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“Don’t buy stuff you won’t wear!” -
The influence of anti-consumption on executive decision-
makers: A dynamic managerial capabilities view
Evidence from the slow fashion industry

By

Miriam Seifert

A thesis submitted in fulfilment of the requirements for the degree of Doctor of
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ABSTRACT

Firms increasingly need to adapt to changing environments, such as industry changes, changes in government-led policies and legislation, societal movements, such as changing consumer behaviour, to stay competitive. The ability to overcome stakeholder and environmental pressures as well as the ability to gain a competitive advantage is often linked to a firm's resources and capabilities. Firms capable of *continuously* addressing growing social and environmental constraints in a firm's external environment have developed, deployed and exploited distinctive competencies, also called dynamic capabilities (DCs), to stay competitive while also being environmentally and financially sustainable. Current DCs literature is mostly conceptual and lacks empirical support.

This research explores how a growing global consumer phenomenon, anti-consumption (AC), influences executive decision-makers in enabling DCs in the slow fashion movement. Furthermore, this study explores implications for international businesses in the global market place. AC explores consumer reasons and motivations to *not* consume goods and services. This study explores AC as an external and internal factor influencing executive decision-making and strategy development. This research aims to provide an understanding of the influence of AC attitudes, behaviour and values on executive decision-makers in enabling DCs. Existing AC literature has explored the phenomenon from a consumer perspective, the view of AC at a firm level remains unexplored. This thesis seeks to answer the overarching research question: *How are DCs developed and deployed at a managerial level when addressing and embracing AC?* This study identified three elements discussed in the dynamic managerial capabilities (DMCs) literature, a sub-set of DCs, managerial cognition, social capital and human capital, to explore how the three elements differ, shape and interact with one another to enable DCs and how AC may influence any interaction across these elements. A qualitative, multiple case study strategy was selected because of the fragmented and nascent DCs and AC literatures. The study covers forty-seven companies in the slow fashion movement, located in Europe, the US and Asia Pacific. The slow fashion movement demonstrates characteristics of AC, focusing on reducing consumption and production. The findings show that the three DMCs elements are influenced by executive decision-makers beliefs and values enabling DCs. Executive decision-makers in the slow fashion movement demonstrated environmentally-oriented AC values and beliefs, which were visible in their executive decision-making, through strategies like social marketing or global impact sourcing. These values and beliefs influenced how the DMCs elements were shaped and interacted with one another. Moreover, sensing, seizing and shifting of opportunities was influenced by these three elements leading to changes, adaptations and the development of new strategies in these companies. The study is limited to findings in the slow fashion movement. Future research could compare fast with slow fashion in relation to AC attitudes. Moreover, firm-driven AC may be visible in a comparable movement, such as the slow food movement. Furthermore, there is a need to further develop and empirically test the conceptual DMCs framework.

DEDICATION

This work is dedicated to my late grandfather, **Erwin Fingerhut**, and my late grandmother, **Maria Fingerhut**, who both died during my PhD studies. I am very thankful that my grandparents fully supported my wish to pursue a PhD in New Zealand. I will always be grateful for their support, sacrifice and encouragement. My grandparents taught me to work hard for my goals and to believe in myself.

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GLOSSARY

Abbreviation	Term	Page Number
IB	International business	1
CSR	Corporate social responsibility	2
NGOs	Non-governmental organisation	2
DCs	Dynamic capabilities	3
RBV	Resource-based view	3
DCV	Dynamic capabilities view	3
DMCs	Dynamic managerial capabilities	4
AC	Anti-consumption	6
GDP	Gross domestic product	8
VUCA	Volatile, uncertain, complex and ambiguous	9
CEO	Chief executive officer	11
RQs	Research questions	12
MNE	Multi-national enterprise	18
VRIN	Valuable, rare, inimitable, non-substitutable	33
CEST	Cognitive experiential self-theory	52
VS	Voluntary Simplifier	75
SRAC	Sustainably-rooted anti-consumption	79
AFN	Alternative food networks	85
SM	Social marketing	88
SF	Slow fashion	119
CFs	Consent forms	127

CHAPTER I

INTRODUCTION

1.1 Research problem and motivation

“The new markets that arise from ecological constraints will dominate the 21st century economy, and so will markets for knowledge.”

