwithstanding some misgivings in the meaning of CSR, the fundamental core of this idea is The Triple Bottom Line (TBL) (Elkington, 2002; Savitz & Weber, 2006; Wilson, 2015) – “Profit, People, and Planet” where organisations work towards being economically responsive, socially reliable and environmentally stable (Iamandi, 2007). This appears to suggest that the meaning of sustainability presented by the WCED is present again. This notion of corporate social responsibility has been gaining recognition over the past decades and is now considered a crucial piece of business and IT strategy (Lee, 2008). Today, different companies in different industries have been able to expand their companies to be greener with the help of CSR, since CSR can increase the corporate brand image and it can increase the worker effectiveness if they realize that their company is focused on making the world a better place (Iamandi, 2007). As a result of this reasoning, sustainability and corporate responsibility are strongly related, as defined by Málovics, Csigéné, and Kraus (2008), “reaching the aim of sustainability requires ... the active participation and cooperation of governments, businesses, and citizens to set sustainable consumption as a common aim of societies, and to reach an agreement on its conditions” (p. 916).

In the sportswear industry, CSR is also important, Li Zhao, Shi and Li (2014) claim that CSR “is a benchmark of behaviour for participants in the fast-fashion supply chain, and emphasizes strategic capability building” (p. 824). Fast fashion is the production and consumption of unsustainable fashion products. Providing honest information to consumers will enable the company to change the current perception of its social responsibility held not only by consumers but also by all consumer parties involved, which includes all stakeholders. In turn, this change will increase financial performance, which consequently allows the company to gain a competitive advantage in the long term and promote a good overall image of the company (Li, Zhao, Shi, & Li, 2014). Therefore, if a company desires to achieve the most of CSR they should focus on two things: first, getting long-term benefits by engaging in social projects that ease the relationship of CSR and the corporate strategy, and lastly engage with consumers who consider the practical qualities of an item (Li, Zhao, Shi, & Li, 2014).

In this way, CSR constitutes a successful strategy to coordinate and encourage the sustainability administration of the fashion supply chain as a whole, which in turn includes the action of outdoor products. In regards to the supply chain, there are even some studies demonstrating that social responsibility has a direct impact on the suppliers and its performance through the improvement in trust and collaboration (Li, Zhao, Shi, & Li, 2014).

2.1.3. *Sustainability and Information Systems*

In the previous section, it was examined what kind of actions companies can take to show their ecological responsiveness: by building a vision of sustainability in their company and embedding it in their business strategy. Taking this kind of action will set the company apart from its competitors. As Landrum (2017) mentioned: “[s]ustainability has moved into the boardroom of corporations worldwide” (p. 287). All large companies and those that want to stand out, are taking this issue more seriously, and therefore by taking action more promptly they are also benefiting from the inherent advantages, advantages draw from both sustainability advantages and IS advantages. According to Thambusamy and Salam (2010), the discipline of IS allows the benefit

of these advantages to be more accentuated, as IS allows companies to measure the extent to which the product produced complies or not with sustainability rules and policies.

Watson, Boudreau, Chen, and Huber (2008) say that one approach to addressing this global issue is harnessing technologies to create more earth-friendly companies. This seems to suggest technology is a very powerful tool that can enable companies to be more efficient and more automatic in their day-to-day processes. Watson et al. (2008) discuss sustainability within the business through Green IT, which concerns the extension of equipment physical limits, using the latest business trends, such as the use of virtualization to run various workloads with the same physical package, or the use of sustainable energy to power hardware resources, reducing the carbon footprint. (Watson et al., 2008). Using IS companies can also use some strategies to improve the contribution of partners in this new universe of Green IT, which is called CSR (endorsed in the previous section). Ultimately, “[w]e will need IT to run the IS that will support sustainable business practices” (Watson et al., 2008, p. 2).

The number of different theories and discussions surrounding the meaning of environmental responsiveness is considerable. Under the topic of IS, however, Hart (1997) distinguishes four elements that prevent IS pollution: pollution prevention, product management, clean technology, and a vision of sustainability. Highlighted by the reasons above, IS can and should be used as a tool in the process of finding a resolution to sustainability problems.

The role that IS plays in sustainability can be divided into three types: automate informate (informate up and informate down) and transform (Chen, Boudreau & Watson, 2008; Shein, 1989; Thambusamy & Salam, 2010). According to Thambusamy and Salam (2010), strategically applied, companies can “automate, inform, and transform the pollution prevention, product stewardship, clean technology, and sustainability vision strategies” (p. 3).

Cash, Eccles, Nohria, and Nolan (1994) state that there is a concise relationship between these three roles, which say that technology has the power to automate a task or a process. When this happens, there is an increase in human effort, and in that sense, the technology is there to inform that process or task. That is, there is a restructuring a transformation of a task or process. In regards to the first type, automation is considered the key to reducing costs. Companies can leverage automation by replacing human labour with technologies (Chen, Boudreau, & Watson, 2008). This will not only reduce costs economically but also in terms of time. Secondly, informate, which helps to advice, companies “by making visible previously concealed parts of a process in the system” (Chen, Boudreau, & Watson, 2008, p. 188). Finally, IS also has the power to transform an organisation because IS promotes innovation through collaboration and coordination of all parties involved. IT tools and infrastructure support this collaboration between different departments within the company, or between the company and the partners.

Chen, Boudreau, and Watson (2008) propose an institutional theory as a crucial point for an understanding of how IS can be used towards achieving this sustainability-related objective eco-efficiency, eco-equity, and eco-effectiveness. This institutional theory mostly focuses on understanding why certain ways of thinking are well accepted by institutions, and consequently integrated into the enterprise, whilst others are not. Focuses not only on “superficial aspects” of the company but also in knowing what structures, norms, routines, amongst other things, have become the rule over time. With this in mind, Chen, Boudreau, and Watson (2008) proposed a conceptual model which, depending on the different pressures perceived by the institutions, states whether IS can be applied to pursue eco-efficiency, eco-equity, and eco-effectiveness using automation, information (up and down) and transformation of organisations accordingly (Figure 2-1).

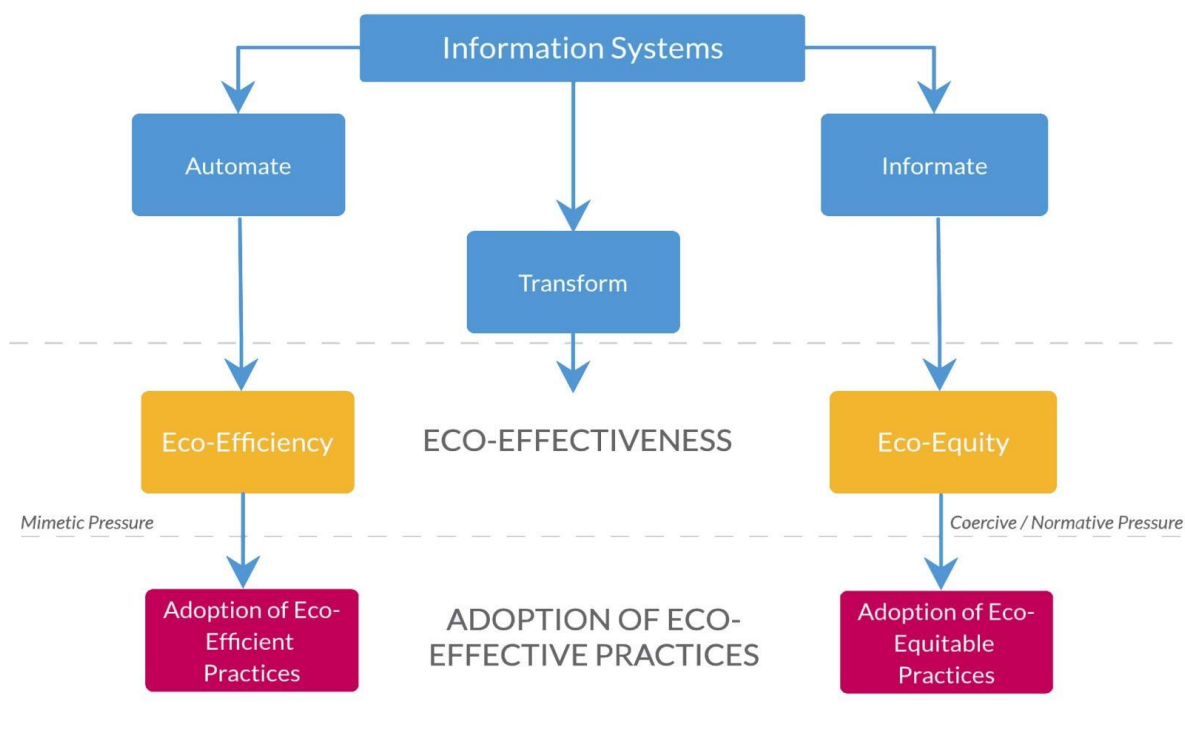


Figure 2-1: Conceptual model of ISs and ecological sustainability (adopted from Chen, Boudreau, and Watson, 2008).

According to Chen, Boudreau, and Watson (2008), eco-efficiency aims to try to make something that is less harmful and therefore diminishes the degradation of nature with moral prohibitions. Eco-efficiency practices say that consuming non-renewable materials less intensively does not help to prevent their number from decreasing. The authors add that eco-equity refers to the distribution of natural resources among the current and coming generation, like eco-efficiency, however, compliance with environmental regulations are motivated by eco-equity alone, which according to Boiral (2007) is motivated by concerns of social legitimacy and not by reasons of economic efficiency. Finally, eco-effectiveness aims to reduce environmental impact by ceasing ecological degradation, this, therefore, requires changing business models and, most difficult of all, changing mentalities (Chen, Boudreau, & Watson, 2008).

As Chen, Boudreau, and Watson (2008) claim: “[a]doption of eco-friendly technologies and practices is only the first step towards ecological sustainability” (p. 189), suggesting that technology is a significant tool that enables businesses to drive efficiency and automation. However, while saying that this is only the first step, it also gives the impression that there is a pre-step, which is to understand the problem. After understanding the problem comes the solution, which may involve the application of IS, because as Watson, Boudreau, Chen, and Huber (2008) argue, companies can leverage technology to create business frameworks to drive environmentally friendly services.

Some may argue that the use of technologies to achieve sustainability is not driven by the expectation to make the world more sustainable but only to “empower” technologies to play an even more important and vital role in the daily life of society. One cannot dispute that the involvement of technologies is helping to reduce energy and waste. Yet it can also be said that the role of IT in sustainability goes beyond the reduction of energy used by IT devices (Dao, Langella & Carbo, 2011). For once, IT can enable the three aspects of the TBL – economic, environmental, and societal. TBL shows the metrics of company success, where in addition to financial

performance, success has an impact on the economy, society, and the environment (Elkington, 2002). According to Dao, Langella, and Carbo (2011) recent research shows, that TBL adoption can be done through the application of a resource-based view (RBV). As Barney (1991) and Hart (1995) stated, RBV is the ability to gain competitive advantage by obtaining, creating, unifying, and transforming its physical, human, and authoritarian assets in ways that include engaging values and that are difficult to embody by competitors. Hart (1995) mentions that in RBV there is a clear differentiation between resources and capabilities. Resources are essential units of examination and incorporate physical and financial related resources as well as employees' abilities (Hart, 1995). Whilst capabilities arise from a combination of the resources that are used to jointly, add value to a certain activity or task (Hart, 1995). According to this Barney (1991) and Hart (1995), believe that if RBV can adopt sustainability techniques it would make companies having the option to convey practical qualities and additionally gain competitive advantage. To obtain this competitive advantage and sustain it is not easy since sometimes, these capabilities that companies have are unsustainable. In this sense, there is a need to change these capabilities, that is, to try to create capabilities that are more sustainable and, ideally, difficult to replicate to gain a competitive advantage (Dao, Langella, & Carbo, 2011). Therefore, Dao, Langella, and Crabo (2011) state that:

a firm's sustainability capabilities constitute the firm's capacities to effectively coordinate bundles of complex human and non-human resources to achieve sustainability aims, delivering sustainable values to its stakeholders and gaining sustained competitive advantage (p. 65).

In response to this statement, the authors create the following theoretical model (Figure 2-2), where it states that human resources, supply chain management, and IT resources empower a company to develop these sustainable capabilities (Dao, Langella, & Carbo, 2011).

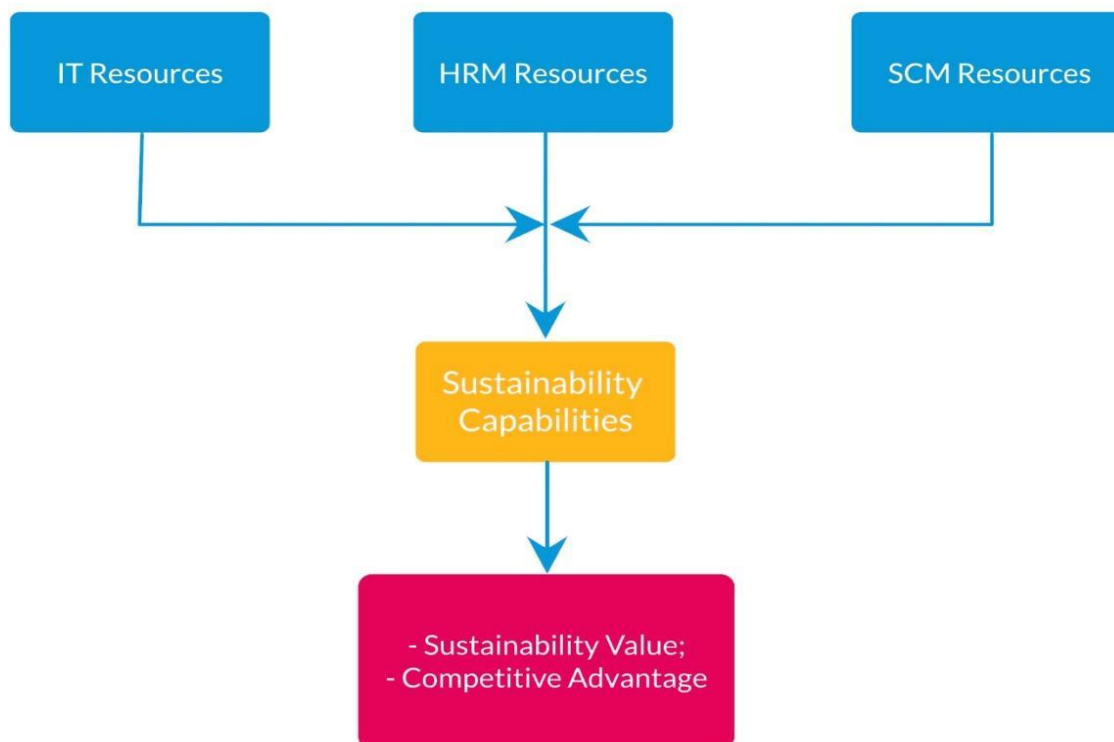


Figure 2-2: Theoretical model to achieve sustainable capabilities (adopted from Dao, Langella, & Carbo, 2011).

As a final point, an SIS is an IS that adapts to your environment, includes significant stakeholders and partners, and supports the information lifecycle, e.g. information creation, information assessment information mixing/application (Mărușter, Faber, & Peters, 2008).

2.1.4. Sustainable Fashion

A literature review about sustainability that meets the needs of the present in the fields of society, economics, and the environment without impairing the ability of future generations to meet their needs (United Nations, 1987) shows that there is no single definition of sustainability (Pearce, Markandya, & Barbier, 1989).

One definition of sustainable fashion in particular, is in the interaction with fashion retailers, the originators of sustainable fashion, which can be found in the TBL (Table 2-1) (Wilson, 2015). The aim of sustainable fashion retailers is to strike a balance between these three factors (Strähle & Müller, 2016).

	Environmental	Social	Economic
Typical measures	Pollutants emitted	Health and safety record	Sales, profit, ROI
	Carbon footprint	Community impacts	Taxes paid
	Recycling and reuse	Human rights: privacy	Monetary flows
	Water and energy use	Product responsibility	Jobs created
	Product impacts	Employee relations	Supplier relations

Table 2-1: The triple bottom line (adopted from Savitz & Weber, 2006).

However, striking a balance between these three factors is an extensive, yet unclear but increasingly urgent task that will require radical action and change. Fashion retailers will have to start adapting their business philosophy to do something for the good of the business – the idea of sustainability (Berg, 2019).

The debate about whether a specific product or collection is sustainable often focuses only on very specific aspects, such as whether raw material is more sustainable than other commonly used material (Hendrich, 2019). At the same time, Hendrich (2019) noted that there are no objective criteria for determining what sustainable fashion is. For example, the use of commonly recycled materials, such as scraps in the manufacture of plastic bottles to be melted into fabrics and old garments that can be converted into mechanical pulp, does not result in a zero carbon footprint and therefore a sustainable brand.

At the same time, the ambiguity of the notion of sustainability also makes it difficult to make a sustainable choice among consumers. Some consumers are really more informed about the complexity of the environmental, social, and economic challenges that accompany the fashion

market and how their consumer habits affect it. However, since the term includes a whole range of questions and, on the other hand, covers a long and fragmented supply chain in the sportswear industry, in the end, they do not get the right answer for what sustainability really means.

In order to convince consumers that they are truly sustainable, fashion retailers must, in addition to their business philosophy, completely change their business models, including complete transparency throughout the supply chain, safeguarding workers' rights, energy efficiency, and reuse of textiles. Fashion retailers that use recycled polyester and organic cotton as their material regularly visit their factories and suppliers to ensure that they comply with ethical standards. Despite their efforts, fashion retailers are consistent “[t]here is no established way to separate sustainable fashion from unsustainable,” says Hendrich (2019, n.p.).

There is also a need to highlight the problem that fashion retailers are also being sold as sustainable, encouraging large-scale (cheap) clothing purchases, as they are ultimately still producing large quantities of waste. "Fashion retailers, with their consumers, should focus on smaller-scale supply and consumption, wearing action outdoor products for a longer period of time, and not buying too cheap disposable sportswear instead," Hendrich (2019, n.p.) warned.

2.2. Fashion Retail

The sportswear industry, where companies are involved in the composition, production of action outdoor product and commerce, connects the product to the consumer (Strähle & Müller, 2016). Strähle and Müller (2016, p. 9) say: “[i]t is a highly globalized sportswear industry, often based in one country, manufactured in another and sold in third”. In the continuation of this study, the term “Fashion Retail” will be used to define the entire globalized sportswear industry.

2.2.1. *Green Future of Fashion Retail*

The debate over the green future of fashion retail has increased in recent decades (Strähle, 2016). Its main challenge is to balance different aspects of environmental, social, and economic impacts (Elkington, 2002). Companies respond to sustainability aspects by incorporating strategy (Maignan, Ferrell, & Ferrell, 2005) and consider going green as a way of differentiation in their market (Yang, Lin, Chan, & Sheu, 2010).

The production and consumption of unsustainable fashion products also called "fast fashion", involves several different steps that also separate it from sustainable fashion (Karthik & Gopalakrishnan, 2014) – full transparency over the supply chain, competitive prices on the retail floor and criticized ecological side. Companies face difficulties in full transparency in their supply chain due to the different types of products coming from different supplier countries, which are then distributed worldwide (Kogg, 2009). Through manufacturing in developing countries, companies are striving for competitive fashion retail prices and reducing the cost of goods (Nagurney & Yu, 2012). However, because the cultivation of goods for the sportswear industry requires a high level of natural resources (Draper, Murray, & Weissbrod, 2007), it is strongly criticized from an ecological point of view (e.g. for intensive use of water or use of chemicals for cotton production (Chen & Burns, 2006; Piegsa, 2010)).

Consumption of action outdoor products, which has been dominated by overconsumption due to emotional rather than rational consumption (Cao et al., 2014), has been transformed by digitization,

which has transformed the structure of the fashion market in recent years (Strähle, 2016), especially distribution (Buvari, Dosé, & Vonstad, 2014). The change in the fashion market has encouraged fashion retailers and their consumers to automate processes, informate using smartphones, and transform to manage the interaction between fashion retailers and consumers (Bruce, 2012; Daurer, Molitor, & Spann, 2012). Therefore, companies will need to understand more the decision-making process, of which the identifiable part has become sustainability (Hiller, Connell, & Kozar, 2014).

With digitalisation and consequently the rise of technology, e-commerce has enabled businesses to interact with consumers via social media (Zolkepli & Kamarulzaman, 2015), which is considered one of the most powerful innovations in the 21st century (Diaz, 2015). Social media has expanded in the present day from business-to-consumer communication to the inverse of consumer-business interaction (Johnson, 2014). This interaction is ideal for building trust with business transparency (Hajli, 2014), especially for “green” oriented consumers who self-select a communication channel that allows companies to effectively focus on their target audience (Minton, Lee, Orth, Kim, & Kahle, 2012). The new technologies do not only alter the interaction between companies and consumers but also lead to innovative approaches regarding the business models as such (Strähle, 2015). Consumers have now the possibility to become creators themselves which is known as the prosumer concept as a fusion of production and consumption (Ritzer, 2015). The sportswear industry already has proven to be very progressive hereby-integrating professional consumers in the development process of their action outdoor products (Strähle & Wagner, 2016).

2.2.2. *Sportswear Industry*

Sports are an important part of many people's lives – both professional and recreational. At the same time, it represents a large sportswear industry with environmental, social, and economic implications. In the last half-century, according to Brunn and Lankgkær (2016), “action outdoor products have become the driving force of new trends in fashion and textile innovation”. The 1990s saw radical changes in skiing and snowboarding products (Brunn & Lankgkær, 2016), where gradually lighter materials replaced traditionally heavy woollen materials. This has greatly influenced the popular cult of youth, health, and the recent development of athletes.

Fashion is at odds with the functionality and durability required by action outdoor products, and many researchers have sought to balance interests (Brunn & Lankgkær, 2016). One solution is a consumer approach to product co-creation, which develops a new level of consumer and the relationship between consumer and fashion retailer, called prosumer. Thus, consumers' basic interests in colour and product prices also focus on sustainability information (Brunn & Lankgkær, 2016).

