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From Green to Gold:

The role of multiple logics of sustainability in shaping business value creation

A case study of Boozt's sustainability strategy.

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Abstract

With activities engendering tremendous socio-ecological impacts, the fashion system is increasingly spotlighted as one of the most unsustainable industries. In this context, many actors in the fashion system, including brands and retailers, have implemented corporate sustainability strategies. Yet, sustainability can be understood and interpreted through different logics, which requires organizations working with it to be consistent in how they approach it across their operations to optimize value creation. The present research study aims to examine these different logics of sustainability and how they are reflected in the execution of the strategy. Specifically, this research focuses on Boozt, a Nordic technology company selling fashion and lifestyle products online, as the main case study. The study is built on insights from in-depth interviews with ten directors who report directly to different C-level executives at Boozt. We explore their sustainability logic, organizational and mental barriers, and desired outcomes, through the lens of the green innovation games framework proposed by Lampikoski et. al (2014). The research study, firstly, reveals that from an individual level, directors mostly engaged with the most ambitious game (i.e. Clarity game) or the least ambitious game (i.e. Rational game); however, from an organizational level, their approach turns to belong to the Collaboration game. Secondly, we found that when executing sustainability projects, directors engage more frequently with the Rationality game. Directors highlight further the lack of skills and lack of permission to try and fail that impedes them from playing a more revolutionary game. Finally, we discussed the findings around three main points: the polarization of sustainability, the roles and logics of different stakeholders in institutionalizing sustainability within the business, and the competencies needed to surpass the organizational and mental barriers that lead to advancing the corporate sustainability strategy at Boozt.

(Keywords: Corporate Sustainability Strategy, Green Innovation Games, Green Transformational Leadership, Institutional Logic, Organizational Change

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1. Introduction

1.1. Background

According to the World Economic Forum (2022), 90% of executives believe sustainability is important, but only 60% of organizations have sustainability strategies. In addition, 62% of executives consider a sustainability strategy necessary to be competitive today, and 22% think it will be in the future (Challenge Advisory, 2018). Yet, one can ask what is even sustainability? How does it translate in corporate strategies? And why is the fashion industry urged to change its business model towards more sustainable ones?

In 2023, European fashion consumption represents the fourth largest cause of environmental pressure, after food, housing, and mobility (European Environment Agency, 2022). More specifically, from an environmental aspect, the industry leads in impact on water and land use, raw material use, and greenhouse gas emissions, among others (European Union, 2022). At the same time from a social aspect, the industry is often implicated in issues related to child labor, forced labor, or bonded labor, all falling under what is referred to as modern slavery (Fashion Revolution 2023, Rafi-Ul-Shan et al. 2018). Within such a context of socio-ecological crisis, fashion brands, retailers, and other businesses within the fashion system must rethink their practices, processes, and overall strategies. Beyond the philanthropic agenda, businesses in the fashion industry are constantly being pushed by all stakeholders, from consumers to investors, to update their current practices to better ones (Oelze, 2017). Consequently, many businesses in the fashion system have started to integrate sustainability goals within their corporate strategies (Lampikoski et al. 2014; Lubin & Esty, 2010; Oelze, 2017; Sultana, 2020).

In the past few years, sustainability has emerged as a new megatrend, impacting all aspects of societies around the world (Lubin & Esty, 2010; Müller & Pfleger, 2014; Giannakis & Papadopoulos, 2016). Firstly defined at the Brundtland Commission in 1987, as “meeting the needs of the present without compromising the ability of future generations to meet their own needs”, sustainability like other megatrends always pushes businesses and societies to rethink their form of value creation by innovating and adapting their current practices to new ones (Lubin & Esty, 2010). With socio-ecological crises taking a more central space in all aspects of societies globally, it is widely accepted that corporations must play their role in enabling

sustainable transformations (Rodrigues & Franco, 2019; Ehrenfeld, 2004). These strategies take different approaches from eco-efficiency, compliance, risk management, or even innovation management in the hope to achieve better practice and often a sustained competitive advantage (Baumgartner & Ebner, 2010; Lampikoski et al. 2014; Rodrigues & Franco, 2019). Hence, corporate sustainability strategies are starting to be understood as long-term investments that are beneficial to all stakeholders rather than a simple philanthropic obligation (Rodrigues & Franco, 2019). However, while most companies understand the benefits of sustainability strategies to satisfy the ever-growing needs of stakeholders, their design, and implementation are still poorly understood (Engert, Rauter & Baumgartner, 2016; Müller & Pfleger, 2014; Neugebauer, Figge & Hahn, 2016; Porter & Kramer, 2016).

From a corporate perspective, sustainability can be approached strategically through the lens of multiple logics or understandings. Each logic prioritizes different factors influencing the three bottom lines of sustainability (i.e. environmental, social, and economic). Each logic holds a unique narrative with diverging objectives and therefore diverging strategies. Some examples of such logics include eco-modernism, which focuses on the role of technology in solving socio-ecological challenges; deep ecology, which believes all lives are equal regardless of their utility; or environmental justice, which focuses on making sure all people are equally protected from environmental issues, such as pollution. Consequently, this means that corporations may approach sustainability differently based on the logic adapted by the company's management that is reflected in sustainability strategies. In an attempt to frame some of the most common logic of sustainability used in corporate strategies, Lampikoski et al. (2014) defined four green innovation games. Each green innovation game is a different value-creation logic of sustainability, with specific outcomes and barriers. Hence, we use the four green innovation games proposed by Lampikoski et al. (2014) as the main framework of this research.

1.2. Research Purpose

The overarching purpose of the research study is to identify the various logics of sustainability and how those reflect the execution of sustainability strategies. To achieve this objective, the research will focus on Boozt, a Nordic technology retailer selling fashion and lifestyle products

online, and most specifically on analyzing the role of directors in driving the sustainability strategy. Hence, the central research question (RQ) to the study at hand is formulated as follows:
RQ: How are Boozt directors' logics of sustainability reflected in the execution of the sustainability strategy?

This central research question will guide the study to understand and explain the central phenomenon or concept that needs to be explored (Creswell & Creswell, 2018). In the research study, the RQ aims to lead us to get different logics or perspectives from the participants (i.e. directors) about the phenomenon and further analyze how they are translating those logics in the execution of the company's sustainability strategy. It is important to reiterate that the research question will be addressed through the lens of the green innovation games framework (GIG) proposed by Lampikoski et al. (2014). To address the research question a qualitative research design has been chosen. Specifically, the main source of data collection was conducted through in-depth interviews. As asserted by (Creswell & Creswell, 2018), the intent of qualitative research is to explore the general, diverse viewpoints or meanings that participants hold surrounding the central phenomenon. In addition, for the research study at hand, two associated sub-questions are established to narrow down the focus of the study and allow us to explore different dimensions of the phenomenon in our result section:

- RQ1: What logics of sustainability are directors at Boozt engaging with?
- RQ2: How do directors' logics of sustainability translate into their execution of the sustainability strategy?

The first sub-research question aims to categorize the director's sustainability logic according to the four green innovation games (i.e. rationality game, collaboration game, radical game, clarity game) by analyzing their perceptions of what sustainability means, how beneficial it can be and how much of a priority it should be. The second sub-question aims to examine how the different sustainability logics are influencing the execution of the sustainability strategy by assessing how directors execute the sustainability strategy according to their logic, the organizational and mental barriers that they hold toward sustainability projects, and the managerial roles based on the green innovation games' framework (ie. unlocker, connector, and transformer).

1.3. Research Gap

Despite the studies that underline the importance of implementing corporate sustainability strategies within corporations, there is a lack of research exploring how the different sustainability logics influence the execution of the corporate sustainability strategy (Enger, Rauter & Baugert, 2016; Müller & Pfleger, 2014). Specifically, Enger, Rauter, and Baugert (2016) suggest the need for future research to identify key arguments for managers to drive the integration of sustainability. This includes tools and processes that managers use to execute and integrate the corporate sustainability strategy. In addition, Lampikoski et al. (2014) and Müller & Pfleger (2014) underline that current research on corporate sustainability strategies does not offer a clear heuristic or practical approach to effective management, constraining the advancement of the strategy. In this context, the present research study aims to cover these two gaps. First, by identifying the directors' logics of sustainability at Boozt, we aim to examine how the execution of the corporate sustainability strategy is influenced by the individual and organizational logics that coexist within the organization. Second, we aim to identify and address the organizational barriers to management that constrain the execution of the corporate sustainability strategy. Thus, we are confident this research will contribute to a better understanding of the complexity of executing and advancing sustainability strategies within organizations.

1.4. Outline of the study

The structure of the research study is divided into seven sections. Following the introduction, the theoretical framing aims to set the basis of our research study by the definition of key concepts to a common understanding. The Green innovation games, the green transformational leadership, and the institutional logic are presented, as they are key in answering the suggested research question. The third section displays some background information about Boozt, a Nordic technology retailer selling fashion and lifestyle products online. Particularly it focuses on the profile of the company and its approach to sustainability since its listing on the Stockholm Stock Exchange in 2017. Thereafter, the methodology section aims to present how the research study was conducted and described the process followed to collect and analyze the data used for the study. The fifth section contains the findings of the qualitative study. These are presented in two main parts that aim to address our two sub-research questions. Subsequently, the sixth section

discusses the link between the findings of the study and the theories presented before. This section is presented in three main discussion points, the first one is related to the polarizations of sustainability concepts that could coexist within individuals and organizations. Then the role that different stakeholders hold toward the execution of the corporate sustainability strategy. Finally, it discusses how Boozt and its directors can surpass the organizational and mental barriers identified in the findings that will lead to accelerating the corporate sustainability strategy.

2. Theoretical Framing

2.1. Green Innovation Game

The green innovation games (GIG) are a framework defined by Lampikoski et al. (2014) to assess value creation strategies of corporate sustainability. More specifically, it investigates the implementation of green innovation as part of corporate sustainability strategies. Lampikoski et al. (2014) identify four green innovation games: the Rationality game, the Collaboration game, the Radical game, and the Clarity game. Each game is a different form of value creation strategy for green innovation, with different logic, mental barriers, outcomes, and managerial requirements. The four green innovations games are further classified into two types of innovation: evolutionary (i.e. the rationality game and the collaboration game) and revolutionary innovations (i.e. the radical game and the clarity game). Evolutionary innovation depicts minor and incremental improvements (i.e. step by step improvements), while revolutionary innovations characterize systemic changes. A company, consequently, chooses what green innovation game to play based on its strategic context, looking at both its internal (e.g. capabilities, managerial visions) and external (e.g. competition, regulations) environments.

In this research, green innovation games are used as the main framework to assess the different logics of sustainability. As each game represents a different approach to understanding, implementing, and executing sustainability strategies in corporations, the framework is helpful in assessing the points of alignment and divergence throughout the company. In the sections below, each green innovation game is explained in further detail, describing both its dominant logic and mental barriers.

2.1.1. The four green innovation games

2.1.1.1. Rationality Game

The rationality game is characterized by practices that are tied to eco-efficiency, including a rationale embedded in cost-efficiency productivity (Lampikoski et al. 2014). It is most often considered the game for beginners, as most companies start their sustainability journey by playing a rationality game. The dominant logic of the rationality game is resource efficiency

(Lampikoski et al. 2014). The latter means that companies playing this game will focus on sustainability strategies that aim at reducing their direct impact on the environment, including their energy use, freshwater use or CO2 emissions. Those actions are most often taken to remain competitive and relevant. That is either due to new practices arising in the industry they are part of, or due to new regulations in the market they operate (Lampikoski et al. 2014). A common practice that belongs to the rationality game is the shift to renewable energy.

The main barriers of this game are the lack of urgency, misperceived cost of greening, and moving beyond the one percent (Lampikoski et al. 2014). The lack of urgency refers to the short-term vision of the corporation engaging in the rationality game. Those corporations have limited forecasting abilities and only seek change when a crisis hits. Another mental barrier within the rationality game is the misperceived cost of greening. Most often corporations in that game do not see the intangible benefits of sustainability strategies, including employee retention or brand enrichment. Instead, they only focus on the financial investment and returns, which are often hard to foresee. Finally, another common barrier to the rationality game is the implementation of, for instance, a small line of more responsible products. Many corporations will approach sustainability by simply redesigning one aspect of their business model, rather than rethinking the business model as a whole. Consequently, the main outcomes of this game are cost reduction, launching new simple methods and processes, and/or highlighting green attributes.

2.1.1.2. Collaboration Game

The collaboration game refers to an increased interest from a corporation in partnering with a wide range of stakeholders, most often customers, suppliers, or even competitors, in order to reshape value exchange. The dominant logic of this game is to scale up initiatives linked to eco-efficiency, so they become more impactful on a global scale (Lampikoski et al. 2014). A relatively common practice is joining multi-stakeholder initiatives to a joint effort in driving change, not only at a corporate level but rather at an industry level.

Playing the collaboration game can be refrained by three main barriers. The first one is networking and playing with outsiders, which refers to the challenge at first for managers to start collaborating with external partners especially when their network is limited. Working across different organizations can also be challenging in terms of cultural differences (whether

corporate cultures or even national cultures). The second barrier is trust and the fear of losing control which refers to the key role of trust in the collaboration game. As managers and corporations are bound to interact on a frequent basis with a wide range of stakeholders, trust is primordial in ensuring the success of the initiatives developed collaboratively. Trust also means that in most cases, companies within the collaboration game will aim for standardization through new systems that include every participant's interest. Finally, the third barrier is the lack of network orchestration skills, or in other words how power is distributed (Lampikoski et al., 2014). Some collaborations may lead to excessive power in one area, which can be both positive and negative. Power distribution among participants and non-participants within alliances needs to be assessed to optimize the outcome of a collaboration game. If done correctly, collaboration can lead to the co-creation of new standards and the increase of new opportunities for all (Lampikoski et al. 2014).

2.1.1.3. Radical Game

The third game introduced by Lampikoski et al. (2014) is the radical game. The main objective of this game is to try new and emerging business models. While the rationality and collaboration game are considered evolutionary games, the radical game is framed as revolutionary (Lampikoski et al. 2014). This is notable because the radical game falls back on disruptive innovations to solve autonomous challenges. To play the radical game, managers need to ensure that both internal and external stakeholders execute ambitious goals to ease the deployment of disruptive innovation (Lampikoski et al. 2014). The radical game further aims at challenging the institutional logic and its associated mental barriers (Lampikoski et al. 2014). In this game, managers need to understand the risks linked to radical approaches to change and associated investments. If played well, the radical game is able to exploit future opportunities without compromising its present performance.

Within the radical game, barriers and pitfalls are also naturally present. The first one is the lack of funds or skills (Lampikoski et al. 2014). In fact, as mentioned above the radical game requires strong investment and risk tolerance, which is not accessible to all corporations. The second pitfall is the inadequate conditions for radical experimentation (Lampikoski et al. 2014). This barrier is linked to the fact that the radical game challenges institutional logic, which is no easy

task. Finally, the last barrier identified by Lampikoski et al. (2014) is the lack of permission to try and fail. As mentioned earlier, the radical game requires high-risk tolerance. To make sure disruptive, ambitious, and risky decisions are constantly being made, embracing failure is key for managers who want to play this game. By surpassing those barriers, the radical game enables corporations to enter new markets, improve profit margins or even find new business models (Lampikoski et al. 2014).

2.1.1.4. Clarity Game

Finally, the last game introduced by Lampikoski et al. (2014) is the clarity game. Alike the radical game, the clarity game is considered a revolutionary approach to green innovation. However, the clarity game follows a more systemic approach to change that aims at incorporating institutional complexity into corporate sustainability strategies (Lampikoski et al. 2014). If played well, this game can create opportunities for competitive advantage and reshape businesses. Typically, a company playing the clarity game tackles broad and systemic issues, such as providing access to education to all or strengthening global environmental protection.

Similarly to the other three games, the clarity game can be challenged by mental barriers. These include a lack of strong storytellers and visionaries, an uninspiring purpose and vision or even a lack of endurance (Lampikoski et al., 2014). A visionary is key to implementing corporate sustainability strategies from the angle of a clarity game, yet the amount of visionaries remains limited, and not all companies have leaders that are able to make sense of sustainable challenges. These visionary leaders are used to dealing with systemic challenges and have built over time the required skills to challenge institutional logic. Regarding the second barrier of the clarity game, it can be easy to fall into the trap of routine sustainability statements. Visions are often very ambitious yet the actions of corporations easily fall behind. Managers willing to play the clarity game should therefore make sure that beyond being ambitious, visions should also be easy to communicate, evaluate and monitor. The last barrier of the game is the lack of endurance. To play the clarity game it is crucial for managers to understand that a corporate sustainability strategy is not objective, but rather a journey that requires integration, flexibility, and consistency (Lampikoski et al, 2014).

2.1.2. Green Innovation Games and Sustained Competitive Advantage

A sustained competitive advantage (SCA) is key to ensuring the long-term success of any corporation. More than often, managers decide to build corporate sustainability strategies in order to either remain competitive (i.e. playing the rationality game), to benefit from network effect (i.e. playing the collaboration game) to exploit future opportunities (i.e. playing the radical game), or to create SCA (i.e. playing the clarity game). As the concept of SCA is embedded in all four green innovation games, at different levels, this section presents what SCA is and how it can be reached by corporations.

2.1.2.1. Sustained Competitive Advantage

A sustained competitive advantage can only occur when the firm's resources are heterogeneous and mobile, as it allows firms to implement value-creating strategies that are not replicable by their competitors (Barney, 1991). According to Barney (1991), the three main resources of a firm are human capital (e.g. training, experience, relationships, etc.), physical capital (e.g. technology, access to raw materials, geographic location, etc.), and organizational capital (e.g. formal reporting structure, informal planning, and coordinating systems, etc.). Barney (1991) explains that it is key for a firm to know how to exploit those internal strengths through external opportunities in order to benefit from a sustained competitive advantage. To understand the competitive potential of firm resources and capabilities, Barney (1995) indicates that managers need to address four attributes on those: the value, the rareness, the imitability, and the organization (VRIO).

The first attribute is related to the value that results from the firms' resources or capabilities by enabling the firm to exploit opportunities. Thus, the value is obtained by linking the firm's internal analysis (i.e. resources and capabilities) with the external (i.e. opportunities and threats). Rareness refers to the firms' uniqueness of possessing different valuable resources and capabilities among competing firms in order to gain SCA. The attribute of imitability implies a cost advantage over the resource or capability, which means that it is difficult for competitors to duplicate or substitute those resources. Barney (1995) underlines that the reason behind the internal firms' attributes being costly to imitate are three: the importance of the firm's history, the importance of numerous small decisions, and the importance of socially complex resources (i.e.

reputation, culture, and teamwork). Last but not least, organization alludes to the firm's potential to be organized in exploiting its resources and capabilities and excel with the organizational skills needed (i.e. reporting structure, management control system).

Finally, an SCA leads to first mover advantage (and disadvantages) as competitors are not able to duplicate the benefits of the strategy (Barney, 1991; Schilling, 2017). First-mover advantage includes brand loyalty, long-lasting reputation, and overall strong brand positioning, among others. At the same time, these benefits are also associated with disadvantages, such as research & development expenses or uncertain responses from stakeholders (Schilling, 2017).

2.1.2.2. Green Innovations and SCA

Green innovations (i.e. sustainable, eco, environmental innovation) aim at reducing a firm's environmental footprint and conserving the resources it depends on to create value while also assimilating ethical and social concerns within the innovation process (Lampikoski et al. 2014; Lubberink et al. 2017). Green innovation can take many forms, including product innovation, process innovation, or organizational innovation (Zhang et al. 2020). In addition, the concept of green innovation includes social innovations, whose goal links back to improving the well-being of people and communities, rather than solely focusing on the environmental footprint (Lampikoski et al. 2014; Lubberink et al. 2017). Like other innovations, green innovation has as one of its goals to enhance the competitiveness and overall value of a firm (Lampikoski et al. 2014).

Lubin & Esty (2010) identify four stages of innovation to create value through sustainability strategies. The first stage aims at outperforming competitors by doing traditional things in new ways, including risk management, regulatory compliance, or any other form of eco-efficiency. The second stage requires innovations across the business models (e.g. product innovation, process innovation, etc.) to optimize the performance of the company. The third stage put sustainability and innovation at the center of the strategy to enable new forms of value creation. Finally, in stage four, the most advanced stage described by Lubin & Esty (2010), corporations exploit all sides of the sustainability megatrend to reposition themselves and redefine their strategy. While those four stages resemble the green innovation game, they are considered sequential for any market player. Hence, stage four, like the clarity game, represents the most

ambitious stage of innovation and is the only option to secure a SCA, through access to revolutionary innovations (Lampikoski et al. 2014; Lubin & Esty, 2010). While evolutionary innovations are considered a safer option with lower risks, only revolutionary innovations can contribute to significant new business opportunities and potential SCA. Indeed, both Lampikoski et al. (2014) & Lubin & Esty (2010) highlight that evolutionary innovations are often not sufficient to enable meaningful business transformation and consequently benefit from an SCA. Consequently, a corporation seeking SCA must match the evolutionary type of innovations, such as "green" product offerings, to other revolutionary innovations whose main objective is to rethink the organization's business model (Lubin & Esty, 2010). Whether it is through green innovation or not, integrating the three dimensions of sustainability, namely the environmental, social, and governance (ESG), and their interrelations within a strategy may most often be motivated by growth opportunities (e.g. better reputation) rather than pushing for social or environmental initiatives (Baumgartner & Ebner, 2010; Liu et al. 2022; Rodrigues & Franco, 2019). Nevertheless, such unclear motives and visions behind corporate sustainability strategies limit organizations' overall impact and integrity (Baumgartner & Ebner, 2010). In fact, simply aiming for eco-efficiency strategies will not help businesses achieve an SCA and future-proof their operations.

2.1.2.3. Organization Readiness for green innovation

Such an opportunity requires firms to be ready from an organizational, technological, and environmental perspective (Zhang et al. 2020). Once again, that is a firm need to understand its position (i.e. market-based view) and the available resources (i.e. resource-based view) it depends on to thrive in an innovation context (Lubberink et al. 2017). Indeed, according to Zhang et al. (2020), organization, technological and environmental readiness explains 62% of the variance in green innovation. Most specifically, they highlight that organization readiness holds the biggest contribution, with a regression weighing twice as much as the other two combined. Organizational readiness is an internal assessment that helps determine whether or not a firm is able to integrate changes, like green innovation (Zhang et al. 2020). Similar to a resource-based view approach, organization readiness relies strongly on internal capabilities, such as human, physical, and organizational capital (Weiner, 2009). Undoubtedly, having the right resources is

key to understanding the context in which the organization finds itself, as well as the social needs that are targeted, through green innovations (Lubberink et al. 2017).