(Chichilnisky, 2010, The Ecologist)

“Owing to global pressure from consumers and other advocacy groups, big fashion brands were forced to come together and develop strategies for improving the lives (at the Rana Plaza factory collapse) of those at the end of the line.”

(Ilyashov, 2016)

“We must reconsider how fashion is sold, encourage consumers to waste less, and ensure garments have a longer lifespan.”

(Braithwaite, 2018 - The Independent)

“We endorse an economic model that works within the limits of the natural world, including the limits imposed by climate change and diversity loss. We have to learn to live in a world where we don’t use any virgin materials. Out of this necessity, innovation is born.”

(Marcario, 2018, 'The End of Consumerism')

The motivation for my research stems from current conversations in the (1) media (2) consumers and (3) literature in marketing, strategy and international business (IB) about sustainability, wastefulness, pollution, worker exploitation and over-consumption (Bansal, 2005; Brundtland, 2012; Kolk & van Tulder, 2010; Magretta, 1997; Mohr, Webb, & Harris, 2001; Salzmann, Ionescu-somers, & Steger, 2005; Sheth, Sethia, & Srinivas, 2011). The quotes above show that firms in the 21st century are exposed to changes and challenges arising from operating in a fast-paced, ever-changing external environment that firms increasingly have to adapt their operations and strategies to. This is because of (1) increasing resource limitations (e.g. Gómez-Baggethun & Naredo, 2015; Meadows, Meadows, Randers, & Behrens, 1972); (2) changes in consumer consumption behaviour, habits and preferences (e.g. Braunsberger &

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Buckler, 2011; Chatzidakis & Lee, 2013; Francis, 2014); (3) more sustainable innovations and increased competition (e.g. Albort-Morant, Leal-Millán, & Cepeda-Carrión, 2016; Basile & Faraci, 2015); as well as (4) increased media attention creating awareness in consumers about incidents like the Rana Plaza garment factory collapse in Bangladesh in 2013 (e.g. Business and Human Rights Resource Centre, 2013; D'Ambrogio, 2014). Firms increasingly focus their strategies on innovative and environmentally-friendly ways to manufacture as well as market products to customers (Kanter, 2011).

Sustainability literature (Benn, Dunphy, & Griffiths, 2014; Elkington, 1994; Schmidheiny, 1992; Slawinski & Bansal, 2015; Urry, 2015) discusses the need for firms to adapt and change the way they do business because of possible future resource limitations and other social and environmental problems arising from the 'take, make, use and dispose' economy as well as consumer (over-) consumption (Clapp, 2002; Stahel, 2016). Increasingly consumers, media and politics call for the development and availability of more environmentally sustainable products (Battle, 2012; MacCarthy, 2017; United Nations, n.d.). Hence, firms increasingly adopt 'Corporate Social Responsibility' (CSR) practices to address these environmental and social concerns (Aguilera, Rupp, Williams, & Ganapathi, 2007; Foscht, Lin, & Eisingerich, 2018; Lim & Phillips, 2008). The idea and concept of CSR was presented by Howard Bowen in 1953 (Bowen, 2013; Eteokleous, Leonidou, & Katsikeas, 2016). Bowen (2013) stated that businesses should act ethically and responsibly towards society, its stakeholders and environment. Stakeholders, including society, government, non-governmental organisations (NGOs) and consumers, increasingly influence the dynamics of companies' environments and their competitiveness (Hart & Sharma, 2004; Minoja, 2012; Oliver & Holzinger, 2008; Sirmon, Hitt, & Ireland, 2007; Teegen, Doh, & Vachani, 2004). For example, Greenpeace developed the 'Detox My Fashion' campaign in 2011 to create awareness in the wider public about the toxins used in manufacturing fashion. Moreover, Greenpeace publicly named companies using hazardous chemicals in their production in these campaigns (Greenpeace, 2018). Hence, firms, more than ever, need to adapt to changing environments, such as industry changes, changes in government-led policies and legislation, societal movements, as well as changes in consumer behaviour, such as consumption demand and motivations, to stay competitive. The ability to overcome stakeholder and environmental pressures as well as the ability to gain a competitive advantage over competitors is often linked to a firm's resources and capabilities (Barney, 1991;