Sustainability is closely linked to the innovation of action outdoor products. It is affected by athletes because of “the extreme physical and environmental conditions in which they exercise, with requirements for coverage and” assistance “to the active body” (Brunn & Lankgkær, 2016, p. 183). Moreover, “[n]ot only does the body have to protect itself from the extreme physical environment, as is the case with extreme sports, it must also protect the environment from impurities associated with extreme physical exertion” (Brunn & Lankgkær, 2016, p. 183).

Traditional fabrics used for producing action outdoor products are wool, cotton, and polyester (McCann, 2016; cited in Brunn & Lankgkær, 2016). Again, many researchers are sceptical about the benefits of using synthetic materials and hybrid products that incorporate sweat and odor management materials (Brunn & Lankgkær, 2016). The odor control products during exercise do

not contribute much to reducing the frequency of washing, to combat body odor during exercise, and the risk of groundwater contamination due to the nano silver captured in some of these product materials (Klepp, 2016, Brunn & Lankgær, 2016). For such odor control, Klepp (2016; cited in Brunn & Lankgær, 2016) suggests the use of more traditional materials such as wool or cotton.

Cotton production, which is widely used in action outdoor products, is a particularly problematic area (Brunn & Lankgær, 2016). The sportswear industry in general has long held a reputation for being extremely polluting, as it is highly pesticide-intensive and dangerous for post-processing and finishing operations. The environmental debate is essential for the sportswear industry, not least because of the increasing number of people involved in professional and recreational sports who expect not only more innovation but also a green product line (Klepp, 2016, cited in Brunn & Lankgær, 2016).

2.3. Supply Chain Management

2.3.1. Sustainable Supply Chain Management

From the traditional point of view of supply chain transparency, joint efforts to achieve common aims and the development process, the most important actors are a company and consumers (Strähle & Müller, 2016). According to Trent (2004): “[s]upply chain management concepts are implemented to improve business performance (e.g. providing new sources of competitive advantage and more value to consumers to further develop inter-organisational relationships)”. Therefore, the company focuses on a system of sustainable issues, management, and the use of financial capital and human resources.

However, the supply chain in the sportswear industry is focusing on other management features – influencing consumer demand, managing supply and demand, and meeting consumer needs (Choi, 2014). Such supply chain management in the sportswear industry includes “the design and management of all procurement and conversion activities, conversion and all logistics management activities in the fashion retail chain, which requires coordination and collaboration with supply chain partners” (Choi, 2014, p. 2).

This increased level of the company, fashion retailer and consumer awareness, and consumer environmental awareness is driving a new trend in the fashion clothing supply chain. In contrast to the traditional fashion clothing supply chain, the new trend uses less toxic chemicals, water, and electricity to produce clothing, produces far less waste and air emissions, and shortens modes of transportation and over-packing (Strähle & Müller, 2016). Establishing a new trend for the modern fashion clothing supply chain leads to a new plan for sustainable development – the Five-R model (Choi, 2013; Muthu, 2014), where: “sustainable supply chain management is possible as a traditional supply chain management practice” (Global Compact Office, 2011, n.p.). This is merely by changing the integration of environmental, social, and economic impacts through the life cycles of goods and services (Global Compact Office, 2011). The Five-R model is created through a cyclical process of recycling, reuse, reduce, re-design, and re-imagine (Figure 2-3).



Figure 2-3: Five-R's of sustainability (adopted from Esty & Winston, 2006).

Recycling is the process of collecting waste material that is recovered into new forms and then used for new products. Waste material can be selected from two types: post-industrial waste and consumer waste (Strähle & Müller, 2016). The post-industrial waste material has a known content and composition (Pui-Yan Ho & Choi, 2012), which, according to Shedroff (2009), is a major tenet of sustainability. Meanwhile, the separation of material from consumer waste is a somewhat more complex and valuable process that nevertheless serves as an input to capital capacity (Pui-Yan Ho & Choi, 2012).

Reusing waste for a new product can extend the life of the product (Strähle & Müller, 2016). In the sportswear industry, examples of such products are clothing, sewing needles, and packaging (Pui-Yan Ho & Choi, 2012). In the sportswear industry, Shedroff (2009) recommended the design of easy-to-replace product components that would lead to a reduction in the purchase of new products, and an increase in the exchange of products (between the company and consumers, e.g. long warranty – old for new; DIY videos – company sends garment component, consumer replaces component; in-house repairs – consumer sends torn garment, company repairs, and returns garment) and online sales.

The next R is to reduce the source and thus to prevent waste generation. Waste prevention ensures a qualitative and quantitative reduction at source (Strähle & Müller, 2016) – e.g. local, rather than the global, acquisition of garment fabrics. Such assurances would lead to, or contribute to, shorter modes of transport and thus less waste and air emissions. Unfortunately, the idea of eco-efficiency alone does not determine waste reduction, so the concept of waste management should be considered in the future of a sustainable supply chain framework (Shedroff, 2009).

According to Esty and Winston (2006 cited in Strähle & Müller, 2016), a redesigned product is a product that “has been developed in a way that minimizes environmental impacts, in its life cycle from design, production to end-of-life disposal” (p. 15).

The fifth and final R is a product reimagining process designed to focus on creative thinking, finding new opportunities, and adding value to companies (Strähle & Müller, 2016). When re-

imagining a product, the concept of “Design for Environment” (Powell, 2010) is an important part of designers envisioning a product with care for the environment.

2.3.2. *Challenges of Sustainable Fashion Value Chains*

The challenges of a sustainable fashion value chain can be summed up by fashion logistics, overproduction caused by forecasting errors, irresponsible consumption, and uninformed consumers, and fulfilling social responsibility (Strähle & Müller, 2016).

The biggest challenge of the sustainable fashion value chain in the field of efficient fashion logistics in a globalized network is the long transition from order to delivery, also called the “the lead time gap” (ed. Fernie & Sparks, 2004). Muthu (2014) says that most of the transition time is of no value, generates costs for the company, and causes a geographical extension which then requires a long-term forecast during the sales seasons (Christopher, Lawson, & Peck, 2004). These facts affect the financial performance of the business (leading to loss of revenue and thus profit). Another important and challenging challenge affecting fashion logistics is the packaging of the product. “Due to short life cycles, the amount of packaging on the markets is almost equal to the amount of packaging waste and contains materials that are difficult to recycle” (Strähle & Müller 2016, p. 16). Such packaging and materials result in high costs and low sales value (Strähle & Müller, 2016), and companies can resort to recycling and reuse strategies to mitigate them.

Sustainable fashion value chains also cause serious forecasting errors. Disregarding different business strategies to improve the challenge (e.g. optimizing the flow of information), companies can cope with overstocking or unsold products and overproduction (Strähle & Müller, 2016). Reducing inventory, or unsold products and overproduction also contributes to the environmental impact (see “Sustainable Supply Chain Management”).

Irresponsible consumption and demand for action outdoor products that increase unsustainability are caused not only by the manufacturing system but also by most consumers (Strähle & Müller, 2016). This means the possibility of achieving overall sustainability in the case of the production and sale of more eco-friendly action outdoor products and at the same time informing and changing consumer behaviour (thereby making consumers more sustainability responsible) (Strähle & Müller, 2016).

Fashion retailers are also responsible for informing and changing consumer behaviour. The CSR (see “Corporate Social Responsibility”) objectives are international standards, broader frameworks, codes of conduct, and corporate social audits (Strähle & Müller, 2016).

2.4. **Business Model for Sustainability**

Schaltegger, Hansen, and Lüdeke-Freund (2016) note that there is an agreement between various researchers and practitioners saying that sustainable development is not possible without the intervention of organisations. The business model is the most important aspect to observe and is now considered the main focal point in debates regarding sustainable development. In fact, Lüdeke-Freund (2010) supports this by saying that business models are considered “meta factors and strategic innovations” (p. 2) that can bolster the reception of cleaner items and procedures, manageable stock binds and further commitments to progress towards sustainable consumption and production.

Existing research on BMfS or Sustainable Business Models (SBM) is developing very fast. Perhaps, this is one of the reasons why many researchers have difficulties in defining the BMfS. Based on existing literature, the definition that is going to be adopted in this study is the one provided by Schaltegger, Hansen, and Lüdeke-Freund (2015):

a business model for sustainability helps to describe, analyse, manage, and communicate (i) a company's sustainable value proposition to its consumers, and all other stakeholders, (ii) how it creates and delivers this value, (iii) and how it captures economic value while maintaining or regenerating natural, social, and economic capital beyond its organisational boundaries (p. 6).

Interpreting this definition, it is possible to observe that the authors take into consideration, not only the main characteristics of business models but also the necessity to integrate several stakeholders and their respective different perceptions of value. Osterwalder, Pigneur, and Tucci (2005) featured in the underlying and still persuasive definition explained in section 2.4.1 (see "What is a Business Model?").

In the following parts of this section and, before going into more detail on the BMfS concept, will be presented what is a business model and what is the dominant business model of the firms and what aims do they promise to accomplish. As a complement, the reasons why companies are moving towards a sustainable business model will be addressed as well and finally a proposed business model.

2.4.1. *What is a Business Model?*

In an article published in 2013 by Pateli and Giaglis, a business model is described as a concept. Looking at these two words separately (business and model) the result is that, the word model is considered to be "a hypothetical description of a complex entity or process" (WordNet, 2020, n.p) and the word business is "the activity of providing goods and services involving financial and commercial and industrial aspects" (WordNet, 2020, n.p). Reflecting on this, it is logical to define the business model as described by Osterwalder, Pigneur, and Tucci (2005):

as conceptual tools containing a set of objects, concepts, and their relationships to express the business logic of a specific firm. Therefore, we must consider which concepts and relationships allow a simplified description and representation of what value is provided to consumers, how this is done and with which financial consequences (p. 3).

This seems to suggest that a business model is a tool that mirrors the company's vision, this is, where they are and where they want to go, always taking into account the consumer, and how they can satisfy the consumer and increase revenue at the same time. With an understanding of what a business model is, it is important to observe what the current dominant business model is. According to Stubbs and Cocklin (2008), the dominant model is essentially linked to neo-classical economic theory, meaning that the focus of companies is the increased benefits for its stakeholders. With this, it can be said that social and environmental aims are not taken into consideration. Freeman and Gilbert (1992) claim that those two aims are adjacent to the main objective of creating value. On the other hand, other authors such as Shrivastava (1995), Stubbs, and Cocklin (2008) disagree with this statement, explaining that, if companies do wish to address social and environmental issues the neoclassical model needs to be modified. Considering the latter

perspective, it has been developed what, the society, calls a BMfS, often also called as Sustainable Business Models (SBM).

2.4.2. *Towards a Business Model for Sustainability (BMfS)*

As seen in previous sections such as in the section of “Sustainability”, the concept of Sustainability was and still is profoundly discussed. Given this growing concern about sustainability, there was also a need to change business models to adopt the concepts of social and environmental described in the definition of sustainability by the WCED, resulting in the creation of BMfS (Lüdeke-Freund, 2010). As seen in section 2.4 (see “Business Model for Sustainability”), the definition from Schaltegger, Hansen, and Lüdeke-Freund (2015) addresses more than just creating value for consumers. In fact, the authors recognize that “no sustainable value can be created for consumers without creating value to a broader range of stakeholders” (Schaltegger, Hansen, & Lüdeke-Freund, 2016, p.6). This seems to suggest that a sustainable value proposition is paramount of a BMfS. Patala, Jalkala, Keränen, Väisänen, Tuominen, and Soukka (2016) define a sustainable value proposition:

as a promise on the economic, environmental and social benefits that a firm's offering delivers to consumers and society at large, considering both short-term profits and long-term sustainability (p. 144).

Given all that has been said so far regarding the BMfS, the key points of this model are:

- It creates a link between the dominant business model and the sustainability research field;
- The value proposition is extended to include aspects other than monetary, such as environmental and social values (Evan, Vladimirova, Holgado, Van Fossen, Yang, Silva, & Barlow, 2017);
- The value proposition relates to all stakeholders, i.e. includes consumers, suppliers, partners, among others.

Thus, to create an “ideal” BMfS, the above points must be taken into consideration. It can, therefore, be assumed that sustainable value creation is a fundamental if not crucial factor for a successful BMfS.

2.4.3. *Proposed Business Model for Sustainability (BMfS) in the Sportswear Industry*

As mentioned in previous sections (see “Green Future of Fashion Retail” and “Sportswear Industry”), it must be acknowledged that fashion, and consequently the sportswear industry, is an industry that pollutes a lot and spends many resources (Joy & Peña, 2017), therefore there is a deep need for a change. This industry has a lot of actors along the process, rendering it one of the longest and most complicated processes of all industries, since it involves the production of chemical fibres, production of materials and apparel, retail exchange and administrations parts, recycled markets and waste administration, amongst others. According to Kozłowski, Searcy, and Bardecki (2016), although there has been greater recognition in the supply-chain management, there is a developing agreement that sustainability is only achieved if there is an extreme change in the overall picture of the sportswear industry. Indeed, Kozłowski, Searcy, and Bardecki (2016) mention that there are areas of the sportswear industry, such as the areas of “business and product innovation and consumer engagement” (p.3), that should be considered in this change. Therefore, this section proposes a BMfS (Figure 2-4) which could be applicable in the sportswear industry.

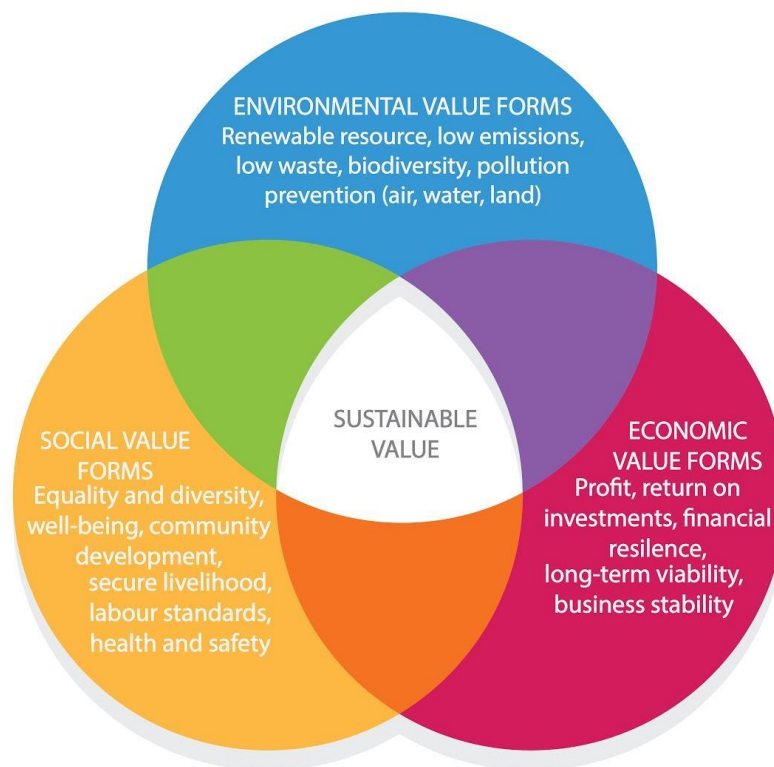


Figure 2-4: Sustainable value (adopted from Evans, Vladimirova, Holgado, Van Fosse, Yang, Silva, & Barlow, 2017).

This model is composed of the propositions that an action outdoor product company should concentrate on in order to develop sustainability. The figure also indicates that the creation of sustainable value is the core for a BMfS ideal as outlined in the section preceding this one; hence, it can be assumed that the great challenge of CSR and sustainability strategies is the ability to create harmony between all the points that are possible to observe in the figure above. One can also establish a connection with the areas that Kozłowski, Searcy, and Bardecki (2016) mentioned as being of significance when this changed to a BMfS. The business area inserted in the economic value forms; the product innovation area in the environmental value forms and finally consumer engagement, which is close, associated with social value forms.

These propositions are the same as those previously identified as crucial to achieving the sustainable development presented by the United Nations (1987) – environmental, social, and economic. The model adopts a systematic approach in recognizing the values within the fashion system and its organisation. It can be seen that each proposition that Evans et al. (2017) presented in their model have numerous indicators, which are considered a starting point to achieve those propositions. This approach looks at a practical way to increase sustainability within various sectors of the sportswear industry such as the supply chain, consumer consumption, and the way action outdoor products are produced. For example, by focusing on sustainable value creation, outdoor action products can be created in order to have an impact on buyers' behaviour, to introduce more practical use of the product, and perhaps to reduce the effect of use.

One cannot overlook the fact that, as Schaltegger, Lüdeke-Freund, and Hansen (2012) mention, if a company is not created on the pillars of sustainability and later wants to change and develop sustainability in its business it means a transformation in the whole business model. Moreover, the authors add that when this change is made, environmental and social issues will be an extremely

relevant indicator to be added to the current strategy, in this way driving development in the sportswear industry.

3. Methodology

The purpose of this section is to explain and present the process underlying the choices made about the research questions proposed at the beginning of this study. This section presents the methodological decisions taken when guiding the research, meaning that it incorporates a portrait of the examination system, e.g. it explains how the research question was approached, as well as the choice of collecting qualitative data through interviews of Picture Organic Clothing employees. An explanation of the selection of respondents is given followed by a description of the process of creating the interview guide. The techniques used to ensure the high quality of study research, moral principles are introduced, and this section ends with the limitations/restrictions of the study.

3.1. Research Strategy

The research questions raised lead to the choice of a qualitative research method, since “[q]ualitative methods are designed to help researchers understand phenomena in context” (Recker, 2013, p. 95). The phenomenon this research seeks to explore is the impact of a shift towards a Sustainable Business Model, and its effect on Supply Chain Management. One example of this is the introduction of organic cotton in action outdoor products, and whether it may have a positive impact on the “go green” strategy of a fashion retailer. This may require a complete change in their current business model or at least some major adjustments to the supply chain towards sustainability. To achieve the aim of this research, it is necessary to take into account the perspective of different stakeholders and to fully understand the current state of the phenomenon and future opportunities. Stakeholders such as fashion retailers, their environmental, social, and economic values, and their consumers with a common / different perspective on sustainability. In addition to contextualisation, in-depth research of the company’s employees, their environmental, social and economic contexts in which they live, behave, decide and act, is another advantage of using a qualitative method (Brinkmann & Kvale, 2005; Creswell, 2014; Recker, 2013). In the face of quantitative research, qualitative research focuses on the development of interpretations of non-numerical data (Recker, 2013). The interpretative paradigm is an interconnected aim of understanding in-depth human behaviour and experience in a specific context (Thanh & Thanh, 2015) (an increasingly established research context with qualitative studies posits information systems research). In addition, the interpretive approach provides a rich theoretical understanding of the phenomenon under study (Ponelis, 2015).

3.2. Description of Company Picture Organic Clothing

Picture Organic Clothing was founded in 2008 in Clermont-Ferrand; when the power of three heated / recreational athletes (skateboard, snowboard, kitesurf) combined with the academic skills of sustainability, management, and marketing. The criteria were handed over to create a 100% committed responsibility and sustainability-driven eco-design company, the fact that they had to

learn everything from the business start-ups, fabrics, manufacturing, etc. did not kill their motivation.

In 2009, Picture Organic Clothing opened 70 stores across France and Switzerland and penetrated the market with the first collection of ski-winter clothing from 100% recycled, organic, or responsibly sourced materials. That same year, Picture Organic Clothing attended ISPO, the leading international exhibition for the sports business in Munich, Germany for the first time, where they attracted the attention of the wider world.

In 2010, ski-winter clothing from 2009 was recycled into swimwear-summer clothing, increasing the existing collection. At the same time, Picture Organic Clothing opens its first store outside the European Union (EU) borders – in Russia.

As collections increase, so does the quantity of fabric waste along the manufacturing process, Picture Organic Clothing decided to salvage the wastes and use the materials in its performance jackets lining: Picture Organic Clothing named this the Recovery Fabrics program. By 2011, 400 other fashion retailers in 10 different countries were already selling Picture Organic Clothing action outdoor products. Meanwhile, Picture Organic Clothing is also preparing to break into the American market.

Through partnerships with Agence Innovation Responsable (AIR), in 2012, Picture Organic Clothing established a better control of the supply chain to help reduce its carbon footprint, which will allow it to better manage all of the innovation and sustainability-related subjects (Picture Organic Clothing, n.d. b). At the same time, Picture Organic Clothing created a Picture Impact tool – a carbon footprint calculator that allows its consumers to learn about and optimize their footprint along the product life cycle (the tool can be found here: <https://www.picture-organic-clothing.com/fr/ride-for-future/#picture-your-impact>). However, because local production is important to Picture Organic Clothing, it created the first collection Made in Annecy, France in collaboration with Jonathan & Fletcher, an R&D company and agency that handles the prototyping stage of Picture's clothing. The same year they attended Snowsports Industry America (SIA), one of the most important national exhibitions for sports business in America, taking place in Denver, Colorado. With this, their new adventure begins officially on the other side of the Atlantic.

Back at ISPO, the leading international exhibition for sports business in Munich, Germany, in 2013 they received a double award – Gold Winner for the 100% Recyclable Welcome Jacket and Environmental Excellence award for Responsible Actions and Sustainable Approach. Meanwhile, their business in America grew and reached the sale of its sportswear in 60 stores.

In 2014, they introduced The Rethink Bag within The Second life concept launch, which allowed consumers to use the old rucksack for a variety of purposes (Picture Organic Clothing, n.d. b):

if one day you cannot find any more use for your pack, you can tear it apart and turn it into completely new products: a wash bag, 2 simple kits, and 1 computer sleeve. It is much better than throwing it away (Figure 2-5) (n.p.).



Figure 3-1: The Rethink Bag (Picture Organic Clothing, n.d. b).

As part of this creativity and innovation, Picture Organic Clothing organized The First Picture Innovation Camp launch, where its consumers were invited to think about future projects and products with it. Over the years, the team that works closely with the founders has grown. By 2014, Picture Organic Clothing counted 20 people working at its Headquarters (HQ) in Clermont-Ferrand, and Annecy.

2015 brings new collaborations in the first-ever ski / snowboard helmet made of 100% recycled and organically sourced components, which at the ISPO, the leading international exhibition for the sports business, in Munich, Germany, receives the Gold Award. At the same time, Picture Organic Clothing is reaching the next level of commitment to CSR (Picture Organic Clothing, n.d. b):

in 2014, Picture Organic Clothing issued a recall of its backpacks because some seams on the lining presented a weakness. This manufacturing defect was minor and the packs were still usable. Therefore, Picture Organic Clothing decided not to take any risk and withdraw these products from the market (n.p.).