2.2 Managerial Roles in Green Innovation

Following the green innovation games framework for the study at hand, it highlighted the importance of human capital resources to support the execution of corporate sustainability strategies. Thus, senior management plays an important role in its tasks and capabilities to advance and integrate a corporate sustainability agenda. Moreover, in the green innovation literature, it is mentioned the importance of a sustainability leader in pushing forward environmental ideologies and principles in its business strategies and operations while minimizing environmental and social harm.

2.2.1. The three roles in Green Innovation Games

The Green Innovation Games framework proposed by Lampikoski et al. (2014) indicates three different managerial roles needed to support green innovation. The roles for playing the green innovation games and driving corporate sustainability strategies are unlocker, connector, and transformer. Each role entails particular characteristics reflected in managerial tasks and management capabilities. The framework points out that the three roles are interconnected and can be important for several games due to their aim to inculcate business goals with corporate sustainability (Lampikoski et al. 2014). Besides, Lampiskoski et al. (2014) underline that it is not common that one person holds the three roles, thus different individual leaders assume a specific role in the execution of the corporate sustainability strategy.

The authors assert that while some capabilities are required to lead evolutionary innovation (i.e. Rational game and collaboration game) others are needed for revolutionary innovation (i.e. Radical game and Clarity game). These roles involve different managerial activities that focus on enabling the conditions for the execution of the corporate sustainability strategy, which aims to create a competitive advantage through green innovation.

2.2.1.1. The Unlocker Role

Firstly, the role of the unlocker creates conditions for revolutionary innovations because it challenges conventional knowledge and practices stimulating organizational learning among the employees and partners (Lampikoski et al. 2014). The main responsibility of an unlocker is to support the company's transition from the Rationality game to experiment with the Radical game by inspiring enthusiasm and creativity among employees and partners and by building as well a playground for experimentation to achieve challenging objectives. A "What if" question is common by unlockers to seek business potential that goes forward rather than waste-minimization objectives. Likewise, by redefining the dominant paradigms and established thinking models an unlocker can infuse its motivation and reach beyond familiar boundaries or the comfort zone. In addition, Lampikoski et al. (2014) assert that the unlocker management role is particularly relevant in Rationality games and Radical games with a strong focus on change in cognitive models and institutional structures.

2.2.1.2. The Connector Role

In regard to connectors, this role holds a systematic view by combining economic pursuits with an environmental and social mission, organizational values, leadership models, and business strategy. Lampikoski et al. (2014) underline that this managerial role opens doors to outsiders in the Rationality Game and Collaboration Game. Hence, connectors have the ability to identify and locate innovative partnerships required to play the Radical game. They also ensure that the most influential senior managers support the corporate sustainability plan in their choices and operations. Besides those responsibilities, a connector maintains the sustainability agenda viable even if a key employee leaves the company (e.g. CEO). Moreover, the two main focuses of change of a connector are the corporate strategy and operations of the business. Thus, connectors aim to connect the environmental vision with the corporate strategy through an ambitious yet realistic roadmap that links different stakeholders, both internally and externally. Internally, they infuse sustainability goals, and measures to support the development of green innovations while connecting talent with partners, know-how, and skills. According to Lampikoski et al.(2014), the connector managerial role is mostly relevant in the Rationality, Collaboration, and Radical game.

2.2.1.3. The Transformer Role

Concerning the latter role proposed by Lampikoski et al. (2014), the transformer is critical in enabling the company to engage in the Clarity game, which is the most demanding level of green innovation proposed in the framework. Therefore, Lampikoski et al. (2014) assert that transformers are important in all innovation games, nevertheless, it is essential in the company's engagement with the Clarity game. Lampiskoski et al. (2014) highlight the following four focuses of change in transformers: dominant operational logic, organizational culture and values, financial and revenues, and use of resources. Furthermore, the transformer's key task is to ensure that decision-makers consider the rational and emotional aspects of their business decisions. Relating to the latter, transformers could provide resources such as budgets and incentives to support green innovation. Thus, for transformers it is important that each decision that leaders consider reflects the company's values, purpose, and vision, thus they hold a systemic view of the business. Likewise, this role ensures that employees understand that the company advances a greater purpose for the collective good of people and the planet. For instance, modify business operations by a regenerative use of materials and resources. In addition, a transformer seeks the equilibrium between short-term financial pressure and the pursuit of a long-term environmental vision.

That being said, these three roles need to be developed and aligned across the organization's strategy over time, taking into account the managerial tasks needed for the daily decision-making routines. In this way, they become ingrained in the corporate culture and enable organizational actors to give up ingrained assumptions or attitudes that impede innovation. Additionally, in regard to corporate sustainability, Lampikoski et al. (2014) highlight that the managerial activities that each role holds are crucial in inculcating business goals and driving the corporate sustainability strategy. Moreover, these roles are required to promote organizational learning in specific value-creation strategies for green innovation (Lampikoski et al. 2014).

2.2.2. Organizational Core Competencies

As previously mentioned, an organization's SCA is determined by the unique resources (i.e. physical, human, and organizational capital) that the firm holds (Barney, 1991). Schilling (2017) highlights that a firm's innovation is built on core competencies which are resources and abilities

(i.e. logistics management, advertising, etc) that differentiate the firm strategically from its competitors in the marketplace. In addition, innovation is built on individual and organizational creativity (Schilling, 2017), or in Barney's words (1991) human capital and organizational capital. The first one refers to someone's ability to produce novel work thanks to their intellectual abilities, thinking styles, knowledge, etc (Schilling, 2017). The latter relies on the individual creativity of the members of the organization, as well as other contextual factors that define the relationship between each other. This indicates that organizational creativity is a direct consequence of its structures, routines, and incentives, which can impact creativity both positively and negatively (Schilling, 2017). While innovation is much more than simply generating creative ideas, individual and organizational capabilities hold a key role in driving innovation that leads to a SCA

The unique competencies' combination within a firm might make them difficult to imitate and therefore enable a SCA (Schilling, 2017). In most firms, those core competencies are categorized into business units, indicating different managerial roles and organizational structures (Schilling, 2017). Consequently, from a strategic point of view, it is key for a firm to ensure cooperation between those business units in order to leverage core competencies and optimize human capital resources (Prahalad, 1993). Human capital resources are enablers for the execution and implementation of strategies that lead to improved efficiency and effectiveness in a company (Barney, 1991). According to Barney (1991), leaders may be unique for a firm to achieve its goals, increase performance, and obtain a sustained competitive advantage. Moreover, management capability within a firm may lead to the achievement of corporate goals with social and environmental objectives (Lampikoski et. al, 2014).

The use of core competencies, as a form of leverage in business value creation, needs to be well-guided by the firm's strategic intent as well as clearly understood by managers (Hamel & Prahalad, 2010). For that reason, a firm strategic intent and the role of top management needs to be long-term oriented, ambitious, and building on core competencies throughout the organization to create value that goes further than improving operations, stretching the imagination and focus for developing "barrier-breaking" initiatives (Prahalad, 1993). In this context, human capital is an important resource that enables the execution and implementation of a successful corporate strategy. According to Prahalad (1993), the ability of managers to leverage corporate resources is

crucial for the firm's performance. Moreover, managers should establish an aspiration level for the organization, or in his words, an strategic intent. The latter refers to an aspiration level where employees feel motivated, identified, and committed to moving the organization toward innovation, changing the rules of the game, in the way the company competes. Hence, the role of managers encompasses developing a shared mindset, goals, and developing strategies for acquiring competency within a shared sustained agenda over a long period of time (Prahalad, 1993) Likewise, it involves a governance process within the organization (i.e. quality of relationships across business units and functions) and collective learning inside the company across different levels and functions as well (Prahalad, 1993). Therefore, the firm's purpose is to create value that entails leveraging corporate resources to create better performance for customers, increment the well-being of employees, and increase the shareholder's return (Schilling, 2017).

2.2.3. Green Transformational Leadership

The top management influences the organization's results through the development and execution of the strategy (Özgül & Zegir, 2023). As the managerial roles proposed in the green innovation games, the green innovation literature has also attracted increased attention to leaders by playing an important role in promoting and influencing green behavior in the workplace toward sustainable development (Christensen et. al. 2014; Liao & Zhang, 2020; Lampikoski et al. 2014; Liao, 2022). Managers play a crucial role in infusing sustainability goals within their activities to balance the triple bottom line (Liao, 2022). Green innovation literature highlights the importance of green transformational leadership (GTL) to implement green innovation within a firm and drive the corporate sustainability strategy (Lampikoski et al. 2014; Liao & Zhang et al. 2020; Liao, 2022). GTL describes the behavior style of managers that motivate their followers (i.e. team) to reach environmental objectives and inspire them to perform above environmental standards (Liao, 2022; Özgül & Zegir, 2023).

Managers with GTL style may use internal and external resources to encourage the adoption of the Corporate Sustainability Strategy and transmit a clear sustainability vision on corporate responsibility issues, and improve information shared, all in benefit to the execution of the corporate sustainability strategy (Özgül & Zegir, 2023; Rzyczycki, 2023). Sustainable leadership emphasizes the crucial role that leaders play in balancing the triple bottom line (Liao, 2022).

Besides, according to Usman et.al (2022), sustainable leadership has a substantial impact on the firm's ability to innovate through cognitive stimulation, by promoting employee openness, and employee motivation for innovative conduct behavior.

Furthermore, GTL encourages employees to gain knowledge and integrate it into their daily basis green process-innovation-related activities (Niazi et al. 2023; Shehzad et al. 2022). The origin of the GTL's term comes from the psychology field, specifically the transformational leadership theory that was defined by Bass (1995) who developed it and stated that a transformational leader is: "someone who raised their awareness about issues of consequence, shift them to higher-level needs, influenced them to transcend their own-self interests for the good of the group or organization, and to work harder than they originally had expected they would.". In this sense, transformational leaders in top management can serve as role models for subordinates and impact their behavior (Özgül & Zegir, 2023). Moreover, due to their coordination capabilities, they can promote innovation successfully (Liao, 2022). This leadership style may have an effect on strategies, and organizational climate (Özgül & Zegir, 2023; Rzyczycki, 2023). In this context, transformational leadership is the core of GTL as it is based on Bass's theory with the green value orientation which is added on the basis of the three aspects or dimensions of transformational leadership.

With respect to green innovation, GTL aims to spread and foster clear vision, motivation, and inspiration in employees toward environmental goals and achieve green efficiencies (Umair et al. 2023). Consequently, better green innovation may result from a particular combination of knowledge management enablers and knowledge management processes. The last mentioned refers to activities associated with knowledge creation, acquisition, sharing, and application to improve corporate performance (Usman et al. 2022). Although companies have to deal with external factors to achieve green innovation (i.e. level of technology of the firm, meeting social requirements, legitimacy), knowledge management holds one of the most significant driving forces and a critical driver of green innovation (Usman et al. 2022). Hence, a knowledge-creation atmosphere needs to be incentivized within firms by providing a platform that allows employees to practice the production of new knowledge. In this context, leaders play an important role in directing and generating knowledge processes and an effective knowledge-sharing mechanism

(Radomska, 2014; Usman et al. 2022). This capability (i.e. knowledge management) allows organizations to be able to update or reorganize current knowledge resources to seek new opportunities (Usman et al. 2022). Therefore, the different roles (i.e. unlocker, connector, transformer) proposed by the framework used in the study at hand encompasses the characteristics of the transformational leaders that the green innovation literature suggests.

2.3 Institutional logic

Institutional logic takes a central place in our research study as different logics can easily coexist in individuals and organizations. We aim to expose the complexity that guides individual actions, and thereby organizational actions, based on the different logics that they may be confronted with. Thus, the concept of institutional logic becomes relevant as our research study aims to address how different sustainability logics within Boozt are reflected in the execution of the strategy, or in other words how individual actions may affect organizational changes.

2.3.1. The Concept's Origin and Definition

The institutional logic theory has been developed in a diversity of empirical contexts and fields including the organizational field (Thornton & Ocassio, 2008). It is built on the institutional theory that explains how institutions influence individuals' understandings of societies' structures and change. The institutional theory posits that there are cultural and cognition-based frameworks, which are the institutions that guide individual and collective actions (Cajaiba-Santana, 2014). Each institution has its central (i.e. dominant) logic that refers to a set of material practices and symbolic construction (Friedland & Alford, 1991). The central logic constitutes the institutional principles that are available to organizations and individuals to elaborate on and use to their own advantage. According to Thornton and Ocassio (2008), the central logic that each institution holds constrains the means and ends of individual behavior. Silva and Nunez (2022) argue that in organizations, changes must be internalized as "logics" at the center of the strategy in order to be sustained over the long term. These logics are contextual forces that influence beliefs, attitudes, and behaviors. They typically come before organizational changes and can support the development of sustainable strategies (Silva & Nunez, 2022). Thornton and Ocassio (2008) explain that institutional logic is "the socially constructed, historical patterns that include material practices, assumptions, values, beliefs, and rules by

which individuals provide meaning to their social reality and daily activity". In fact, when exemplifying their logic, Friedland and Alford (1991) assert that central institutions such as the market or state, build, and shape the behaviors of individuals and organizations, according to their interests. Therefore, it is important to note that when individuals approach the world, they learn routines that come from their individual behaviors within their institutional priors (Friedland & Alford, 1991).

2.3.2. Conflicts in logics

Institutional logic asserts that institutions can develop and change. This evolution is the result of the interplay between culture and social structure. The societal context is necessary to understand individual and organizational behavior, which can be regularized and thus provide an opportunity for change (Friedland & Alford, 1991; Thornton & Ocassio, 2008). More specifically, Friedland and Alford (1991) suggest that society has three levels: (1) individuals competing and negotiating, (2) organizations in conflict and coordination, and (3) institutions in contradiction and interdependency. For that reason, to understand the role of different logics in society it is vital to understand the three levels and their interdependence (Friedland & Alford, 1991). As individuals are part of multiple social groups, they have a collective identity that includes their professions, gender, ethnic groups, and organizations, among others, ultimately shaping their behaviors, beliefs, and logics (Thornton & Ocassio, 2008). Within each level, contradictions in logic may naturally occur. From an organizational perspective, decision-makers own beliefs and logics may differ from the organization. Thus, there are contradictory relationships and tensions between institutions that may have an impact on the execution of strategies.

Friedland and Alford (1991) further highlight that institutions are socially constructed and cannot be analyzed in isolation from each other. The relationship between institutions is based on their dependency and yet contradictory logics. This contradiction refers to the multiple logics that could coexist in individuals and organizations. In regards to individual logics, Lampikoski et al. (2014) argue that managers can become prisoners of their mental models or assumptions, by sticking to fixed assumptions and cognitive models. These individual logics can also contradict each other, affecting further the organizational logic of a company, as a whole, and consequently the execution of any strategy. In fact, it is important to note that agent's actions (i.e. employees)

have the power to change institutions, including the organization (Cajaiba-Santana, 2014). However, Cajaiba-Santana (2014) further mentions that often agents' actions are constrained by institutional practices, such as organizational logic. Besides, Friedland & Alford (1991) underline that individuals and organizations transform the institutional relationships of society by harnessing the contradictions of their multiple logics. Thus, this further emphasizes the dependency yet contradictory relationships individual and organizational logic may hold. Hence, institutional logics also shapes and creates the rules of the game.

2.3.3. Market Logic vs Sustainability Logic

The rules of the games are established by institutions, like the market or the state, to guide and regulate individual behavior within a group (e.g. a firm), and refer to practices and relationships between individuals within an organization (Thornton & Occassio, 2008). Organizations, for instance, establish procedures and systems when pursuing their objectives and strategies, which dictate how their employees can accomplish their desired outcomes (Lubin & Esty, 2010; Oelze, 2017). In other words, this means that organizations may be able to constrain or limit the goals that individuals (i.e. employees) can aspire to achieve. Indeed, for the implementation of corporate sustainability strategies, Lampikoski et. al (2014) indicates that companies may hold some dominant logics that may constrain the execution of the strategy by managers. Besides, Lampikoski et al. (2014) argue that a certain institutional logic within the operations will lead employees, including directors, to execute corporate sustainability strategies by playing one of the four green innovation games.

Among the different logics that exist, it becomes relevant for the study at hand to understand the market logic and the sustainability logic. Concerning the first, in the words of Gollnhofer and Schouten (2017), the dominant economic paradigm emphasizes unlimited economic growth and promotes aligning the activities of the market (i.e. strategies) to support this growth. Most for-profit companies (i.e. corporations) follow this logic with the underlying assumption that the major goal is profit maximization and economic efficiency (i.e. costs) (Gollnhofer & Schouten, 2017). On the other hand, the sustainability logic aims to pursue sustainability goals that are related to environmental and social challenges that impact society (i.e. socio-ecological issues). Sustainability requires societal transformation through collective behavior, however, it still

encompasses different understandings, visions, and narratives seeking sustainable practices (Chabay, 2020). According to Gollnhofer & Schouten (2017), the sustainability logic challenges the market logic and questions its underlying assumptions (i.e. growth) that result in possible tensions for different actors or stakeholders in the society. These contradictions (e.g. market logic and sustainability logic) provide individuals, groups, and organizations with cultural resources that may lead to transforming individual identities, organizations, and thereafter, society (Thornton & Ocassio, 2008). This conflict of logics bridges tensions between sustainability concerns and the market logic and thus is an example of the conflicting goals that could coexist. The market logic is perceived that its growth goals (i.e. economic) are opposed to environmental and sustainability issues. For instance, the implementation of green innovation games might be a challenge within organizations (i.e. for profit). Managers may hold different sustainability logics that could constrain the execution of corporate sustainability strategies.

3. Setting

The following section focuses on the case study of the research at hand: Boozt AB. First, the company is presented from a general perspective, mainly describing its core business model. Then, the evolution of sustainability at Boozt is presented chronologically in two distinct phases referred to as (1) the exploration phase and (2) the Care-For strategy.

3.1. Brief description of Boozt

The case study chosen for the study at hand is Boozt Fashion AB. The Nordic e-commerce company was founded in 2007 by Hermann Haraldsson. Boozt is an online technology retailer that sells fashion and lifestyle for men, women, and children across its five categories, namely fashion, kids, sports, beauty, and home. Boozt is a large-sized company and as of May 2023, it has over 1,200 employees ("Boozters"). According to the company, its culture is supported by values that are: trust, freedom, and responsibility which lay the foundation for everything they do and all the decisions they make.

With respect to the company's vision, Boozt pursues to become the leading Nordic department store, offering the preferred destination for shopping Fashion, Kids, Sports, Beauty, and Home online (Boozt, 2023). The company highlights its commercial strategy by offering a large curated selection of over 1300 mid-to-premium brands with a strong focus on quality products that are made to last along with the best online shopping experience (Boozt, 2023). Boozt's value proposition is stated as follows: "We focus on many areas to build the Boozt brand, but we have chosen to hone in on five. These main areas include developing the customer experience, strengthening the relationship with our brands, the brand selection, utilizing an in-house home-grown system, and choosing sustainable infrastructures for future expansion and the environment" (Boozt, 2023).

Over the years, the company has shifted its offerings from fast fashion to premium brands. Figure 1 shows Boozt's current positioning, based on its product segment focus and brand strategy. Figure 1 also compares Boozt positioning to other technology companies selling fashion and lifestyle products online, on the European market, or in other words, Boozt's competitors.

Being a tech company, Boozt has developed its own in-house and tailor-made integrated technology that according to the company gives full control of its value chain, technology, and customer experience (Boozt, 2023). Moreover, the companies' brand partners harness access to a digital platform that connects with a large number of customers in the Nordic market. In fact, Boozt has over 3 million customers across its markets (Boozt, 2023). Their main focus groups are men and women between the ages of 25-54 years old that are typically in a relationship and have children (Boozt, 2023). From a strategic standpoint, such a customer segment helps the company focus and expand on different product categories beyond fashion, including home and beauty.

Figure 1: Boozt's market positioning. (Source: Boozt, 2022a).

3.2.Boozt's exploration of sustainability (2017-2019)

With the Initial Public Offering (IPO) on Nasdaq OMX Stockholm on the 31st of May 2017, Boozt has started sustainability reporting for the financial year of 2017. For 2017, the sustainability report covers five sections: (1) identified risks and risk management, (2) environment, (3) employees and social matters, (4) human rights, and (5) counteracting corruption and bribery (Boozt, 2017). These five sections represented the definition of Boozt and its business model in 2017. Each section highlights some specific actions, such as the animal welfare policy or its full reliance on renewable energy. Boozt further describes its definition of sustainability for the first time: "For Boozt to work with sustainability means to positively contribute to society while minimizing any negative impact from the Group's own operations. It also includes communicating the Group's own expectations to fashion and cosmetics brands, whose products the Group sells on its sites, and the work done to ensure that brands and partners comply with applicable regulations and expectations from customers." (Boozt, 2017, p.81).

For the first year in 2018, Boozt followed the Global Reporting Initiative (GRI) and the UN Global Compact Communication on Progress as frameworks for the sustainability report (Boozt, 2018). In contrast to the 2017 sustainability report, the 2018 sustainability report is structured around four pillars: (1) Empowering our people, (2) Smarter product flows, (3) Building a sustainable future for fashion, and (4) Higher ethical standards (Boozt, 2018). The sustainability focus at Boozt shifted from risk management in 2017 towards a more product-centric approach in 2018 (Boozt 2017; Boozt, 2018). Finally, Boozt acknowledged its position and power as a third-party retailer and the role it can play in shifting current business practices towards better ones.

In 2019, Boozt introduced four new focus areas: our house, our people, our partners, and our selection (Boozt, 2019). These new focus areas follow a supply chain perspective, which is a more holistic approach to sustainability than in the past (Figure 2). Some of the most noticeable changes in terms of sustainability are the use of machine learning to reduce returns, the change of packaging to 100% recycled packaging, and the move to a WELL-certified headquarters in Malmö (Boozt, 2019). In addition, a milestone in Boozt's operation and sustainability are presented: the Fair-Use policy, which aims at "pausing" customers with excessive orders and

high return levels. In 2019, Boozt additionally became more involved in collaboration with different stakeholders to drive change in the fashion industry by for instance becoming a member of the Danish and Swedish fashion ethical charter to ensure the well-being of models. It also partnered with Knaek Cancer for the fifth year in a row to raise funds dedicated to cancer research and prevention. Finally, in 2019, Boozt introduces a sustainable category that includes and highlights the goods that are organic, recycled, low impact, or fairly made.