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Sirmon et al., 2007; Teece, Peteraf, & Leih, 2016). Firms capable of continuously addressing growing social and environmental constraints in a firm's external environment may have developed, deployed and exploited distinctive competencies, also called dynamic capabilities, to stay competitive while also being environmentally and financially sustainable now and in future (Porter, 1991). My research explores how the development and deployment of a firm's dynamic capabilities (DCs) may enable firms to (1) become more environmentally sustainable and (2) avoid stakeholder pressures.

DCs literature (also discussed in the literature as the dynamic capabilities view (DCV)) is grounded in the resource-based view (RBV) of firms (Eisenhardt & Martin, 2000). The RBV of a firm states that a firm's resources and capabilities enable a firm to generate a competitive advantage (Barney, 1991; Barney, 1996; Penrose, 1959; Wernerfelt, 1984). Even though the RBV enables firms and scholars to understand how firms are able to gain a competitive advantage through its resources and capabilities, the RBV has often been criticised for being static, which can make it more difficult for firms to sustain a competitive advantage over time (Eisenhardt & Martin, 2000). Moreover, according to Wang and Ahmed (2007), existing literature on RBV fails to include the influence of market dynamism and the evolution and development of firms over time, which influences a firm's ability to attain a competitive advantage. DCs in comparison to the RBV are processes, which influence how a company develops, uses and alters its resources to gain a competitive advantage. To clearly distinguish DCs from capabilities in the RBV literature, DCs literature defines capabilities and DCs. Capabilities are static, whereas DCs are future-oriented, and can be developed and altered to change how resources are used to gain a competitive advantage (Ambrosini & Bowman, 2009).

The DCV was developed in the 1990s (Ambrosini & Bowman, 2009; Barney, 1991) as an approach to understand firm strategy changes (Teece, Pisano, Shuen, & others, 1997). The DCV seeks to understand how a firm develops and deploys DCs to attain a competitive advantage (Helfat & Peteraf, 2009; Teece, 2007). A more theoretical view of DCs developed over the last two decades. Hence, research on DCs is still very nascent, conceptual and mostly ambiguous in existing literature. This is also visible in the variety and ambiguity of definitions existing, defining what DCs are. 'Dynamic' has sometimes been referred to as environmental dynamism (e.g. Eisenhardt & Martin, 2000, p. 1106). However, DCs can also be adopted in

more stable environments (Ambrosini & Bowman, 2009). *Dynamic capabilities are a set of specific and identifiable processes such as product development, strategic decision making, and alliances*” (Eisenhardt & Martin, 2000, p. 1105). Theoretical frameworks for DCs developed in a short timeframe of a few years in comparison with matured organisational theories. Moreover, current DCs literature has had a greater focus on defining what DCs are, what they are not and developing conceptual frameworks, than focusing on empirical testing and further development of some of these conceptual frameworks (Ambrosini & Bowman, 2009; Arend & Bromiley, 2009; Barreto, 2010). Some of the existing conceptual frameworks in the DCs literature have been tested, however, often through secondary data (e.g. Teece et al., 1997). Hence, there is a lack of empirically exploring DCs.

My research aims to contribute to providing a better understanding of what DCs are and how these are visible in decision-makers and strategy development in firms operating in a dynamic environment that is influenced by society, specifically consumer movements. As mentioned above, a variety of definitions of what DCs are exist. I am adopting the definition by Zahra, Sapienza and Davidsson (2006, p. 918) who define DCs as “*the abilities to reconfigure a firm’s resources and routines in the manner envisioned and deemed appropriate by the firm’s principal decision-maker(s).*” I am adopting this definition of DCs because like other scholars (e.g. Adner & Helfat, 2003; Eisenhardt & Martin, 2000; Helfat & Martin, 2015), I argue that executive decision-makers play a central role in enabling DCs in firms. This is because managers are able to “*change their resource base, acquire and shed resources, integrate them together, and recombine them to generate new value-creating strategies*” (Eisenhardt & Martin, 2000, p. 1105).