To prevent the damaged backpack from being thrown away, Picture Organic Clothing found a solution and donated its backpacks to a specific school in Nepal, whose pupils had walked to kilometres from remote villages.

In 2016, Picture Organic Clothing expanded to Asia and Australia and is now sold by 700 other fashion retailers in 30 different countries.

In 2017, Picture Organic Clothing launched the brand's first neoprene free wetsuit using an alternative to the rarely recyclable neoprene fabric: NaturalPrene Stretch Technology made of 85% Hevea, a natural rubber extracted from a Malaysian plant. The same year Picture Organic Clothing was again awarded the Gold Winner award at ISPO, the leading international exhibition for the

sports business, and in Munich, Germany for ProKnit Serie Technology. At the same time, it was co-branding with the non-governmental organisation World Wildlife Fund (NGO WWF), committed to protecting the natural habitat and ecosystem of three animals living in polar climates: Narwhals, bowhead whales and polar bears.

In 2018, they embark on a five-week freeride expedition into the heart of the Karakoram Range and record *Zabardast*, the intimate travel diary of an incredible, which receives four Awards with 150 screenings in 30 countries. The same year, however, was another turning point. Picture Organic Clothing supports the Fashion Revolution movement to promote greater transparency within the garment industry. It agrees that lobbying and activism are powerful tools that should be used for worthy causes, while Fashion Revolution serves to deny major problems, and calls out brands to take responsibility for their actions (Picture Organic Clothing, n.d. b). Therefore, in April 2018, it proudly kicks off with the Picture Social Program – Building a new school in Sano, a small mountain village located at 2000 meters elevation and 90 km from Kathmandu and Setting up a temporary medical dispensary.

However, because Picture Organic Clothing is always looking for new solutions to directly or indirectly wipe out human dependence on fossil fuels, it opted for a short-term aim in 2019, which was to expand the use of bio-sourced materials throughout its line of technical apparel (Picture Organic Clothing, n.d. b):

in the case of a snow jacket, it means creating a fabric partially made with plant material such as sugar cane or castor beans, to replace conventional petroleum-based Monoethylene glycol (MEG) (Figure 2-6) (n.p.).



Figure 3-2: Harvest Wipe Out of Fossil Fuels (Picture Organic Clothing, n.d. b).

Motivated by a passion and love for the mountains, part of Picture Organic Clothing family embarked on a smaller expedition, observing first-hand the impact of climate change on the Alps. Armed with their climbing skins and a healthy reach of curiosity, they embarked on their journey using human-powered means alone. A journey to explore the remote mountains and valleys forged by unique tales of adventure told by their guide Serge, a local Valais icon, came out in the form of a book named Shelter.

3.3. Conducting the Literature Review

A systematic literature review was conducted to investigate the introduction of organic cotton action outdoor products. Careful systematic review enabled the researchers to understand the current state of the problem area, to choose the right approaches to the problem area, and define research questions (Recker, 2013; Randolph, 2009). The literature review and selection served as a guide for the second, the methodological part of the research, and then the findings. Common entry points into the shared resources of all libraries used to select the literature were Google Scholar, LUBSearch, the Lund University Online Library, DIKUL, the University of Ljubljana Online Library, and Scopus – Elsevier, a neutral abstract and citation database. However, different queries were used to select the most appropriate research literature.

The challenge in reviewing and selecting the literature was the lack of uniform terms for the Business Model for Sustainability (BMfS). Different studies call this innovation different ways, for example, the Business Model for Sustainability / Sustainable Business Model (SBM). Therefore, the various queries used all the terms mentioned to avoid missing relevant literature. There were, however, other interchangeable terms, such as corporate environmental responsibility (CER), derived from the term Corporate Social Responsibility (CSR) or the sportswear industry, which is part of the wider industry with the term fashion retail. To fill the identified gap in the literature review, the study also included the terms Information Systems (IS) and Information Technology (IT) in the queries. Therefore, there is an awareness of the study that the lack of adequate literature is a potential risk to the quality of this research. The main different queries used were as follows:

Query 1: ("BMfS" OR "SBM") AND ("CER" OR "CSR")

Query 2: ("BMfS" OR "SMB") AND sustainability *

Query 3: ("CER" OR "CSR") AND sustainability *

Query 4: ("BMfS" OR "SBM") AND ("CER" OR "CSR") AND sustainability *

Query 5: ("sportswear" OR "fashion") AND sustainability *

Query 6: ("IS" OR "IT") AND sustainability *

Query 7: ("IS" OR "IT") AND ("sportswear" OR "fashion") AND sustainability *

The literature selection process went through three main steps: first, articles, books, websites, blogs, and online dictionaries were selected based on their title, keywords, and summary. All duplicates of the selected works were removed from the set. A thorough reading of the selected works – summary, introduction, and conclusion, followed this. Many of the works turned out to be

not focused on the aim of this study during this step and were removed. The remaining articles were eventually read in full by both researchers. Finally, all the articles read were analysed to find insightful and contrasting ideas (Randolph, 2009).

3.4. Data Collection

In this study, the qualitative method was adopted by performing a case study with the company Picture Organic Clothing. Concerning the case study, as explained by Oates (2006) a case study focuses on a thorough understanding of a certain phenomenon, which in this study is the investigation of BMfS approach to sustainable supply chain management of Picture Organic Clothing. To contribute to the understanding of the investigation issue, the exploratory type will be used, not least because, as assured by Oates (2006), the exploratory type is used when there is little literature on the issue in question.

According to Yin (2009), when conducting a case study, the most common and popular method for data collection is interviewing. Bhattacharjee (2012) and Recker (2013) ensure this information, both state that, even though there are many forms of data collection for case studies, the most conducted form is the face-to-face interview. This form of interview, i.e., face-to-face interview, was initially chosen but due to the current world health situation, we had to change strategies, which will be later explained in this section as well. It is important to stress that, as Yin (2009) stated, conducting interviews has its strengths and weaknesses, and on this matter, the author draws up the following table (Table 3-1) with the information represented hereafter:

Source of evidence	Strengths	Weaknesses
Interviews	<ul style="list-style-type: none"> – Targeted – focuses directly on case study topics; – Insightful – provides perceived causal inferences and explanations. 	<ul style="list-style-type: none"> – Bias due to poorly articulated questions; – Response bias; – Inaccuracies due to poor recall; – Reflexivity – interviewee gives what the interviewer wants to hear.

Table 3-1: Source of evidence (adopted from Yin, 2009).

One of the reasons why interviews are the most common form when study cases are conducted is due to the first strength expressed by Yin (2009) in Table 3-1. When conducting an interview, the researcher can adapt the questions to the research questions, for example, to direct them to exactly what is the intention of the study. However, this advantage is accompanied with disadvantages. According to Yin (2009), this possibility of managing the questions according to the subject of the study may result in poorly structured questions and, as a consequence, there may, or may not, be a

bias in the answers given by the respondent. Despite these weaknesses referred to in the Yin's (2009) table (Table 3-1), through the application of selected techniques, which are described in the paragraphs and sections subsequent to this one, these weaknesses should be overcome.

The nature of the interviews is very diverse, according to Recker (2013) there are the following three: descriptive, exploratory, or explanatory. According to the subject of this study and the research questions, (see "Problem and Research Questions") the most appropriate one is the explanatory method since. In the view of the fact that the purpose of the study is to observe the phenomenon of sustainability in a precise company and, as per Recker, explanatory interviews:

are performed in causal studies, for instance, to determine whether presumed and / or postulated relationships and causal links between concepts or constructs do occur and are perceived as such in real-life settings (p. 90).

Using this nature of the interview, it is intended to obtain an answer about the causal systems that work in a determined phenomenon.

Beyond the nature of the interview, in consensus with Bhattacharjee (2012), there are also the types of interviews: unstructured (open-ended), structure (close-ended), or a junction of the two types. On the one hand, with a structured interview, there is a script that must be followed without any deviation (Bhattacharjee, 2012). On the other hand, with unstructured interviews, there is no need for a script, which is mostly improvised (Bhattacharjee, 2012). With that said a semi-structured interview is a combination of both methods. Since neither researcher is experienced in interviewing, it would be more appropriate to choose a structured interview, however, as Yin (2009) states the interviews should be a "conversation rather than structure queries" (p. 106), so, as a consequence of this statement the semi-structured interview method has been chosen for this study. Thus, this method will be used with a script that will still allow some deviations such as commenting on some response that is found somewhat ambiguous or doing follow-up questioning on something considered important. Furthermore, making this interview a conversation rather than a questionnaire will facilitate the respondent's confidence in researchers, thus making them more able to answer questions that may be of a more sensitive level. By following this technique, we can ensure that the questions would be well formulated and that the answers received would not be biased, thereby tackling some of the disadvantages mentioned by Yin (2009).

As previously noted in this section, the initial plan would be to travel to France, where the company holds its head offices, and conduct the interviews there, i.e. they would be face-to-face interviews. The reason why face-to-face interviews were preferable is that by conducting interviews in person, it would be easier to control the interview environment and even gain the confidence of the interviewee (Bryman & Bell, 2011). However, due to the situation, we are experiencing currently with the Coronavirus (COVID-19), and because many countries are now in quarantine or practising social distancing, these plans have undergone some changes. Therefore, the plan to conduct face-to-face interview was withdrawn and changed for video-call interviews through Zoom. Zoom is a cloud platform (Zoom, 2020). It is easy to use and reliable for video and audio conferencing, for chats or webinars (Zoom, 2020). It is easy to install and adaptable to all devices, whether they are mobile phones or desktops (Zoom, 2020). It gives us the possibility to schedule a meeting and record the interview, which will later help us with the transcription part (Zoom, 2020).

According to Bryman and Bell (2011), there are some advantages to conducting an interview via video conferencing. For instance, being easier to schedule, since there is no need for both party to go to the agreed location and opens up the possibility of creating a rapport with the respondent.

Further, according to Schultze and Avital (2011) statement that, interviews should be conducted according to the availability and convenience of the interviewees, conducting video conference interviews also gives us that possibility, we were able to ensure that participants had the convenience of selecting at any time and place according to their time zones. Unfortunately, it is very difficult to control the interview environment or to gain such confidence with the respondent, making it sometimes more difficult to ask more sensitive questions (Bryman & Bell, 2011). To minimize these effects and also, in an attempt to establish a basis of trust with the respondents, it has been previously decided to send a guide of questions together with the formal consent, which is required for both parties to sign it. Besides, as mentioned before, a 'tone of conversation' will be taken with the respondents Yin (2009), which will certainly help to create the rapport, which will consequently help to build the basis of trust.

3.4.1. Respondents

The focus of this study is on the investigation of the BMfS for the sustainable management of the Picture Organic Clothing supply chain management, as well as its presentation of action outdoor products made from organic cotton. Henceforth this study is a case study with Picture Organic Clothing and for that reason; all the respondents chosen are employees of this company.

According to Bhattacharjee (2012), there are four methods to be applied when choosing respondents convenience sampling, quota sampling, expert sampling, and snowball sampling. In line with the explanation given by the author, the most appropriate technique is expert sampling since it is described as a technique where respondents are "hand-picked" according to the phenomenon under study (Bhattacharjee, 2012). Bhattacharjee (2012) adds that this ensures the presence of only experts in the field, thus making the findings and their answers the most credible research questions. During the selection of respondents was also applied to snowball sampling, where at the end of an interview the interviewers can ask the respondent for other people who meet the selection criteria of the study (Bhattacharjee, 2012).

Based on the core of this study and the methods appointed by Bhattacharjee (2012), a few potential respondents were drawn nearer for interviews. With this in consideration, emails were elaborated explaining the reason for the contact, identifying the researchers, and giving a comprehensive view of the study. We also reach out to the use of LinkedIn, since it is a good platform for communicating with people in a more professional environment. The pre-interview guide together with the formal consent was attached to that same email. Some did not have the accessibility to be met, yet they have provided contacts from colleagues who had the precise knowledge to answer the questions. Overall, the responses were positive, leading to two video call interviews scheduled at the Zoom at a date and time chosen by the respondents. Initially we had scheduled an interview with six respondents however, once again due to the pandemic that has set in, this interview was changed to just one interview with one person since the company has gone into layoff and all employees are no longer in the company's HQ but working from home. The following table (Table 3-2) contains details about the interviews that took place during this study.

Person code	Interview date	Interview Type	Duration	Name and work title	Transcription number
P1	20th April 2020	Zoom video call	01h30	Florian Palluel; Sustainability Manager	N°1
P2	5th May 2020	Zoom video call	54 min.	Antoine Schmidt; Marketing Manager	N°2

Table 3-2: Programmed Interviews (created by authors)

The first interview (N°1) was conducted via a cloud platform for video and audio conferencing called Zoom with Florian Palluel (P1). Florian has been working for 7 - 8 years as a sustainability manager at Picture Organic Clothing and takes care of the sustainable development of the company. In its work, it coordinates sustainability strategies with the global responsibility of the company, dictated by the mission to combat climate change. With his knowledge in the field of work, he was able to answer interview questions on sustainability, business issues related to BMfS, implementation of BMfS, some questions on business issues on sustainable supply chain management and tackle open questions related to the future of the company.

The second interview (N°2) was also conducted via Zoom, this time with Antoine Schmidt (P2). Antoine works for Picture Organic Clothing as a marketing manager. His work includes designing marketing and communication strategies such as company content, planning on what the company should look like – company image, and all-around-company awareness. With knowledge from his field of work he was able to nicely supplement the missing or poorly answered answers of his predecessor (Florian Palluel) on the topic of business issues on sustainable supply chain management, added views on marketing strategy and how they integrate the consumer, as well as what are the most effective channels for doing so. Moreover, it was taken into account the answers concerning the future of the company.

3.5. Designing the Interview Guide

As Magnusson and Marecek (2015) explain, the interview guide is essential as it alludes to a concise summary of the various topics to be covered or even a progressively organised summary of the questions to be dealt with or the questions to be asked in semi-organised meetings. During the process of developing the interview guide, an explanatory method interview structure was chosen with the semi-structured type (Recker, 2013) as identified in section 3.4 (see “Data Collection”). This type of research is, according to Myers and Newman (2007) the most used type of design in IS. When creating this guide, it is important to keep in mind that the purpose of this examination tool is also to help answer the research questions of the study in question, therefore is

necessary to understand that there is a clear difference between research questions and interview questions (Magnusson & Marecek, 2015).

When selecting the topics for the interview, Magnusson and Marecek (2015) recommend considering the research questions. This means that at this time the aim is to “unpack” the research questions into a few explicit themes. These topics may be specific components of the topics to be investigated or may relate to specific events that the researcher wishes to know (Magnusson & Marecek, 2015). With this in mind, the interview guide was made following the business model for sustainability presented in section 2.4. (see “The Interview Guide” in “Appendix”), to have sufficient information to answer the research questions of the study. Having chosen a semi-structured interview provided the opportunity to create more general questions about sustainability. These types of questions are also designed to put the respondent more at ease, i.e. to create a more relaxed environment where they feel comfortable speaking openly, and express themselves on their terms and not others. Besides, Magnusson and Marecek (2015) stress that it is valuable to create “rich conversation interviews” (p. 48); a term used to describe:

opinions, recollections, and reflections that interpretative researchers seek out. It refers to the kind of things people say when they are encouraged to speak in their ways and on their terms (Magnusson & Marecek, 2015, p. 48)

Thus, it is effortless to establish a tone of the conversation, which is what is desired in a semi-structured interview (Magnusson & Marecek, 2015).

With the topics that need to be considered in mind, a more detailed guide has been developed (see “The Interview Guide” in “Appendix”). It should be highlighted that it is only a guide for interviews, which means that it has undergone changes depending on the person who was being interviewed and his/her position in the company. Therefore, to make sure that the questions asked were related to study's research questions, a matrix was constructed (Table 3-3).

	RQ₁	RQ₂
Question N°1		
Question N°2	X	X
Question N°3	X	X
Question N°4		X
Question N°5		X
Question N°6	X	
Question N°7	X	X
Question N°8	X	X
Question N°9	X	X
Question N°10	X	X
Question N°11	X	X
Question N°12	X	X
Question N°13	X	X
Question N°14	X	X
Question N°15	X	X
Question N°16	X	X
Question N°17	X	X

Question N°18		X
Question N°19	X	X
Question N°20		X
Question N°21	X	
Question N°22	X	
Question N°23	X	
Question N°24	X	X
Question N°25	X	X

Table 3-3: Table 3-3: Matrix (created by authors)

This matrix establishes a connection between the research questions and the guide questions (Table 3-3). It is noteworthy that the first question presented in the interview guide was not considered in this matrix, as the question is a background information question that is only relevant for researchers. As the last question, which was not considered in the matrix because it is a cordial question. The development of this matrix has helped us to gain an understanding of whether the questions posed do indeed meet our research questions.

3.6. Data Analysis

As Beel, Bryman, and Harley (2019) explain, the craft of analysis is an important aspect of what makes qualitative research unique, suggesting that a poor analysis of the information can cause a very different outcome from the expected one. According to Recker (2013), qualitative research generates a large amount of information, which makes it difficult for the researcher to breakdown the information due to lack of time and lack of experience. Besides, Bryman and Bell (2011) add that the process of analysing the collected data is not a direct or an easy process. Henceforth, by Miles and Huberman (1984), it is imperative to understand how the gathered information ought to be organised to best accommodate the examination objective. This process is referred to as data reduction, which Miles and Huberman (1984) described it as the process of choosing, clarifying, and transforming the information. Moreover, Miles and Huberman (1984) argue that this part of the research is not always straightforward because it requires the ability of the researcher to sharpen, organize, focus, delete and order the information that encourages the final design.

Furthermore, Bryman and Bell (2011) add that although there is not only one-way to analyse qualitative data there are some basic rules that must be followed when analysing, usually the

following are used: analytical induction, reasoned theory, and codification. In the specific case of this research, coding was done after the transcription of the interviews due to two reasons. Firstly, because it is the most common technique in qualitative data analysis (according to Bryman & Bell, 2011; Recker, 2013). Lastly, because, by Bhattacharjee (2012) and Recker (2013), it is a good tool to decrease and understand the enormous amount of information received, thus making the subsequent analysis easier to conduct. No support tool has been used since, as Recker (2013) and Gummesson (2003) state, the use of certain tools can undermine certain patterns. In line with Recker (2013), coding allows the development of basic patterns and an overall understanding of the content under research. At the same time, it facilitates the process of organizing the data collected, which consequently simplifies the process of concluding from the data collected. This seems to suggest that the coding process is a valuable approach to analyse the data to draw the most accurate information (Gummesson, 2003; Miles & Huberman, 1984).

3.6.1. *Transcribing*

As a case study, interviews were conducted with workers from Picture Organic Clothing, who were considered to be in a position to contribute to our research questions (see "Respondents"). Compliant to Kvale and Brinkmann (2009) and Bryman and Bell (2011), immediately after completing each interview, the transcription of the recordings was held, which by transcription is understood to be the simple transformation or change from one form to another (Kvale, 1996; Kvale & Brinkmann, 2009). In this study, we transformed the information gathered verbally into written words representing the oral sentences, which resulted in the transcripts that can be found in appendices. With transcripts, it can be guaranteed that quotations are correctly made and that respondents will not be misinterpreted when the last analysis is made at later stages of the study (Bhattacharjee, 2012). It is important to clarify two major aspects, first due to lack of time, the decision of the transcription was made to be performed by only one of the researchers, for as explained by Oates (2006) this process is very time-consuming. The researcher who did not make the transcription made the respective verification and corrected any errors; this allows obtaining a correct transcription, avoiding errors in a more quickly and effective manner. Second and foremost, the transcription was done verbatim minus the background noise (Davidson, 2009).

3.6.2. *Coding*

Following the transcription is coding, which is a fundamental process since Bryman and Bell (2011) say, this stage is "a crucial stage in the process of doing content analysis" (p. 299), which seems to suggest that it cannot be overlooked. According to Saldaña (2016), coding is defined as "a word or short phrase that symbolically assigns a summative, salient, essence-capturing, and / or evocative attribute for a portion of language-based or visual data" (p. 4). More simply, codification is about recognizing and recording at least one section of content that represents a thought. Normally, some sections are recognized and then linked to a name for that thought – the code (Gibbs, 2007). The coding is done to organize and sort out the gathered information to construct a structure of current thinking about a certain passage. (Bhattacharjee, 2012; Gibbs, 2007; Kvale & Brinkmann, 2009). The coding system can, according to Gibbs (2007), Kvale, and Brinkmann (2009) be completed by either concept-driven or data-driven. Concept driven means that the codes are generated beforehand, for example, before the coding stage begins with the already existing material analysis, whilst, data-driven means that the codes are generated during the reading of the material (Gibbs, 2007; Kvale and Brinkmann, 2009). Bearing in mind that material on this study has been analysed previously and a model has been created (see "Proposed Business Model for

Sustainability (BMfS) in the Sportswear Industry”) according to Gibbs (2007) and, Kvale and Brinkmann (2009) concept-driven coding is appropriate. Nevertheless, as new concepts may appear during the interpretation of the transcript, the use of data-driven coding appears to be suitable as well. Subsequently, a table with codes and sub-codes was created based on the model (Table 3-4).

	Code	Sub-code	
Environmental Value Forms	EVVF	Biodiversity	EVVF – Bio.
		Climate Change	EVVF – CC
		Low Emissions	EVVF – LE
		Low Waste	EVVF – LW
		Pollution Prevention	EVVF – PP
		Renewable Resources	EVVF – RR
		Sustainable Development	EVVF – SD
Social Value Forms	SVF	Community	SVF – C
		Community Development	SVF – CD
		Community Leadership	SVF – CL

		Equality and Diversity	SVF – E&D
		Environmental Protection	SVF – EP
		Future Prediction	SVF – FP
		Health and Safety	SVF – H&S
		Labour Standards	SVF – LS
		Promotion	SVF – P
		Responsible Energy	SVF – RE
		Responsible Materials	SVF – RM
		Secure Livelihood	SVF – SL
		Well-being	SVF – WB
Economic Value Forms	€VF	Business Stability	€VF – BS
		Financial Resilience	€VF – F
		Long-term Viability	€VF – Long.