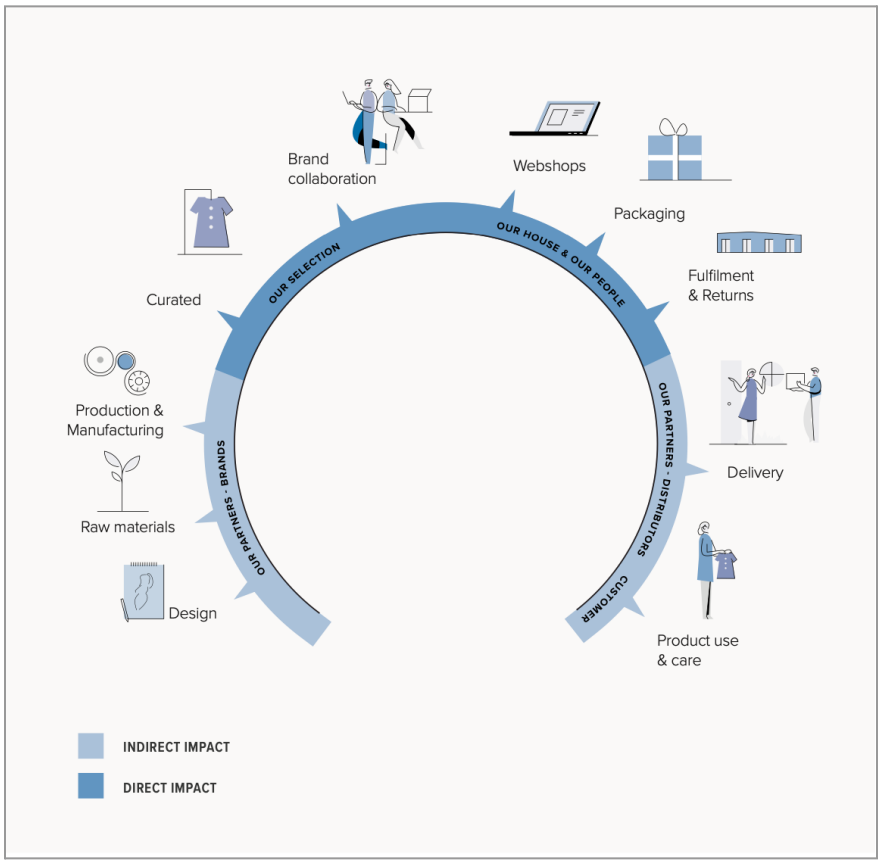

Figure 2: Boozt's direct and indirect impact. (Boozt Group, 2019)

3.3. Boozt's Care-For Strategy (2020-onward)

Through 2020, Boozt pursued its work in the four focus areas identified in 2019. Boozt started to complete the B Impact Assessment, in order to work towards the B Corp certification which is an instrument used by some companies to measure the environmental, social, and economic impact of their practices (Boozt, 2020; Carvalho et al. 2022). Following an ESG structure, Boozt

publishes its first materiality map to gain insights into its most pressing risks and opportunities. As a result, the Care-For strategy is presented for the first time. It includes six goals across the four focus areas introduced in 2019 (Boozt, 2020). Additionally, in 2020 the company began different partnerships with organizations that are working towards environmental and social performance in the industry. For instance, Boozt became a member of the Sustainable Apparel Coalition (SAC), with the primary objective to use the Higg Brand & Retail Module (BRM) to identify risks and opportunities in its extended supply chain. Boozt also became a member of the Hållbar E-Handel (Sustainable E-commerce) to work with its peers in e-commerce to drive more sustainable initiatives (Boozt, 2020).

At Boozt, since 2021, the sustainability department falls within the finance department and is therefore supervised by the Chief Financial Officer (CFO). This decision is key to showing that Boozt integrates sustainability as a reporting duty, rather than a campaign or marketing opportunity. Until May 2021, the sustainability manager was the sole position at Boozt working solely and explicitly with sustainability. Between May 2021 and June 2023 (the publication of this paper), four additional employees joined the sustainability department. In May 2023, the sustainability department included a sustainability manager, a sustainability coordinator, an ESG controller, and a sustainable supply chain coordinator (mentioned from least to most recent hire) (personal communication, 17 May 2023). These additional resources have helped Boozt being more involved in a different range of activities and initiatives to strengthen its sustainability efforts. These include projects such as the Carbon Disclosure Program (CDP), the NASDAQ ESG portal or the SAC membership (Boozt, 2021). Boozt also launched its Made With Care category, to make sustainable choices easy for the customer. In line with the new Made With Care category, Boozt's Sustainability criteria were redesigned to include both environmental and social requirements for all products to go into the Made With Care category (Boozt, 2021).

Finally, in 2022, Boozt reintroduced its Care-For strategy from a more holistic approach, covering four new areas compared with the last 5 years which are: Environment, Employees, Community, and Governance (Figure 3). These areas were based on the five areas from the B Corp framework that the company follows. Each goal area includes three goals (i.e. in total twelve goals), and a total of fifteen targets spread across 2024 and 2026 (Boozt, 2022b). Boozt

further differentiates its initiatives and projects into two distinct approaches to corporate sustainability: reducing unsustainability and creating sustainability, following Ehrenfeld (2004). The new Care-For strategy, its goals, and targets indicate the direction Boozt is taking for the next few years in terms of sustainability. Boozt diversified strongly its actions within sustainability, by for instance including more activities linked to internal and external engagement and communication such as new training for employees.

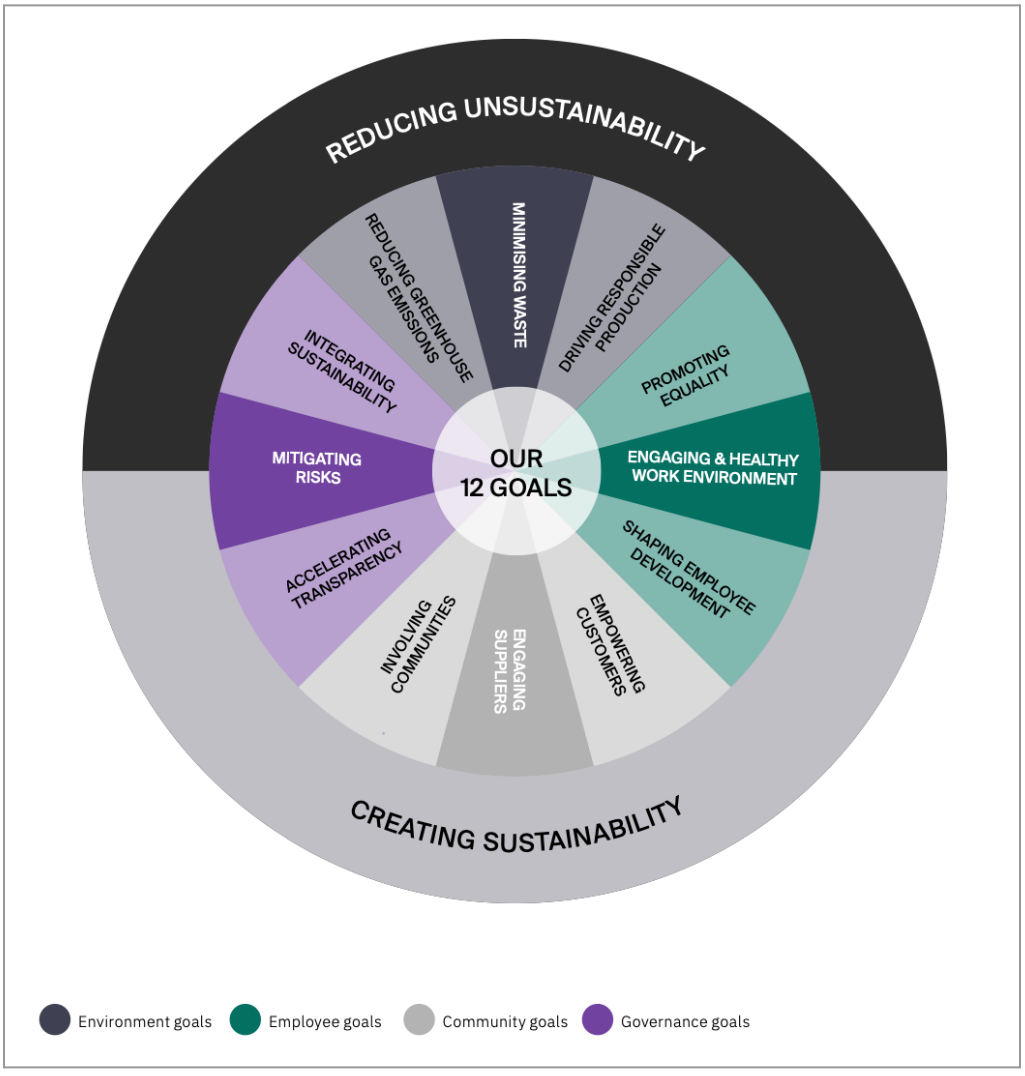

Figure 3: Boozt's Care-For strategy. (Source: Boozt Group, 2022b).

All in all, Boozt has started working with sustainability from a logic associated with the rationality game, emphasizing eco-efficiency, through risk assessment or product-centric approaches. Progressively, the company has moved towards a logic that is closer to the collaboration game. Indeed, Boozt has progressively entered many forms of multi-stakeholder initiatives that enable opportunities to create new standards, with its suppliers, customers but also its competitors. In 2022, the Care-For strategy aims at embracing the next game, the radical game. In fact, by integrating goals linked to "creating sustainability", Boozt acknowledges the need for new forms of value creation and new combinations of social, environmental, and financial benefits. In brief, one can observe that the current strategy fits partly in the rationality game, with goals such as reducing greenhouse gas, minimizing waste, and mitigating risks, partly in the collaboration game, with goals like empowering customers and engaging suppliers, and partly in the radical game, with goals such as involving communities or integrating sustainability (Figure 3).

4. Methods

This section aims to describe the methods followed to address our research question. Firstly, we will point out the research design and its purpose for our study. Thereafter, the process of data collection is explained which includes an overview of the sources, an explanation of the participants' selection, and the data collection process. Finally, the last section covers the data analysis process. That is the interview coding, the validity and reliability of the data analysis, as well as the limitations of the data collected and the methods used.

4.1. Research Design

4.1.1 Qualitative Methods

The selection of methodology intends to find the best-suited options for data collection, analysis, and interpretation (Creswell & Creswell, 2018). In this sense, to address our research question a qualitative research method was selected. According to Creswell and Creswell (2018) in a qualitative study, the researcher seeks to determine the meaning of a phenomenon from the participants' perspectives. Moreover, Creswell & Creswell (2018), Kvale (2007), and Marshall & Rossman (2011) highlight that particularly in qualitative research the aim of a research interview, which is a source of data collection, is to get insights from the participant's experiences, concerns, and ideas about their lived world in their own words. Moreover, a qualitative research study attempts to make sense of or interpret a phenomenon in terms of the meaning that people bring to them. Hence, this type of research study emphasizes the understanding of the social world through an examination of the interpretation of that world by its participants (Bryman & Bell, 2015; Flick, 2011). Therefore, we determined that a qualitative method was appropriate for our research study due to our intent to identify Boozt's directors' various logics and perspectives on the company's sustainability strategy.

4.1.2 Adaptive Approach in qualitative research

For the purpose of the qualitative content analysis (QCA) which is the analysis of the data collected in the interviews, an adaptive approach was used. According to Layder (2014), this type of approach supports the flexible and constructive use of data samples of individuals. Thus, QCA is neither linear nor rigid, conversely, the adaptive approach is a continuously unfolding

process instead of specific stages (Layder, 2014). In the words of Layder (2014), this kind of approach adapts to the possible changing circumstances of the project and to the emerging data or evidence that could appear about the concepts used to analyze and explain them. Furthermore, a characteristic of this type of approach is that at the beginning the analysis of the data is done by choosing orienting concepts that have proven value from established knowledge or research. Thus, these orienting concepts are the basis or foundation for the research study. Decisions on the aforementioned will be made as the study progresses based on anticipated research findings that will include determining the applicability and relevance of the orienting concepts while still outlining any potential limitations (Layder, 2014).

In the case of our qualitative research study, we used the data collected in the interviews and analyzed it based on the framework selected (i.e. Green Innovation Games) for a better understanding of the phenomenon. Hence, for the purpose of our research study and the QCA employed, we aim to test the implications of the framework within the data collected but also explore possible new conceptual directions as an adaptive response to emerging data.

4.1.3 Literature Review

For this research study, the literature review was threefold. Firstly, we looked into key course literature that was relevant to our research. This for instance includes the main framework of this study: the Green Innovation Game by Lampikoski et al. (2014), as well as the institutional logic. This literature conducted us to ensure that we are targeting a strategic challenge and therefore comply with the main learning outcomes of the degree project. Secondly, we proceeded with a backward and forward referencing of the course literature, to extend the horizons of theories and concepts used in this present research. Both backward and forwards referencing gave us new insights and critical points of view on the course concepts and theories introduced. This was key to ensuring we understand the role and limits of the theories and concepts we chose to highlight. Finally, we went on by reviewing other literature to deepen our understanding of our phenomenon. These include for instance literature on green transformational leadership to complete the managerial role for green innovation that Lampikoski et al. (2014) proposed in their paper.

In addition to the above three steps, we looked into public documents published by Boozt AB in order to frame our case study. These include mostly the sustainability reports available to this day (from 2017 to 2022), as well as other publicly available company information that we found relevant for the reader. As part of our setting section, we additionally included literature relevant to understanding the role of sustainability in the retail industry overall. These literature reviews were also key to framing and discussing the study at hand.

4.2 Data Collection

This section intends to explain the methodology used to collect the data and the procedure of the collection for the purpose of the research study at hand. Hence, there are descriptions of the data sources employed (i.e. in-depth interviews) to highlight the importance of those in qualitative studies. Then, the design of the interview guide will be explained, followed by the profile of the participant of our study and an explanation of how the interviews were conducted.

4.2.1 Data Sources

4.2.1.1. In-depth interviews

The data collection source chosen for the research method was the conduct of in-depth interviews. As Kvale (2007) suggests these interviews comprised semi-structured questions, often open-ended questions that are meant to elicit the participants' perspectives and opinions. In the case of the study at hand, an interview guide was developed to encompass semi-structured questions regarding our phenomenon, which is further described and explained in section 4.2.2.1. It is important to note that since there is a greater interest in the interviewee's point of view, follow-up questions emerged apart from the guide to follow up on the interviewee's replies and get relevant and important insights (Bryman & Bell, 2011). In that way, the purpose of this source of data was to get the knowledge that the interviewees have and what issues they find difficult to talk about. Hence, we aimed to get a better understanding of interviewees' experiences, feelings, views, and beliefs and hear what they have to say in their own words when approaching projects contributing to Boozt's sustainability strategy. In this sense, the qualitative interview research is designed to allow interviewees to talk openly and in that way provide a

singular access into their lives and their engagement towards sustainability within the company and their roles. Therefore, it was important to listen to the activities and experiences shared by the participants within the company for further exploration, discussion, and comprehend their interaction with our research study. By interviewing, we intended to collect data on the different meanings or logics of sustainability that the participants hold around our research question.

4.2.1.2. Participants of the interviews

Our research aims at collecting and analyzing different logics of sustainability within Boozt and thereby how it affects the execution of a sustainability strategy. In order to better understand what logic of sustainability is leading the execution of the sustainability strategy at Boozt, we decided to select employees who directly report to C-level executives. The primary role of a C-level executive is to set and communicate the strategy of a business to their subordinates, including sustainability strategies, both internally and externally (Galpin & Lee Wittington, 2012; Porter & Kramer, 2016; Radomska, 2014). Therefore, assessing the understanding of the strategy by their subordinates, as well as their own experiences enables us to limit biases in understanding the current business practices and the overall execution of the business strategy.

At Boozt, as of May 2023, there are seven C-level executives: Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Commercial Officer (CCO), Chief Purchasing Officer (CPO), Chief Technology Officer (CTO), Chief Supply Chain Officer (CSO), Chief Human Resources Officer (CHRO). As of May 2023, using Boozt's organizational chart, we have identified thirty-eight (38) employees who report directly to one of the C-level executives. Table 1 represents a recreation of Boozt's organizational chart as of May 2023, focusing solely on the C-level executives and their direct reports.

Table 1: Boozt organizational chart as of May 2023.

Chief Executive Officer (CEO)					
Chief Financial Officer (CFO)	**Chief Commercial Officer (CCO)**	**Chief Purchase Officer (CPO)**	**Chief Technology Officer (CTO)**	**Chief Supply Officer (CSO)**	**Chief Human Resources Officer (CHRO)**
Order Management Manager	Country & Category Director	Buying Director	Data Systems Director	Distribution Director	Payroll Manager
Head of Group Accounting	BMP Director	Group Strategic Buying Director	Innovation Lab Director	Environmental Health & Safety Manager	Human Resources Development Partner
Head or IR & Business Finance	Campaign & CRM Marketing Director	Supply Chain Director	Director of Engineering	Production Manager	Communication s Director
Group FP&A Manager	Media & Online Marketing Director	Merchandising Director	Data Intelligence Director	Logistic Process Engineer	HR Partner Platform
Sustainability Manager	Customer Service Director	Group Strategic Merchandising Director	Web Development Director	Production Manager	
	Shop & CX Director	Group Merchandising Director	Project Director	Production Leader Warehouse	
	Managing Director-Booztlet				
	CRM Director				
	Business Intelligence Manager				
	Director for Brand & Visual Communication s				
	Director for Marketing Operations				

(Source: Own Illustration based on Boozt Organizational Chart as of May 2023.)

For each C-level executive (excluding the CEO), we decided to interview one to two direct reports to give us a broader, yet equally distributed, overview of what sustainability means within the business, from both an operational and strategic level. The choice of the interviewees was made random to gain a more holistic and realistic perspective of past and current executions of the strategy. It also enabled us to collect a wide range of logic of sustainability and how it shapes the implementation of the sustainability strategy across departments. In total, we interviewed 10 employees with direct reports to C-Level executives.

It is important to note that we purposefully excluded two employees, including the Sustainability Manager and the Environmental Health & Safety Manager. As both employees work directly with sustainability from a strategic stance for the former and an operational stance for the latter, their logic of sustainability is therefore not representative of where the business stands as a whole.

4.2.2. Data Collection Procedures

The following section presents and describes how we implemented the data collection. This includes details about the design of the interview guide, the format of the interviews as well as the instructions given to the participants.

4.2.2.1. Design of the Interview Guide

To approach our research question through in-depth interviews, we decided to create an interview guide to set boundaries as highlighted by Creswell and Creswell (2018). The interview guide consists of four sections and seven questions, as well as ethical considerations, preliminary to the interview (Appendix 1). The format of the interviews was semi-structured. Therefore, in addition to the pre-set questions, every answer the interviewees provided were often followed by a set of follow-up questions to shed lights where needed. Most of the follow-up questions were primarily asked to clarify the previous statements in order to get a better grasp of the point the interviewees were trying to make. The ethical considerations cover the role of the researchers, including the scope of the thesis, the purpose of the data collection, and the use of the data collected. It also covered the confidentiality of the interviewees' responses. Ethical considerations were further detailed in a written format in the Information and Consent sheet we

provided to each director (Appendix 2). The document also covered the research goal, including the preliminary title of the study, the research question, and the desired outcomes of the research study.

Following the ethical considerations, the first section was meant as an ice-breaker, while the other three sections aligned with the framework used throughout this thesis (i.e. the green innovation game) investigating the dominant logic, the mental barriers as well as the desired outcomes (Lampikoski et al. 2014). The first section includes two questions whose main objective is to understand the role of the interviewees within the organization, as well as their own understanding of sustainability as a general concept. This section is considered an introductory part of the interview that helps us the interviewers in framing the interview while creating a more comfortable space for the interviewees to share their experiences. In the first question, we asked the interviewees to present their roles, responsibilities, and tenure within the company. In the second section, we asked each of the directors to describe what sustainability meant to them on both a professional and personal level (Appendix 1).

The second section is composed of two questions (Appendix 1). The main objective of this section is to assess the dominant logic of the green innovation game, introduced by Lampikoski et al. (2014). Here, we focused on investigating what concrete actions have been taken in the past, and how the interviewees connect them to sustainability. As the understanding of sustainability is rarely unanimous, different perspectives can lead to different ways of implementing a sustainability strategy across the business units. The two questions asked in this section were the following:

(1) If you look back on the projects you have led in the past months, how do those projects contribute to sustainability/your understanding of sustainability?

(2) Can you provide an example/anecdote of a sustainability initiative your team/department has implemented?

The third section included one question linked to the mental barriers to the green innovation game by Lampikoski et al. (2014). As each interviewee leads a different team, with different goals and resources, it is important for us to also understand the limitations and challenges the

interviewees experience and/or perceive in implementing the sustainability strategy. Hence the purpose of our fifth question was to assess the limitations of implementing sustainability, and whether they are portrayed by the interviewee as systemic or incremental. Such understanding of limitations and mental barriers is also key in shaping new forms of value creation as part of a sustainability strategy.

The fourth and final section counted two questions whose main purpose was to assess the desired outcomes when working with sustainability, both at an individual and organizational level (Appendix 6). As individual and organizational motives to change can be misaligned, we believed it was key to understand whether the interviewees felt like they had a role to play in implementing sustainability business-wide, or not. The last two questions were:

(1) Have you seen any tangible benefits from your sustainability efforts and projects? Could you please exemplify?

(2) How do you think Boozt should work with sustainability? What should be prioritized in the future, according to you?

The interviewees were also invited at the end to share any additional thoughts, reflections and concerns with the interviewers regarding sustainability as a broader concept, as well as within Boozt and its operations.

4.2.2.2. Details of Program and Materials

Interviews were conducted from April 6th to April 14th both online and in person at Boozt's headquarters, in Malmö, Sweden, depending on the preference and availability of the interviewees. In total four were conducted online and six were interviewed in person. Interviews lasted between 17:35 minutes and 38:49 minutes, averaging around 28 minutes. All interviews were recorded using our private phones. Then, the recordings were also archived in our university google drive to avoid any loss of data.

All participants were instructed to refer to their own experiences and knowledge. This is particularly crucial to ensure that participants were referring to their life world. Participants were also instructed about the ethical considerations of the research (Appendix 2). While most

participants agreed to be quoted using their full name and current position at Boozt (as of May 2023), we decided to anonymize everyone. Therefore, throughout the research study, the directors are referred to as Direction A to Director J. All interviewees were also told that the interview would be recorded and that the data collected and used in this present thesis would be shared with them before the publication of the thesis. This was key to making sure that we did not misinterpret their answers and their experiences.

4.3. Data Analysis

After the data collection, the data analysis is key in presenting and discussing the findings. To optimize the data analysis, we first describe, in the following section, the interview coding we built to systematically analyze the data collected, then the validity and reliability of the data collected, and finally the limitations of such data points.