Over the last decade, a sub-set within the DCs literature developed, extending existing DCs literature, focusing on enabling DCs at a managerial level. This sub-set is also so-called ‘Dynamic managerial capabilities’ (DMCs). Both, DCs and DMCs literature discussed that managerial decision-making plays a significant role in enabling DCs in firms (Adner & Helfat, 2003; Andersson & Evers, 2015; Beck & Wiersema, 2013; Dane & Pratt, 2007). DMCs are described as the “*capacity of managers to create, extend or modify the way in which an organisation makes a living in form of for-profit firms, or fulfills its mission in non-profit organisations, including through changes in organisational resources and capabilities*”

(Andersson & Evers, 2015; Harris & Helfat, 2013, p. 1; Sirmon & Hitt, 2009). DMCs comprise of three elements identified in the literature: (1) managerial cognition, e.g. awareness of environmental changes and gaps in a market (Barr, Stimpert, & Huff, 1992); (2) social capital, e.g. building networks (Burt, 1997); and (3) human capital, e.g. university education and past experiences (Castanias & Helfat, 1991, 2001). These three elements may help to understand how the development and deployment of DCs differ across companies. Executive decision-makers may comprise some or all of the three elements. In addition, DMCs literature discusses that these three elements may differ across firms because executive decision-makers may be aware of different external changes, challenges and opportunities, may have different networks and have different educational backgrounds and experience. Hence, the development and deployment of DCs may differ across companies because managerial responses of firms to external and internal environmental changes are based on managers and executives who may react differently to environmental changes because of their individual (1) awareness of external changes, (2) networks and (3) past experience (Adner & Helfat, 2003). Moreover, DC scholars (Barreto, 2010; Makadok, 2001; Teece et al., 1997) argue that DCs are unique. Hence, they may be differently visible across firms. Managers play an important role in redefining growth opportunities as well as boundaries of firms as they adapt and redesign a firm's competitive positioning based on environmental changes (Castanias & Helfat, 1991). According to Helfat and Martin (2015), not every manager may possess DMCs. However, managers that mingle in different networks across companies are able to obtain diverse information, which may help them to facilitate environmental scanning and hence the identification of new opportunities. Hence, all three factors, managerial cognition, social capital and human capital, together may enable a firm to develop and deploy DCs at a managerial level. According to Beck and Wiersema (2013) all three elements interact with one another and shape each other. However, this has not been supported through any empirical studies yet.

In line with existing research (e.g. Beck & Wiersema, 2013), I argue that executive decision-maker managerial cognition, social capital and human capital play a central role in enabling DCs. These three elements may show differences and similarities of how executive decision-makers enable DCs. Additionally, I argue that awareness of, networks in and knowledge about a firm's *external environment* and industry may play a key role in enabling DCs at a managerial level. This is because firms worldwide have increasingly become the focus of negative

consequences resulting from consumption, such as climate change, waste, public health problems, environmental pollution/damage and over-consumption (Devlin, 2015; Riley, 2017; Stead & Stead, 2000). Furthermore, firms worldwide are also becoming increasingly aware and react to a global consumer trend, anti-consumption (AC) where consumers voluntarily avoid, resist, reject, or reduce consumption of certain goods and services (Albinsson, Wolf, & Kopf, 2010; Anderson, Hamilton, & Tonner, 2014; Black & Cherrier, 2010; Cherrier, Black, & Lee, 2011; Dawar & Pillutla, 2000; Hwang, Lee, Diddi, & Karpova, 2016). AC literature has explored this emerging consumer behaviour and attitude change in great depth (Amine & Gicquel, 2011; Anderson et al., 2014; Black & Cherrier, 2010; Chatzidakis & Lee, 2013; Craig-Lees & Hill, 2006; Lee, Roux, Cherrier, & Cova, 2011; Lee, Motion, & Conroy, 2009; Tosun & Gürce, 2018). Moreover, AC has gained increased attention in marketing literature. Contemporary consumers have greater awareness of problems arising from consumption because of their ability to access information online (Adams, 2014; Creyer, 1997; Dailey, 2015; Kikuchi-Uehara, Nakatani, & Hirao, 2016; Kucuk & Krishnamurthy, 2007; Labrecque, vor dem Esche, Mathwick, Novak, & Hofacker, 2013). Hence, consumers are able to make more informed purchasing decisions and can choose whether they want to buy a product or service or *not* based on the information they receive about a company, its practices and reputation. AC is one example of a consumer phenomenon that may influence firm decision-making and strategy development. Thus, I argue that external market influences, specifically consumer AC, may play a role in enabling DCs at a managerial level visible in managerial decision-making and strategy development. Additionally, I argue that not only consumer AC behaviour and attitudes may result in changes in firm decision-making and strategy development enabling DCs, but AC attitudes and behaviour may also be visible at a firm level in executive decision-makers. This is because executive decision-makers may have adopted and/or developed AC values, attitudes and behaviour, which may influence firm decisions and strategy development, enabling DCs.