	Profit	€VF – P
	Return on Investments	€VF – ROI
	Strategy	€VF – S

Table 3-4: Codes and Sub-codes (created by authors)

It is important to mention that the coding was done individually, for example, independently of other researchers, which allows connections to be discovered and to interpret the findings before being shared with others (Bhattacharjee, 2012). After the individual coding, notes were compared and put together as empirical findings.

3.7. Research Quality

Yin (2009) states that the best way to evaluate the quality of a case study would be through two criteria: reliability and validity. However, in this study these criteria cannot be applied since both criteria are more suitable for positivist quantitative research and, this study is an interpretative qualitative research study, as mentioned in the section of research strategy. In this sense, the Lincoln and Guba criteria (1985 cited in Halaweh, Fidler, & McRobb, 2008) were adopted not least because they are intended for interpretive qualitative research in general, and its rules evaluate the whole process of investigation: credibility, dependability, transferability, and confirmability (Halaweh, Fidler, & McRobb, 2008). These key expressions might vary from author to author, yet what remains in the core of each term is persistent (Richards, 2006).

In short, to guarantee a certain level of scientific quality researchers must put themselves in an intermediate position, that is, they should not be biased towards 'leaning' more to one side, as this will compromise the final result of the study (Richards, 2006).

3.7.1. Credibility

The first key term, credibility, is described as “[t]he adequacy of data from the field, which should involve drawing on different data types, gathered in different ways from different participants” (Lincoln & Guba, 1985 cited in Richards, 2006, n.p), meaning that other must be able to verify the data that was collected. To ensure credibility in our study, several academic papers from different authors were used. Besides, to make sure that the data collected at the interview was in accordance with what was reported the transcript and final paper will be sent to all the people that participate in the proposed research so that they can confirm and validate the data (Bhattacharjee, 2012). With this, it is possible to guarantee that the statements and information assembled from the respondents are precise and authentic.

3.7.2. *Dependability*

Following to Lincoln and Guba (1985 cited in Richards, 2006), the dependability of a study is described as “[t]he documentation of the research, including records of reflection and decision making according to which the steps of the research process can be reconstructed” (n.p.), meaning that the proposed study should be repeatable. In other words, if this study were to be carried out a second time, by using the same methods as in this study, the researchers would have the same results (Bhattacharjee, 2012). Therefore, to ensure a high level of dependability, throughout the methodology section, all the steps and decisions taken have been detailed described. We believe that this section contains all the necessary details so that in a possible repetition of this study the conclusions will remain the same as the ones presented in this study.

3.7.3. *Transferability*

The third terminology is transferability, which according to Lincoln and Guba (1985 cited in Richards, 2006, n.p) is “[t]he richness of description and interpretation offered”. In other words, “the data analysis should be methodical and rigorous, but should also demand sensitivity” (Richards, 2006, n.p). According to Bhattacharjee (2012), the results from the extermination of the data should be so descriptive that it gives researchers the possibility to divide the information into different contexts. In this sense, we believe that our study has obtained as many particular characteristics and portraits of the exploitation in case, to be “divided” in different contexts as Bhattacharjee (2012) explains.

3.7.4. *Confirmability*

Confirmability is to ensure that findings are a product of the case study participants and not the researcher's predispositions, inspirations, interests or viewpoints (Treharne & Riggs, 2015) In this research a progressively straightforward report of the discoveries (with signed reflexivity) will make confirmability easy to secure (Treharne & Riggs, 2015). In this regard, an effort was made to place the questions raised in a tone of casual conversation. In this way, the respondents answer as they really think and not as they believe they should answer. Another step taken has been to send out the transcripts so that respondents can review what has been said so that the transcripts are as “real” as possible.

3.8. **Ethics**

As said by Goodwin et al. (2000 cited in Iphofen and Tolich, 2018, p. 1) “[e]thics is an ever-present concern for all researchers; it pervades every aspect of the research process from conception and design through to research practice, and continues to require consideration during the dissemination of the results”. To be ethical is described as “[a]ctions that abide by the rules of responsibility, accountability, liability and due process” (Mansour, 2020).

It was argued that moral issues are present in any type of research (Ghauri & Grønhaug, 2005; Orb, Eisenhauer, & Wynaden, 2000) and the boundaries between what is considered ethically correct or not are not always simple or clear. When doing qualitative research, this becomes more complex (Brinkmann & Kvale, 2005; Tolich & Iphofen, 2019). Moreover, this proposed research consists of collaboration with a company, which requires an even greater focus in this situation (even if the

information collected is not sensitive), so several issues have to be addressed. To maintain a strategic distance from such issues, measures were applied to mull over moral angles to guarantee a high quality of research (Orb, Eisenhauer, & Wynaden, 2000; Patton, 2015).

Embedded in the qualitative research, the power between researchers and participants is of high importance. Ghauri and Grønhaug (2005) say that “[t]he researcher-participant (subject) relationship is the most sensitive one” (p. 21). Thus, the researcher is committed to respecting all rights, needs, qualities, and wants that the participant demands (Creswell, 2014). First and foremost, as reported by Tolich and Iphofen (2019), by signing a formal consent form to participate in a research project, the subject acknowledges a lot of moral affirmations offered by the specialist that is persevering through; these confirmations are various and system explicit, each with their variation of moral issues.

In light of the above, this research followed the ethical principles produced by Bhattacharjee (2012), and Israel and Hay (2006). The first principle that Bhattacharjee (2012) presents is that the researchers need to ensure that the participant is aware that his participation is voluntary, therefore, if the interviewee desires to withdraw at any time it can, without any consequences. Additionally, this, as the well-being of the participant is to be considered first if the participant wishes to be anonymous, this should be respected. The source should agree to the continuation and distribution of the investigation and use of their information. Written transcripts, translations, and reports ought to be conveyed to the source (Creswell, 2014; Ghauri & Grønhaug, 2005). Details such as name, age, cities are not relevant to this research; therefore, they will not be mentioned. However, pertinent characteristics like job title might be of the reader interested hence hard to be anonymous. As a final point, all of the information described above was written on the informed consent form that was provided to the participants and signed by both parties – the researchers and participants. The informed consent form used was retrieved from the Academic Skills Services (ASKS) from Lund University School of Economics and Management (LUSEM) that can be found on their website.

Israel and Hay (2006) say that ethical situations should be handled in terms of “[a]voiding harm and doing well” (p. 95). This seems to suggest that all types of situations should be carefully evaluated. Through a more careful evaluation, the good / right will always prevail over what is bad / negative, hence the need to always keep ethical issues in mind. Being attentive to these details can be considered not only time consuming but also costly; however, for a successful conclusion of the investigation these details are of extreme importance.

3.9. Limitations

According to Blaikie (2010) and Eisenhardt (1989), it is very difficult to generalise the results and findings of such studies into the broader industry because the study is focused on one specific company. However, this study aimed to produce a hypothetical theory that would be used as a posteriori to build a BMfS that could then be adapted by other companies in the industry if they so wish to embark on the path of becoming more sustainable. This model was created as a recommendation that should be tested, e.g. should be tested and adapted to real-life situations to prove its feasibility and flexibility of implementation and measure the success rate (Blaikie, 2010).

A further limitation concerns the situation of COVID-19, which has spread to nearly every country in the world since the beginning of January. The interviews had to take place virtually using video

conferencing tools instead of face-to-face, which would be the desirable method. This posed some issues such as connectivity failures during some of the meetings. Besides, the case study company is a fashion retailer, which has been highly affected during this unsettled time. The majority of the workforce are only working 20% of time which means that they are hardly available resulting in an unrepresentative sample of population (only two interviews), limiting the conclusions and extrapolation of results.

4 Empirical Findings

This study aimed to better understand and justify the selection and approach of BMfS to manage the supply chain sustainably in the sportswear industry. Then, having fully examined the existing literature, one of the main gaps identified was related to the lack of literature on the sportswear and CSR in the sportswear industry. This can be explained by the fact that the BMfS approach and sustainable chain management in the sportswear industry have only been used for a good decade. Thus, it became apparent that a more in-depth and inclusive study was needed. The literature review was used as a blueprint to continue the research. Through semi-structured interviews with case company employees - Picture Organic Clothing, from the areas of sustainability, supply chain, consumer relation and marketing, insight has been raised to help answer the following research questions:

RQ1: What key activities require social values for sustainable supply chain management?

RQ2: What key resources require environmental and economic values for sustainable supply chain management?

Picture Organic Clothing employees from the areas of sustainability, supply chain, consumer relation and marketing answered their questions with their understanding and knowledge to fill in the gaps that emerged from the review of existing literature. In our understanding, the incorporation of these responses allow other companies in the sports industry to have a good understanding of how to develop a sustainable business model, thereby developing a sustainable supply chain, and thus focusing in part or in full in a sustainable way.

4.1 Finding 1

Finding one relates to the main findings of the RQ1: **What key activities require social values for sustainable supply chain management?**

A review of the literature reveals that the notion of sustainability is still the subject of ongoing research and the definition of meaning. Nevertheless, the most commonly adopted definition is a development that meets the needs of the present while not jeopardizing the ability of future generations to support their own needs (United Nations, 1987). This change should be embedded in the environmental, social, and economic awareness of fashion retailers and their consumers. Environmental awareness is bringing a new trend to the sportswear supply chain, which by reducing the use of chemicals, water, and electricity. These reductions lead to lower emissions, less waste, reduced over-packaging, and the development of new modes of transport and cleaner air. From an economic point of view, fashion retailers strive for supply chain transparency to improve business performance. Further, the supply chain in the sportswear industry also focuses on other characteristics of social awareness: influencing consumer demand, managing supply and demand, and meeting consumer needs (Choi, 2014). These characteristics depend on the company's values, and those it actually transmits to consumers, identifying consumer needs, maintaining the business-

consumer relationship, and integrating consumers into the company's daily routines (see "Background").

The RQ₁ focuses on the aforementioned social values. Picture Organic Clothing strives to identify consumer problems and solve them with its services and products. One of the perceived consumer problems, which is also considered a requirement for fighting climate change, is consumer habits (Florian Palluel, interview, April 20, 2020). Picture Organic Clothing is trying to solve this problem or requirement by introducing two new business strategies – second-hand and old-for-new (deposits) (Florian Palluel, interview, April 20, 2020). Moreover, Antoine Schmidt (interview, May 5, 2020) is an example of solving consumer problems by creating a consumer community. Picture Organic Clothing enables consumers to co-create sustainable projects through Picture Innovation Camps (see "Organic Clothing Company Description"), thus maintaining the business-consumer relationship. Even more, Picture Organic Clothing is expanding its consumer community and sharing its commitment to sustainability through communication channels - Picture Organic Clothing websites, social media (Instagram, YouTube), and self-promotional films. In general, the role of the consumer community is to attract society to lower consumption and better consumption, among others (Antoine Schmidt, interview, 5 May 2020; Florian Palluel, interview, 20 April 2020). These social values were also incorporated internally in Picture Organic Clothing, and are in line with those envisaged in their CSR.

To the words of Antoine Schmidt (interview, May 5, 2020) about the consumer community, Florian Palluel (interview, April 20, 2020) added that the main social value of Organic Clothing is that their consumers understand that everyone must participate in the fight against climate change. This means that as a company, Picture Organic Clothing and its consumers have the power and responsibility to communicate and inspire many people. At Picture Organic Clothing, they want their power and responsibility not to end with the sale of a sustainable product, but to continue the sustainable consumption of the product with consumers at home. Florian (interview, April 20, 2020) says Picture Organic Clothing wants to not only sell sustainable sportswear but also so that it can change the sportswear industry and change the consumption of sportswear.

Consumers, especially end consumers of a sustainable business such as Picture Organic clothing, are important not only because of the purchase but also because of the post-purchase experience. In addition to the usual shopping experience (e.g. email list, loyalty club, etc.), Picture Organic Clothing also wants to build clothing on consumer awareness – how an individual's consumer impulses on a personal level can lead to a social reduction in sustainability.

Picture Organic Clothing wants its communication channels to be suitable for a communication message (therefore, to make their communication channels sustainable), which should be shared not only with consumers who are already interested in sustainability but also with consumers who are still thinking about their interests. Through the company's website, Picture Organic Clothing mostly wants to reach people whose perception and awareness of sustainability are already developed, and are looking to read even more about this topic. While Picture Organic Clothing with Instagram, YouTube, and self-promotional films wants to reach mainly people who still want to know about the field of sustainability (perceptibility) and do not have a high level of awareness. In this way, consumers can "see every day just by scrolling down instead of to make an effort to reach our website and look for things" (Florian Palluel, interview, April 20, 2020, row 105). "On Instagram things come by themselves, you do not have to do anything" (Florian Palluel, interview, April 20, 2020, row 105), the company wall speaks for itself. The latter is especially appropriate for today's fast-paced lifestyle where people like to learn a lot of new information in a very short time.

As part of the challenges, Antoine Schmidt (interview, May 5, 2020) adds that they will have to learn to be a big company (they have grown by as much as 10 times in 10 years) by keeping their “start-up” thought with which they founded the company. Nevertheless, having grown as a product-focused company, Picture Organic Clothing would like to continue as a consumer-focused company as well. Antoine (interview, May 5, 2020) says that so far they have not integrated their consumers into the company's daily routines well enough, and would like to do so in the future. Namely, Antoine (interview, May 5, 2020) believes that from understanding and taking into account consumer expectations, it is possible to obtain important information for the continued operation / business of the company. Even more, Picture Organic Clothing would like to integrate its consumers into their daily routines and community as they now, in part, do through Picture Innovation camps and social media.

4.2 Finding 2

Finding two relates to the main findings of the RQ₂: **What key resources require environmental and economic values for sustainable supply chain management?**

In the field of sustainable fashion, advanced changes have traditionally been introduced. One of the biggest efforts has been observed in changes within the supply chain with the introduction of IT / IS technologies (Kozłowski, Searcy, & Bardecki, 2016). These changes have been shown to reduce the impact on sustainability, and suppliers and manufacturers (partners) remain under control (Kozłowski, Searcy, & Bardecki, 2016). At the same time, these changes limit a company's visibility in incorporating environmental and economic sustainability values to its suppliers and partners (Kozłowski, Searcy, & Bardecki, 2016; Florian Palluel, interview, April 20, 2020). There is consumer demand for the following as well as sustainable supply and inventory management. The impact of environmental and economic values on supply and demand therefore primarily depends on the company's key suppliers and partners, but also on the efficiency of intermediate distribution channels and the company's strategic development.

Florian Palluel (interview, April 20, 2020) stated that it is important to go to the place where the product is made in order to have more control, which was also confirmed by Antoine Schmidt (interview, May 5, 2020). Currently, Picture has suppliers and manufacturers of sustainable outdoor products in Taiwan, China, and Turkey, and a sustainable manager is responsible for visiting the city and understanding the process. Understanding what energy you use, what materials you use in products, among other things. These points to an awareness of environmental values when fighting climate change, which is part of one of the most polluting industries.

Suppliers with which Picture Organic Clothing cooperates make 84% of the company's total production volume. In order to control the sustainable process of obtaining 100% organic cotton and to know the entire process of making active sportswear, Florian Palluel (interview, April 20, 2020), as a Sustainability Manager, regularly visits Taiwan. In Taiwan, in addition to sourcing cotton, cotton is also woven and dyed. Picture Organic Clothing also oversees the next steps - manufacturing of the finished products, which is done in Dongwan, China, and Izmir, Turkey. There are two of the oldest partners of Picture Organic Clothing with whom they have been collaborating since 2009 and 2010. This is supported by their IS and provides visibility into their supply chain in a large majority of their production.

At the same time, Florian (interview, April 20, 2020) reveals that by regularly visiting and supervising production facilities in Taiwan, China, and Turkey, they want to be even more influential, to master their area of business in order to improve things, to set up initiatives with mentioned remote steps. These steps should not only affect the awareness of their partners and their employees, but also affect the carbonated process (dyeing the materials) when the company tracks the world's supply chain, and the energy transition - how can a company work more energy efficiently.

Picture Organic Clothing's, as an action outdoor product company, their key activity is to manufacture and distribute organic cotton products specialized for skateboarding, snowboarding, and kite surfing (Antoine Schmidt, interview, May 5, 2020). The distribution channels Picture Organic Clothing is used for working with its retailers, all over the world, are more than 1300 and based in France, and 40 other countries, including 15 physical stores located in France (Florian Palluel, interview, April 20, 2020). The distribution channels used are currently integrated locally in France, for both, local and online shops (Antoine Schmidt, interview, May 5, 2020). Picture Organic Clothing's wish for the future, however, is to establish an internal distribution channel among fashion retailers (Antoine Schmidt, interview, May 5, 2020). This upgrade of the system would come in handy in the next two years, when Picture Organic Clothing announces the opening of new stores, especially in Germany (Antoine Schmidt, interview, May 5, 2020).

The cost-effectiveness of distribution at Picture Organic Clothing is direct, from supplier to consumer (Antoine Schmidt, interview, May 5, 2020). In doing so, Antoine Schmidt (interview, May 5, 2020) openly states that the most efficient cost of distribution is B2C (Business to Consumer), where a small portion of Picture Organic Clothing business is located. The cost-effectiveness of B2B (Business to Business) distribution is longer, but it allows it to reach more people (Antoine Schmidt, interview, May 5, 2020). Such expansion and change in distribution channels within a sustainable supply chain would not be possible without human and financial resources. Human and financial resources help Picture Organic Clothing to grow and implement what the Intergovernmental Panel on Climate Change (IPCC) guidelines established. However, the growth and implementation of guidelines also pose a challenge of maintaining a commitment to sustainability initiatives.

Currently, Picture Organic Clothing has great momentum for future projects, where the company's "sobriety" towards responsible consumption of materials and electricity (electricity transition) will play a big role. However, the company questions whether they currently have enough capacity to carry out the desired projects, if they have to hire more people to successfully carry out these projects, and whether they also have the financial aspect of the planned projects covered.

4.3 Picture Organic Clothing's Sustainable Vision

In addition to the main empirical findings that were found in "Finding 1", related to the RQ₁ and "Finding 2", which related to the RQ₂, the study came to other research-relevant findings. After presenting all three sustainable values - environmental, social, and economic, the study adopted Picture Organic Clothing's definition of sustainability, aligned to its business vision.

The creation of Picture Organic Clothing was a response to the current situation 12 years ago with the need for a commitment to sustainability that the co-founders of the company have been striving for from the very beginning. Sustainability, according to Florian Paulluel (interview, April 20,

2020), is part of their core values and not just a trend that they follow as some other fashion retailers do. Part of their commitment is also to follow the recommendations of the IPCC Guidelines for fighting climate change, which has eventually become their mission to understand the problem. They are trying to improve the problem and make it better by moving away from fossil fuels, simplifying the use of irresponsible materials in packaging and shipping products, as well as employee travel, and by increasing the company's capabilities.

When Florian Palluel (interview, April 20, 2020) and Antoine Schmidt (interview, May 5, 2020) talked about the co-founders, employees of the company, and Picture Organic Clothing's suppliers and partners, they also talked about the connection between personal background, life, commitment to co-creating the vision of the company. All associated with the company are sworn recreational or professional athletes with demonstrated respect for the sea and mountains (the company's two largest natural focuses) or their playgrounds as named by Florian Palluel (interview, April 20, 2020). By maintaining a close relationship with these playgrounds, it means protecting them and making others aware of their protection. Moreover, Florian (interview, April 20, 2020) talks about the education of children and adults, which, in addition to environmental values, would also prioritize the social values of a sustainable company. Great inspiration for the company's values are the giants from the same sportswear industry – Patagonia and Burton, a mixture of commitment and coolness.

In discussing the third proposition of sustainability – the economy and the associated economic values of the company, Florian Palluel (interview, April 20, 2020) includes that the brand was created as a response to the problem of sustainability in the sportswear industry. In the case of the introduction of organic cotton products, a company pays more for 100% organic cotton than regular cotton, but in the end, their consumers want the price of an unconventional product to be comparable to the price of a conventional product. The economic value of a company is therefore that, in the end, it wants consumers to pay comparably the same or a little more, and thus be committed to the company's mission – the fight against climate change. The path to this economic value begins with the presentation of a new product in the collection, continues with the adaptation of the company's business model and then business marketing, which may mean, for example, fewer possible sponsorships with professional athletes.

In the beginning, the co-founders of Picture Organic Clothing created a company with knowledge of sustainability, while they did not know so much about the sportswear industry and even less about responsible materials. They needed to find suitable and good partners, which also led the co-founders to a better understanding of a sustainable sportswear industry.

With this increased knowledge, they have established themselves as experts in the field, and an advisor to business partners and consumers, who want a change in the use of responsible materials and energy production. This change is based on a successful implementation and adoption of BMfS.

4.4 Development of BMfS and its Implementation

Another important empirical finding that emerged from the discovery of gaps in the literature review is the recognition of the importance of IS in sustainability. It translates into the implementation of supply chain and business models in the correct development of BMfS in companies that want to become sustainable. Presentation of BMfS development and its

implementation modelled on Picture Organic Clothing involves raising the awareness of other companies involved in the sportswear industry. As said in the previous section (see “Business Model for Sustainability”), the business model is just a “template” where a company's vision can be seen, what are its future aims and predictions. Nevertheless, what really distinguishes the business model from a BMfS is that the BMfS embodies propositions such as environmental and social, not only economic. Harmony between these three propositions constitutes the sustainable value, which is the core for a BMfS. By following the definition by Schaltegger, Hansen, and Lüdeke-Freund (2015) on BMfS, it implies the creation of sustainable value for all its stakeholders, to assess how that value will be delivered and lastly, it requires the knowledge of how to create and capture economic value. Within each of these propositions, there are indicators that should be addressed when creating each of the values – environmental, social, and economic value.