4.3.1. Interview coding

Once the interviews were conducted, it was key to decode the answers given by the ten interviewees. Indeed, Creswell and Creswell (2018) present a step-by-step procedure that is central to the analysis and interpretation of the data collected through interviews. To decode the interviewees in a systematic manner, we created an interview coding that relies strongly on the green innovation games by Lampikoski et al. (2014). Hence this coding can be considered an expected coding, as it relies strongly on the literature presented. This hand coding is twofold. One part focuses on the first research question "What green innovation game are directors at Boozt predominantly engaging with?", while the other part helped structure the answer to our second question "How are Boozt directors' managerial roles aligning with the execution of the sustainability strategy?". Both parts of the hand-coding have been established in an Excel format and designed by ourselves.

Starting with the first question, the coding was meant to assess what game each director is predominantly and indirectly referring to in its answers. To do so, the first part of the coding assesses the answers provided in questions 2, 6, and 7, mainly what sustainability means to the directors and how they perceive its benefits and prioritization in the overall business strategy (Appendix 1). Once the data was organized, in this case, this means transcribing the interviews, it

made it easier to look at all the data collected and more specifically at the answer for each question and how they align with one or more of the green innovation games. Following Creswell & Creswell's (2018) steps of the data analysis process, the next step was coding. To do so, each answer was compared to a set of keywords established by Lampikoski et al. (2014), to categorize the answers of the directors within one or two games (Table 2). For instance, if a director referred to an understanding of sustainability that revolves around renewable energy, we would classify this practice as aligning with "resource efficiency", and therefore translating into the rationality game (Table 2). It is important to remember that the present study follows preset keywords to generate themes and optimize the results. Those themes and descriptions were key in interpreting the meaning of the data collected, as highlighted by Creswell & Creswell (2018).

Table 2: Green Innovation Games coding.

Based of Lampikoski et al. (2014) - Table 1	EVOLUTIONARY		REVOLUTIONARY	
	RATIONALITY GAME	**COLLABORATION GAME**	**RADICAL GAME**	**CLARITY GAME**
Keywords Dominant logic	Productivity improvement	Improving partner interaction	New value- cretion and business models - challenge current models and institutionalized assumptions	New meanings for corporate sustainability
	Better practices, processes, technologies	Scale up eco-efficiency through partnership - pooling resources	Seeking opportunities for Disruptive technologies	Potential to reshape a business
	Resource efficiency: waste, energy, water, CO2 emissions	Reshaping value exchange		Solving tough socio-ecological challenges beyond their business
Keywords Barriers	Lack of urgency - belief that changes could undermine ST profitability goals	Networking - playing with outsiders	Lack of funds	Lack of storytellers and visionaries
	Costs - greening only represents a cost - ST thinking	Trust	Lack of skills	Lack of endurance - understanding that sustainability is a journey rather than a destination
	Changing more than 1% of the business model	Lack of network skills	Lack of permission to try and fail	Uninspiring purpose and vision
		Control (fear to lose)	Inadequeate conditions for radical experimentation - resistance from partners	
Keywords Desired outcomes	Cost reductions	Co- operation with customers	New markets	Changing the rules of industry
	Green attributes in product portfolio	Co- operation with suppliers	New combinations of social, environmental and financial benefits	Instututionalizing sustainability
	Simple business practices and methods	Co- creating new standards	New Business models	First mover advantage
		Opportunities for collaboration		

Source: Own Elaboration, based on Lampikoski et al. (2014)

The second part of the coding was structured to address the second research question, relating to the translation of the director's sustainability logic into the execution of the corporate sustainability strategy. It is important to note that this stage of the coding was built on the answers that we collected from questions 3, 4, and 5 from the interview guide (Appendix 1). The aim of this coding was to assess and categorize the role (i.e. unlocker, connector, transformer) that the participant of the study at hand was holding, indeed, through the lens of Lampikoski et. al (2014). As in the previous coding, we assigned keywords related to the essential activities or

tasks and the focus of change that each managerial role holds based on the green innovation games' framework that is used in the study at hand (Table 3). In light of those descriptions related to each role, we interpreted the meaning of the data collected. For instance, when a director refers to their business units' activities as part of changing traditional ways of doing things, we would classify this as its intent of challenging the dominant logic of the company (Appendix 4). Then we would categorize it as playing an unlocker role (Table 3). Table 3 presents all the keywords that we used to translate what our interviewees said and categorize them within one or more of the three roles proposed by the GIG framework, based on their focus on change and essential tasks.

Table 3: Managerial Role coding.

Based of Lampikoski et al. (2014) - Table 2	**UNLOCKER**	**CONNECTOR**	**TRANSFORMER**
Keywords Focus of change	Challenge dominant cognitive model Institutional structures	Corporate strategy Operations	Dominant operational logic Organizational culture and values Financial and revenues Use of resources
Keywords Essential tasks	Challenge dominant knowledge Allow innovative experimentation Asks "What if?" to challenge its activities Promote organization unlearning Receptive to new influences, partnerships	Connect vision with strategy, culture, leadership, stakeholders Provide budget, measures outcome , and incentives to support GI Infuse environmental goals Link environmental goals with staff 's creativity Connect talent with partners, knowhow, skills, and resources. Combine the environmental and social mission with economic pursuits Tie the environmental agenda with a systemic view Ensure the environmental agenda remains viable Connect corporate sustainability with organization's operations through roadmap	Ensure organizations does not cause detriments to environment Infuse three managerial roles Redefine the purpose of business Promote the collective good of people and planet Balance/Equilibrium short term financial pressure with pursuit of long term green vision Enable resources, finance, managerial for experiments Change the operational logic: destructive use to regenerative use Shift from short-term, profit-driven agendas to long-term sustainable growth plans Consider rational and emotional aspects for decisions Ensure leaders mirror each decision with the companys core values, purpose and vision What the company stands more important of what is sells

Source: Own Elaboration, based on Lampikoski et al. (2014)

4.3.2. Validity and reliability

As part of a qualitative research study assessing the validity and reliability of the data collected and analyzed are fundamental. In order to define the qualitative validity of the data collected, three main strategies, defined by Creswell& Creswell (2018), were used: (1) member checking, (2) bias clarification, and (3) prolonged time in the field. As part of the first strategy for validity (i.e. member checking), each interviewee was sent the final findings before submission in order to both review their answers and determine their accuracy (Appendix 3). This was key to ensuring none of the data used in the text was wrongly interpreted, put in the right context, and thereby deemed valid. While no follow-up interview was conducted, private exchanges (written and/or oral) with each participant were established. The second strategy used to prove validity was a bias clarification. Indeed, as one of the researchers (Matthieu Thomas) was also an employee at Boozt during the entire time of the research, it is key to disclose that his own experiences and relationships with some of the participants could have impacted the validity of the data collected. To limit the impact of such a bias and create an honest narrative, as recommended by Creswell & Creswell (2018), we specifically highlighted that each participant should focus on their own experiences, lived world, and actions, rather than trying to answer what they think Matthieu would have wanted to hear. While some interviewees never had interactions with Matthieu in the past, others did and understood his role within Boozt's sustainability team. Therefore, asking for concrete examples helped us limit the biases around the relationship some interviewees may have with Matthieu. In the same spirit, the presence of the other researcher (Emily Angeles) in all interviews helped limit such as bias and improve the validity of the data collected. The data collected was also analyzed by both researchers interchangeably to limit biases. Finally, the third strategy used to assure the validity of our data is strongly linked to what has been mentioned in the above sentences. Indeed, as Matthieu has been working for Boozt for two years and was working within the company during the entire research process, this helped us in spending a prolonged amount of time in the field. Being within the company and interacting with the interviewees on different occasions has helped us gain insights into the credibility of the data they provided during the interviews. It also helped in building a quick and trustworthy relationship in the interview that led to a more sincere data collection, thereby improving its validity.

On another note, to assess the reliability of the data collected, three reliability procedures were enforced: (1) coding alignment, (2) frequent coding communication, and (3) cross-checked coding. The first procedure, as described by Creswell & Creswell (2018) is crucial to ensure there is no drift in the definition of the codes. The codes were developed together, based strongly on the main framework of this research (i.e. the green innovation games). For each coding, we defined them as specifically as we could to leave no room for interpretation and maximize the reliability of the data during its analysis. The second procedure relied solely on communication between the two researchers. As the coding was equally split, it was fundamental to make sure both researchers always communicated doubts and concerns to organize and analyze the data collected in a consistent manner. Finally, the last procedure used to prove the reliability of the data gathered was cross-checking. Once, the data collected was arranged within the coding, the other researchers cross-checked the analysis. When needed discussions were being conducted between the researchers to agree on the most consistent classification.

4.3.3. Limitations of the data collected

As with any other qualitative research using interviews as the main type of data collection, some limits naturally arise. Indeed, Creswell & Creswell (2018) identify three main limitations to this type of data collection: (1) the researcher's presence may lead to biased responses, (2) the data collected is indirectly filtered by the views of the interviewees and (3) not all people are equally perceptive and articulate.

In regards to the first limitation of this research, it is important to emphasize once more that one of the researchers (Matthieu) was during the entire time of the research also an employee at Boozt. While we paid close attention to not leading the interviewees on any path, the presence of Matthieu in each interview could have had an impact on the answers provided by the interviewees. As this remains out of our control, this is a limitation of the methods chosen one needs to acknowledge. In addition to this, Matthieu being part of the sustainability team has specific views and opinions on sustainability that can lead to biases when collecting the data. As the interviews were conducted in pairs, such biases were minimized. However, this can of course not be completely erased.

The second limitation of this study is inevitably linked to the method chosen for data collection (i.e. in-depth interviews). As with any other research using such a method, the researchers cannot control what the interviewees will decide to disclose or to keep for themselves. As the data collected is only based on what the interviewees decide to share, some other findings may have been indirectly filtered out by the interviewees themselves, thereby limiting the data collection and its overall quality.

Lastly, a third limitation observed due to the method chosen is the different levels of perception of articulation of interviewees. While all interviewees were directors with similar academic backgrounds (tertiary education), nationality (mostly Danish and Swedish), and age (between 30-50 years old), among other factors, their abilities to observe and articulate thought may remain diverse. However, a more articulate thought may yield different findings, with a higher degree of complexity. In this research, thoughts articulations may have been influenced by the level of comfort in speaking English or the level of confidence in talking about sustainability.

5. Findings

In this section the aim is to present the analysis of the data collected through the interviews with ten directors at Boozt. It is important to note that these findings aim to address our main research question: How are Boozt directors' logics of sustainability reflected in the execution of the sustainability strategy? Moreover, the findings are framed taking into consideration the two sub-research-questions that were formulated to support the research study at hand.

5.1. Sub-Research-Question 1: What logics of sustainability are directors at Boozt engaging with?

To address our main research question: "How are Boozt directors' logics of sustainability reflected in the execution of the sustainability strategy?", the following section addresses the first sub-research question. The section is divided into three parts. The first part presents the multiple logics of sustainability the directors present. The second part investigates the perceptions of the sustainability tangibles benefits. Finally, the last part looks at how directors believe sustainability should be prioritized within Boozt. It is key to reiterate that this study looks at the logic of sustainability through the green innovation games by Lampikoski et al. (2014) and that none of the participants was familiar with the four green innovation games. It is also important to have in mind that directors may have had answers that fit within different green innovation games and/or different managerial roles. This means that the total number of answers per question is not necessarily equal to 10 (total number of participants). The total number of answers is always indicated in the figures' description.

5.1.1. Directors' logics of sustainability

The first section of the finding relates back to question two from the interview guide: "Can you describe what sustainability means to you?". Answers from the participants to this question frame their logic of sustainability, through the lens of the green innovation game, to later compare it to the execution of the strategy, in section 5.2. As the main research question of this study focuses on both the various logics of sustainability and how they translate in the strategy execution, it is key to first present what each director understands about sustainability. Figure 4 summarizes how the directors have defined sustainability based on the framework of the green

innovation games. The understanding of sustainability as a general concept is predominantly linked to eco-efficiency and the rationality game presented by Lampikoski et al. (2014). In fact, more than half of the answers provided referred to the rationality game (Figure 5).

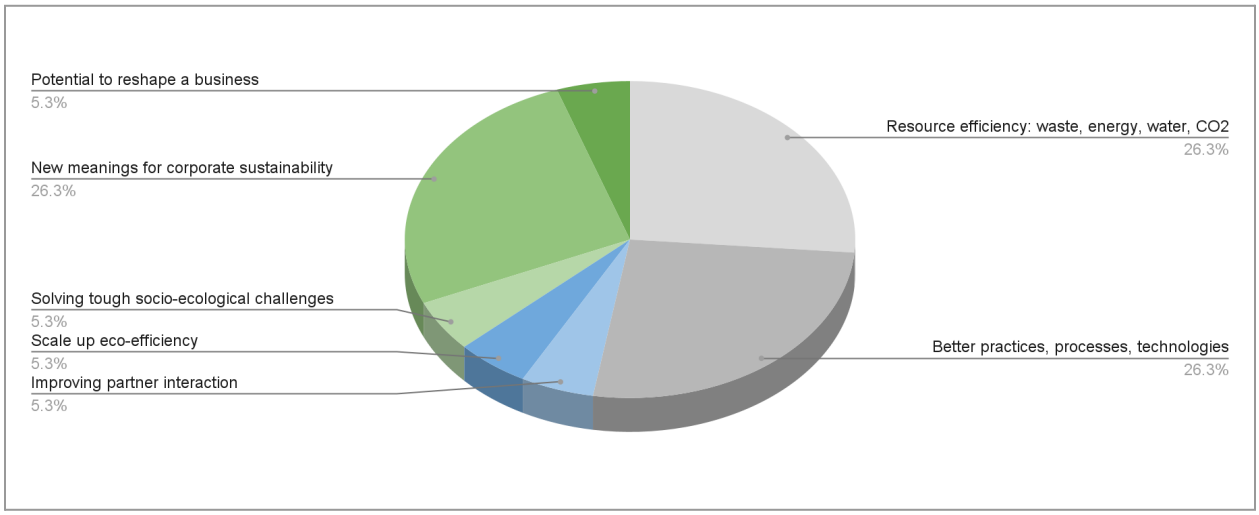

Figure 4: Answers to question 2 based on the keyword of the dominant logic of the Green Innovation Game Coding (N=19) (Source: Own Illustration)

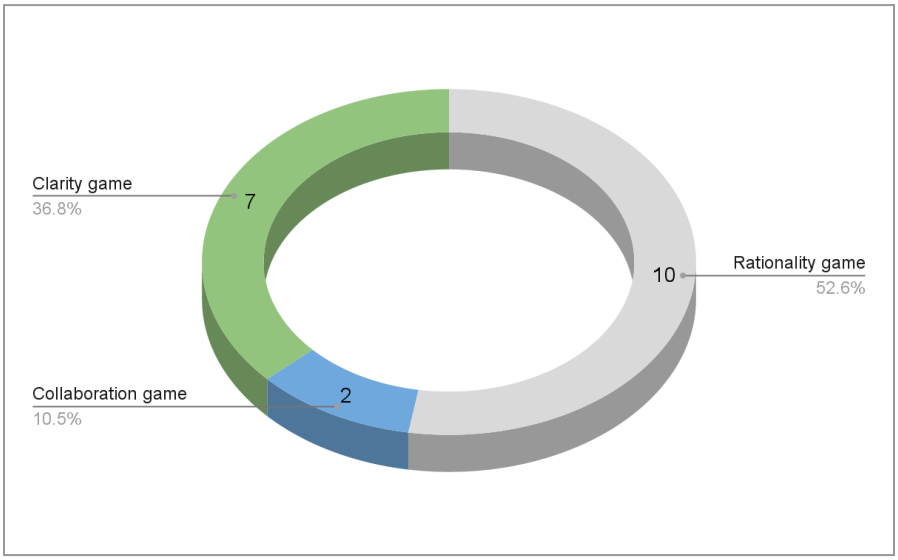

Figure 5: Answers to question 2 categorized in the four Green Innovation Games (N=19) (Source: Own Illustration)

As a very broad concept used in various contexts, sustainability can often be difficult to define for the general public. In this research, the most recurrent definition of sustainability falls into "Resource efficiency: waste, energy, water, CO2 emission", a keyword linked to the rationality game. Indeed, half of the participants (five out of ten, Director D, E, F, G, and J) define sustainability as a resource efficiency challenge. For instance, Director J says "When I think of sustainability, I always try to think of efficiency because I think one of the biggest things that we in my role can do for sustainability is to try and create as efficient setups as possible, so we have fewer trucks on the road, less of the footprint in terms of the materials that are being used in that entire process." In the same spirit, Director F mentions "Sustainability is a great tool to also get financial benefits because you can save a lot of resources". This shows that for half of the directors at Boozt sustainability's primary goal is to optimize the processes in place to reduce both environmental impact and cost. Such definitions are closer to eco-modernist approaches to sustainability, as they align with the role of technology in protecting nature and human wellbeing, particularly through practices like eco-efficiency.

Equally mentioned, with half of the participants referring to it (Director B, C, E, H, and I), is "Better practices, processes, technologies", which also is a keyword belonging to the rationality game. This also ties closely to eco-modernist approaches to sustainability. However, when referring to better practices, all five directors refer to individual choices, rather than organizational choices. This means that, unlike eco-modernist narratives, those directors understand the individual role they must play in ensuring a more sustainable world. Director H mentions "Sustainability for me is an individual choice, there's no right and wrong. It can be everything from animal welfare to labor. It can also be how you choose to live your life in general. It doesn't need to be 360.". Similarly, Director I describes sustainability as "to be aware of what can I, as an individual, do to take care of the planet?". Director E also mentions some personal changes they are making in their day to day life that contributes to their logic of sustainability. They mentioned, "I'm trying to buy stuff that lasts as long as possible instead of just buying one-time usages; doing repairs of things that I see my friends, family, that they're just throwing it away; think about when we buy food, for example, considering if it's organic or if it's being transported from around the world and going more for local choices". While these answers emphasize better practices on an individual level, such finding is key especially in understanding

if this is also translated into the directors' tasks and projects, or in other words how they execute the sustainability strategy of the company.

Additionally, it is important to note that most directors do not define sustainability as being one thing only. In fact, most directors seem to understand the complexity of sustainability. Some directors refer to sustainability as something more holistic than resource efficiency and better practices, often referring to attributes linked to the clarity game, the most transformative and ambitious game. In fact, five of them (Directors A, B, C, G, and H), see it more as a way to create "new meanings for corporate sustainability", a keyword associated with the clarity game. Director A says "My first impression would of course be, that it is all about securing that we will live in a world that is also here tomorrow for future generations". Such a definition of sustainability aligns much more with the original definition of sustainability given by the Brundtland Report in 1987, rather than an eco-modernist approach to sustainability. Furthermore, Director H, highlights that "sustainability shouldn't be a choice when you create something, you should have it as a very important part of your manifesto or USP.". This further demonstrates how some directors at Boozt see the need to challenge and reshape traditional meanings of corporate sustainability, as described in the clarity game.

5.1.2. Perceptions of sustainability's tangible benefits

Tangibles benefits are key to driving successful strategies, yet they may be hard to perceive, especially in sustainability when the links between input and output may not be as direct and/or obvious as expected. In the sixth question of the interview, the goal was to assess the directors' logic of sustainability through the lens of the four green innovation games, by investigating the perceived tangible benefits and outcomes of sustainability-related projects they have led in the past. Interestingly, the perceived tangible benefits of sustainability within Boozt directors' participants are very diverse. As shown in Figure 6, a wide range of desired outcomes, based on the green innovation games, have been referred to in the answers to question six. Two keywords seem to lead: "cooperation with suppliers" and "cooperation with customers", covering almost half (40%) of the answers provided by directors in that question.

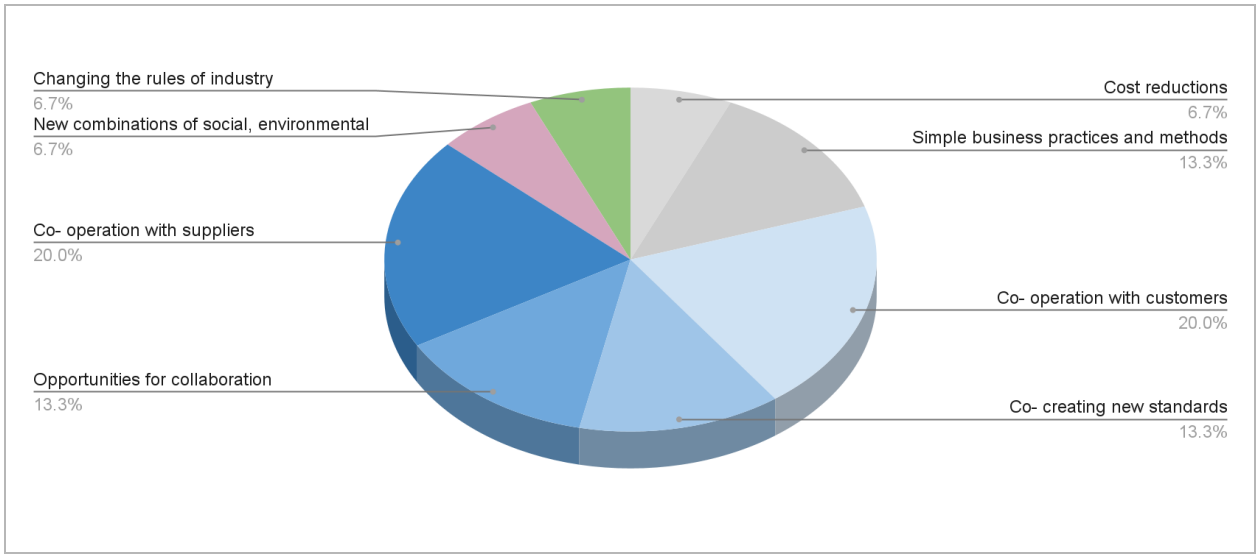

Figure 6: Answers to question 6 based on the keyword of the desired outcomes of the Green Innovation Game Coding (N=15) (Source: Own Illustration).