Current AC literature has only explored consumer AC in detail, a firm level perspective of AC remains unexplored. Exploring this global consumer phenomenon at a firm level may provide a better and more complete understanding of AC; as well as how such external phenomena may influence the development and deployment of DCs in firms at a managerial level. I am interested in exploring this growing global consumer sentiment at a firm level because there

has been emerging evidence that executive decision-makers worldwide may engage in and/or promote AC to consumers and other stakeholders for strategic and environmental reasons. Companies like Patagonia have used advertisements like ‘*Don’t buy this jacket*’ strategically to promote consumption reduction in consumers to achieve the company’s environmentally-oriented company mission (Patagonia, 2011). In addition, there are firm strategies within marketing and strategy literature, which could be characterised as being AC-oriented. These strategies, if adopted by firms, could promote AC to reduce consumer demand of firm products and services and aim to alter consumption behaviour of consumers. These strategies are (1) social marketing and (2) demarketing.

(1) Social marketing

Social marketing is defined as influencing target customers to change, alter, reject or reduce negative purchasing behaviour and attitudes, such as smoking cigarettes (Dailey, 2015; Dann, 2010; Kotler & Zaltman, 1971; Peattie & Peattie, 2009; Wymer, 2010). Social marketing aims to educate consumers about use and consequences of consuming products and services. Existing social marketing literature has greatly focused on the use of the strategy by governments and NGOs to change societal behaviour. Governments and NGOs have used social marketing campaigns to educate consumers about negative societal consumption behaviours. Government-led social marketing campaigns focused on for example: ‘Don’t smoke’, ‘Don’t drink and drive’ or ‘slow down when driving’ advertisement campaigns (e.g. NZTA, 2019). However, existing literature does not provide insights of how and why commercial firms could make use of social marketing.

(2) Demarketing

Demarketing is a firm strategy that discourages customers to consume, brands, products, or services on either a temporary or permanent basis (Beeton & Benfield, 2002; Cullwick, 1975; Gerstner, Hess, & Chu, 1993; Kotler & Levy, 1971; Shiu, Hassan, & Walsh, 2009; Sodhi, 2011; Wright & Egan, 2000). Traditionally, demarketing has been used to reduce demand for goods or services because of resource or manufacturing constraints of firms to meet consumer demand. Demarketing has also been used in the tourism and hospitality industry to demarket holiday destinations to tourists that have a lower budget, e.g. backpackers, by increasing prices

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of accommodation. By adopting a high price strategy and providing a luxurious stay, accommodation providers were able to change their target market from low to high income tourists, demarketing the destination to low income tourists (Fullerton, McGettigan, & Stephens, 2010). Furthermore, Patagonia, an American outdoor clothing retailer, has adopted a very controversial corporate strategy focusing on consumption reduction, visible in their (1) mission statement: “*Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis*” (Patagonia, n.d.); and (2) in the company’s ‘Don’t buy this jacket’ ad (Patagonia, 2011). The company seems to promote AC, more specifically consumption reduction to consumers through its strategy to identify and implement solutions to environmental and social problems.