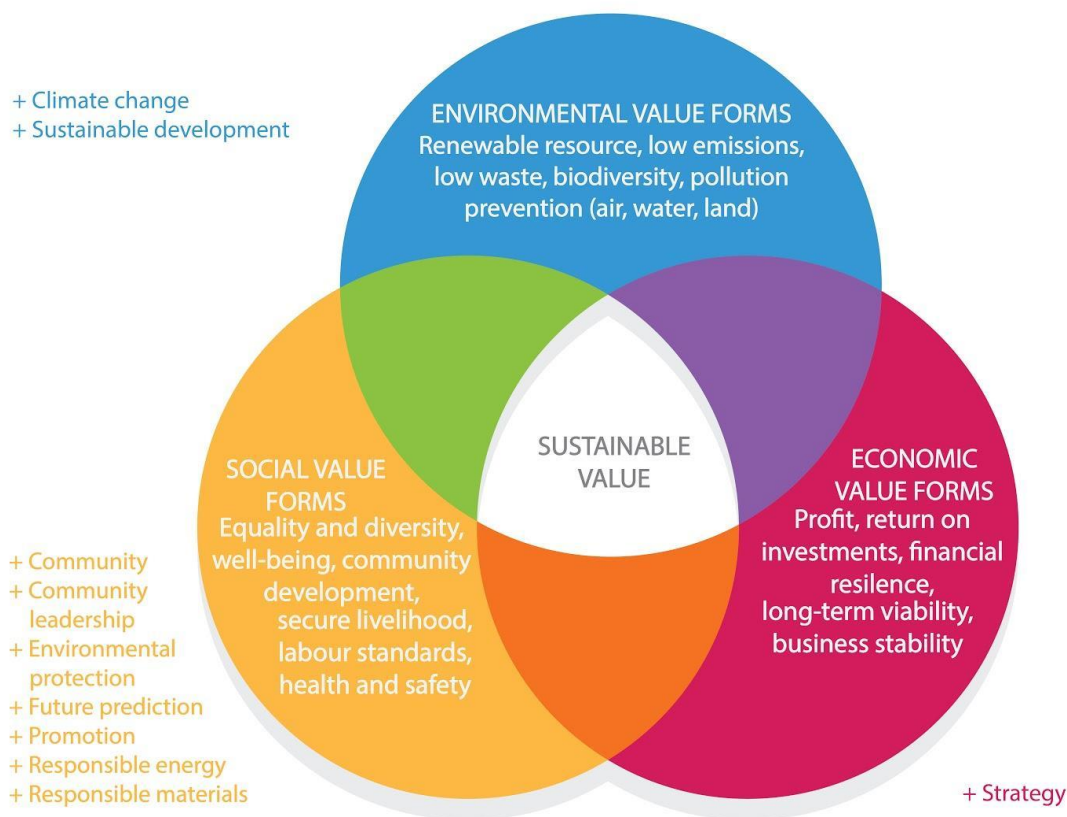


Figure 4-1: A model for BMfs (adopted from Evans, Vladimirova, Holgado, Van Fosse, Yang, Silva, & Barlow, 2017 with modifications from the authors).

In brief the model presented in Figure 4-1, discusses all the indicators necessary to meet when deciding to implement a BMfS within the company. It is based on the model that Evans et al. (2017) proposed and which was explained in section 2.4 (see “Business Model for Sustainability”). Yet with some minor adjustments (which will be explained in the following section) to align with all the indicators noted during the interviews conducted in this case study. It is important to mention that following this model for sustainability does not directly imply the success of its implementation. Nevertheless, the absence of these indicators when implementing the model might lead to failure. These indicators are only one part of the task that leads to a favourable situation for the implementation of a BMfS. These indicators represent areas that, if previously considered and

managed in an efficient way, enhance the possibility of a successful implementation, which is the desired outcome for every company that wishes to pursue the sustainability path.

The creation of sustainable value embraces environmental, social, and economic propositions, and these, as mentioned in the section above, are heavily focused on the company's vision and objectives. This seems to suggest that to pursue the path to become a more sustainable business this could involve a company restructures accompanied by a change in their business model, supported by Schaltegger, Lüdeke-Freund, and Hansen (2012). This change will pose as a challenge difficult to overcome. Therefore, we can assume that the implementation of a BMfS is not straightforward, and according to Florian Palluel (interview, April 20, 2020) if a company is not established on the grounds of sustainability it is a hard task to follow. In order for proper implementation, as mentioned by Antoine Schmidt (interview, May 5, 2020), there must be a balance between the three propositions. We can assume that, following Evans et al. (2007) and the BMfS implementation, success is split into three propositions: environmental, social, and economic. The same three that were identified by the United Nations in 1987, when the meaning of sustainable development was promoted.

4.4.1 Environmental Value Forms

Climate change

Picture Organic Clothing was founded on sustainability and its most relevant and fundamental mission is the fight against climate change, as they say, that “[t]he fight against climate change is more than just a simple point of view. It is our obligation” (Picture Organic Clothing, n.d. c), therefore, their mission is to fight climate change as per Florian Palluel (interview, April 20, 2020). Alongside that, we must not forget that the fight for climate change is a predominant issue of the 21st century, therefore it must be considered when developing sustainable value. That being said, this indicator has been added to the model within the environmental value factors since it is directly linked to the environment.

Sustainable Development

Picture Organic Clothing was founded in 2008; therefore, it is safe to assume that it is a fairly “young” company. As Antoine Schmidt (interview, May 5, 2020) said, currently they have 60 employees and at the end of 2020 or 2021, they hope to be close to 100. This means that they are expecting growth, not only in human resources but they also expect to grow in financial resources such as Florian Palluel mention “we have to grow a little bit (...) to implement what the IPCC is saying we have to grow to have more human resources and financial resources”. Simultaneously, he raises the question of “do we have to keep on growing in a world that needs to stop growing?”. In this way, the company is concerned about its growth, since they understand that to implement the IPCC guidelines more resources are needed, but they want this growth to be gradual so that it can have a sustainable development that aligns it the core values, mission, and vision of the company.

According to Florian Palluel (interview, April 20, 2020), the market conditions, now, are perfect for such a business. Although the topic of sustainability is currently widespread and every individual is more conscious and open to change, it could also be misleading to take business advantage of that and develop more business, as it would translate into more consumption, which

is not aligned with the mission a sustainable company should follow. Florian (interview, April 20, 2020) reiterates that it is necessary to think about consuming less but consuming better.

As a final point, to be a sustainable company also means that it needs to be sustainable in the end, meaning that sustainable development is required. Thus, sustainable development is an indicator that also should be included in the BMfS that Evan et al. (2017) did not point out.

4.4.2 *Social Values Forms*

Community

Brand awareness is more important than ever (Florian Palluel, interview, April 20, 2020; Antoine Schmidt, interview, May 5, 2020). To be successful in today's market, you need to be able to develop a strong community to support your ideas or services and share this with the wider community. It has become essential to build a strong social media presence to reach as many individuals as possible. Therefore, it is reasonable to assume that the community is a vital indicator that should be taken into consideration when implementing a BMfS.

Community Leadership

Florian Palluel (interview, April 20, 2020) hopes that Picture can lead the community to become more sustainable. To teach the consumer that less is more and better tailor the message that energy consumption also needs to be taken into account in the sustainability equation (Antoine Schmidt, interview, May 5, 2020; Florian Palluel, interview, April 20, 2020). Florian Palluel states that governments have a bigger role due to the power that they have over the community. "If that power is used to fight climate change may be in the next 15 years we could see major changes but it is not hard because, once again, companies and individuals have a role in a whole that but it is super linked to the government commitment and their ability to change things" (Florian Palluel, interview, April 20, 2020). Thus, we believe that big companies and governments have an important role in fighting climate change and set up the path for sustainability and, how this can be approached by small and medium enterprises.

Environmental Protection

The research showed us that part of the solution for the industry is to develop a responsible consumption and production to align with the sustainable approach and a lower impact on the climate. Picture mission states the company wants to develop products that will not damage the environment and therefore help to maintain the playgrounds. They want to set an example by teaching the other companies and individuals on best practises and measures that can be enabled to fight effectively climate change and take this as part of their core operations.

Future Predictions

After the study has already partially defined the main stakeholders in the literature review and then supplemented them by conducting interviews, the study has also come to a complete "picture" of Picture Organic Clothing future opportunities (Strähle, 2015). Picture Organic Clothing's future opportunities also offer new BMfS options to reduce all three impacts on the supply chain – environmental, social and economic impacts (Strähle, 2016; Strähle & Müller, 2016; Stubbs & Cocklin, 2008) that can be incorporated into more sustainable solutions from the perspective of fashion retailer and its consumers when upgrading existing business model.

The first major future prediction for Picture Organic Clothing's business model is the addition of second-hand product options and the old-for-new (deposit) option. Shedroff (2009) gives a similar example of the deposits option in the literature review. Shedroff (2009) recommends fashion retailers in the sportswear industry to design product components that are easy to replace. Because of this, it would lead to reduced purchases of new action outdoor products and greater product exchange and online sales. Picture Organic Clothing would extend this recommendation to the possibility of exchanging old-for-new action outdoor products (deposits), where old products in the company would be appropriately recycled and new products made (Florian Palluel, interview, April 20, 2020).

In addition to options and further fighting climate change, Picture Organic Clothing would like to fight for more sustainable transport of action outdoor products around the world in the future and eliminate the use of poly bags (Florian Palluel, interview, April 20, 2020) (not just within the company, but also with their suppliers and partners).

However, this will not be the only big challenge for the company in the future. The challenges that still lie ahead represent a global carbo-analysis of the entire company, which would have a perceived impact on CO₂ emissions. With this scientific aim, Picture Organic Clothing could reduce its emissions by implementing a properly defined plan (Florian Palluel, interview, April 20, 2020). At the same time, Picture Organic Clothing anticipates that this plan would also affect the energy efficiency and energy transition of the company's future activities.

Promotion

In discussing the third proposition of sustainability – the economy and the associated economic values of the company, Florian Palluel (interview, April 20, 2020) includes that the brand was created as a response to the problem of sustainability in the sportswear industry. In the case of the introduction of organic cotton products, the company pays more for 100% organic cotton than regular cotton, but in the end, their consumers want the price of an unconventional product to be comparable to the price of a conventional product. The economic value of a company is therefore that, in the end, it wants consumers to pay comparably the same or a little more, and thus be committed to the company's mission – the fight against climate change. The path to this economic value begins with the presentation of a new product in the collection, continues with the adaptation of the company's business model and then business marketing, which may mean, for example, fewer possible sponsorships with professional athletes.

To make up for this “loss”, Picture Organic Clothing is actively engaging on social media (primarily Instagram and YouTube). Antoine Schmidt (interview, May 5, 2020) believes that social media posts can serve as good self-promotion, but also as a platform for raising consumer awareness and creating consumer communities (see “Finding 1”).

Responsible Energy

Florian Palluel (interview, April, 20, 2020) often referred to the fact that there is a need to change the consumption of energy. While the majority of the society is now focused on climate change they forget about the energy, therefore, Picture promotes the use of responsible energy, hoping that in this way society will also give the necessary importance to this indicator.

The use of “responsible energy” drives from the IPCC guidelines that Picture Organic Clothing follows in order to be as sustainable as possible. The IPCC is a scientific-political organisation

created with the aim of disseminating information on climate change. They produce reports with practical guidelines and one of the most commonly mentioned themes has to do with the use of responsible energy. In this sense, Florian Palluel (interview, April, 20, 2020). Later he also admits that his work is actually easy to do simply because all he has to do is follow the IPCC's good practices.

Responsible Materials

A considerable part of the environmental impact caused by the world of the sportswear industry takes place in the material phases and in the manufacturing process, as mentioned by Florian Palluel (interview, 20 April 2020), this is because these two phases where companies have little visibility. He also stated that Picture Organic Clothing's first thought when founding the company was to use responsible materials – less plastic, fewer poly bags, and the better use of energy. Second, its unconventional products (unconventional, because they are sustainable, made out of responsible materials and responsible energy) to be aligned with conventional products from conventional sportswear companies. In this sense, Picture Organic Clothing has created the commitment to go to their manufacturing facilities and understand how they work and suggest changes in what they believe should be changed, such as the use of organic cotton. These changes in supply chain management will not only help Picture Organic Clothing. It will help other companies in the fashion industry because the manufacturing process companies work for several brands, so all it requires is for one company to make a change that it will bring benefits to all the other companies also using the same manufacturing facilities. Furthermore, the use of responsible materials is an indicator that also helps in the fight against climate change, which is part of Picture's vision and mission, which, according to Florian Palluel, is something that the whole of society should help; therefore, it was placed under section 4.4.2 (see “Social Value forms”).

4.4.3 Economic Value Forms

Strategy

At the time when Picture Organic Clothing was founded, the topic of sustainability was not as big as it is today. The fact that it was one of the few companies with a really good concept and new ideas, with fresh designs and a different philosophy / approach, gave it an additional advantage, as it reached the market with this positioning desired by many other competitive companies but only conquered by few. Today, to reach the market with a similar concept and ideas is completely “normal”, but little innovation is brought to the market. This is where the potential limitations of doing business come from.

Florian Palluel (interview, April 20, 2020) cites as another limitation of Picture Organic Clothing where it was too small to be able to transact with big suppliers and partners who collaborate with H&M on their sustainable collections, and who sometimes have the opportunity to make things change, and the opportunity to have the innovative technology. As such, Florian Palluel (interview, April 20, 2020) and Antoine Schmidt (interview, May 5, 2020) state that the need to innovate and “adapt” the company's strategy is very important that the company will be able to have greater power and scope of influence on those involved in its supply chain process in the future.

In addition to the company's vision and mission, sustainability-related certificates must also match. As an example of a certificate, Florian Palluel (interview, April 20, 2020) lists B-Corp. B-Corp, is the most demanding and relevant certification for every company in the world that claims to be a

responsible company (Florian Palluel, interview, April 20, 2020). The way Picture Organic Clothing is working with B-Corp is about an improvement process. Picture Organic Clothing has been audited for B-Corp last November and its achievement has been seen as a big acknowledgment of what it has been doing for years, and, at the same time, has shown Picture Organic Clothing that they are on a good path while tackling the future challenges.

4.5 Main Stakeholders

Throughout the literature review, particularly Green Fashion Retail (Strähle, 2015) in which the important relationship between the fashion retailer and the consumer is strongly emphasized, the study hinted that the main stakeholder of fashion retailers is precisely the consumer. These hints were quickly confirmed and supplemented by Florian Palluel (interview, April 20, 2020) and Antoine Schmidt (interview, May 5, 2020), who added that for Picture Organic Clothing, in addition to consumers, the main stakeholders are suppliers, employees, and other fashion retailers. For the study to fully understand the current situation in the sustainable fashion business, it is first necessary to consider the perspective of all four different stakeholders (Strähle, 2015).

As the study already describes in “Finding 1”, for Picture Organic Clothing, end consumers are important because of the post-purchase experience. In addition to the usual post-purchase experience, Picture Organic also wants to build on consumer awareness. Moreover, the company's suppliers and partners are the groups of people who currently have the greatest impact on sustainability in the sportswear industry. Picture Organic Clothing, through many years of cooperation and potential growth of the company, strives to establish initiatives that would not only improve the awareness of suppliers and partners, but also influence the process of the company following the global supply chain and energy transition.

By encouraging consumers, suppliers and partners, and its employees to take on the same mission at the individual and societal levels – fighting climate change through awareness of consumption, responsible materials and electricity, Picture Organic Clothing also encourages their employees. With the growth of the number of employees, new ideas about sustainable projects (see “Future Predictions”), action outdoor products that consume fewer resources with less impact on sustainability and modes of product and employee transport are also growing. Regarding employee transport, Picture Organic Clothing encourages employees to use electric vehicles, sports equipment (e.g. bicycles, scooters, and cross-country skis), public city transport or even car sharing to get to work.

Antoine Schmidt (interview, May 5, 2020) added fashion retailers to the list of main stakeholders, saying that without their trust, there would be no success at the beginning of Picture Organic Clothing's sustainable path. Fashion retailers for Picture Organic Clothing therefore represent an important link between business and consumers and a good communication channel for conveying important information such as, for example, the importance of understanding sustainability.

5 Conclusion

It is commonly accepted that the world is in ecological deficit and that resources are becoming more scarce, which can become irreversible unless businesses and companies develop and put in motion sustainable models. It is also important to note that consumer behaviour is changing, and consumers' expectations of the retailer need to be more aligned with more sustainable and ethical beliefs.

It is recognised that sportswear is one of the industries that contributes the most to this ecological impact. To address these challenges, this research aimed to fully understand the motives of a retail sportswear business, Picture Organic Clothing, on their sustainable approach using BMfS to manage the supply chain and its sustainable vision, while focusing on two main research questions

RQ1: What are the key social activities for sustainable supply chain management?

RQ2: What key resources require environmental and economic values for sustainable supply chain management?

Picture Organic Clothing was chosen for the case study because of its USP. It is unique in that it has been guiding its business in the direction of sustainability from the very beginning. The study actively involved the main stakeholders of sustainable fashion retailers in addressing the above questions. After a comprehensive review of the literature, this study identified gaps in current Business Models for Sustainability and linked them to present a revised BMfS, to understand the current state of the phenomenon and its future opportunities. Upon conducting the empirical research: interviews with Florian Palluel (interview, April 20, 2020) and with Antoine Schmidt (interview, May 5, 2020), the "pool" of stakeholders expanded to suppliers, partners, and employees in the company (Picture Organic Clothing).

According to the literature review, fashion retailers in the sportswear industry and their consumers were demonstrated to be the main stakeholders. The findings of the first research question showed that Picture Organic Clothing strives to identify consumer problems and solve them with innovative services and sustainable products. Picture Organic Clothing solves perceived problems by raising awareness of consumer habits, and by creating a consumer community (both offline and online). While solving the identified consumer problems, they develop and maintain a close business-consumer relationship, and it is this close relationship in the overall fight against climate change that is the main social value of the company. It gives them the power to inspire more people, both involved and not yet involved in the process of producing and buying raw materials or finished products (such as organic cotton or sportswear). However, one of their future challenges is also to become consumer-focused by better-integrating consumers into their daily routines.

Further, this study concludes that a large portion of the environmental impact of this industry starts in sourcing raw materials and the manufacturing process, as mentioned by Florian Palluel (interview, April 20, 2020). This is the phase in which companies have low visibility, if not none, into the process. Some companies are changing this by using specialized tools such as analytics, BI, and machine learning, to have a more comprehensive view of their supply chain. IT plays a big role in empowering the retailers' digital transformation with modern strategies to understand their

environment, and making more data-driven decisions about production and manufacturing processes. However, it was also seen that they are not yet widely spoken and that more research should be done in this direction.

RQ₂ also showed that despite the company's annual growth, it is necessary to maintain the sustainable “start-up” mind-set in all aspects of the business to become consumer-centric and maintain consumers' expectations on sustainability – from fibre production to final consumption, from material recycling to transport of products, and purchase / shipping of packages. Picture Organic Clothing tackles this by regularly monitoring its supply chain, and by adjusting the distribution channels.

In conclusion, the findings of the literature review and the empirical research led to the expansion of the BMfS, across three main areas. The first area relates to a society where a gap was identified in regards to the social responsibility of companies. Despite the model including values of equality and well-being, it did not include responsible energy utilisation, responsible material sourcing, and responsible supply chain management in general, which is a key area that can be addressed with IT platforms and systems. The second area relates to economic activity, which traditionally always focuses on maximizing profit and minimizing costs. However, a revised sustainable model requires the introduction of a strategic component that addresses areas such as striving to meet regulatory standards and industry compliance, which in turn brings brand value and recognition. Lastly, the Environmental pillar by its nature includes well-known values and commonly associated with Sustainability, such as reduced emissions and low carbon footprint. However, it is noteworthy to mention there was little mention of a sustainable business development requirement, which is fundamental for the ultimate aim of sustainability in the long term.

5.1 Implications on Further Research

Currently, Picture Organic Clothing has a great impetus for future projects in which the company will play a “sobriety” towards responsible consumption of materials and electricity (electrical transition). However, the company wonders whether it currently has enough capacity to carry out the desired projects, whether it needs to hire more people to successfully carry out these projects, and whether it has the financial aspect of the planned projects.

The RQ₂ opened up new questions about the current capacity of the company to carry out future desired projects (e.g. second-hand and deposits). Some of the questions relate to the current capacity of the company, will this be large enough? Will the company have to hire additional workforce and find new suppliers and partners? Does the company have financial coverage?

Moreover, following the empirical findings, the study sought to demonstrate the development and implementation of BMfS in companies in the sportswear industry that want to see themselves on the path to sustainability. A model presented on creating sustainable value, with three proposals (environmental, social, and economic) and multiple indicators (e.g. biodiversity, community, business stability etc.), can be a starting point for companies looking to invest. In the potential continuation of the study, it would be good to check whether the derivation of the shown development and implementation is correct.

The study also sought to show and demonstrate that IS and IT can be used in the development and implementation of BMfS, but the study's empirical findings showed that this is not entirely the

case. In the areas of IS / IT, innovation, sustainability, and strategic management (within the supply chain and IS governance), there is still a lack of IS involvement. Although the study sought, to integrate IS / IT into all aspects of the research, a stand-alone, the more in-depth, study would be needed.

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7 Appendix

7.1 The Interview Guide

First and foremost we would like to thank you for participating in this study and we hope you are doing well during this time. In order to be able to analyse the data collected after the interview, we also ask, at this time, for your permission to do so. For ethical reasons this recording will be given to each of you after the interview. As well as the interview transcript and later, the complete study. According to the signed formal consent, you will have a choice to remain anonymous and your name will not be published.

We (Nina and Ana Rita) are currently working on a study with the case company and this interview is for it; the master thesis - Businesses' willingness to produce and sell »green« goods: Evidence of introduction of organic cotton sportswear. Through identified knowledge gaps and problems in the existing literature, we will be looking for answers regarding case company's supply chain management and business model for sustainability (BMfS), its awareness and information of consumers, and redistribution of business resources. There are no right or wrong answers. If a question is unclear, just let us know and we will clarify. If the question relates to a topic that should not be publicly disclosed, let us know and we will skip the question.