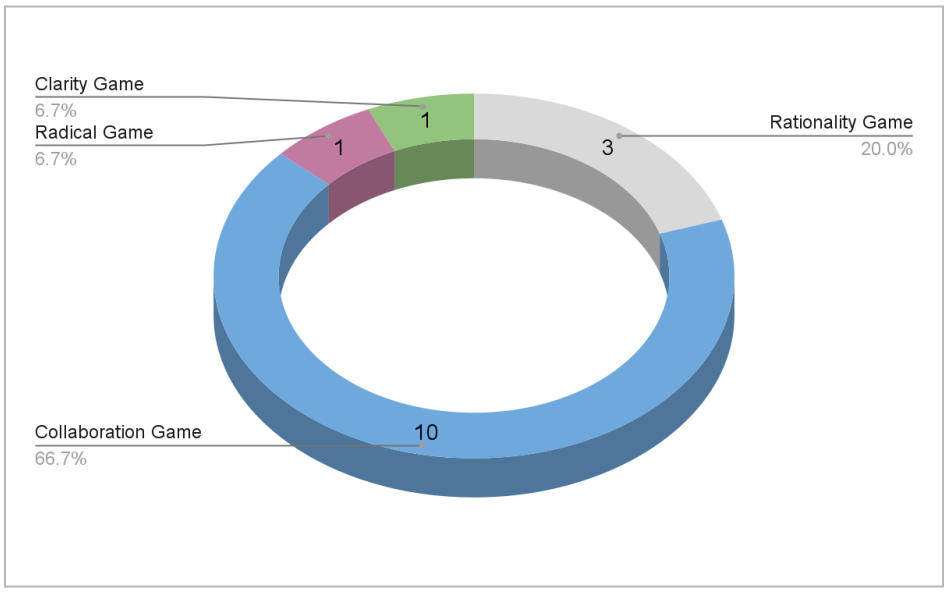

Figure 7: Answers to question 6 categorized in the four Green Innovation Games (N=15) (Source: Own Illustration).

From a more general perspective, looking back at the four green innovation games, the answers to this question are predominantly linked to the collaboration game. Indeed, as portrayed in Figure 7, two third (66.7%) of the answers given by directors refer to keywords associated with the desired outcomes of the collaboration game. As shown in Figure 6, the keywords associated

with the collaboration game are “cooperation with suppliers”, “cooperation with customers”, “opportunities for collaboration”, and “co-creating new standards”.

First, when it comes to collaborating with suppliers, whether that is brand partners or suppliers, Directors F, H, and J refer to different tangible benefits they have observed. As responsible for brand partnerships, Director H states “We always assess: where are we? Where can we onboard more?”. Director H further explains how they can perceive tangible benefits from sustainability-related initiatives, by taking the example of “clean beauty”, referring to cosmetics products with less to no harmful ingredients to the people, the animals, and/or the environment. Director H mentions “I think that for me, it is where we can make a difference, we can make some choices of onboarding partners that have a stronger sustainable partnership or focus”. This shows that tangible benefits can be scaled up for Boozt by cooperating with brand partners. Similarly, Director J highlights the role of collaboration with another type of supplier: distributors. Director J emphasizes how their team has “pushed a lot of the distributors to give us metal cages [..., so] we don't need to use these tall [cardboard] containers”, which has resulted, according to them, in “great success, because that was again another one of these completely unnecessary stresses on the environment.”. Of course, as Director J also highlights, such changes require tight collaborations with distributors as “there is a restriction on those because they cost money, so not all distributors have invested in having enough of them”. Director F also explains how collaboration with distributors is key in gathering more data on for instance Co2 emissions linked to transportation and delivery of goods. Director F mentioned, “We’ve done a lot of work with the distributors trying to push them to be more sustainable and to give us more data around [...] how much CO2 [emissions] are associated with your transportation [methods]?”. All three directors highlight the importance of collaboration with suppliers to achieve greater results in terms of sustainability.

Secondly, looking at other perceived benefits, Director B, F and I mentioned examples falling within the keyword of “cooperation with customers”, also belonging to the collaboration game. This means that according to their logic of sustainability, the benefits linked to sustainability are mostly related to interactions with customers. Director B states “We can't educate the customers enough”. According to Director B, tangible benefits from sustainability are achievable through

communication that aims at educating the customers, or even guiding the customers towards more sustainable purchasing practices, by for example having “small sections [in email newsletter] to say this brand is sustainable or we have this [sustainability] category, or if you're interested you can read more here”. Director I also believes that educating the customer is key in optimizing the tangible benefits of sustainability for corporations like Boozt. They mention that “There’s so much talk about sustainability and that's good, but there's also a lot of talk that people don't understand.”. Director F also highlights the role of the icons present on-site on products (e.g. Made With Care) to educate and guide the customers, as well as the role of backend activities in offering customers solutions tailored to their values. Those examples underscore the importance of collaborating with customers to achieve even greater tangible benefits linked to sustainability.

Interestingly, this differs strongly from the logic of sustainability described by directors in the section above that referred predominantly to attributes from the rationality game (i.e. section 5.1.1.). Inevitably, desired outcomes associated with the rationality game are also included in the answers of some directors but to a lower extent, only 20% (Figure 7). Director A and Director D provide answers that belong to the rationality game, as they refer to “simple business practices and methods”. Director A refers to the solar panels on Boozt Fulfillment Center (BFC) as a way to “generate a lot of green energy and [...] trying to optimize our operation in a more sustainable way”. It is also good to note that most directors have also referred during their interviews to those solar panels, showing how central investment in renewable energy seems to be in Boozt’s sustainability strategy and how such communication shapes the directors’ logic of sustainability. Director D also mentions some “simple business practices and methods” as tangible and desired outcomes of sustainability. In fact, one tangible benefit of a sustainability-related project that Director D implemented was the increase in the efficiency of workers and the associated reduction in packing material used. Such a desired outcome shows the result of an evolutionary type of innovation that is linked to playing the rationality game. Similarly, Director G refers to “cost reduction” as one of the desired outcomes for sustainability by indicating “A lot of what I have been working on is improving certain costs, contracts, etc.”. As Director G also explained beforehand, most of their responsibilities are linked to the financial sustainability of the business, particularly in generating cash flows for the company. Therefore, for Director G, it is key that

corporate sustainability strategies help “find that balance of how much [to] invest before [trying] to become environmentally sustainable [without risking to lose] financial sustainability”.

Overall, it is clear that for most directors at Boozt (8 out of 10; Directors A, B, C, E, F, H, I, and J), collaboration is key in seeing tangible benefits when executing projects helping to move towards the goals set by the sustainability strategy.

5.1.3. Prioritization of sustainability

Finally, as a third way to assess the multiple logics of sustainability at Boozt, directors were asked to reflect on the role of sustainability in the present and the place it should take in the future. This includes to what extent sustainability is currently prioritized within Boozt, how it should be prioritized in the near future and the role sustainability plays in shaping the future of the retail and fashion industry, in which Boozt operates. The objective of this question was to analyze Boozt’s directors’ ambitions with sustainability, on both an individual and organizational level. As drivers and executors of the strategies, directors play a key role in shaping the future of the organization. Therefore, understanding what logic of sustainability they prioritize can indicate to what extent the sustainability strategy can be followed or even fulfilled. While the answers to this question are very much different from one director to another, as shown in Figure 8, we can observe that all games are referred to, except the rationality game (Figure 9). Predominantly, when looking at what each director sees as a priority for Boozt in terms of sustainability, two keywords seem to take the lead: “opportunities for collaboration” and “new business models”.

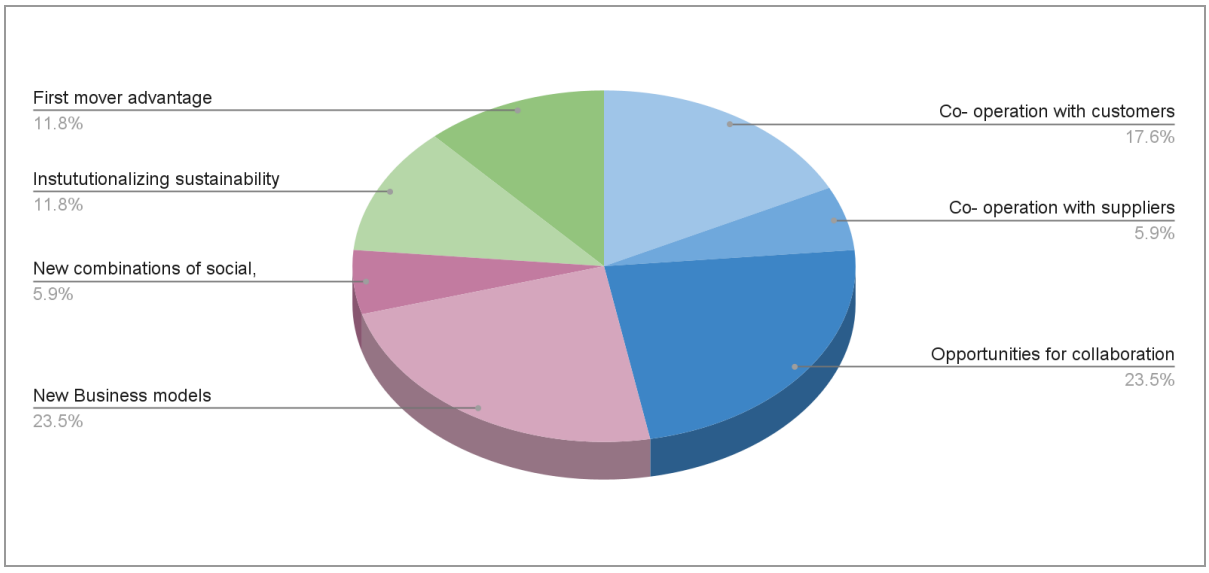

Figure 8: Answers to question 7 based on the keyword of the desired outcomes of the Green Innovation Game Coding (N=17) (Source: Own Illustration).

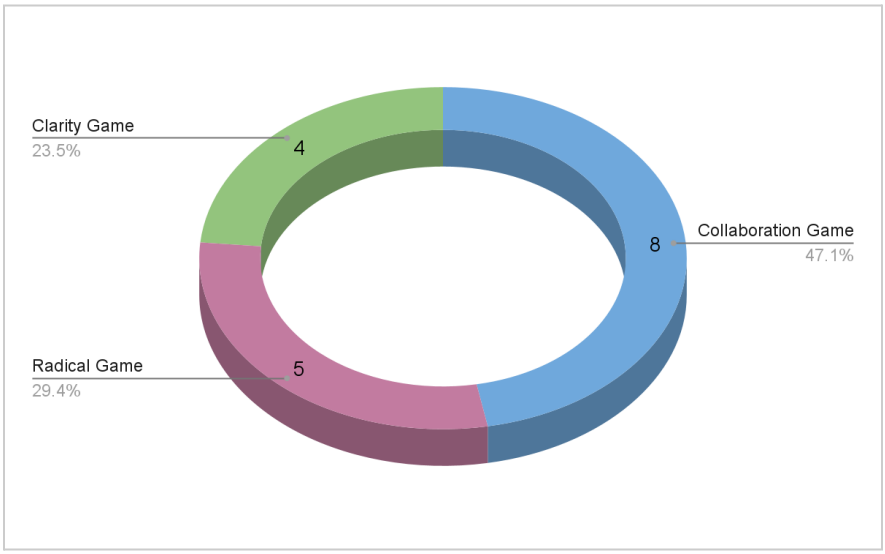

Figure 9: Answers to question 7 categorized in the four Green Innovation Games (N=17) (Source: Own Illustration)

Firstly, half of the directors (i.e. Directors A, D, E, F, and I) believe that "opportunities for collaborations" should be prioritized to enable sustainability at the group level. This keyword belongs to the collaboration game. As shown in Figure 9, almost half (47.1%) of the directors believe that outcomes linked to the collaboration game should be prioritized. In addition to desired outcomes such as "opportunities for collaboration", the collaboration game also refers to other desired outcomes, including "cooperation with suppliers" and "cooperation with

customers". As these remain less communicated, the analysis will focus solely on "opportunities for collaborations". Director A refers to opportunities for collaboration with brand partners "to create more loyalty towards customers, but also to investors". According to Director A, "investors are looking a lot into sustainability aspects", meaning that the opportunities for collaboration should be considered in order to keep attracting new investors. Likewise, for Director E, the retail and fashion industry is the industry that is or will be the most impacted by sustainability, hence the need to take on more opportunities for collaboration to create new synergies between customers and suppliers. In fact, Director E mentions that "[Boozt] can push the suppliers and their production facilities to help them in making better, more sustainable products" and at the same time "help customers focus more on [sustainability so that eventually customers] can leverage the suppliers to be more focused on it". Director E also acknowledges that Boozt plays a role in facilitating this synergy between brand partners and customers by saying: "I think that we have a role to play towards both [...] and make the connection between the two of them". Likewise, Director I believes that communication around sustainability, internally and externally both at a B2B and B2C level, should be increased. Directors emphasize Boozt's role in "breaking down" or "translating the buzzwords of sustainability" to the customers and the suppliers. In general, these comments point to a belief to push for a logic of sustainability around collaboration with a wide range of stakeholders, from investors to customers, employees, and brand partners.

Secondly, another quarter of respondents included the role of a "new business model" in order to shape and prioritize sustainability in the future (Figure 8). This keyword refers to the radical game, which almost a third of the participants (i.e. Directors A, B, C, and G) saw as the future path to take. Director B emphasizes the importance of redesigning business models and value creation internally. Director B believes that educating each team about sustainability matters is key for the future of the enterprise. In fact, Director B goes further by stating "Each team [should] also maybe have different targets and goals [...] it's really important that each team knows what they can do to contribute". Director C also sees the importance of reshaping business models internally by "making sure that [Boozt] has a kind of culture that is more sustainable by focusing on well-being and development". For Director C, it is also key to be a "role model" in order to remain an attractive business, both to attract and retain talent. On

another note, Director G mentioned a new type of business model in which transparency is core and thereby empowers the consumers to make better-informed decisions. Director G says " I don't like to control people in a way, [...] or the idea of someone controlling us too much as a community of people, so what I would like, is to give more power to the consumer, more and more information, so the consumer can take an active choice.". With those examples, directors show that it is important for them to create new business models that empower stakeholders, specifically employees, and customers, to help them make better decisions.

Another finding remains worth noting. Directors F, H, and J refer to attributes from the clarity game, particularly to the "first mover advantage" that sustainability can provide or the need to "institutionalize sustainability". Such type of answers refers to a revolutionary systemic type of green innovation needed, that is not mentioned much when looking at the tangible benefits of sustainability (Section 5.1.2.). It is relevant to note that those visions to challenge the meaning of corporate sustainability, and aim for new ones, are indicated by both directors with very long tenure, being at Boozt for more than ten years (i.e. Director F and H), but also by directors with much shorter tenure, being at Boozt for just a year (i.e. Director A and J). According to Director A "Sustainability is not something that you can add to your business, it should be at the very core of your business operation". This clearly shows that for Direct A sustainability should be institutionalized. It cannot be, for instance, an add-on for efficiency purposes, as portrayed in the rationality game. Likewise, Director F believes that sustainability should be institutionalized by penalizing non-compliant stakeholders. Director F says "You go for the money. So it's the penalties, if [stakeholders] don't follow the different regulations, you penalize". While Directors A and F have different ideas on how to institutionalize sustainability, they both highlight that sustainability requires consistency in business practices and strategies. Finally, Director H believes that Boozt should prioritize "to be a part of the conversation and of course, front runners where we can". Such a statement focuses on leading the industry when it comes to sustainability and benefiting from first mover advantage. Hence, for some Directors Boozt should prioritize engaging with the clarity game to create a new meaning of corporate sustainability to institutionalize sustainability and benefit from first mover advantage, among other benefits.

5.1.4. Conclusion RQ1

To conclude, the first section of the results covered the different logics of sustainability with which directors at Boozt engage with. At first, when analyzing their logic of sustainability as a whole, section 5.1.1 showed that directors mostly engaged in the logic that either was the least ambitious (i.e. rationality game) or the most ambitious (i.e. clarity game). This shows that, on a personal level, directors at Boozt do not seem to be aware of and/or engage with the nuances of sustainability. However, when investigating the perceived benefits and the prioritization of sustainability (i.e. sections 5.1.2. And 5.1.3.), most directors cited answers belonging to the collaboration game. Thereby, this tells us that from an organizational perspective, directors at Boozt seem to engage with a logic that belongs to the collaboration game, aligning with the aim of the current sustainability strategy (Section 3.3.).

5.2. Sub-Research-Question 2: How do directors' logics of sustainability translate into their execution of the sustainability strategy?

In light of our central research question: "How are Boozt directors' logics of sustainability reflected in the execution of the sustainability strategy?", this section aims to address the second sub-research question in three parts. The first subsection presents how directors execute the sustainability strategy according to their logic. Thereafter, the second subsection covers the mental and organizational barriers experienced by directors and how it affects the implementation of sustainability within the projects they lead. Finally, an assessment of the managerial roles of each director is displayed. Like section 5.1., the analysis is completed through the lens of the green innovation games from Lampikoski et al. (2014).

5.2.1 Execution of sustainability according to the director's logic

The following section of the findings is based on the answers provided by each director during question three and four (Appendix 1). As none of the directors directly and/or explicitly work with sustainability, question three helped us grasp how each logic of sustainability may translate into concrete actions and projects they may have led or contributed toward. In other words, question three's main purpose was to identify whether actions and logic would align or whether they would differ. As question four is more of a follow-up question, asking for more specific anecdotes or examples, the purpose was similar.

The first finding relates to whether directors understand if they contribute to the execution of the sustainability strategy. As observed in Figure 10, six out of our ten interviewees (i.e. Directors A, C, E, F, G, and J) linked some of their projects with sustainability. For instance, Director G said, "I primarily work with it in terms of investors". Moreover, Director J underlined "Though sustainability is not one of my KPIs as such, it is something that we always try to ask the providers for". Thus, this shows that these directors, through some of their projects, understand how they can contribute to the company's sustainability strategy. However, the four other participants (i.e. Director B, H, and I) addressed the question by saying they did not find a

connection between their roles, activities, projects, and sustainability. For instance, Director I asserted “It 's not a focus area in the position I am in right now”. Likewise, Director H expressed "I haven't really worked that close to sustainability in my position”. These findings are key to justifying, from a broad perspective, how directors may or may not translate their logic of sustainability to the execution of the sustainability strategy.

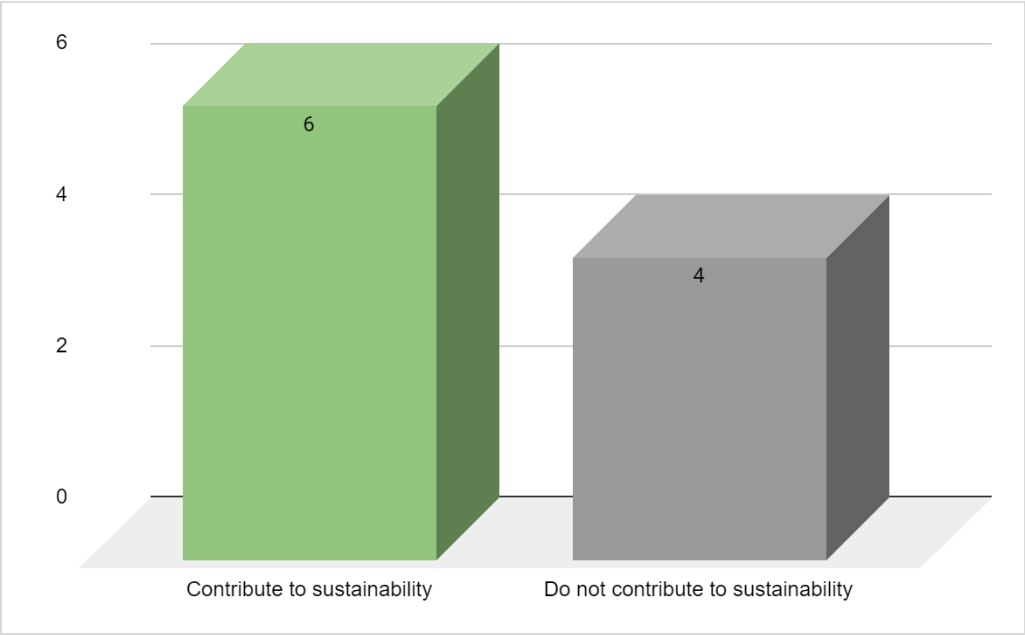

Figure 10: Directors’ own perception towards their contribution to sustainability at Boozt. (N=10) (Source: Own Illustration)

Regarding how directors contribute to the execution of Boozt’s sustainability strategy (i.e. answers to question three), the first finding we can draw from this question is that 8 out of 10 participants refer to activities that fall within the rationality game (Figure 11). In most cases, these refer to “Better practices, processes, technologies” or “Resource efficiency: waste, energy, water, CO2 emissions”, both keywords for the rationality game, adding up to two-thirds (63%) of the answers (Figure 11 and 12). Directors B, D, E, F, G, H, I, and J all hint at projects aiming for “Better practices, processes, technologies”. For instance, Director D mentioned how they work with distributors to make sure all trucks leaving the Boozt Fulfillment Center (BFC) are actually full, to both reduce the environmental footprint linked to logistics, while also increasing resource efficiency. Director E presents further how Boozt is collecting data to optimize “anything from distribution, logistics warehouse, or being used for buying”. These practices align with the

understanding of sustainability Directors have, as described in the section above (Section 5.1.). In fact, the number of directors with a logic that aligns with the rationality game is similar in question 2 (i.e. nine out of ten) and question three (i.e. eight out of ten). This means that, at first glance, there is an alignment between the sustainability logic that directors hold and its translation to the execution of the strategy. The sole exception here is Director C, who described sustainability through a logic close to the rationality game by emphasizing "Better practices, processes, technologies". However, when referring back to sustainability-related projects they participated in, Director C had an answer aligning with the radical game, and more specifically "New value-creation and business models". With the exception of Director C being an outlier, the results show that the directors' logic of sustainability also translates into their projects and overall execution of the sustainability strategy. It also shows that predominantly the green innovation game that directors are most often engaged with is the rationality game.