In accordance with existing AC literature (Chatzidakis & Lee, 2013), I argue that AC does not imply non-consumption of products or services, but selected avoidance, rejection or reduction of products or services. Hence, AC at a firm level may be visible in (1) decisions to avoid, reduce or reject supplies, raw materials, etc. and (2) in strategies to reduce over-consumption of consumers because of executive decision-maker awareness about environmental constraints resulting from consumption. Overall, the use of such a strategy is rather unusual, because companies aim to increase profits through repeat and increased purchases by consumers, since the majority of countries measure growth and welfare through the Gross Domestic Product (GDP) (Fleurbaey, 2009). However, the adoption of a strategy like social marketing or demarketing does not imply that a company will *not* grow or increase profits. A company making use of a strategy like demarketing and social marketing may have innovated other additional strategies to grow and increase profits. Thus, companies may use a demarketing or social marketing strategy because of executive decision-maker personal values, beliefs and morals, which may be environmentally AC-oriented. By aligning executive decision-makers’ personal AC values with company values, executive decision-makers are able to fulfil personal values. Thus, I argue that executive decision-makers may strategically use social marketing and demarketing because the executive decision-maker has aligned personal AC values and attitudes with company values. For example, a firm owner with a strong personal value to protect the environment may use social marketing to educate consumers about the environment or the influence of consumption on the environment. Environmentally-oriented AC-oriented AC values and beliefs of the firm owner may be implemented in the company’s mission and

vision, as visible in the case of Patagonia. Thus, executive decision-makers (e.g. firm owners), adopting environmentally-oriented AC values and beliefs, may decide to adopt such strategies to promote AC values and beliefs to customers. Overall, the aim of both, social marketing and demarketing, strategies can be understood as a firm's focus to strategically encourage or promote AC to consumers to reduce or alter consumers' demand for goods and services. Hence, both strategies may be adopted by firms to encourage consumption reduction or AC.

To further guide my research to explore the role of external influences, such as AC, in enabling DCs at a managerial level, I have selected an industry context for this research that demonstrates (1) the influence of market dynamics on firms and (2) AC characteristics at a firm level. The industry context could contribute to understanding the role of AC at a firm-level and specifically the possible development and deployment of DCs through managerial decision-making. The global fashion industry, specifically the slow fashion movement, was selected as the context for this study. According to "The State of Fashion" report by McKinsey (2016), the global fashion industry is characterised by uncertainty, continuous change and challenges (Amed, Berg, Brantberg & Hedrich, 2016). Schoemaker, Heaton and Teece (2018) describe such rapidly changing environments as VUCA (volatile, uncertain, complex and ambiguous) environments. The dynamics in the fashion industry are influenced by macroenvironmental factors, such as (1) the Brexit vote in the UK (Hoang, 2017); (2) localising manufacturing facilities from abroad (Abnett, 2016); and (3) mass media attention on fashion-related incidents, like the Rana Plaza garment factory collapse in 2013 (Francis, 2014). Consumer demand and lifestyle changes have made consumption behaviour and attitudes toward fashion less predictable, especially for clothing with shorter lifecycles and lifespans, which are often trend and season dependent (Burns, 2016; Denning, 2015; Thomassey, 2014).

In addition, companies in this industry are increasingly exposed to media and consumer awareness about negative environmental and social issues relating to for example, worker exploitation (e.g. Daily Mail Australia, 2011; D'Ambrogio, 2014) and environmental pollution (e.g. Szokan, 2016). These market dynamics can influence firms because they create opportunities, but also challenges for firms to stay competitive. These are visible though for example, (1) firms adopting and developing new and more sustainable business models to align