We will start with some general questions for background information:

Topics covered	Examples of the questions asked	Question number
Background information	Can you state your name, position in the company and brief description of what you do?	Question N°1
	What are the case company's key activities?	Question N°2
	What does sustainability mean to the case company (<i>work related</i>)? What is the case company's vision on sustainability?	Question N°3
General questions on sustainability <i>We would like to get a deeper understanding about how the case company has worked with sustainability</i>	Why did a case company decide to go into the field of sustainability? How did the case company start working with sustainability?	Question N°4
	What events can you identify where the case company changed its	Question N°5

<p><i>over the years. Therefore, we want you to think about your time at the case company, how the company started working with sustainability and the changes involved.</i></p>	<p>working process to include sustainability?</p>	
	<p>Can you describe how these changes affected the case company's working activities? Who was / is involved in undertaking these changes? Whom do they affect?</p>	<p>Question N°6</p>
<p>General questions on business issues related to BMfS</p> <p><i>Now we will look at specific events more in detail that we have identified regarding sustainability and business model with the case company, and would like to elaborate on.</i></p>	<p>What are the case company's environmental, social and economic values? How does a case company create these values?</p>	<p>Question N°7</p>
	<p>What is sustainable value in the sportswear industry according to environmental, social and economic values?</p>	<p>Question N°8</p>
	<p>What are the case company's value propositions?</p>	<p>Question N°9</p>
	<p>Is the case company an environmental, social and / or economic player? If so, can you give us examples of actions where the case company has been able to demonstrate this?</p>	<p>Question N°10</p>
<p>Questions on implementation of BMfS</p> <p><i>We are interested in how you have implemented sustainability into your business model and how to approach this strategy to other companies that want to make certain aspects of their business sustainable.</i></p>	<p>When designing a case company's business process what process design archetypes (patterns) turned out to be better at achieving sustainable outcomes than others? In what circumstances?</p>	<p>Question N°11</p>
	<p>What "market" conditions (on macro and / or micro scale) were required to allow / enable a case company's sustainable business process design and implementation?</p>	<p>Question N°12</p>
	<p>What factors needed to be present in a case company to enable it to increase the level of sustainability of its business process designs?</p>	<p>Question N°13</p>

	How did a case company align sustainability strategy with overall business?	Question N°14
	What key sustainability risks were identified after a case company's sustainable business implementation?	Question N°15
	What is the financial payback of the initiative to go into the field of sustainability and implementing sustainable business?	Question N°16
<p>General questions on business issues on sustainable supply chain management</p> <p><i>Now we will look at specific events more in detail that we have identified regarding sustainability and supply chain with the case company, and would like to elaborate on.</i></p>	In what way is your supply chain impacted by going into the field of sustainability and implementing sustainable business?	Question N°17
	Who are the case company's key suppliers? What are the case company's distribution channels for its key supplier? How are these distribution channels integrated? Which distribution channels are most cost efficient?	Question N°18
	What key activities do case company's value propositions require (<i>looking back on case company's key activities</i>)? Which key activities use many resources?	Question N°19
	What key resources do case company's value propositions require? What value do case company deliver to the consumer (<i>us: believing to be the case company's main</i>	Question N°20

	<i>stakeholder</i>)? Which key resources are most expensive? Which key resources are non-renewable?	
	Who are the case company's main stakeholders? How does the case company involve its stakeholders in strategy development?	Question N°21
	What is a case company's consumer relationship like? What type of relationship does each of the case company's consumer segments expect you to establish and maintain with them? Through which channels do case company's consumer segments want to be reached? How is the case company integrating them with consumer routines?	Question N°22
	Which one of the case company's consumer problems is the case company helping to solve? Which consumer need is case company satisfying by solving by doing this?	Question N°23
Closing questions	What are future challenges for the case company to change for sustainability?	Question N°24
	Do you have anything more to add? Do you feel we have missed anything?	Question N°25

Table 7-1: Interview Guide (created by authors).

7.2 Interview Transcript N^o1 – P1 (Person 1)

Company: Picture Organic Clothing

Interviewee: P1, Florian Palluel

Work Title: Sustainability Manager

Date and Time: Monday 20/04/2020 at 11:00 (CET)

Note: coding is done on the left side. For each code, the corresponding phrase or word is in bold in the 'Question/Answer'. The number of each row has also been placed in case it is needed later in 'Findings'.

Row	Code	Participant	Question/Answer
1		Researcher	Could you please state your name, position in the company, and brief description of what you do?
2	EVVF; EVVF – CC; SVF; SVF – WB; SVF – H&S	P1	Yes, sure. So, my name is Florian Palluel. I've been working for Picture for the last 7 maybe 8 years, not sure. And I'm the Sustainability Manager, so my role is to make sure that everything we do is aligned with our mission, which is to fight climate change . So, it is not just about the products that we make, is also about the materials , the energy , the factories we work with, the marketing that we do, our internal future, how we can ship products all over the world, the certifications such as B-Corp, the brand vision , the brand mission ... So I am pretty much working with every departments and team part of Picture.
3		Researcher	Okay, thank you. What are case company's, in our case this is Picture Organic Clothing, key activities?
4	€VF	P1	We make action outdoor products for skiing, snowboarding, surfing, and the lifestyle around those sports. So, what we do is to develop products and then, we work with suppliers to make them, then we work with the logistics partners to ship them all over the world and sell the products to retailers or sell the products to final consumers . So, this is our activity.
5		Researcher	Would you say we can name this action outdoor products also sportswear?

6		P1	Yes, because skiing and snowboarding are sports, for sure. But, in the industry we used to talk about action outdoor sports or booth sports, if you prefer, it refers to skiing, to snowboarding, to skateboarding, to surfing...
7		Researcher	Okay, thank you. What does sustainability mean to the Picture Organic Clothing? And what is Picture Organic Clothing vision on sustainability?
8		P1	Our vision on Sustainability... I mean, for the first, the first question...
9		Researcher	What does sustainability mean to the case company?
10	SVF; EVVF; EVVF – PP; EVVF – LE; EVVF – LW; EVVF – CC; SVF – WB; SVF – H&S	P1	Yes, so this is something we have been doing since day one, so it's part of our core values . This is not something we have decided after the creation of the brand to follow in a kind of trend or I don't know why... So that is important because, at that moment we can see many, many different companies jumping on the subject just to be in line with the current situation or with the need that yes, 'you have to be committed but, in which way how can you do that? 'And most of the time, we can see, yeah, different commitments but most of them are not enough , so my personal vision in sustainability, which is Picture's one as well, is that when you claim to be committed it means that you clearly follow IPCC guidelines recommendations to fight climate change . So, if you already do that, it is great. If you are on the vision, on the mission, on the path to follow that guidelines it is great as well, because you understood the problem. But if you keep on claiming, keep on saying, that you are committed but it doesn't fit really with what IPCC is saying, because climate experts those are them, then you are not really committed. This is my vision of sustainability, because, at the moment, 2020, the most important is not to try to make things better, it's really to make them better, but, and to do it super quickly and to do that, there is nothing else better than following IPCC recommendations. When we talk about moving away from fossil fuels , when we talk about being more sober in everything, we do (consumption, trips) and increase our ability to see crystal C02 from the atmosphere .

11		Researcher	Perfect, I really like that you also share your vision, not only company's, so if you could do that over the questions, the following questions, that would be perfect. Next question is out of general questions on sustainability and it's: Why did a case company decide to go into the field of sustainability? And how did the case company start working with sustainability?
12	SVF; EVVF	P1	So, this is something we do since day one, so I guess it's part of the co-founders vision since day one as well. Linked, probably linked to their personal background, personal life, personal commitment , before creating the brand. So, it was in 2008 and at that moment Patagonia has been a huge inspiration for them, but, also Burton, the snowboarding brand played that inspiration role. So, we can pretty much say that Picture is a mix of Patagonia in terms of commitment and Burton in terms of coolness. But and linked to the personal vision of the, of the co-founders as well. So how did picture start work with sustainability? Directly after the creation of the brand. I mean, I could even say that the brand was created to answer the sustainability problem in the textile industry.
13		Researcher	Perfect. What events can you identify where the case company changed its working process to include sustainability?
14		P1	The event is the creation of the brand.
15		Researcher	Yes, exactly, because you started from very beginning right? Can you describe how these changes affected the case company's working activities? Didn't, right?

16	EVVF – RR; €VF; €VF – Long.; €VF – BS; SVF; SVF – E&D	P1	<p>No, didn't but very something different about creating a brand which is committed since day one, compared to running a commercial business. I mean, in terms of, for example, let's try, let's take a simple example if you want to make just a t-shirt, we wanted it 100% organic cotton, you are going to pay the material, so, organic cotton more expensive than conventional cotton, of course, but at the end you want that t-shirt to be at the same price as non-conventional as conventional t-shirts or brands or products. So, at the beginning, you pay more, but at the end you want the same price for the final consumers because final consumers are not ready to pay more, yes, to pay something more expensive just to say: 'I am committed', they just want to be everything at the same price, meaning, that from the brand point of view you have less margin to make sure your price at the end is aligned. So, that was the challenge at the begging, and this is still the challenge, meaning, when we want to launch a new product, we have to think about that. We have to think that 'Yes, that's a reality. We are going to pay the raw materials more expensive but at the end, our price doesn't have to be more expensive'. So, that is still a challenge but we, our business model is based on that, and it works after 10 years, and we can even say that less margin means less marketing and we are part of an industry when you want a sponsor for some skiers, some snowboards or some surfers, so less marketing maybe means less sponsorship, but in a way, your products makes it its own marketing by being different than the other brands. So, yeah, this is our vision about that business model.</p>
17		Researcher	<p>Can you maybe just specify who was involved in undertaking these changes and who was affected by them? Like, who in your company...</p>

18	SVF – CD; SVF – RM SVF – RE	P1	At the beginning, of course, it was the co-founders when they created the brand. So, developing products , they didn't know that much about the textile industry , and even less about the responsible materials that you have to think about , so, it was maybe more about finding the good partners at the beginning , and those partners helped us a lot to build the brand , and to make sure that we are going to talk with the right factory and work with the right materials , so, it was a kind of... It has affected in a good way Picture co-founders to learn and to understand better how this industry works , and it has affected in a good way as well our partners because they were on a path to work better with responsible materials and energy, and stuff and Picture was one of the brand who said 'Yes you are on a good path and yes we are going to work with you to keep on achieving that' . So, yeah, the world effect I think is a positive one, at the end.
19		Researcher	Okay, can you maybe just name some of your partners?

20	EVVF – RR; EVVF – LW; EVVF – PP; SVF – SL; SVF – LS; EVVF; SVF – CD; SVF – WB; €VF – BS; SVF– RE	P1	<p>Sure, we are working with two suppliers, who make 84% of our total volume of production, so, we are flying textile to Taiwan, so the process is to recycle plastic bottles in Taiwan. Then you have the knitting fabrics, you have many different steps, dyeing, etc., to achieve a technical fabrics, so this is all in Taiwan, we know the process entirely. And then the manufacturing of the finished product is in Dong Wan, in China, so this is one of our oldest partners, 2009, 2010 maybe. And our second closest partner is in Turkey, his name is Seyfeli and we've been working with Seyfeli as well since day one. And, it is pretty interesting to have that statistic to have 84% of our total volume of production, meaning that for such a large amount of our production we know exactly what we do not only with the people we are doing business with, so the manufacturing, but also with all of those steps before. So, I personally went to Turkey and to Taiwan and to China, to visit all of the process, so I have been visited the organic cotton fields, I have been visited the recycling facility to recycle plastic bottles, and this is a way to be even more influent, even more experts in your area, to improve things, to set up initiatives with those remote steps. I can say, because we are in the middle of a carbonatized process and this is, pretty much, this is probably going to tell, so that analyse that our main impact when you track the world supply chain, our main impact is going to be at the dyeing stage. Currently, we are not doing business with. The dying facility, I'm pretty sure they don't even know they are dying fabrics for Picture. They are dying fabrics for many different brands, Picture part of those brands. But our main impact is there. So how can we maybe do energy transition with them, how can we work on energy efficiency with them, if we don't know them? That's impossible, so, this is something we really wanted to learn and to understand. So, at the moment we know all the steps in making it things better, to implement initiatives and new solutions.</p>
21		Researcher	<p>That was a very good one, thank you. Now we are moving on to general questions on business issues related to Business Model for Sustainability. First question is: 'what are case company's environmental, social and economic values? And how does a case company create these values?'</p>

22	EVVF; EVVF – SD; EVVF – CC; SVF – SL; EVVF – P; SVF – WB; SVF – H&S	P1	So, we have created the values when created the brand, that has been linked. And our values are based on the claim that we used to tell, this claim is or this model is called 'Ride for the future' and so, it mixed, of course, the, that both sports area, snowboarding, skiing, surfing, this is the 'Ride' for the future, and then 'for the future' is about Sustainable Development , that kind of different business model, and our path to fight climate change , our path to keep on enjoying those playgrounds but while keep on limiting our impact . And I mean, limiting is maybe not enough, we are already talking about carbon neutrality for 2050 at the world scale , talking about Picture is maybe something we are going to achieve in the next 5/10 years... So, yeah, our values... I mean 'Ride for the future' is all about our values.
23		Researcher	Okay, so you would say that 'Ride for the future' covers all of them: environmental, social, and economic values?
24	EVVF – LE; EVVF – P; €VF; SVF; SVF – SL; SVF – CD; SVF – CL; EVVF – LW; EVVF – P; €VF – ROI; €VF – BS	P1	Yeah, because, yeah, exactly because it's also about gathering many different partners into that path, into that journey, so the superior layers we work with, the logistics layers we work with, the final consumers we are selling products to, the retailers we are selling products to, so all together, with the little influence that we have, how can we, I don't know, inspire them, train them, to make things, to change things in their life ... If I quickly come back to the IPCC guidelines recommendations , we are already talking about decarbonisation of the system and our, one of our strengths, is that we are working with many different people, so we have the power to tell them, we are not sure if they are going to do that but, we have the power to tell 'I would like you to change the way you produce electricity' or 'I would like you to change the way you are sourcing electricity from I don't know which supplier' . In France, I don't know in Sweden or your countries, but in France, we have the kind of chance, I would say, to have the electricity from nuclear, meaning it is a low-carbon electricity so, our priority is not energy, is transportation . This is our number one priority. So, in France what we can say to partners is a little bit different , but in China, in Turkey, in many different countries, the priority number one is energy . And this is some of our values to be able to inspire many different partners and make sure that they will, maybe thanks to us, change things

			<p>and that, thanks to us, could be linked to a budget we could set up, to help them linked to a group of brands that we could set up, with for example European Outdoor Group (EOG) to have more influence when talking to partners. So, yeah, this is some of our values for sure.</p>
25		Researcher	Great. What is sustainable value in action outdoor sportswear industry according to environmental, social, and economic values?

26	SVF; SVF – SL; SVF – EP; EVVF	P1	<p>In the both sport industry... The thing is we are enjoying the oceans and we are enjoying the mountains, so, yeah, we kind of close relationship with those playgrounds, meaning that we understood that we really need to protect them, so this is something quite specific to those sports, to that industry but... So, that is why I think the most committed brands in the textile industry are part of the industry as well. Brands such as Patagonia, such as Vaude in Germany, brands like that. And then, if we talk about, generalists, both sportswear, textile brands, and that's where in France the sustainability is not their priority, but maybe they are better in terms of educational program for kids, social educational, as well, in poor areas, in poor cities, with soccer, with things like that. So, this is two different worlds, two different vision, but at the end it's... I mean, social is our priority, as well as sustainability. It's just that outdoor world, we put sustainability in the number one and in the sportswear area, they put social in number one.</p>
27		Researcher	<p>That's good, I like the connection, how you make comparisons with the commercialist sportswear and your company. What are case company's value propositions?</p>

28	EVVF EVVF – CC; SVF – CL; SVF; SVF – CD; EVVF – P; SVF – LS; SVF – H&S; SVF – WB	P1	<p>Maybe to make people understand, and I am talking about everyone not only final consumers, to make people understand that they all have a role to play in that fight against climate change. Of course, we are, there is the individual point of view, and you have to do your things and stuff, but everyone is working for a company, pretty much, or working as a freelance and by working for a company or as a freelance, you have the power to tell people and to inspire a lot of people... It is not just about your friends and your family, as an individual, it is about many different partners as a professional and, as a brand, as Picture, I think we have that responsibility to make that happen. So, all right, we are putting products on the market, people are buying our products, but our responsibility doesn't stop at that moment. While our products are on the market, we are the power; we have the responsibility to tell our consumers that, we are all in the same boat and... So, that would be my value proposition to... This is just not about Picture doing stuff and selling stuff, it's about how we are able to change the textile industry and to change the textile consumption. And I mean this is, we are a kind of commissions, we have the marketing mission, I mean marketing is, sometimes marketing is about all... It's like Patagonia, we are in business to save our own planet, at Picture this is...our mission, it to fight climate change. This is something we promote, we are... that we claim and etc., but, in intern, and this is something shared with our shareholders and partners and employees, our internal mission is to lead the textile industry and to lead change in consumption a bit, to reach our carbon neutrality. This is something more internal. Something that we are going to share more with employees and partners. So, that would be our value: 'to be able to have that influence with our consumers and with the industry'.</p>
29		Researcher	<p>I know that questions will seem to start repeating itself now but... Is the case company an environmental, social, and / or economic player? If so, can you give us examples of actions where the case company has been able to demonstrate this?</p>

30	<p>€VF; €VF – BS; EVVF; SVF; SVF – WB; SVF – LS; SVF – RE</p>	P1	<p>Yeah. I'm going to... In one example, I am going to answers that environmental, social, and economic because by being, by doing more business and by having a great relationship with our factories since day one, we are able to set up environmental and social initiatives, so this is all linked. If we were still super, super small with those factories we work with, maybe it would be harder to make things happen. So, the way we developed business and trust and relationship, helped us a lot to, yeah, to set up... For example, when I was talking about tracking the world supply chain, visiting all of the steps, filming the process, this is something possible, thanks to the knowledge, and the relationship that we have. And from an environmental point of view, the way we are able to talk about energy transitions, renewable energies, energy efficiency, it is also thanks to the relationship we have with factories. So, this is all linked, all linked for the better, I would say.</p>
31		Researcher	<p>Perfect. We are moving on to questions on implementation of a Business Model for Sustainability. First question being: 'When designing a case company's business process what process design patterns turned out to be better at achieving sustainable outcomes than others? And in what circumstances?'</p>
32		P1	<p>If that's okay for you, I'm going to take as example the making of a product, as a business process.</p>
33		Researcher	<p>Yeah.</p>

34	EVVF; SVF; SVF – RM; EVVF – LW; EVVF – LE; EVVF – PP; €VF – P; €VF – F	P1	<p>And this is also something that we are doing since day one. So, there is mix of two things. First, we want to use responsible materials, we want to use less plastic, less poly bags and we want to use better energy. And second, we want that products to be aligned with conventional brands, so this is something I already told. So, how can we make that happen? Firsts, our product development teams, they know and it's part of their mission, it's part of their job, to include a minimum of 50% of responsible materials in every products that they make, that they develop. For example, the t-shirts, if you have less than 50% organic cotton in it, we are not going to develop it, because it is not the way we want to develop products. And, if we wanted 100% organic cotton in that t-shirt, in that product, we are able to reach a final price, a public price, which is okay, all right, we do that, if we are not able, maybe we will use 50% instead of 100%. So, this is something that product development teams are already integrated into their job and way to develop the products. And then, they are two different topics as well, part of our business process with making products. Is that the poly bags issue that you need to protect the products when the products is leaving the factories and being shipped all over the world? So how can we, can we develop? Sure, a product with good materials, but also with less plastic to protect it. And a last thing, and the most important thing, is how can we develop product, without poly bags? With less responsible materials but with a green energy. So all of that, plus makings responsible purchasing affordable, this is our business process to make a product.</p>
35		Researcher	<p>Okay, it makes sense. What “market” conditions, on macro and micro scale were required to allow or enable case company's sustainable business process design and implementation?</p>

36	SVF – E&D; €VF; EVVF – LE; EVVF – LW; EVVF – P EVVF – SD;	P1	I would say that you need people to be ready to buy responsible products , of course. But you need to think about they will not be ready to buy a product, which is more expensive . So, this is the challenge that we already talked about for sure. So, there is not really market conditions and, at the moment, the sustainability topic is that big , that every individual is going to be concern by that and ready to change. So, at the moment, the market conditions , I would say is maybe perfect for such a business but, it could be also a kind of trap to take advantage of that, to develop more and more and more business. Because more of more, no, no, more of better this is still more at the end. You know what I am talking about? So, more organic cotton t-shirts, it is still more at the end , so you have to think the conception different. You have to think about consumption less, consumer less, but consume better and this is something, which is already trap at the moment.
37		Researcher	Yeah, so, if you are saying that conditions this year or today are perfect, what were conditions like in 2008, 2009 when the company started?
38	EVVF – SD; €VF	P1	At that moment the sustainability topic was not that big as today, but still, it was already existing, of course, so, I would even say that it was a kind of strength to arrive on this market with that positioning because it was only the positioning earned of a very few brands, so we were arriving with a really good idea, new idea, new design, new philosophy and it helped the brand a lot. And, at that moment, 2020, arriving on the market with such a business model this is completely normal, of course, but in last 10 years ago, it was totally different.
39		Researcher	All right. What factors needed to be present in a case company to enable it to increase the level of sustainability of its business process designs?

40	SVF; SVF – RM; SVF – RE; EVVF – RR; EVVF – LE; EVVF – LW; €VF – FR; €VF – P; SVF – CD;	P1	<p>Already talked about that I think with responsible materials. Less poly bags and green energy, so... And the last topic, green energy, I mean renewable energies, this is the most important topic, definitely. IPCC recommendations is about that. So, I personally think that it would be better, in terms of impact, to work with, for example, convectional polyester coming from oil, and then having all of your steps, knitting, dyeing, spinning, lamination manufacturing, all of those steps with renewable energies. At that moment, we do the opposite. We are working with full recycled polyester from plastic bottles, but then, the steps after, are working with energy coming from coal because we are based in China. And this is our main problem at the moment, and it is a problem of the all industry, so, yeah this is work that we meant to do, to be able to change that and we are not going to wait for Chinese government to make things happen because we could wait, I don't know for how long years. So, how can we take that responsibility as a brand, as group of brands with many different actors and players, and the thing is, I don't know if your master thesis is all about textile or if you are going to reach different brands from different sectors, but in the textile industry the main problem is that all of the brands keep on talking about materials, materials and materials, compostable stuff, biodegradable stuff, recycled, bio-sourced... All right, thank you, that's good but, the energy is our main issue and no one is thinking about that because it's... from a marketing point of view, it's less, it's... how to say that? It's not that powerful to talk about energy than to talk about recycling the plastic bottles, you know what I mean?</p>
41		Researcher	Yeah.
42		P1	And that's a big problem.
43		Researcher	In our master thesis, we are focusing solely on Picture Organic Clothing and its' introduction of organic cotton. That is why we are asking such specific questions. Next question, how did the case company align sustainability strategy with overall business?
44		P1	This is my job actually!
45		Researcher	Perfect! We got the right guy!