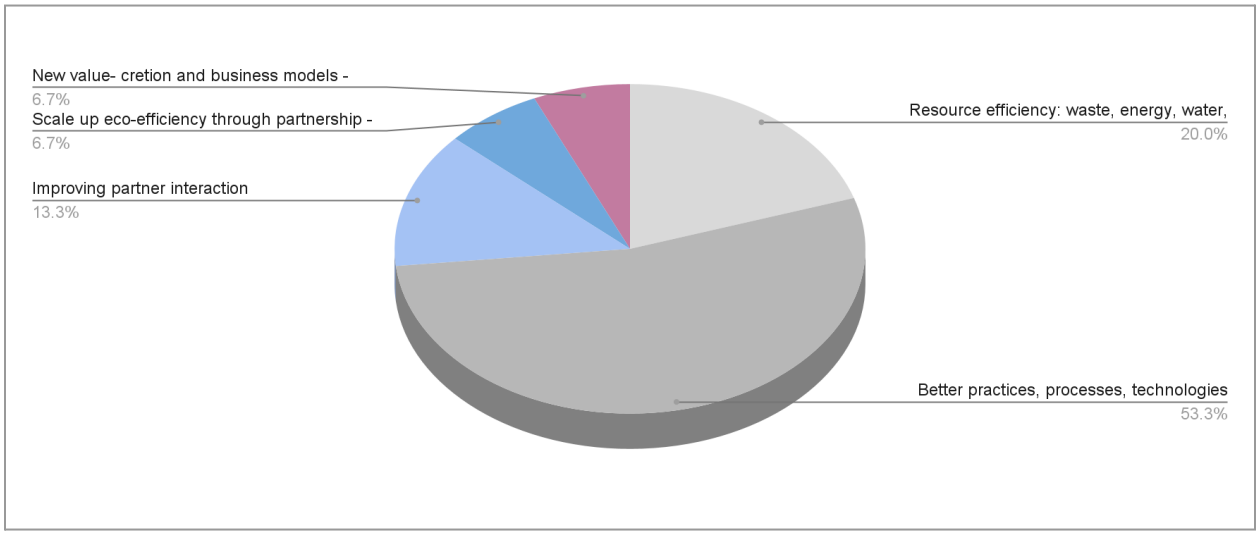

Figure 11: Answers to question 3 based on the keyword of the dominant logic of the Green Innovation Game Coding (N=15) (Source: Own Illustration).

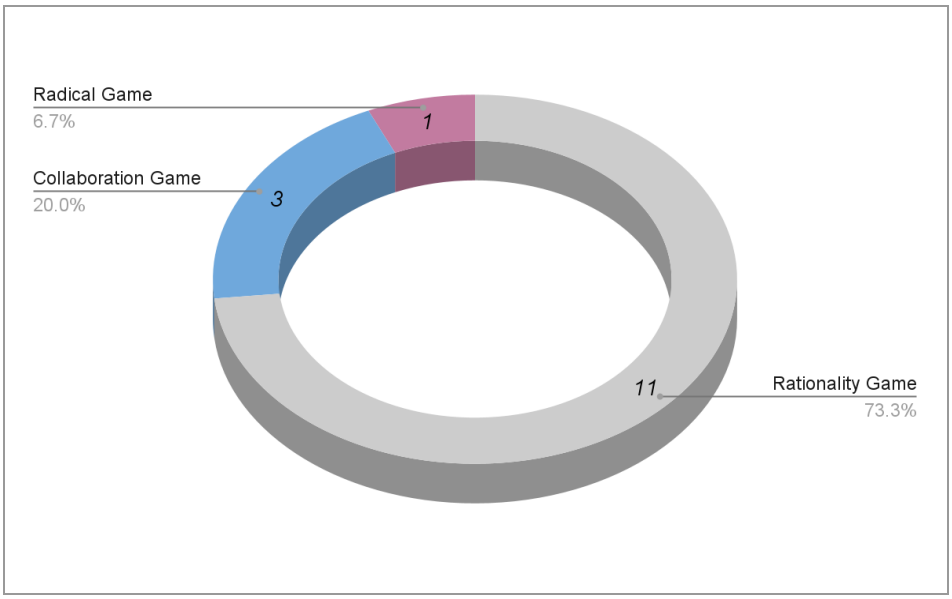

Figure 12: Answers to question 3 categorized in the four Green Innovation Games (N=15) (Source: Own Illustration).

A second finding is in regard to question four, which asked directors for specific projects, anecdotes, or examples of sustainability-related projects they have contributed to. In most cases, directors chose an example that belongs to a practice that is linked to the next game. This means that for instance, someone who would have described an answer for question three that would fit in the rationality game, would then actually cite a project they have led, in question four, which falls more into a collaboration game. This is the case for Director B (rationality to radical), C (radical to clarity), D, E, H, and I (rationality to collaboration). This shows that when providing more details about their projects and/or reflecting more on their actions, directors went beyond their logics of sustainability, which may have originally influenced the answer to question three. In fact in this question, only three directors (i.e. Directors F, G, and J) provided an answer that fits in the rationality game. Besides, half of the directors (i.e. Directors A, D, E, H, and I) provided an answer that falls into the collaboration game, referring back to projects they have led that either improved partner interaction or reshaped value exchange (i.e. collaboration game).

Furthermore, in question two (i.e. sustainability's logic by the director), five directors described sustainability by relating their answers to aspects linked to the "new meaning of corporate sustainability" which belongs to the clarity game. However, when it comes to the execution of

the sustainability strategy, none of the directors referred back to the clarity game. On the whole, answers to question four seem to show that when thinking specifically about a project, directors seem to have actually contributed in a different way to sustainability, than what they originally thought or described in question three. While the answers to questions two and three mostly align, as explained in the paragraph above, the answers to questions two and four diverge. This finding thereby contradicts the previous one, as in this case the logic of sustainability does not translate into the directors' execution of the sustainability strategy. This shows that sustainability as a concept can be misunderstood, as directors do not seem to identify their projects that belong to the collaboration game as sustainability-related projects. As shown in section 5.1.1, directors at Boozt seem to have a polarized view of what sustainability means, by either referring to activities belonging to the least ambitious game (i.e. the rationality game) or the most ambitious one (i.e. the clarity game), which could explain the divergence and contradiction in the findings.

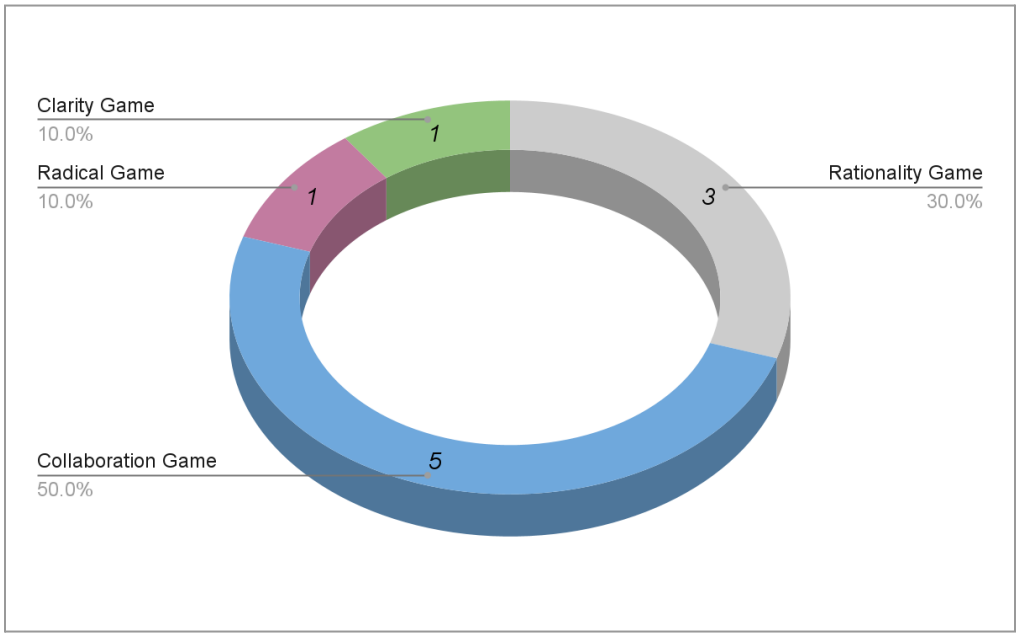

Figure 13: Answers to question 4 categorized in the four Green Innovation Games (N=10) (Source: Own Illustration).

5.2.2. Organizational and mental barriers

To further understand why directors engage with certain games and thereby may or may not translate their logics of sustainability into the execution of the sustainability strategy, the green innovation framework investigates the organizational and mental barriers. In contrast to the four

previous sections in the findings, the barriers referred to games directors believe they cannot engage with. Indeed, the organizational and mental barriers are what stops them from going further in the execution of the sustainability strategy (Appendix 5). Question five of the interview guide (Appendix 1) has the main objective to assess the organizational and mental barriers perceived by directors at Boozt that refrain them from implementing sustainability-related initiatives and thereby contributing to the sustainability strategy. Figure 15 shows clearly that in most cases the barriers mentioned by directors refrain them from engaging with the radical and the clarity game. This further explains the findings in section 5.2.1.

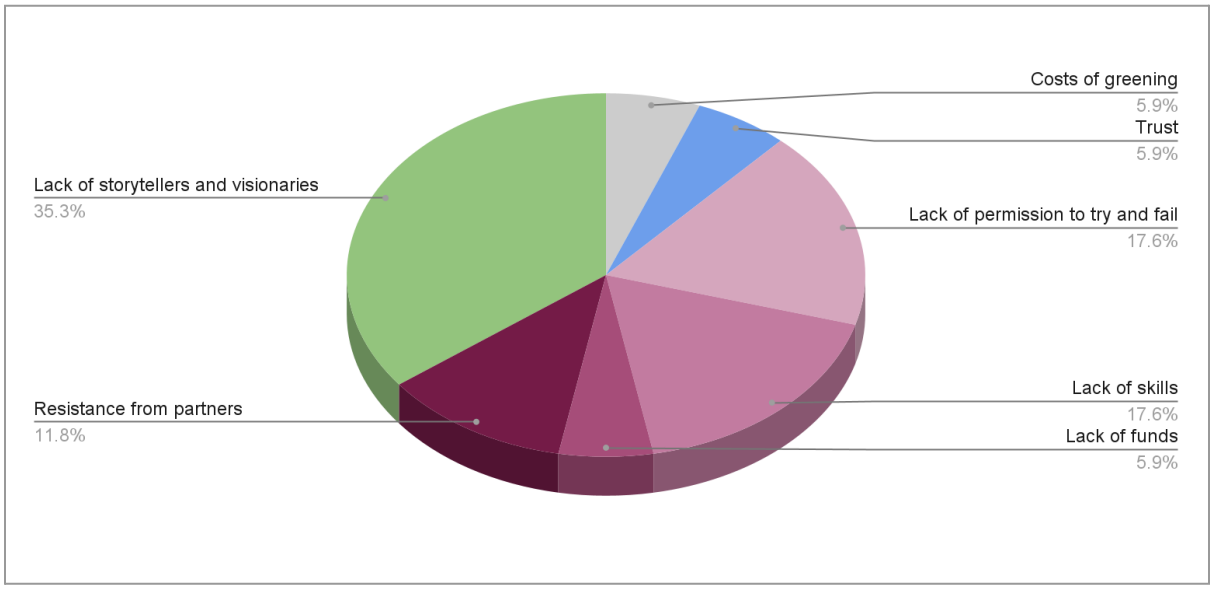

Figure 14: Answers to question 5 based on the keyword of the organizational barriers of the Green Innovation Game Coding (N=17) (Source: Own Illustration).

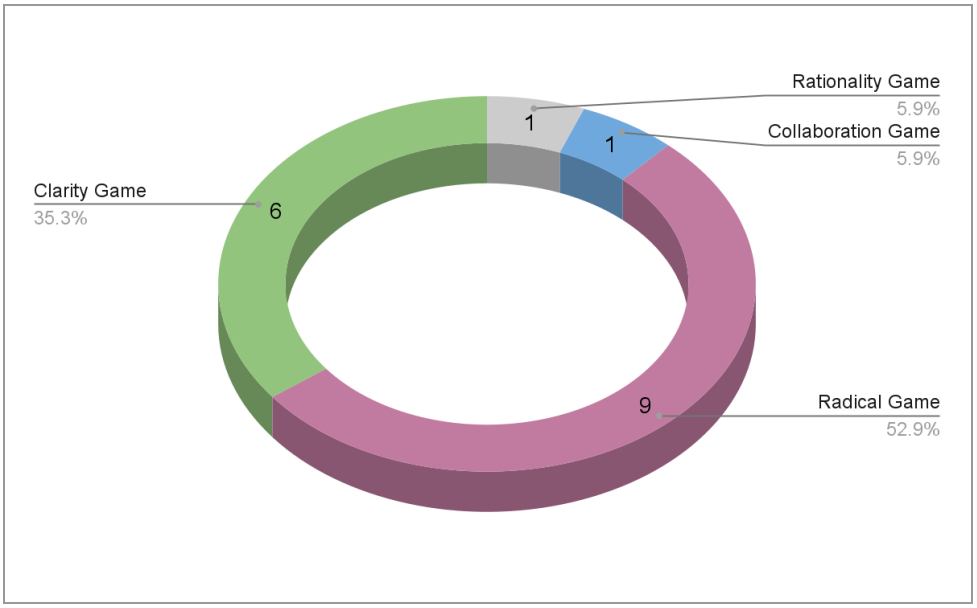

Figure 15: Answers to question 5 categorized in the four Green Innovation Games (N=17) (Source: Own Illustration).

The barriers to playing the radical game were the most often cited during the interviews with the directors at Boozt. According to Lampikoski et al. (2014), they include four keywords: "lack of skills", "lack of permission to try and fail", "lack of funds" and "inadequate conditions for radical experimentation - resistance from partners". In this research, while all have been mentioned to a certain extent, the "lack of skills" and "lack of permission to try and fail" seem to be the strongest barriers to playing a radical game (Figure 14). In fact, directors D, F, and I mentioned a "lack of skills" to execute the sustainability strategy from a radical game perspective. Director D mentions: "In my case, I lack the knowledge of sustainability work for sure. So of course, if I get more training or more experiences in this field that will help". Likewise, both Director F and I mention that knowledge needs to be shared with them in order to implement more initiatives including sustainability. For Directors A, B, and G, it is more a "lack of permission to try and fail" that stops them from translating their logic of sustainability into execution. Director B highlighted "I have actually been thinking a lot about how we could incorporate [sustainability] in our communication, and there is always a question to not mislead customers and not do any kind of greenwashing". Such a statement shows that the lack of permission to try and fail is not necessarily in regards to the company culture, but rather to fear

of approaching sustainability from the wrong angle and potentially failing. This ties back strongly to the "lack of skills" emphasized by other directors as mentioned above.

Looking at barriers to playing the clarity game, at first glance it seems that what stops directors from executing the sustainability strategy is linked to a "lack of strong storytellers and visionaries". Following Lampikoski et al. (2014), this means that few people within the organization are able to sense the business opportunities linked to sustainability, and thereby potentially rewrite the rule of the business. In this study, six of the directors (i.e. Directors A, B, C, E, F, and H) express this "lack of strong storytellers and visionaries" in multiple aspects. For instance, Director C mentions "the more we see the actual meaning behind [sustainability] and how it can actually influence business, it becomes easier to have a discussion", showing that according to them, the business opportunities linked to sustainability are not clear enough to make it a priority within the execution of their projects. Likewise, Director A notes "My impression is that we won't be a first mover when it comes to implementing new sustainability efforts, that are not benefiting the core business.". Once again, such a statement shows that for some directors, integrating sustainability within their projects could be done but only if it has been proven to be beneficial. Those statements also show that some directors seem to be risk averse, due to a "lack of strong storytellers and visionaries". Those two findings surrounding mental and organizational barriers reflect how directors at Boozt may find themselves stuck to playing the rationality and collaboration games. This is explained further in the next subsection when looking at the three managerial roles proposed by Lampikoski et al. (2014).

5.2.3. Managerial roles and the execution of the sustainability strategy

In light of the green innovation games' framework, three managerial roles (i.e. unlockers, connectors, and transformers) are proposed to support the games. Therefore, this section aims to present the results from the interviews related to these roles through the lens of Lampikoski et al. (2014). Furthermore, it is important to underline, as also noted in the previous findings, that the interviewees did not know the managerial roles proposed in the green innovation games. For the assessment, we considered taking the insights from the director's answers to questions three, and four. Those questions aimed to understand how directors work with sustainability and execute projects related to the corporate sustainability strategy. In consideration of question three, it was

key to associate what the directors said about working with sustainability within their business unit to assess the managerial role they are playing mostly. Further, those answers guided the assessment of the managerial roles according to Lampikoski's framework (Appendix 7).

Taking into account the data collected by their answers in question three, as Figure 16 illustrates, we classified the activities or tasks that directors are doing, where 46.2% of the tasks mentioned have characteristics of an unlocker role, 46.2% of a connector, and 7.7% of the transformer role.

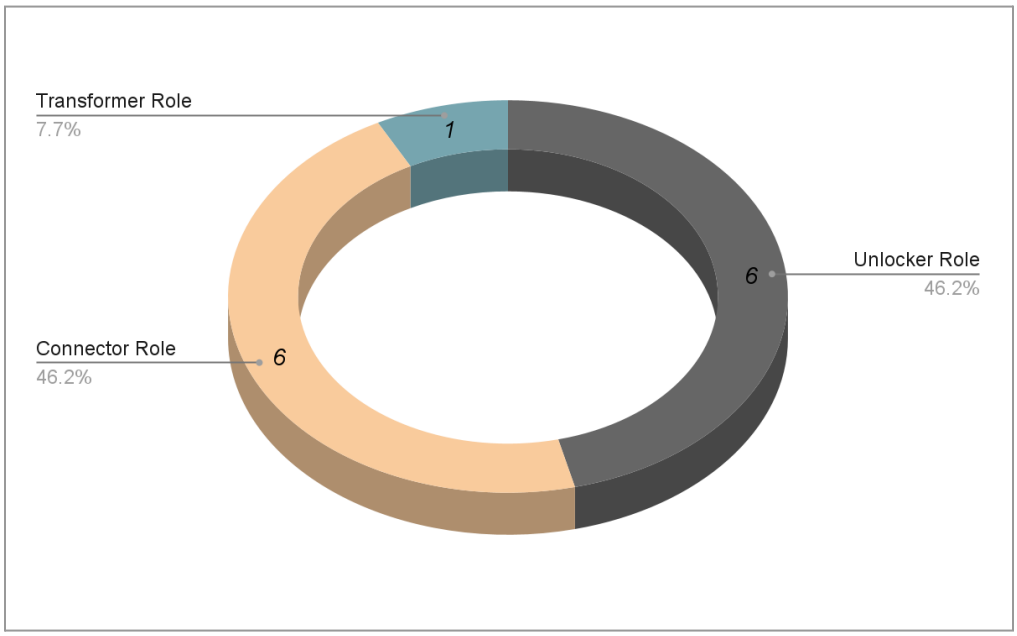

Figure 16: Answers to question 3 categorized in the three Managerial Roles (N=13) (Source: Own Illustration).

Regarding the directors holding an unlocker role (i.e. Director B, C, D, E, F, I, and J), their primary focus of change was the cognitive models or institutional structure. The latter represented 10 related answers (55.6%) from the participants as shown in Figure 17. This means that directors' answers when explaining how they worked with sustainability, reflected an inquiry by saying "what if" we challenge the activities within the business unit that they lead to integrate sustainability as an important criterion when making a decision, which is characteristic by unlockers. As an example, Director C asserted "I think the project that we introduced is sort of a way to facilitate growth conversations or align performance discussions that are a way to kind of bring sustainability into the topic because it is people related in how we develop people".

These answers present the director's intention to switch traditional mindsets and challenge existing paradigms within the company, in relation to the corporate culture, and in this way allow new projects to open doors for radical games. Figure 17 also presents the distribution of the other tasks mentioned by directors within their roles. The second task greater exemplified was the receptiveness to new influences and allowing innovative experimentation (38.9%) in benefit to the company. For instance, Director D underlined "I visited another company, [...] they own the transport themself just to make sure the footprint was as low as possible, they collected everything and brought it to the distributors instead for them to come.". The latter shows the director's openness to try and implement new projects influenced by other firms' experiences.

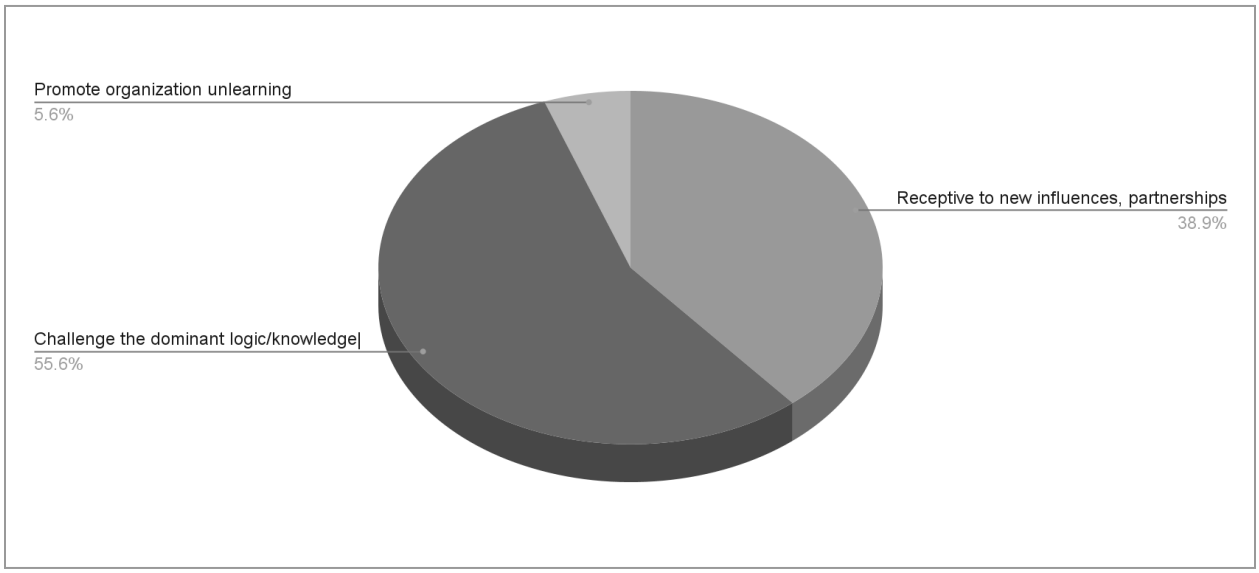

Figure 17: Answers to question 3 based on the keyword of the Managerial Role Coding (N=18) (Source: Own Illustration).

To complement the assessment of the managerial roles that we found in the directors according to question three, we also included question four to do a deeper assessment. In light of question four which asked "Can you provide and explain an example/anecdote of a sustainability initiative your team or department has implemented?", 53.8% of the answers collected led us to categorize them as unlockers, 38.5% as connectors, and 7.7% as transformers (Figure 18).