46	SVF; EVVF	P1	Yeah to... I mean, the co-founders have also a role in that, but this is my daily job to make everything we do is aligned with our mission, and certifications such as B-Corp, helps a lot as well . Don't know if you know B-Corp but...
47		Researcher	I don't.
48	SVF; SVF – CD; €VF; EVVF	P1	This is the most demanding and the relevant certification for every companies in the world, that claim to be a responsible company. So, for example, Patagonia has been a B-Corp for the last 15 years... Brands like Tentree, brands like, can't remember the name, but this is really something big... And the way we are working with B-Corp it's about an improvement process , so we've been audited last November, so it's also an acknowledgment of what we have been doing for years , so, alright we are on a good path but it is also about what's next . Certifications are not the end of the world and it opens a kind of new path and a new road to improve things, so this is my job, to do that and to align strategy, sustainability, and strategy with everything we do .
49		Researcher	Perfect! What key sustainability risks were identified after a case company's sustainable business implementation?

50	€VF; €VF – F; €VF – BS; EVVF; EVVF – LW; EVVF – LE; EVVF – PP; SVF; SVF – CD; SVF – C; SVF – E&D	P1	<p>No risks, but maybe limits. I mean they don't have any risks to try to be good when you do it with an authentic way, but you can find limits. One of the most recent one, was like last months, I mean, maybe it has been started two years ago, I wanted to find partners, to be able to recycle entirely a PIT jackets, so to stop working with plastic bottles, to stop working even with bio-polyester, but to start working by recycling existing stuff, so talking about a snow jacket, and, so, I've found maybe two, maybe three different partners. Starting talking with them, and Picture was so small at the moment, and we are still so small, that they didn't really think about: 'Alright it's going to be a good opportunity to work with Picture', no, because we were to small and their priority was a way of more to think about PIT as a packaging, then PIT as a textile. So I was kind of, keep on asking them, asking them 'I wanna work with you. It's one of the process I trust a lot in the community, as to make jacket this way', but no answers, and last month I realized that H&M, was started working with one of the companies I was talking with, so, of course, they told me: 'Yes, we are in the middle of the process, this is existing and we will get in touch with you soon', but at the end, nothing happens and H&M was able to work with them because it was a big business, they are so big. So, I was like kind of: 'Cool, H&M is leading the way to make products in a different way', so, that's good, even if there is many, many other issues with H&M, and, so like... One week later, I sent an email to that company, told them: 'Hey, looks like you're...you're facilities working and I heard about what you've been doing with H&M. Can we do the same with our PIT jacket?', and one week after they answered and told me 'Yeah, yeah, yeah, it's... Our facilities running and we would be happy to work with you'. So, you see, this is one of the limits, to be too small and not being able to talk with the big ones, who sometimes have the opportunity to make things change, and the opportunity to have the good technology to, yeah, make it happen.</p>
51		Researcher	<p>Yeah, we did study a lot on H&M being and studying in Sweden, but we don't think is a good case either. What is the financial payback of the initiative to go into the field of sustainability and implementing sustainable business?</p>

52	€VF; €VF – P; €VF – Long. EVVF; EVVF – CC; SVF; SVF – CD	P1	<p>At the beginning, I mean not at the beginning... You have to understand that it's not to gain more money, you will never make money by running a sustainable business. I mean, you will, of course, but you will gain more by running a conventional business. So, running a sustainable business is...Because you are, you trust in that, you trust in the climate issue and you want to run a business, so you are not going to do that for the money, of course, you got money because we all have to live, but it is not your target. But, on the long-term scale, on the long-term vision, your business is going to work way better than conventional ones and maybe, it's going to be a (inaudible) in 20 years, in 10 years, I don't know, but one the long-term vision, running a sustainable business from that consumer point of view, the image that the brand, that the company is spreading all over the world, of course, if you're committed it's way better for you. And for example, Patagonia, they've been committed since a very long time and the way they worked recently with a super huge environmental marketing those past, maybe, 5 /10 years, they helped us a lot to improve the business. But there is also a trouble about that, and this was the trouble I was talking about earlier, about more of better, but still, more of more, so that's another problem.</p>
53		Researcher	<p>Okay. Moving on, on the next set of questions on general questions on business issues on sustainable supply chain management. These questions are really important for our master thesis research questions. The first question is 'In what way is your supply chain impacted by going into the field of sustainability and implementing sustainable business'?</p>
54		P1	<p>In a good way...</p>
55		Researcher	<p>Hopefully, yeah.</p>

56	€VF – BS; EVVF – LE; EVVF – LW; EVVF – PP; SVF; SVF – CL; SVF – CD; SVF – RE	P1	No, in a good way for sure. In a good way and in a challenging way as well, for example, wiping out the use of poly bags, this is super challenging for factories, for logistics partners, so... But, it's also part of their development and of the future of what we have to do , so... Yeah, I mean, of course, it's not easy but I think, I personally think that we are impacting the supply chain in a good way, maybe at the moment it could be felt as something difficult, something hard and: 'oh no no, it's going to be too hard for me to do that', but in a long term vision it will works , for sure, and, yeah, we are all in the same boat, so, this is our world, once again to influence them and to change their habits . Because the thing is, if Picture is able to do that, it will benefit the whole industry. For example, when we talked about all manufacturing factory in China, they are working with Billabong, they are working with Dakine, working with (inaudible), working with (inaudible), another French brand, so if Picture is able to talk with those brands or if they don't want to talk, but if Picture is able to set up that energy transition is going to benefit the whole industry , it's not going to benefit only Picture, Picture is nothing but, if we are able to lead that industry movement, it's really, really good. So, yeah, impacting the supply chain in a good way.
57		Researcher	The next question has a lot of supporting questions, so: 'Who are case company's key suppliers? What are case company's distribution channels for its key suppliers? And how are these distribution channels integrated? And which distribution channels are most cost efficient'? So, lets' start with the first: 'Who are case company's key suppliers'? You might mentioned them before.
58		P1	Yeah, our key suppliers are the manufacturer of our finished products, so Seyfeli and Li Lian, Turkey, and China. The distribution channels, we are working with retailers, all over the world, so, more than 1300 based in France, based in 40 countries all over the world, and we have also 15 stores in France.
59		Researcher	How are these distribution channels integrated?
60		P1	What does it meant?

61		Researcher	So, how are these distribution channels, for your key suppliers, integrated into your business process, business model?
62		P1	Yeah, but for the key supplies, it doesn't change anything. I mean, they are producing, they are making products, finished products, and then they are sending them to a logistic platform we are working with, a logistic warehouse, but then it's our business, it's our role to spread the products all over the world. So, there is not a connection between the distribution and the suppliers at the beginning.
63		Researcher	Okay, because before you mentioned company's distribution channels as your stores around the world, so they do not...
64		P1	Yes!
65		Researcher	Work directly with the manufacturer, but you are like the middle-centre, like the medium between the manufacturers and then your stores, and retail stores and so one...
		P1	Yeah, sure, we are right in the middle but it's us, we are in direct contact with the suppliers, but the distribution and the retailers and the Picture store are not... So, yeah, we could still work with those suppliers by having a completely different channel distribution, it will be the same.
66		Researcher	Okay, yeah. What key activities do case company's value propositions require? And which key activities use many resources?

67	EVVF; €VF; SVF; EVVF – LE; EVVF – LW; EVVF – P; EVVF – RR	P1	For me the... Once again going to talk about energy . This is my... I mean, talking about energy and talking about sobriety in everything we do, from a company point of view and from an individual point of view, so those actives require resources in terms of human resources and in terms of financial resources, simply because we are the most relevant ones to apply it, following the IPCC guidelines . So, yeah, and this is also the ones that we have to implement has a brand , because, maybe different brands already did that, but as Picture, we are on a good path to do it but it's not done at the moment. On some points, of course, we are, I mean, we are committed since day one, so of course, we did things but there is still things to do and, energy and sobriety are the main ones that we meant to be done , and they really use many, many different resources. For example, if we talk about second hand , something we don't do at the moment, it will gather our head manager, will gather our customer services, it will gather me as a sustainability manager, it will gather retail manager because maybe we will implement second hand with our Picture stores. Do we have the capacity, at the moment, to run such a project? Will we have to hire more people to help us in that path? Will we have the financial capacity to do it? And I am talking about a simple example, so second hand, but doing the energy transition with everything we do, and in every activity that we are running, it's much more harder . So, yeah.
68		Researcher	Maybe now, that you have mention second hand, is that something that you would like to tackle in the future?
69		P1	Yeah.
70		Researcher	Okay.
71	EVVF – LE; EVVF –LW; EVVF – P; EVVF – RR; €VF;	P1	Yeah, second hand and, don't know how to say it in English but, deposits... Bringing back products in stores . So, Picture is able to sell it as a second hand or able to recycle it to make new products .

	€VF – BS; SVF		
72		Researcher	So like, old for new?
73		P1	Yes.
74		Researcher	Yeah, perfect! So in the previous questions, we were focusing on key activities, now I'm asking what key resources do case company's value propositions require?
75		P1	Key resources?
76		Researcher	Yeah.
77	€VF; €VF – BS; €VF – P; SVF; SVF – CD; SVF – CL; EVVF	P1	Pretty much, what I just say about human resources , about financial resources . Without that, we will not be able to really make things change or, maybe, we just want to keep being a little brand a small brand and doing our own stuff in the way we are doing them at the moment . But if we don't want that, meaning that we have to grow a little bit, to be able to have more resources to implement what we want to implement . So, this is a big challenge , because, sobriety could mean de-growth, but to implement what the IPCC is saying we have to growth to have more human resources and financial resources . So, there is this kind of things that is difficult to, I don't know how to say it, to think about, so maybe we have to see a difference between big brands that could definitely stop growing because they have enough human resources and financial resources to improve their initiatives and to improve their commitment . And small brands still have to grow a little bit to be able to have more resources to do things . I'm not sure of what I am saying but this is our problem at the moment with Picture, do we have to keep on growing in a world that need to stop growing?
78		Researcher	Predictions, yeah. For the next question, I have to set another supporting question: 'Who do you believe is case company main stakeholder'?
79	SVF	P1	Final consumers.
80		Researcher	Okay, yeah.

81	SVF; SVF – C; EVVF – LE; EVVF – LW; EVVF – P	P1	<p>Yeah, definitely. They have the power to... Yeah, final consumers and suppliers because there is two different... Yeah, definitely, because there is two different way of seeing things. One the first side, talking about individual actions, individual way of lowering its' own impact. And on the other side, talking with the people who have the biggest impact at the moment, and those are the suppliers.</p>
82		Researcher	<p>Before you answering these questions, we had in mind that you gonna say that your main stakeholders are customers, so here is the questions: 'What well you do case company's deliver to the customers as your main stakeholders'?</p>
83	€VF; €VF – BS; SVF; SVF – C; SVF – CL; EVVF	P1	<p>In strategy development... At the moment not that much, talking about final consumers, customers, but really, we have to improve that and start talking about the responsible consumption, instead of just talking about consumption of responsible products, you know the difference. And yeah, at the beginning, I was talking about protecting our playgrounds – mountains and oceans, so there is a way, also as a brand to talk to our stakeholders, so, in this case, final consumers, to make sure they will keep on enjoying those playground that we want to protect, they will keep on enjoying them with less impact and our, maybe the way we tell that is different according to the market and to the countries. In France, our priority is transportation, less trips. In different countries the priority is energy, so we have to adapt the way we tell consumers to change, but of course, we have to think about that better and at the moment, it's more about doing things, making sure we are doing things better, but we didn't really take the 'microphone' to tell them, not with that voice who said: 'You have to be better, you have to be better', no, it's not what I wanted to say, but to tell them: 'All right we are on the same boat, this is what we are going to do, this is what you should do as well because if you don't do it, we are not able to do it. If you don't do it, the planet is not able to recover', so, it is a mix of many things and yeah, so, to finish we have to involve them more.</p>

84		Researcher	Yes, that's perfect because you have already started with the next question, that is, how does the company involve its stakeholders in strategy development?
85	SVF; SVF – LS; SVF – C; EVVF – LE; EVVF – LW; EVVF – P; EVVF – RR; SVF – RE	P1	Yeah, this is something I pretty much answered but... I mean, of course, we always had a close relationship with customers but it was not super environmental oriented, it was much more about the creation of the brand, of three friends who found it, 'we are going to ride, we are going to have this innovation coming soon'. It was never really focused on consumption habits, on being more sober, on the role in the society, the role as individual, the role as individuals' part of the company; it's exactly the same for our employees. So, yeah, things that we have to do better but it is part of a roadmap that I am currently writing and part of that roadmap, the notion of the topic of sobriety, of restraints, is measure and it's going to really show the way of what Picture want to do in the next, maybe 2/5/10 years with consumers, and so, when I was talking about second hand , that's exactly one of the topic that we will follow in the upcoming years, talking about bringing back products, talking about how can we reach key resources with less impact, so how can we promote a responsible way of transportation... Even if it's not directly connected to snow jackets or to textile, it is really about enjoying skiing, enjoying snowboarding, enjoying surfing, with the less impact. Less impact means, once again, energy, transportation, consumption habits, so, yeah.
86		Researcher	So, how would you describe the company's customer relationship like?

87	SVF; SVF – C; SVF – CL; SVF – FP	P1	We have a huge, not a huge, but a big community, which followed us for a long time, so that's a really good relationship, and don't know what to say exactly... I used to be in charge of social medias before, so, I was in direct contact with our consumers and, what I saw is that most of them know the commitment of the brand , but, I mean, it's maybe 50/50, 50 of them know the commitment, 50 of them doesn't know, because it is also due to our own communication since day one. We didn't do conventional things I would say, in terms of communication to talk about our commitment, and we've been jumping from a funny communication of the three friends who created the brand, communication of, sometimes purely about skiing, snowboarding, not about the environment... So, it has created the kind of mix in the terms of consumers, so meaning that at the moment we are talking to different consumers, different style, different habits, and... So, this is something we have to work on because we could have the problem of seeing customers realizing, at the moment that Picture is committed while our commitment is effective since day one . So, this is a kind of a little trap we don't want to fall in. So, yeah. Don't know if I answered the question but...
88		Researcher	I think you elaborated accordingly, so... What type of relationship does each of case company's customer segments expect you to establish and maintain with them?
89		P1	I don't really know, I have to say.
90		Researcher	Okay.
91		P1	We didn't really talk with them to know exactly what they expect.
92		Researcher	No problem.
93		P1	That was not a question; it was about what Picture is expecting from the consumers to do?
94		Researcher	No. It's like knowing your customers. What do your customers expect from you?
95		P1	Oh, okay.
96		Researcher	Like, where to reach them from, and how to and what kind of relationship to establish, in this way?

97	SVF; SVF – CL; SVF – C; SVF – CD	P1	Yeah, I don't really know. I think what they expect from us is their personal vision of, I don't know, of textile, of all sports, but it is not the experts climate vision, that us, as a brand, have to implement because we know the topic in a way. So, of course, we have to adapt of what they are looking for, but we also have to push and say them: 'This is the path to follow and we want you to follow with us'.
98		Researcher	Maybe the answer we wanted was in direction, like on your website, you also have a page with sustainability and transparency. Is that something, maybe, that your customers look at because they want to be more aware? Or maybe you have it on your website so you could share awareness to your customers? Is that something you would say, is the relationship you want to establish?
99	SVF; SVF – CL; SVF – C; SVF – CD; EVVF	P1	Yes, sure, but, a relationship in a way for us to be more relevant in our way to talk about sustainability showing consumers that we are kind of, I don't know the word, but experts in that topic, in that field, and ... So, there's different way of seeing things in terms of communication, in terms of topic with consumers. First, so, for example, what you've seen on the website, those sustainability page, and another article that I have just released this morning, it's not in the sustainability page, it's on the news, still on the website. So, what is on the website could be considered as content for people who are already interested in to that field, and it's different of what we are promoting on social medias. For people who want something really, really... really quick because they are scrolling down the Instagram roll super, super fast, so, we need, as a brand, to make sure they will be caught by a message, and once that message is being spread in a good way then, if they are more curious about what we do, they are going to go on the website and see that: 'All right, that brand is doing much more than I just saw in Instagram'. So, it is also a way for us to make sure that we... Yeah, our communication plans is relevant according to the communication, according to the platform, according to the channel.
100		Researcher	So, through which channels would you say that case company is reaching its customers most?
101		P1	Instagram. Actually, I'm not sure. In terms of visibility in stores?

102		Researcher	No, is just ... I terms of... How to explain that... You have this website, which says: 'sustainability and transparency', and you want to share your content on sustainability. Where you do it the most to reach your customers? Like, through which channels?
103		P1	Oh, then it's on Instagram yes.
104		Researcher	Okay.
105		P1	Because they are able to see something daily just by scrolling down, instead of doing the effort to go on our website and to look for things. On Instagram things appear by themselves, you don't have to do anything, it is just the wall of the brand to talk about it, but... Yeah, yeah.
106		Researcher	About next question, we are not quite sure, because we don't know the whole business process of your company but... How is company integrating with the customers routines? So, do you follow customers' routines, and are you integrating them in your business process and how?
107		P1	I have no idea.
108		Researcher	Okay, no problem.
109		P1	Yeah, it is not really my field I guess... How is Picture integrating with their customers...? It's, maybe, more for our marketing manager, I guess. How will the right content be at the right place at the right moment, for the right persons? To make sure we are spreading the message accordingly, but yeah... Concerning me, I'm not sure.
110		Researcher	Yeah, no worries. Which one of case company's customer problems is case company helping to solve?

111	EVVF; EVVF -RR; SVF; SVF - CL; SVF - C; SVF - CD	P1	Consumption habits , for sure. When I was talking about changing the way, they could do it, which mountains, which ocean... Let's talk about mountains because this is our core business. Maybe this is more the world for the ski resorts, or the world of a city, or of a department, I don't know. But when we talk about textile, for sure, consumption habits about that... There is a firm in France, it's called Carbone 4 , and there is a list of the 10 individual initiatives that everyone could set up for free , which are the most relevant ones from a certain point of view and, in the top five you can see: 'Stop buying new products' . So, we are making products so , in a way, this is something, maybe, complicated for us. So, how does it mean? Means that we have to work better with second hand, with bringing back products, with rental as well. So, this is a customer problem at the moment , maybe they don't have the possibility to do so in the both sports industry and Picture as a brand, is part of that industry and can solve this problem by setting up the initiative that will have at that, so second hand and things.
112		Researcher	Perfect, which customer need is case company satisfying by solving and by doing this? Which customers are you satisfying by solving this?
113	EVVF; EVVF -LE; EVVF -LW; EVVF -P; SVF; SVF - CL; SVF - C; €VF; SVF - CD;	P1	At the moment, we are satisfying by the way we have been able, so far to, make them buy, to make consumers buy responsible products, with responsible materials out of a price which is okay . Now, next step is to buy less for sure, this is a reality. But yeah, so far the brand was growing thanks to the consumers trusting about the brand and thanks to the consumers trusting about: 'Yes, a responsible product could be at the same price as a conventional product' .
114		Researcher	Finally, closing questions what are future challenges for the case company to change for sustainability?

115	SVF; SVF – C; SVF – CL; SVF – WB; SVF – H&S; SVF – CD; EVVF – LE; EVVF – LW; SVF – FP	P1	<p>The main challenge is to implement that vision, and that challenging vision to, how to say that... To use the IPCC guidelines in everything we do, but now, I mean, not tomorrow, now. So, there is, it is not a good, good, it's not a super strong, like new position, we have been having that commitment since day one but still we have to populate that little term. So, this is the main challenge. So, briefly, number one challenge, at the moment, we are doing a global carbo–analyse of the whole company, so, meaning that in a few months we will have our global impact on C02 emissions. Once, we will have that impact, we will work with science burst targets as BT to implement a reduction plan. So, that reduction plan will go through energy efficiency, energy transition, for sure, and we will do that plan for every Picture activities, so, scope one, scope two, scope three. So, this is the number one things and then, talking about sobriety, so, we've already talked a lot about that, so, I am not going to talk about more. But sobriety restrains in terms of development, in terms of how we develop products, how we develop our collection, how we change the way consumer consume... Then increase our ability to see crystal C02 (inaudible) atmosphere. So, from a brand point of view it's about certain initiatives to reach carbon neutralities, so have setting by, maybe, planting trees or doing... re–generating green culture, things like that, things like that, So, those are the main challenge. But should be the challenge of every single brand, every single company because it's nothing more than following what the climate experts are saying. We are just doing that. So, I mean, the roadmap has been written by those experts, and me, as a sustainability manager, I'm just following them. So, in a way, my job is not that difficult because it has been written by others.</p>
116		Researcher	<p>Yeah, sure. And the very last question: Do you have anything more to add? Do you feel we've missed anything?</p>

117	EVVF; SVF; SVF – CD; SVF – CL; SVF – C; EVVF – P; €VF; €VF – P; SVF – RE	P1	<p>I think we are good. One of the most important thing that I've already talked, and it's crazy because we are part of it in a way. The textile industry always talking about material, materials, materials, and never about energy and, never about buying less. Maybe just Patagonia, with one add: 'Don't buy this jacket', five years ago but, apart that no one talked about it. So, yeah. And I am having a lot of discussion with students doing master thesis like you and I am seeing that all the time. I don't know if one day you will be in a company in the textile company or any of the sector, so I try to make sure that you will understand that point of view, that energy, at the moment, is our biggest problem. Energy and economy, this is directly linked. Richness of the world is linked to fossil fossils that we are burning, so, there is a kind of mix of the everything and this is not that easy to understand but is the reality: 'The more we're burning fossil fuels the more the economy is growing', so when we talk about whipping out fossil fuel, we talk about having an economy which is an economy growing less, it's mechanically, I mean. And this is not something easy to understand for founders or for people in charge of company, that: 'Yes, one day your company will have to decrease', because it is just part of the reality of what we all have to do, and you as a students, you will work pretty soon in a company, I'm trying, with the descriptions that I have, maybe, twice, three times a week to say that to you because it's a reality and a really few people, part of the company, understood that and. So, yeah, just trying to share about that but you are more than welcome to read the article that we've been released this... it's online, I can just... Is there a way to...? Yes. So, I am not going to share it in France, in French because you will not understand, I guess, but it's in English, and it's, yeah... This is pretty much everything I've talked about his morning, this article.</p>
118		Researcher	Perfect! Thank you very much, I've saved it. Ana do you have any questions?
119		Researcher 2	I just have one question, it's quite small but, since Picture Organic was... it started based on sustainability... Do you believe that a company that is not, that didn't grow from sustainability, do you believe that is hard to achieve that?

120	SVF; SVF – C; SVF – CD; EVVF; SVF – CD; SVF – WB; SVF – H&S	P1	Yeah, it's super hard to make that transition . Starting from a conventional company to become a responsible one because it means that you change your whole business model and when you're used to work with margin, when you're used to work with a business model to buy products at the certain price and that this is going to complete change, maybe, this is going to stop your growth , yeah,... This is really difficult for people to understand that, and if you're (inaudible), if the co-founders are not ready to do so, your brand is going to be committed but just with small initiatives and small things and not enough to really be committed to activity . So... yeah, for sure, it's super hard and that's why governments and states has a super strong word. Maybe, I didn't talk enough about that. Talked a lot about individuals, talked a lot about companies, but the role of governments... The government can do pretty much what they want. At the moment, we are all at home, working from home, we can't really go out, this is because government decide such a thing. So, they have the power to make things happen in a very, very large scale. If that power is used to fight climate change may be in the next 15 years we could see major changes but it's not hard because, once again, companies and individuals have a role in whole that but it's super linked to the government commitment and their ability to change things.
121		Researcher 2	So you believe that it needs to come from the top?
122	EVVF; SVF; SVF – CD	P1	Yeah sure, but... But I believe so, 100% to implement really big changes . Of course, we can make small things as a company, as individuals, but if you want, the whole country starts to be more sober, it has to be lead by the government .
123		Researcher 2	Okay, yeah. I think that from me is all. If you have anything more to add...?
124		P1	I'm good, I'm good thank you.
125		Researcher	Then I would like to thank you in name of both, like, me, and Ana, for participating and answering so elaborately on the questions.

Table 7-2: Interview Transcript N°1 (created by authors).

7.3 Interview Transcript N^o2 – P2 (Person 2)

Company: Picture Organic Clothing

Interviewee: P2, Antoine Schmidt

Work Title: Marketing Manager

Date and Time: Tuesday 05/05/2020 at 12:00 (CET)

Note: coding is done on the left side. For each code, the corresponding phrase or word is in bold in the 'Question/Answer'. The number of each row has also been placed in case it is needed later in 'Findings'.

Row	Code	Participant	Question/Answer
1		Researcher	Can you state your name, position in the company, and brief description of what you do?
2	SVF	P2	Okay, so my name is Antoine Schmidt. I am the marketing manager for Picture Organic Clothing. What I do is all the marketing strategy communication strategy. What we do about brand content and all the planning; what the company should look in... Actually, everything what's looking for in the image and all the brand awareness around the company.
3		Researcher	Perfect, thank you. What are case company's key activities? When I am saying case company, I am referring to Picture Organic Clothing.
4		P2	Sorry. Say it again?
5		Researcher	Sure. What are case company's key activities?
6		P1	Sorry, can't hear you. I think...
7		Researcher	Now, I cannot hear you. Is the connection breaking?
8		P1	Yeah, actually I am with the connection with my cell phone, so maybe that is why the connection is pretty bad. Can you say it one more time?

9		Researcher	Yeah, no worries. We will try as many times as needed. What are case company's key activities?
10	SVF – RM	P1	Yeah, I think Florian already told you all that but, all the key activities... We are a clothing company speciaçzed in skiing and snowboard stuff, especially clothes of course. The DNA since day one is that we have to... All of our products and clothes are made from organic cotton and recycled polyester .
11		Researcher	Okay, now I would ask you to apply, next question, your personal though. What does sustainability mean to the case company? And what is case company vision on sustainability?
12	EVVF; SVF – RM; €VF – F; €VF – ROI; SVF; SVF – RE	P1	Yeah, sustainability and eco-friendly ... all these kind of things are in our DNA since day one. The company was created in 2008 and goal of the company is to put in the market organic and recycled products for everyone. And to propose this product in the same range of price as the other competitors and not create a higher range of products that actually nobody can buy because is to expensive so... That's how we (inaudible) sustainability in our company is to promote actually sustainability for everyone . And the next step how we see it and what is our vision since (inaudible) is to be how sustainable as possible because the basic of the company is about the stuff that matters, the how we make products so the material and now we are trying to find a way to use less energy we can and green energy and to work how we can (inaudible) and how we move in the planet .
13		Researcher	Is your thinking of sustainability align with the thinking of the company or does it change?
14		P1	Actually, it doesn't really change cuz we are trying to be in the same we are since day one. Doesn't really change the company because the company is build on the sustainability DNA so it doesn't really change our company, maybe it's pretty much different vision of company than in the others. But, it actually... yeah, don't know what to say more.

15		Researcher	Okay. I am gonna move on the general questions on business issues on sustainable supply chain management and we will look on specific events more in detail. So for the first question being... Let's start with who are case company's key suppliers and what are case company's distribution channels for it's key suppliers?
16		P1	Sorry I will switch off the video and just keep the sound because I got really big trouble to hear you so maybe it's gonna be better.
17		Researcher	Okay, should I repeat the question?
18		P1	Yeah, yeah, please yes.
19		Researcher	Okay. Who are case company's key suppliers and what are case company's distribution channels for it's suppliers.
20		P1	Okay, so the key suppliers are from Turkey and China, so that is where are products are made mainly. And how they are selling the world is basically from small shops, small physical shops. The main (connection broke). So we are trying to work with small retailers and ...
21		Researcher	Hi? Did
22		Researcher 2	Okay, I think that...
23		Researcher	Did everyone went out of the conversation?
24		Researcher 2	The connection is still breaking.
25		Researcher	Yeah.
26		P2	Yeah, yeah ... That is crazy.
27		Researcher	Okay, you stated that...
28		Researcher 2	Okay, I can hear Antoine but I cannot hear Nina.

29	EVVF; SVF; SVF – CD; SVF – LS; €VF – Long.	P2	I can see that she is not in the Zoom anymore (connection broke) Meaning that...bigger and bigger, when you wear smaller, all the organic parts and sustainability parts was done by only one guy who was in charge for social media, POP and a lot of other stuff so, it was... We did a really good job at this time but not really relevant because we do not have all the perspective and we didn't know how the industry works. Now we are bigger and we got a guy, so Florian, in charge of all the sustainable parts . So he is only in charge of this parts exclusively and now we can work and investigate in the supply chain further and know how... in what are exactly important to do our parts for the planets so... Getting bigger is not a bad thing for us because now, with the experience we got from the past we are able to ai what is really important to have a sustainable vision of our work.
30		Research 2	Do you feel like any of those changes as affected Picture Company working activities?
31	SVF – RM	P2	How can I say... Yeah, in one way yes actually because bigger is also (connection broke). Actually is not a solution, so we need to find other solution to keep our DNA as it should be and still promote eco-friendly products for the most of us.
32		Researcher 2	Okay. We will now jump into the general questions on business issues on sustainability supply chain management. So can you repeat the key suppliers that Pictures has?
33		P2	You mean the name?
34		Researcher 2	Yeah, who are case company's key suppliers?
35		P2	Okay. So, the location is Turkey and China (connection broke) Organic T-shirts sweatshirts (connection broke)
36		Researcher 2	What are case company's distribution channels for its key supplier? And how are these distribution channels integrated?
37	SVF; SVF – FP	P2	The distribution , as I said, is more local shops, also online shops, is not like beach channel who destroy the image of the outdoor and also the price. The only integrated distribution is here in France. We got now almost 10 Picture stores, only in France. So we are trying to create

			these kind of stores, these kind of picture stores also in Germany for the 2 next years. It's not internal distributions (inaudible) and retailers.
38		Researcher 2	Which distribution channel are most cost efficient?
39	€VF – P; €VF – F	P2	Actually it should be direct. So, if you do, B2C, that is our smaller part of our business. In terms of cost of the company and also costs for the consumer is definitely B2C. Because, you got one partner, yeah you direct one partner if you do direct, so directly from the supplier to the consumer if you do B2C... The B2B distribution is longer but it permits you to reach more people of course.
40		Researcher 2	Okay. So, what key activities does Picture value propositions require?
41		P2	Sorry can you repeat?
42		Researcher 2	So, the questions is... I am gonna repeat it again, if you don't understand I can explain. The question is: What key activities does case company's value propositions require? Looking back on the key activities of the case company that you have just mention, is there any value proposition that those key activities requires?
43	SVF; SVF – P; SVF – RE; EVVF	P2	Yeah, actually the creating team uses information, and I think that the key for all the company which works in a sustainable way. Because, it's like... It is super hard to know all the suppliers, and all the formers, all the guys who are working with, if they use green energy... even if you have labels and certifications... the key to know and to calculate how you are efficient in a sustainable way, it to gather all the information of the world supply chain and it's super hard to... Even if you have, yeah, again certification and label you have to go on site and check by yourself and yeah... And it's supper big work.
44		Researcher 2	And also time consuming I guess.
45		P2	Totally!
46		Researcher 2	Do you feel like you need more resources?

47	SVF; SVF – LS; EVVF; €VF – BS	P2	Right now, not really. Regard the... just before, so Florian in charge of, one person in charge of the sustainable department and he went, and going to to go to all the suppliers to know how they work because yeah, you go to be on site to know what they do.
48		Researcher 2	Yeah, I understand that. What value does case company's deliver to the customer? So, this is more related to your work I believe...?
49		P2	Yeah.
50		Researcher 2	What value does Picture deliver to the customer?
51	SVF; EVVF; €VF – BS; SVF – CD; SVF – SD	P2	Yeah, I think... Yeah, yeah. Two different points, I think, for the customers and for the consumers. Is like, the first is what our DNA is and all our sustainable parts , the second is a community because what we saw this last years and yeah... I mean ,I've been in the company for 5 years right now and what I saw is our consumers is really a community and they are super happy to wear our clothes and they are super happy to share it on the social media and also... they fell like that, so that is the second point. And I think is very unique to the community , we are pretty much a friendly brand, so we are trying to be (inaudible) because that is not only a marketing way of thinking . Our three co founders are three pretty nice guys who make jokes all day long and we trying to show that on our media so, yeah. And also while we are doing that is, the marketing part that there is a whole in the industry, because it is a super boring industry, I think, especially, not only sports but especially outdoor wear and outdoor sports and everything which are around that things and yeah. (inaudible) those are the points of difference.
52		Researcher 2	Okay, you actually started with a question we were going to ask more in the finish. But since you have started now, there is... So through which channels does Picture communicates with its customer segments? How do you reach them?

53	SVF; SVF – P	P2	Mainly by, via social media , that is super strong for us. And, well, it's because our target it's pretty young, so pretty much of our target are on social media so that is perfect for us. The second one is through our movies, all the distribution through our movies, so since 2016 we created movies and it's a super good way to reach our communities, so yeah. We have movies on youtube, youtube is super strong for us. Our last three movies have reach, yeah, more than 2.5 million view, so that is a big part for us.
54		Researcher 2	Do you integrated your customers in your daily routines? And how do you integrate them?
55	SVF; SVF – FP; EVVF	P2	Not as much as we should actually. From now, how can I say, we are a product focused company in marketing term and we are trained to be a (inaudible) focus company. So we are trained to re–think all our way to work, way to think, all our movies, all our activation marketing activation, to fit with the expectation of our consumers , yeah, all the guys waiting for information from us, so yeah... The consumer is not integrated in the daily routine, but he has to definitely.
56		Researcher 2	So this is something that you want to do for the future?
57	SVF – FP	P2	Yeah, what we are doing right now already.
58		Researcher 2	Okay, yeah. Sure, so which one of the case company's customer problem is the company helping to solve?
59	SVF; SVF – CD; SVF – WB; EVVF; SVF – E&D SVF – CL; €VF – LV; SVF – FP; €VF –	P2	That is a good question. I think that is a good point for us, is how to find a product that is the main problem for our community to, yeah, what they ask us because that is one part of the strategy of the company , we do not product a lot because of sustainable reason and the result of that is that you cannot find our product everywhere so it's super hard to find some pieces, so that is one problem yeah, a pretty much good one. And the second one is how to deal with your product and how to make it live as long as possible. So, propose them how to fix it and how to wash it and everything.

	BS; SVF – C		
60		Researcher 2	Can you say that you are helping the customers to solve this problem by doing what you do?
61	SVF; EVVF; SVF – RM; €VF – LV; SVF – C; SVF – FP	P2	Yeah, so that is a problem direct to our company so... The biggest problem our company solve in general is like, you have to wear clothes of course... I don't know if you seen our last post on instagram yesterday but it's just why I say that, you can see our thress bosses totally naked so that's why, sorry. Yeah, activity, outdoor activity needed specific products, most of the time this specific product, this technical products are super (inaudible) for the planet because of the chemical, or the ways they are made... so the solution that we have is to promote a product, a eco–friendly product to this kind of activities and yeah, that's the way we are trying to help our industry. And then our two main problems in the company, how to find a product and how to keep it as long as possible . Yeah we are trying to. The consumer is not in our daily routine but we are in touch with our community all the day, specially our community manager that is actually.. yeah, answer question all day long and that answer the main questions . So, we are trying to do our best .
62		Researcher 2	Perfect. Can you actually say that the customers are your main stakeholders? If not, who are the main stakeholders for Picture?
63		P2	Just a sec.
64		Researcher 2	Of course.
65	SVF; €VF – BS	P2	Yeah, of course is our consumer because without our consumer we won't live, these days, of course. And the second stakeholders is actually our retailers because they believe in us, for most of them since almost day one , since the beginning and, because we got something between the company and the consumer, they got the image of the information of the company in their hand so they are super big parts, big stakeholders, so yeah, they are totally a big part of the success of the company nowadays .

		Researcher 2	Okay, so you have identified two main stakeholders for you. How does the company involved those two stakeholders in the strategy development?
66	SVF; SVF – FP; €VF – S; SVF – C	P2	Yeah, so, for a few years we... For the consumer part, we invented part of our community to camp, to... And the main question is 'How will you see the company in 5 years and 10 years and with us?' . Yeah, with 20 persons, yeah, 20 people we work on these two questions so, that how you involve our consumer and our community. And the retailers, they are involved, like... For them they are in our daily routine, so we are creation, our point of view, like all the data and every day. Also, we got two big sales meeting, our sales meeting, our two big meeting where we show collections and that is where we discuss our strategy. So, yeah, two big times a year for the retailers and we are trying to do one time a year with our consumer.
67		Researcher 2	Perfect. We are now reaching the end. So what are future challenges for the company to change the way they perform now? I believe that you are never done with sustainability? So what are future challenges?
68	SVF – FP; SVF; EVVF; EVVF – SD; SVF – C; SVF – LS; SVF – SL; SVF – WB; €VF – BS; €VF – S	P2	Yeah. The future challenges and the challenges we are facing right now is how to be a big company. Cuz now we are still like... 4 years ago we were 10, now we are like 60. And I think in the end of 2020 or 2021 we will be 100, so we are going bigger and bigger. The bigger challenges is to keep the DNA strong inside the company, that all the stakeholders... Also, the stakeholders, there is a third one that is the employees actually, because they are a big part of the company of course, (inaudible) we are not just numbers, the strategy (inaudible) the people who are in the company so, that is great, and we don't want to lose that in the future. How to keep all the startup way of thinking and going further. So, that is pretty strong because you have to find people, find new employees, find new partners and keep that in mind all the time, that is super strong. You were saying, all the sustainable parts are so strong that we are trying to be, as sustainable as we can to, and we are trying to be even more. We are trying to do that all the time, and yeah the way of thinking is really important for us.

69		Researcher 2	Did you mention, at least that is what I gather, that in the beginning you said that you need to grow?
70		P2	Yeah.
71		Researcher 2	Something that we got from our other interview is that, how do you keep growing in a world that needs to stop growing?
72		P2	Exactly.
73		Researcher 2	This is something that Florian told us and we started to think about it but now you are saying that you also need to grow so can you elaborate a little bit more on that?
74	SVF – C; SVF – CD; SVF – H&S; SVF – LS; €VF – BS €VF – Long.	P2	Yeah, Florian is very right. That is rather just to one point and the we need to go further, that we need to go bigger because in the way to go in bigger, we are going to have big expertise in our work because of all the employees which is coming in, who's coming in and yeah. We also need to keep in mind not to going bigger as much as we can, that we are in the fishing tour, you have to be, we have to have a goal and at this goal we don't have to go further. Right now we are trying to think about it, we already think about it with Florian and with our bosses. This number, this result is not, yeah, defined right now, but we have to, yeah, to know where is the best balance between the health of the company, the health of the planet, health of the guy in the company and also yeah, doing our best in that way.
75		Researcher 2	So, you believe that it needs to be like a balance, an harmony, between like the environmental part, the social, part and also the economic part?
76	SVF; EVVF; €VF – BS; SVF – WB; EVF – SL; SVF – LS; SVF – H&S SVF – P;	P2	Yeah. I think, and I am pretty sure about it, I think if you are to small... you are too small! You don't have any... You're voice is worthless you know? So if you want to have a bigger brand awareness, to have big strengths in the industry, in the world you have to be as big as it should be. So this is why I (inaudible) one point, one goal and that goal, that balance, that harmony as you said, that should be as where we should be. Not further, not less. So, yeah, of course. And, yeah, our DNA is to be as sustainable as you can be but is also to promote that way of thinking, that way of consume, and yeah, consuming better. And if you are, yeah, the voice of 90, if one day 90 will say 'Yeah we stop using children in our supply chain, we stop using age old women and old stuff' , yeah,

			the strengths of that is going to be way bigger than our, so we have to be bigger to show that, but yeah, the point where we should go is not defined yet.
77		Researcher 2	Okay. I noticed now that Nina actually send us some questions to the chat. And she is asking you, as a marketing manager what kind of relationship do you want to establish with your customers? And through which social media? And what social media works best for you and which one is actually using most of your resources?
78	SVF; SVF – C; SVF – P	P2	Okay, so the relation we want to have with our community, with our consumers is like a friendly relation. We are trying to do all these years, yeah, we don't want to be seen like we are selling stuff. Yeah, that is not our way of thinking. We are trying to do something, to work with them and to push our sustainable way of life with them, so to be as a friend and not really like a company. Is really like an ideal but it is what we are trying to do. And we are trying to be that through our social media of course.
79		Researcher 2	Which social media?
80	SVF	P2	The biggest one... We have several, we have facebook, instagram, youtube and also linkedin but the best one for us is instagram.
81		Researcher 2	Okay.
82	SVF; SVF – P	P2	Yeah, because the name of the company is Picture so, yeah. And that is where we can show all of the beautiful pictures, all of our beautiful stories so if you want to resume our way of thinking, how we (inaudible). We want to make dream people and also make them laugh. Yeah.
83		Researcher 2	So you mention linkedin, facebook, instagram... In the begging you also said Youtube. Which one of these social media is using most of your resources?
84	€VF	P2	Yeah, instagram and youtube totally.
85		Researcher 2	Okay. Well, another question from Nina is that, since Picture is a sustainability company do you try to share awareness about sustainability among your customers? Your consumers?

86	SVF; EVVF; SVF – CL SVF – P; SVF – FP	P2	Yeah, that is one of our goals actually: to spread a better way of consuming; a better way of life, it's what we are trying to do. I think we have to go further on that, as I said before, we are pretty much a product focused company and you have to be a consumer focused. Of course all the theme we are pushing on social media and in all media's are around the company and that is what we are doing , in the future is to push contents and that is actually not to be around teh company. So maybe, another guy who has really good inspiration, good ideas around environmental, sustainability and all the things. So, not to be focused on the company, on the product, we will be focused on what people do and has a company we can use our right to push these initiatives.
87		Researcher 2	And how do you raise, or how do you share these awareness with your consumers?
88	SVF; SVF – CL	P2	Yeah, we start that with partners so that we are working for along time, so on our social medias we (inaudible) to partners, so that is a few weeks, yeah. And we want to push their initiatives not ours so, create videos, brand content, so.
89		Researcher 2	Maybe we were thinking that you were going to say like, for example, through what channels can you actually share these awareness with your consumers?
90	SVF; SVF – P	P2	Yeah, our two biggest channels so youtube and our social media in general and also instagram so. And also on site, so in our retailers, we have retailers that are super strong because in stores that is where people are going right now, not right now, but in the past because of the quarantine. So we need to push the message there and not only around the brand, not only around the products. So, social media online and physical with our retailers, as in person too.
91		Researcher 2	Okay, well, I believe that we already ask you everything that we wanted regarding your position in Picture, as a company. Do you have anything more that you want to add? Do you believe that we have missed something that you think it is important?
92	SVF; €VF; SVF –	P2	Not really, I think we gonna around the subject, but the only thing is to, yeah, I wanted to add something that is... Again, the information and (inaudible), are the

	RE; SVF – RM; EVVF		supplier, all the partner are working is super super important and thanks to these information you can make the best choices. Well, I said that because we saw that our way to create products with the organic cotton and recycled polyester can be way better if the energy that the supply chain is using. So, of course that is obvious right now but how to achieve that is way harder so... Yeah, you have to investigate all the time and to know how to work, to work and make your business in a sustainable way. So, I am sure that you can combine the two words, business and sustainability, so yeah, that is what we are trying to do.
93		Researcher 2	Okay, nice. That is perfect. Okay, so we already ask you everything, I want to thank you in name of both, even if Nina had some trouble with her internet, she is not here.
94		P2	Yeah, no problem.
95		Researcher 2	But, I want to thank you in name of me, Ana and Nina as well. Thank you for being part of our case study, we really appreciate our participation.

Table 7-3: Interview Transcript N°2 (created by authors).