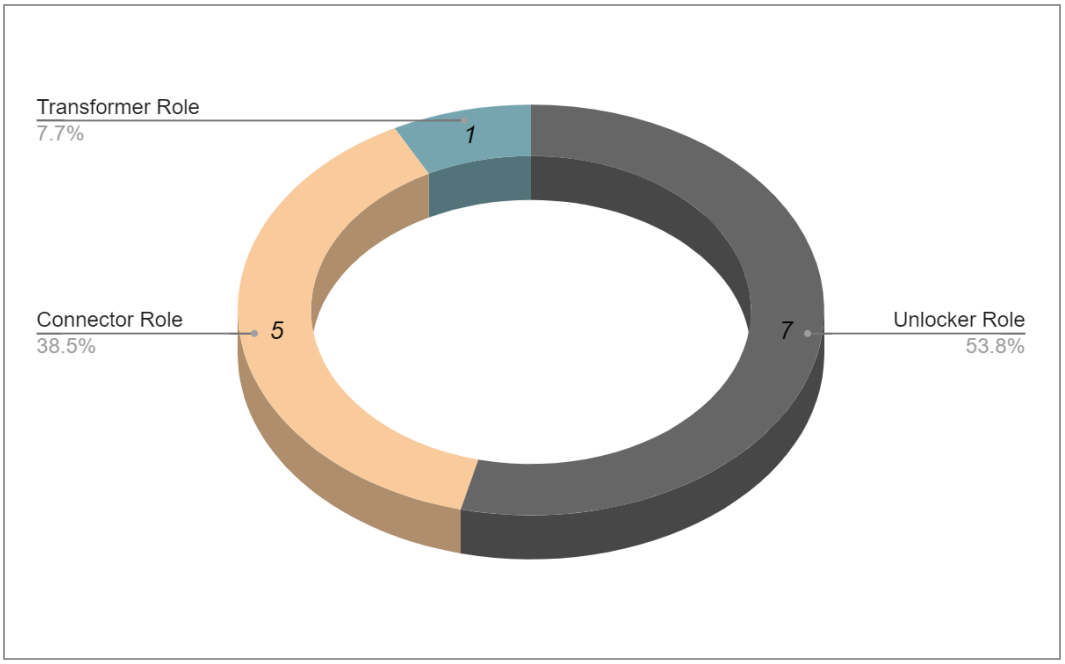

Figure 18: Answers to question 4 based on the keyword of the Managerial Role Coding (N=13) (Source: Own Illustration).

These results are aligned with the distributions of roles that we found in question three (i.e. 46.2% hold an unlocker role, 46.2% a connector, and 7.7% a transformer role). In relation to the unlocker role, Directors A, B, D, E, F, G and J reflected in their answers that the focus on change with the projects implemented was in challenging the dominant knowledge of the company and the traditional ways of doing their activities (Figure 19). For instance, Director G highlighted: "When we have new providers [...] we sit with them, we do optimization and try to do what will make a difference". This shows that the director is questioning the current logic of their tasks within its business unit and pursuing novel tasks that could be modified for the company's benefit.

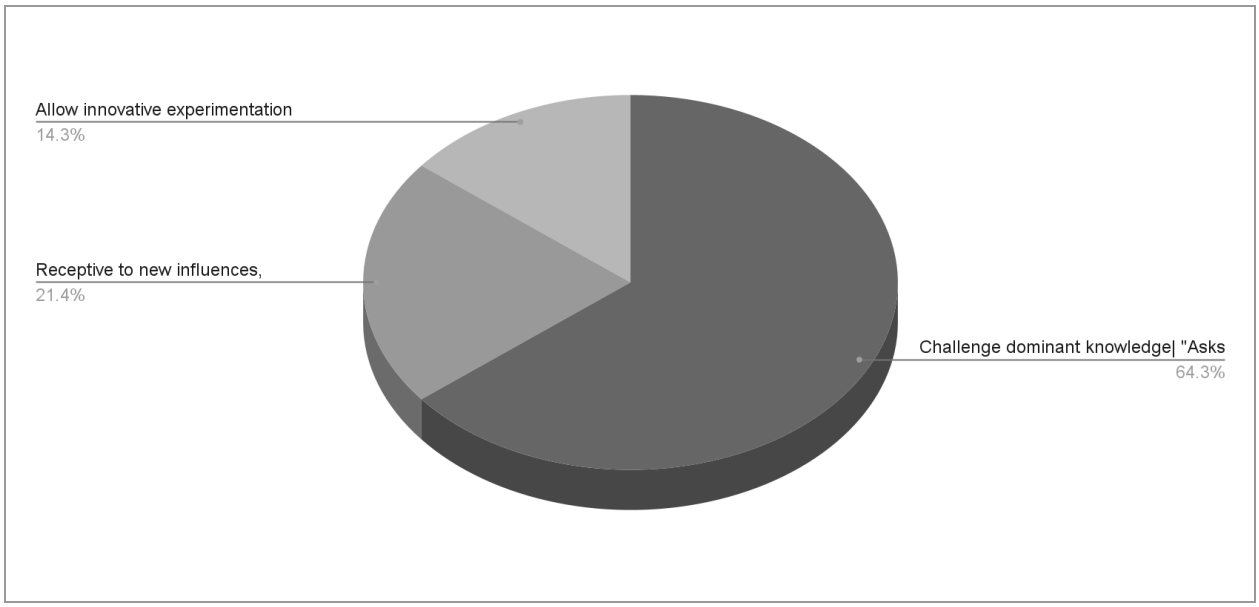

Figure 19: Answers to question 4 based on the keyword of the unlocker role of the Managerial Role Coding (N=14) (Source: Own Illustration).

As a result of answers to questions 3 and 4, each director has been assigned predominant managerial roles. For instance, if the director's roles were classified as an unlocker and connector in question 3 and question 4 as an unlocker, then the predominant role assigned was an unlocker. Therefore, based on the previous findings mentioned in the paragraph above 7 out of the 10 directors were classified as holding an unlocker role (Figure 20). This was assessed because when explaining their main task it involved challenging the dominant logic of the company. Some had already allowed new experimentation within their business units, and others refer to plans that they have in mind to implement that challenge traditional ways to do their jobs. With respect to the three directors (i.e. Directors C, G, and H) that were classified as connectors, they consider other stakeholders as important for their operations and can connect the corporate sustainability strategy with their operations. Thus those directors hold a systemic view and are able to locate new partnerships required to play the Radical game. For instance, Director G asserts "We are very aware of brands that have a tone of voice in the sustainable agenda to either sign them or go into a dialogue to create some awareness around them on our platform, we have been of course very interested in B Corp certification".

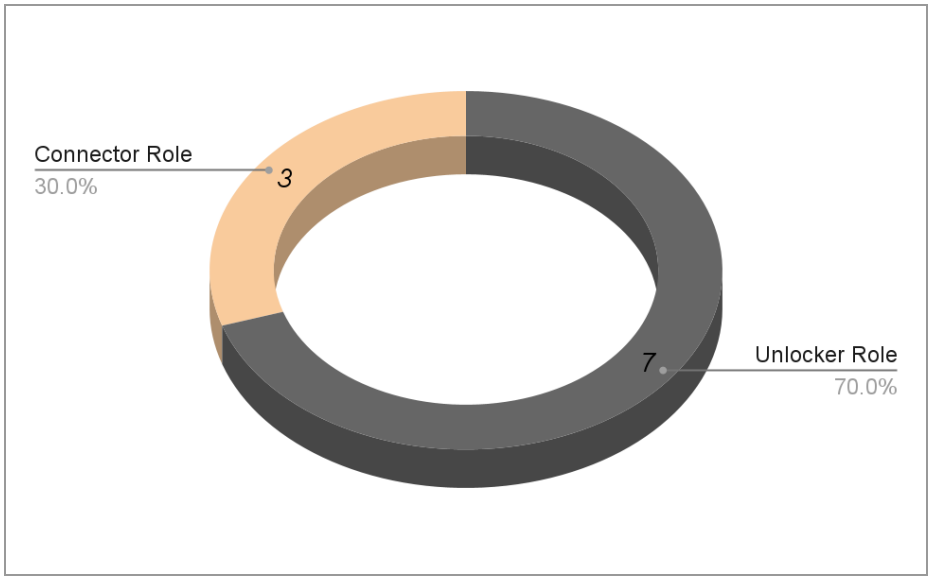

Figure 20: Predominant Managerial role based on answers to questions 3, and 4 categorized in the three Managerial Roles (Source: Own Illustration).

5.2.4. Conclusion RQ2

To conclude, the second section of the results investigated "how do directors' logics of sustainability translate into their execution of the sustainability strategy?". Firstly, the results emphasize that most directors seem to execute and contribute to the sustainability strategy through projects belonging to the rationality game. While this aligns with how directors described sustainability, as presented in section 5.1.1, it also contradicts how directors perceived the benefits and the prioritization of sustainability (sections 5.1.2. and 5.1.3.). In fact, the finding shows that directors hope to benefit from outcomes linked to the collaboration games, but still decide to engage with the dominant logic of the rationality game. Secondly, most directors at Boozt identified barriers that stopped them from playing the radical and clarity games. Such findings highlight that if some of the mental and organizational barriers were lifted, directors would therefore more likely be able to play a radical or clarity game. In other words, they would be able to execute a more revolutionary type of strategy, rather than an evolutionary one. This finding also explains why the execution of the strategy remains mostly within the rationality game. Finally, the interviews have demonstrated that a majority of the directors at Boozt are considered "unlockers". As presented by Lampikoski et al. (2014), this means that such type of managers open doors to the rationality game, and once comfortable with playing this game, pushes the organization towards playing the radical game.

6. Discussion

After analyzing the findings (i.e. Section 5), this section discusses three main points to contribute to understanding the complexity of the phenomenon of the study at hand. The first one refers to the extreme polarization of sustainability, advocating either systemic changes or solely cost-efficient changes. The second one investigates the role of each stakeholder contributing to the corporate sustainability strategy, in order to avoid blaming games and rather focus on integrating sustainability. Finally, the third section dive into the core competencies required by managers to surpass mental and organizational barriers, in the hope to accelerate work on sustainability.

6.1. Polarization of sustainability

Throughout the research study and through the lens of the green innovation games, we have focused on identifying different logics of sustainability that some directors at Boozt hold. During the interviews, and especially toward the beginning, most participants understood sustainability as being either eco-efficiency (i.e. Rationality game) or systemic changes (i.e. Clarity game) (Figure 5). Such polarization represents the sustainability logic through only two extremes which can have strong influences on the level of execution of sustainability strategies, as it can easily discourage individuals who either feel like too much needs to be done or employees that don't hold the required skills to enact such a transition (Chabay, 2020). This interpretation of sustainability as being complex, confusing, and challenging is common throughout society. In fact, few individuals understand the rather systemic challenges tied to sustainability. Instead, most individuals feel frustrated by the challenges linked to sustainability and prefer not to act (Chabay, 2020). Such behaviors can be explained through individuals' experiences, assumptions, and beliefs, around sustainability, consequently shaping their own logic of sustainability (Silva & Nunez, 2022).

Our study showed that those behaviors are also replicated within organizations. Interestingly, while directors understand sustainability from an evolutionary perspective, some of them also understand the more revolutionary (i.e. radical and clarity game) approach that is required in the long term. When discussing the future prioritization of sustainability within the organization and,

to a broader extent the fashion and retail industry, more than half of the directors (53%) underlined a need to move towards revolutionary approaches (Figure 9). However, when it comes to previous organizational choices the directors seem to feel constrained to resource efficiencies and productivity improvement in order to contribute to the execution of the sustainability strategy.

It appears that this polarization of sustainability logic is further reflected when translating the director's logic to actual projects that contribute to the execution of the corporate strategy. As a consequence of directors expressing their lack of skills to execute systemic sustainability changes, most of them seem to focus on driving sustainability-related initiatives belonging to the least ambitious game, the Rationality game (Figure 12). Additionally, it is worth reminding that some directors did not even associate their work with sustainability, as shown in Figure 10, emphasizing that for them sustainability is too complex to be integrated into their daily tasks. Such findings demonstrate the negative impact of the polarization of sustainability on the execution of sustainability strategies, as it may lead to only bottom-line or not even small improvements (Lampikoski et al. 2014).

This built-in idea that sustainability can only be achieved through revolutionary interventions is extremely limiting within organizations, and to a broader extent societies (Lampikoski et al. 2014). Naturally, revolutionary initiatives and innovations are necessary to change business models, yet smaller reforms are also an important tool to consider to achieve sustainable transitions. This polarization of sustainability seems to constrain directors to seek value opportunities in more ambitious green innovation games, such as the Collaboration game or the Radical game. Such evolutionary approaches are safer options with lower risk, however, they are also much less significant in creating new business opportunities (Lampikoski et al., 2014; Lubin & Esty, 2010). Beyond business value creation, this polarization also affects the overall progress individuals and organizations can make toward a more sustainable world (Galpin & Whittington, 2012; Porter & Kramer, 2016). From an individual perspective, there is a risk that individuals perceive a certain lack of resources (i.e. lacking the skills, the knowledge, the network, or the funds to drive change) (Lampikoski et al, 2014). From an organizational perspective, it can slow down and limit the progress of sustainable strategies and ultimately

achieve an SCA linked to sustainability. Hence, to reduce the effect of polarization on individuals and organizations, it is necessary to understand the role of every stakeholder in contributing to the sustainability strategy.

6.2. The Role of Stakeholders in institutionalizing corporate sustainability strategies

The success of corporate sustainability strategies, like any other strategies, relies strongly on stakeholder engagement (Engert, Rauter, & Baumgartner, 2016). However, it often remains unclear which stakeholders are responsible for driving sustainable transformation (Porter & Kramer, 2016). In fact, very often, changes implicating sustainability lead to a pointing game, in which businesses blame governments and consumers for their own lack of action; governments enact meaningless or unachievable policies for businesses and individuals, and individuals prefer to remain rather passive (Ehrenfeld, 2004; Porter & Kramer, 2016). In this research, three main stakeholders were identified with different roles and influences on the execution of the sustainability strategy: (1) the employees, including the directors interviewed, representing Boozt as an organization (2) the suppliers, including both Boozt's brand partners and distributors and (3) the customers. While the governmental bodies and investors remain relevant stakeholders that influence and shape the corporate sustainability strategies of most companies, just one of the directors during the interviews referred to their role in influencing the sustainability strategy. For that reason, governments and investors will be discussed to a lesser extent.

From an institutional logic perspective, two main logics seem to be central to discussing the role of stakeholders in implementing and achieving corporate sustainability strategies. The first logic is the market logic. As a for-profit organization, Boozt ultimately plays within a market logic, driven by key components of capitalism. In a market logic, companies' main objective is to limit cost and maximize profits (Gollnhofer & Schouten, 2017). This means the corporate culture often focuses on values and beliefs that will push employees to always consider cost first when making any decisions. For many companies, the success of key performance indicators (KPIs) for strategies, whether sustainable strategies or not, remain the most around financial, rather than non-financials, highlighting the power of the market logic (Liu et al. 2022). The second relevant logic is sustainability logic. When integrating corporate sustainability strategies, the organization

often chooses to consider new sets of values and beliefs that are different from the ones following a market logic (Ehrenfeld, 2004). Sometimes those values and beliefs contradict the market logic, which can be hard for employees within those organizations to understand which logic should be prioritized, and under what conditions (Gollnhofer & Schouten, 2017). Both logics impact organizational responses to change considerably as well as the role of external stakeholders. Thereby, this conflict in logics can affect stakeholder engagement and the overall execution and success of the corporate sustainability strategy.

At Boozt, directors have expressed different opinions on the role of stakeholders in executing the corporate sustainability strategy. As shown in the findings 60% of the directors understand their role as contributing, to some extent, to the sustainability strategy (Figure 10). This shows that those directors themselves (i.e. the employees), as key internal stakeholder, have a role to play in the execution of sustainability. The other 40% on the other hand tend to think that other stakeholders (i.e. suppliers or consumers) are responsible for pushing a transition towards sustainability, both from a societal and organizational perspective. Some directors pointed out the individual responsibility of consumers to enact change. This approach aligns with the market logic by emphasizing the role of the demand in shifting business practices and profit-making (Gollnhofer & Schouten, 2017). On the other hand, some directors highlighted the role of suppliers to drive change, still indicating an alignment with market logic in which the role of the supply can be central in driving change. In the end, two-thirds of directors (67%) acknowledge the current need for cooperation between stakeholders, referring to either suppliers or consumers (i.e. collaboration game) (Figures 6 and 7). Yet, directors also understand that sooner or later the focus will need to be shifted from a market logic towards more of a sustainability logic, changing the engagement of the different stakeholders involved in value creation.

Overall, this diverging understanding of the role of stakeholders demonstrates a lack of a unified vision when it comes to sustainability within Boozt. Following Lubin & Esty (2010), such lack of unified vision can be a result of different stages of innovation across all departments, meaning that while some directors may lead departments in early stages using sustainability in an attempt to outperform competitors, others may try to enable new forms of value creation. Naturally, this affects the level of stakeholder engagement. From the angle of the institutional logic theory,

those logics contradictions and misalignments often coexist in individuals and organizations (Friedland & Alford, 1991). Therefore, the position in which Boozt finds itself is relatively common. Regardless, such a lack of a unified vision of sustainability aligns with Engert, Rauter & Baumgartner's (2016)'s findings, which demonstrate the failure of corporations to integrate sustainability into strategic management and across stakeholders. Zhang et al. (2020) explain that such failure can be caused due to a low organizational readiness, which inherently affects the ability of the organization to integrate changes, such as corporate sustainability, both internally and externally. In Lampikoski et al. (2014) 's words, one can say that organizational readiness links back to finding ways to challenge all stakeholders and their organizational and mental barriers to facilitate a transition from a dominant market logic towards a sustainability logic, in the hope to facilitate the execution of corporate sustainability strategies.

6.3. Competencies to Surpass Organization and Mental barriers

Organizations are built on internal capabilities (i.e. organizational and human capital) that determine their success to integrate changes, like green innovations (Zhang et al. 2020). For addressing our research question, it was relevant to assess the director's role and particularly their competencies (or lack thereof) in contributing to Boozt's sustainability strategy. This assessment led us to identify the overall organizational readiness at Boozt, which is key to thriving on innovation. During the interviews, directors were asked about the organizational and mental barriers that are impeding them toward a stronger implementation of sustainability-related projects. In most cases, the barriers mentioned hint toward the Radical game, in particular, two barriers seem to be most common among directors: the lack of skills (17.6%) and the lack of permission to try and fail (17.6%)(Figure 14). The lack of skills refers to the resistance from partners (e.g. suppliers, and distributors) and their ability to share risks and speed up development work towards advancing green innovation. The lack of permission to try and fail refers to the promotion of trial-error experiences across the organization (Lampikoski et al. 2014). These two barriers seem to limit Boozt's organizational readiness toward advancing the corporate sustainability strategy and playing a more ambitious and revolutionary game.

Surpassing these two barriers requires a novel combination of partner resources, capabilities, and intellectual capital, to advance corporate sustainability strategies (Schilling, 2017). Generally, managers play an important role as they ensure that the execution of the strategy is taking place (Galpin & Lee Wittington, 2012; Porter & Kramer, 2016; Radomska, 2014). Consequently, as multiple theories (e.g. green innovation games, green transformational leadership, etc.) argue managers need to develop new competencies when working with change and innovation. In the case of Boozt, the competencies that seem most relevant to further develop among directors are gaining a tolerance for ambiguity and sharing their trial-and-error experiences across the organization. Accordingly, skills such as adaptability, resilience, creativity, and collaboration are necessary to develop directors' competencies in order to increase the organization's readiness, enact more sustainability-related projects, and execute the sustainability strategy (Liao, 2022; Özgül & Zegir, 2023; Zhang et al. 2020).

Besides those two competencies, the green transformational leadership theory underlines the importance of managers and leaders in spreading and fostering a clear vision and motivating employees toward organizational goals, including sustainability goals (Umair et al., 2023). Specifically, green transformational leadership emphasizes the importance of managing knowledge creation, sharing, and application that seeks to improve corporate sustainability performance (Niazi et al. 2023; Shehzad et al. 2022). Playing revolutionary games, such as the Radical game or the Clarity game, demands a more systemic perspective to change, innovation, and sustainability management (Lampikoski et al. 2014). Such systemic competencies are, in fact, needed to engage with a wider range of stakeholders while understanding better the whole context, in which the business operates and directly and/or indirectly impacts the society. Systemic competencies also facilitate the institutionalization of sustainability across the organization, and thereby improve the organizational readiness to execute the corporate sustainability strategy (Zhang et al. 2020). Following Lampikoski et al. (2014), such competencies are only reflected in the Transformer managerial role, in which none of the directors interviewed were categorized. While this is common across organizations, managers holding a Transformer role are the only ones with competencies that are able to play within the Clarity game and consequently enable new meanings of corporate sustainability leading to SCA (Lampikoski et al. 2014).

In this context, as the literature suggests, the role of strong storytellers and visionaries within the organization is key to advancing forward the execution of the sustainability strategy and its overall value creation (Lampikoski et al., 2014). Precisely, such leaders are characterized by being self-driven leaders that can rewrite the rules of the business by making sense of the emerging environmental business opportunities and paradigms (Lampikoski et al., 2014). Green Transformational Leadership argues further that leaders might hold a long-term vision and promote sustainable value-creation (Liao, 2022; Özgül & Zegir, 2023). Interestingly, looking back at the findings, directors with long tenure (i.e. 10 years average) mentioned the increasing focus on sustainability within the organization. This finding suggests that, while there is no Transformer among the participants of this study, the Unlockers and Connectors have eased the shift of focus. It can also suggest that some Transformers are present within the organization but were not interviewed in this study. Regardless, this finding indicates that Boozt is on the path to accelerating the integration of its corporate sustainability strategy, as mentioned by directors with a deep know-how of the organization. Indeed, as shown by Lampikoski et al. (2014) firms with revolutionary green innovations incorporate sustainability goals into their business model and leverage the commitment from the directors to advance corporate sustainability.

Another aspect worth noting refers to the "lack of permission to try and fail" that Directors (17.6%) mentioned (Figure 14). To minimize failures linked to the execution of the sustainability strategy, those directors underlined their preference to have tangible KPIs to better understand and track their team's effort. Therefore, implementing KPIs might help them to surpass "the lack of permission to try and fail" while helping them to measure their performance related to the corporate sustainability strategy and better understand the tangible benefits sustainability can have on the overall business value creation. Moreover, KPIs can be a relevant tool to integrate and institutionalize sustainability across the organization, indirectly removing organizational barriers (Liu et al. 2022). This is further emphasized in the green innovation games that suggest the importance of setting specific goals and incentives to execute and support the development of the corporate sustainability strategy. From a core competence perspective, in addition to implementing KPIs to avoid failures, organizations should push directors to gain core competencies, such as continuous learning (Liu et al. 202). In fact, directors with core

competencies, such as lean-agile leadership, won't see failures as a barrier, but rather as an opportunity to learn and grow, a key competency in playing revolutionary green innovation games and becoming closer to a Transformer managerial role (Lampikoski et al. 2014). Looking back to the green innovation games theory, Lampikoski et al. (2014) argue that leaders have to be allowed to constantly challenge the dominant logic of the business through innovative experimentation and practices. Hence, core competencies are key to executing corporate sustainability strategies and disrupting current business practices and forms of value creation to achieve more sustainable ones.

7. Conclusion

In conclusion, this study addressed the following research question: “How are Boozt directors’ logics of sustainability reflected in the execution of the sustainability strategy?”. To address this question we framed it through the lens of the green innovation games, as the main framework provided by Lampikoski et al. (2014). First and foremost, the research highlighted the logics of sustainability each director interviewed engaged in. While all directors share similar levels of responsibility across the company, such as managerial roles, and competencies, they displayed different logics of sustainability, ranging from eco-efficient logics (i.e. Rationality game) to highly ambitious systemic logics (i.e. Clarity game). This diversity in logics of sustainability has a direct impact on the overall execution of the sustainability strategy and its eventual possibility of creating an SCA (Silva & Nunez, 2022). Indeed, the impacts of different logics of sustainability can be reflected both in a positive and negative way on the execution of the sustainability strategy. From a positive perspective, different logics of sustainability may facilitate flexibility in driving a wide range of projects and activities, thereby offering more solutions to approach sustainability. As organizational and individual creativity is key in driving innovation and changes, different logics of sustainability can reflect various core competencies, from networking to lean-agile leadership, all required to achieve a sustainability strategy (Lampikoski et al. 2014; Liao, 2022; Schilling, 2017). However, from a negative perspective, different logics of sustainability demonstrate a lack of a unified vision company-wide, potentially limiting the overall organizational readiness to change (Lampikoski et al. 2014; Zhang et al. 2020). This may further add organizational barriers to playing more ambitious games, such as the Radical game or the Clarity game.

Interestingly, when addressing the research question, three main discussion points arose. First, while the framework used in this research offered four different games/logics of sustainability, only the two extremes were cited when directors described sustainability. Such polarization of sustainability logics has direct implications for the execution of the corporate sustainability strategy, as directors may feel they lack the skills needed to implement the Clarity game, and thereby prefer working toward eco-efficiency. Hence, they do not challenge themselves by executing tasks belonging to intermediary games. In a binary view on sustainability, one could argue that the clarity game is too radical for a for-profit organization rooted in market logic.

Therefore, the other only alternative perceived by the directors is the eco-efficient logic (i.e. the Rationality Game). Secondly, while directors didn't necessarily immediately connect the role of collaboration with sustainability, most of them implicitly referred to the important role other stakeholders played in executing the sustainability strategy. In fact, customers and suppliers are often cited by directors as two types of stakeholders with great power over the execution of the strategy of the organization. At the same time, this could lead to what we referred to as "a blaming game", in which no stakeholder decides to take responsibility for their own action in achieving sustainability. Finally, the last discussion worth noting to answer the research question of this study is regarding the directors' core competencies (or lack thereof) to drive the execution of the sustainability strategy. In fact, executing a sustainability strategy and the changes in business models may feel quite daunting for some, as it requires specific skills and competencies, such as lean-agile leadership and resilience, among others (Liao, 2022; Schilling, 2017). Directors have expressed consistent mental and organizational barriers that stop them from playing a revolutionary game (i.e. Radical game & Clarity game). However, like any other barriers, those can be surpassed. De facto, surpassing such mental and organizational barriers improves organizational readiness, a key component in integrating changes, including sustainability-related changes, within the organization's DNA. Progressively, those new skills and competencies enable directors and their teams to challenge themselves to try new methods and processes, and ultimately tie their business objectives to a more revolutionary logic of sustainability.

Overall, this research responds to a research gap, by indicating that different individuals' sustainability logics affect the overall organizational logic and hence the execution of the sustainability strategy. Furthermore, by demonstrating that some core competencies can be developed within organizations to remove organizational and mental barriers, and thereby facilitating the integration of sustainability strategies, this research contributes to another research gap. From a broader perspective, as sustainability is taking an increasingly central space in business value creation, this research study contributes to some of the strategic challenges that may arise when executing sustainability within organizations (Engert, Rauter, & Baumgartner, 2016; Lubin & Esty, 2010). In addition, integrating sustainability within current business models

and practices is also a strategic challenge many organizations face nowadays. Such integration of sustainability is key in ensuring an SCA and maximizing value creation (Lubin & Esty, 2010).

Future research should look at experiences from a more diverse range of employees and/or stakeholders might hint towards other predominant logics of sustainability, as well as new organizational barriers, completing further the finding of this present study. Besides, future research should use alternative frameworks in order to increase the validity and reliability of the findings of the present study. Indeed, other frameworks may use different classifications that may or may not reflect similar findings, thereby providing greater empiricism.

8. References

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9. Appendices

Appendix 1: Interview Guide

Objective and purpose of the interview: Understand the logics and execution of the sustainability strategy for different teams/departments responsible (directors, managers) within their daily activities/projects.

Part 0: Ethical issues:

a. This interview is being recorded for the purpose of collecting data. Can you please confirm that you agree to be recorded?
b. Anonymity – Can you please let us know whether we can quote you in our thesis using your name and current position, or not?
c. What will happen to the findings? - The findings will be used as a primary source of data for our Master Thesis, which is later published by Lund University. Records of the interviews will be kept until the thesis is published, thereafter they will be deleted. Please confirm you understand how we will use this information

Part 1: Introduction - Sustainability at Boozt

1. Please describe briefly your position & responsibilities, which C-Level managers you are reporting to, and how long you have been in this position.
2. Can you describe what sustainability means/is to you?

Part 2: Assessing the dominant logic of sustainability work at Boozt

3. How do you work with sustainability at Boozt?
    - How do you apply the Care-For strategy?
    - If you look back on the projects you have led in the past months, how do those projects contribute to sustainability/your understanding of sustainability?
4. Can you provide an example/anecdote of a sustainability initiative your team/department has implemented? How did your team receive it?

Part 3: Understanding the barriers to implementing sustainability at Boozt

5. Is there anything that stops you from implementing more sustainable initiatives into your projects? What are the biggest challenges around implementing sustainability at Boozt?

Part 4: Desired outcomes when working with sustainability at Boozt

6. Have you seen any tangible benefits from your sustainability efforts and projects? Could you please exemplify?
7. What should be prioritized in sustainability at Boozt in the future, according to you and your needs for your team/department?
    - How would you describe the importance of sustainability for Boozt?
    - According to you, How relevant is sustainability for the future of the retail industry in which Boozt works?

(COOLDOWN QUESTION)

8. Do you have any further comments?

Appendix 2: Information & Consent Sheet

LUND UNIVERSITY

From Green to Gold: The Role of multiple logics of Sustainability in shaping business value creation.

The Project

We are two master's students writing our thesis to complete the MSc in International Strategic Management (ISM) at the Lund University School of Economics (LUSEM. The project we are working on is focused on identifying different logics of sustainability within Boozt and analyzing how they affect the execution of the sustainability strategy. As such, we would like to interview you to have a better understanding of the dominant logic of sustainability, as well as the possible barriers and the desired outcomes that you found when working with sustainability. The data collected throughout the interviews will then later be analyzed, as part of our Master thesis, to help us address our overarching research question: How are Boozt directors' logics of sustainability reflected in the execution of the sustainability strategy?

Consent

Thank you for agreeing to participate in our project by providing your insights as a director at Boozt. You have been selected to participate in an interview due to the relevance of your work, as an employee reporting directly to a C-Level executive. The interview will take up to 45 minutes. Your participation is voluntary. Your name and position can be treated anonymously if desired. We do not anticipate that there are any risks associated with your participation, however,

you have the right to withdraw from the interview or the research at any time. Upon agreement, the interview will be recorded via our private phones to later be transcribed. The interview conducted will solely be used for the purpose of this research. Some extracts of the interview may be quoted in the final report and presentation of this research. Once the master thesis is completed, the results are published on a public website managed by Lund University. However, please note that no recording will be shared with anyone outside of this project or used for any other purposes than this research. All recordings will be erased once the thesis is published.

If you have any questions about the study or your participation in it, feel free to ask during the Interview. Alternatively, you can also contact us at

Emily Angeles - em8118an-s@student.lu.se
Matthieu Thomas - ma2704th-s@student.lu.se

By giving verbal consent at the beginning of the interview, you confirm that you agree to participate in our project by being interviewed and you have read the information above. You understand that your participation is voluntary and you have the right to withdraw from the project.

Appendix 3: Email to Directors as part of the Member Checking strategy of validity

Dear X,

Thank you one more time for taking the time to share your perspective on sustainability during the interview. This was both very interesting and very helpful to the master thesis we are currently writing.

As mentioned during the interview, we are now sharing with you our findings section, which uses some of your citations from the interview. As some people asked to remain anonymous, we have decided to make everyone anonymous. This means three things:

1. You, NAME OF THE DIRECTOR, are referred to as Director X
2. We used inclusive language "They/Them" to further align with anonymousness
3. We have tried to remain vague when using quotes that refer to your responsibilities.

Attached to this email you will find our finding section in a Word document, so it is easier for you to add comments. You are welcome to read the entire document or just the quotes that are relevant to you. Any feedback is welcome, however, please make sure to send it before **Friday 19th of May**, as we won't be able to make any changes to the text after that date. Passed that deadline, without any answers from your side, we will assume that you have no specific feedback and that the text can stay as it is.

Attached to this email is also a **consent guide** that summarizes the terms and conditions of the interview and the study, which were presented orally before starting the interview.

We remain available for any questions you may have.

Thanks again for your help, it is truly appreciated,

Have a nice weekend,

All the best,

Matthieu & Emily

Appendix 4: Findings - Dominant Logic

	Questions	RATIONALITY GAME	COLLABORATION GAME	RADICAL GAME	CLARITY GAME	JUSTIFICATION (refers to GIG coding)	MINUTE	PREDOMINANT GAME
DIRECTOR A	Q2	☐	☐	☐	☑	New meanings for corporate sustainability	5	COLLABORATION GAME
	Q3	☐	☑	☐	☐	Improving partner interaction	7-9	
	Q4	☐	☑	☐	☐	Improving partner interaction	-10:30 + 11:15-	
DIRECTOR B	Q2	☑	☐	☐	☑	Better practices, processes, technologies New meanings for corporate sustainability	3:30	RATIONALITY GAME
	Q3	☑	☐	☐	☐	Better practices, processes, technologies		
	Q4	☐	☐	☑	☐	New value- cretion and business models - challenge current models and institutionalized assumptions		
DIRECTOR C	Q2	☑	☑	☐	☑	Better practices, processes, technologies Improving partner interaction Potential to reshape a business New meanings for corporate sustainability	2:30	CLARITY GAME
	Q3	☐	☐	☑	☐	New value- cretion and business models - challenge current models and institutionalized assumptions	4.30- 4.42	
	Q4	☐	☐	☐	☑	New meanings for corporate sustainability Potential to reshape a business	7.45-9.00	
DIRECTOR D	Q2	☑	☐	☐	☐	Resource efficiency: waste, energy, water, CO2 emission	5	RATIONALITY GAME
	Q3	☑	☐	☐	☐	Better practices, processes, technologies	7.38-9.10	
	Q4	☐	☑	☐	☐	Better practices, processes, technologies| Resource efficiency: waste, energy, water, CO2 emissions Improving partner interaction	11.16-12.27 12.50-13.45	
DIRECTOR E	Q2	☑	☐	☐	☐	Resource efficiency: waste, energy, water, CO2 emissions Better practices, processes, technologies	2:00	RATIONALITY GAME
	Q3	☑	☐	☐	☐	Better practices, processes, technologies| Resource efficiency: waste, energy, water, CO2 emissions	6.15-6.42	
	Q4	☐	☑	☐	☐	reshaping value exchange - e.g. Sustainable sources of raw materials	10.2-13.3	
DIRECTOR F	Q2	☑	☑	☐	☐	Resource efficiency: waste, energy, water, CO2 emissions Scale up eco-efficiency through partnership - pooling resources	7:30 9:00	RATIONALITY GAME
	Q3	☑	☐	☐	☐	Better practices, processes, technologies| Resource efficiency: waste, energy, water, CO2 emissions	10.33-13.35	
	Q4	☑	☐	☐	☐	Better practices, processes, technologies| Resource efficiency: waste, energy, water, CO2 emissions	17.5-18.54	
DIRECTOR G	Q2	☑	☐	☐	☑	New meanings for corporate sustainability Solving tough socio-ecological challenges. beyond their business Resource efficiency: waste, energy, water, CO2 emissions	2:30	RATIONALITY GAME
	Q3	☑	☐	☐	☐	Better practices, processes, technologies		
	Q4	☑	☐	☐	☐	Better practices, processes, technologies| Resource efficiency: waste, energy, water, CO2 emissions	12.5 14.52	
DIRECTOR H	Q2	☑	☐	☐	☑	Better practices, processes, technologies New meanings for corporate sustainability	2	RATIONALITY GAME
	Q3	☑	☐	☐	☐	Better practices, processes, technologies	4 5	
	Q4	☐	☑	☐	☐	reshaping value exchange - e.g. Sustainable sources of raw materials	6 7:30	
DIRECTOR I	Q2	☑	☐	☐	☐	Better practices, processes, technologies	6	RATIONALITY GAME
	Q3	☑	☐	☐	☐	Better practices, processes, technologies	13	
	Q4	☐	☑	☐	☐	Improving partner interaction	16	
DIRECTOR J	Q2	☑	☐	☐	☐	Resource efficiency: waste, energy, water, CO2 emissions	2:00	RATIONALITY GAME
	Q3	☑	☑	☐	☐	Better practices, processes, technologies Resource efficiency: waste, energy, water, CO2 emissions Scale up eco-efficiency through partnership - pooling resources Improving partner interaction	8 9.30	
	Q4	☑	☐	☐	☐	Productivity improvement	14:30	
TOTAL		20	9	2	6			

Appendix 5: Findings - Mental & Organizational Barriers

	Questions	RATIONALITY GAME	COLLABORATION GAME	RADICAL GAME	CLARITY GAME	JUSTIFICATION (refers to GIG coding)	MINUTE
DIRECTOR A	Q5	☑	☐	☑	☑	Costs - greening only represents a cost Lack of storytellers and visionaries Lack of permission to try and fail	15:30 17:00 17:30
DIRECTOR B	Q5	☐	☐	☑	☑	Lack of permission to try and fail Lack of storytellers and visionaries	10:00 11:00
DIRECTOR C	Q5	☐	☐	☐	☑	Lack of storytellers and visionaries	12:30
DIRECTOR D	Q5	☐	☐	☑	☐	Lack of skills	16:00
DIRECTOR E	Q5	☐	☐	☐	☑	Lack of storytellers and visionaries	17:00
DIRECTOR F	Q5	☐	☐	☑	☑	Lack of storytellers and visionaries Lack of skills	23:00 25:00
DIRECTOR G	Q5	☐	☑	☑	☐	Inadequeate conditions for radical experimentation - resistance from partners Lack of permission to try and fail Trust	18:30 19:00
DIRECTOR H	Q5	☐	☐	☐	☑	Lack of storytellers and visionaries	13:00
DIRECTOR I	Q5	☐	☐	☑	☐	Lack of skills	24:00:00
DIRECTOR J	Q5	☐	☐	☑	☐	Inadequeate conditions for radical experimentation - resistance from partners Lack of funds	16:00 16:30
TOTAL		1	1	7	6		

Appendix 6: Findings - Desired Outcomes

	Questions	RATIONALITY GAME	COLLABORATION GAME	RADICAL GAME	CLARITY GAME	JUSTIFICATION (refers to GIG coding)	MINUTE	PREDOMINANT GAME
DIRECTOR A	Q6	☑	☐	☐	☑	Changing the rules of industry Simple business practices and methods	19 20:30-22	CLARITY GAME
	Q7	☐	☑	☑	☑	Instituionalization of sustainability Opportunities for collaborations New Business models	22:30 23:30	
DIRECTOR B	Q6	☐	☑	☐	☐	Co- operation with customers		COLLABORATION GAME
	Q7	☐	☐	☑	☐	New Business models		
DIRECTOR C	Q6	☐	☑	☐	☐	Co- creating new standards	13.2-14.4	RADICAL GAME
	Q7	☐	☐	☑	☐	New combinations of social, environmental and financial benefits New Business models	19-19.36	
DIRECTOR D	Q6	☑	☐	☐	☐	Simple business practices and methods	18.55-19.25	RATIONALITY GAME
	Q7	☐	☑	☐	☐	Opportunities for collaboration	23.50-24.07 24.19-24.30	
DIRECTOR E	Q6	☐	☑	☐	☐	Co- creating new standards		COLLABORATION GAME
	Q7	☐	☑	☐	☐	Co- operation with customers Co- operation with suppliers Opportunities for collaboration	19.20-20.3	
DIRECTOR F	Q6	☐	☑	☐	☐	Co- operation with suppliers Co-operation with csutomers Opportunities for collaboration	25.55-27.20	COLLABORATION GAME
	Q7	☐	☐	☐	☑	Instututionalizing sustainability	29.1	
DIRECTOR G	Q6	☑	☐	☐	☐	Cost reductions	26	COLLABORATION GAME
	Q7	☐	☑	☑	☐	Co- operation with customers New Business models	28.42	
DIRECTOR H	Q6	☐	☑	☐	☐	Co- operation with suppliers Opportunities for collaboration	15	COLLABORATION GAME
	Q7	☐	☐	☐	☑	First mover advantage	19:30	
DIRECTOR I	Q6	☐	☑	☐	☐	Co- operation with customers	26'30	COLLABORATION GAME
	Q7	☐	☑	☐	☐	Opportunities for collaboration	30	
DIRECTOR J	Q6	☐	☑	☑	☐	New combinations of social, environmental and financial benefits Co- operation with suppliers	19	RADICAL GAME
	Q7	☐	☐	☐	☑	First mover advantage	20'30 21	
TOTAL		3	12	5	5			

Appendix 7: Findings - Managerial Roles

	Questions	UNLOCKER ROLE	CONNECTOR ROLE	TRANSFORMER ROLE	JUSTIFICATION (refers to MR coding)	PREDOMINANT ROLE
DIRECTOR A	Q3	☐	☑	☐	Connect vision with strategy, culture, leadership, stakeholders Connect corporate sustainability with organization's operations through roadmap	UNLOCKER
	Q4	☑	☐	☐	Asks "What if?" to challenge its activities Challenge dominant knowledge	
	Q5	☑	☐	☑	Promote organization unlearning Asks "What if?" to challenge its activities Balance/Equilibrium short term financial pressure with pursuit of long term green vision	
DIRECTOR B	Q3	☑	☐	☐	Receptive to new influences, partnerships	UNLOCKER
	Q4	☑	☐	☐	Challenge dominant knowledge Receptive to new influences, partnerships	
	Q5	☑	☐	☐	Allow innovative experimentation Challenge dominant knowledge	
DIRECTOR C	Q3	☑	☑	☐	Asks "What if?" to challenge its activities Allow innovative experimentation Promote organization unlearning Provide budget, measures outcome , and incentives to support GI Connect corporate sustainability with organization's operations through roadmap	CONNECTOR
	Q4	☐	☑	☑	Ensure leaders mirror each decision with the companys core values, purpose and vision Consider rational and emotional aspects for decisions Connect vision with strategy, culture, leadership, stakeholders	
	Q5	☐	☑	☐	Combine the environmental and social mission with economic pursuits Connect vision with strategy, culture, leadership, stakeholders	
DIRECTOR D	Q3	☑	☐	☐	Allow innovative experimentation Asks "What if?" to challenge its activities Challenge the dominant logic	UNLOCKER
	Q4	☑	☑	☐	Allow innovative experimentation Asks "What if?" to challenge its activities Challenge the dominant logic Infuse environmental goals Link environmental goals with staff 's creativity Connect talent with partners, knowhow, skills, and resources. Receptive to new influences, partnerships	
	Q5	☑	☐	☐	Challenge dominant knowledge	
DIRECTOR E	Q3	☑	☐	☐	Challenge dominant knowledge Receptive to new influences, partnerships	UNLOCKER
	Q4	☑	☐	☐	Challenge dominant knowledge Receptive to new influences, partnerships	
	Q5	☑	☐	☐	Challenge dominant knowledge Receptive to new influences, partnerships	
DIRECTOR F	Q3	☑	☑	☐	Challenge dominant knowledge Allow innovative experimentation Combine the environmental and social mission with economic pursuits Tie the environmental agenda with a systemic view	UNLOCKER
	Q4	☑	☐	☐	Challenge dominant knowledge Asks "What if?" to challenge its activities	
	Q5	☑	☐	☐	Challenge dominant knowledge	
DIRECTOR G	Q3	☐	☑	☐	Connect vision with strategy, culture, leadership, stakeholders Combine the environmental and social mission with economic pursuits Tie the environmental agenda with a systemic view	CONNECTOR
	Q4	☑	☑	☐	Allow innovative experimentation Challenge dominant knowledge Connect talent with partners, knowhow, skills, and resources. Tie the environmental agenda with a systemic view	
	Q5	☑	☑	☐	Challenge dominant knowledge Asks "What if?" to challenge its activities Combine the environmental and social mission with economic pursuits	
DIRECTOR H	Q3	☐	☑	☑	Connect vision with strategy, culture, leadership, stakeholders Redefine the purpose of business>Promote the collective good of people and planet	CONNECTOR
	Q4	☐	☑	☐	Connect vision with strategy, culture, leadership, stakeholders Provide budget, measures outcome , and incentives to support GI Tie the environmental agenda with a systemic view	
	Q5	☐	☑	☐	Connect vision with strategy, culture, leadership, stakeholders Combine the environmental and social mission with economic pursuits	
DIRECTOR I	Q3	☑	☐	☐	Challenge dominant knowledge Receptive to new influences, partnerships	UNLOCKER
	Q4	☐	☑	☐	Connect vision with strategy, culture, leadership, stakeholders Tie the environmental agenda with a systemic view	
	Q5	☑	☐	☐	Receptive to new influences, partnerships	
DIRECTOR J	Q3	☑	☑	☐	Challenge dominant knowledge Allow innovative experimentation Asks "What if?" to challenge its activities Combine the environmental and social mission with economic pursuits Connect corporate sustainability with organization's operations through roadmap	UNLOCKER
	Q4	☑	☐	☐	Asks "What if?" to challenge its activities Combine the environmental and social mission with economic pursuits Connect corporate sustainability with organization's operations through roadmap	
	Q5	☑	☐	☐	Challenge dominant knowledge	
TOTAL		22	14	3		