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company aims and goals with customers and other stakeholders (e.g. Boons & Lüdeke-Freund, 2013); (2) consumer and demand changes, such as the rise in consumer movements like AC (e.g. Lee; Fernandez et al., 2009) (3) consumer and media pressure forcing firms to change or adopt strategies and operations; and (4) media coverage highlighting the need for a change in the industry because of natural resource limitations, increased waste, pollution and over-consumption in the fashion industry (Bonini & Goerner, 2011; UN Global Compact & Accenture, 2013). Hence, the industry context may contribute to help better understand what DCs are, how they are visible and how they are developed and deployed in a context that is exposed to market dynamics challenging firms to stay competitive. In addition, slow fashion in contrast to fast fashion focuses on reducing consumption and production (Fletcher, 2007a). Slow fashion companies focus on longevity, trend independency, high quality clothing (Fletcher, 2007a), reducing over-consumption, rejecting and avoiding consumption that is not fairly made and considering the cost and time involved in producing a garment that is made to be timeless (Bourland, 2011). These characteristics of slow fashion could indicate a link to AC. In accordance with AC literature, consumption and AC can co-exist and are not mutually exclusive (Chatzidakis & Lee, 2013). Hence, firms that are part of the slow fashion movement may engage in consumption and AC attitudes and values visible in the development and deployment of DCs in decision-making and strategy development. In addition, firm level AC may be influenced by firm external views on social and environmental sustainability from media, NGOs, governments, consumers and other stakeholders. Moreover, because of increased awareness of executive decision-makers of changes in the firms' external environment, these slow fashion firms may develop and deploy DCs more visibly, since they are differentiating themselves from companies in fast fashion, which have been increasingly exposed by consumer AC behaviour and attitudes. For example, firms like Zara and H&M have been publicly exposed to consumer AC through consumer boycotts and resistance (e.g. Chua, 2016; Galpin, 2016; Zarantonello, Romani, Grappi, & Bagozzi, 2016; Tiplady, 2006). Firms within the fashion industry have started implementing changes to core operations to adapt and respond to changes in this dynamic and ever-changing market to stay competitive (Amed et al., 2016). Firms seem to increasingly move away from strategies that shorten the length of product lifecycles to implementing sustainable innovations into product design and manufacturing processes (Amed et al., 2016). Therefore, AC may be visible in the slow fashion

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movement at a firm level through firm owner, chief executive officer (CEO) or manager decision-making.

In summary, my research is situated at the interface between strategic management and marketing literatures contributing to the DCs and AC literature. My research provides both theoretical as well as managerial insights into the DCs and DMCs literature through the lens of AC. Research is necessary in this field because DCs literature remains fragmented and conceptual. My research provides a unique perspective of DCs at a managerial level because I am exploring the development and deployment of DCs through the lens of a global consumer movement, AC, in the context of the slow fashion movement. By selecting the context of a global consumer phenomenon, AC, this study provides not only theoretical and managerial insights of the DCs and DMCs literature, but also implications for the international business literature that may enable managers globally to develop strategies to address AC. I argue that AC may play a role in executive decision-making and strategy development in firms to enable firms to not only gain an advantage over other companies in the industry, but also to stay competitive. According to Beard and Dess (1981), individuals or groups that occupy key roles within organisations develop and change firm directions. Hence, by exploring DCs at a managerial level, I may gain valuable insights into the role of AC in executive decision-making, values and strategies. I argue that awareness of, networks in as well as knowledge and education about industry-related issues and other external influences, such as consumer sentiments like AC, can allow executive decision-makers to make decisions to react, and address changes and challenges arising from media, government and society in a firm's environment more quickly. I argue that, rather than hindering a business, an executive decision-maker incorporating AC values and attitudes in their decisions may be able to change, adapt and develop resources to generate new value creating strategies. This is because a firm may align with customer values and attitudes in the market, providing this firm with an advantage. Moreover, I argue that education and awareness of executive decision-makers on societal and environmental issues play an important role in adopting resources and capabilities in a highly competitive and dynamic environment, such as the fashion industry. The DCV seems to be a good fit, since the approach can be applied when examining firms at a micro-level/managerial level, which is the focus of this thesis. Thus, the overarching research question my research seeks to answer is: *How are dynamic capabilities developed and*

deployed at a managerial level when addressing and embracing emerging movements, such as anti-consumption?

The following sub-section of chapter I provides an overview of the research questions, aims and objectives of this research.

1.2 Research questions, aims and objectives

In my literature review (chapter II), I present an overview of the existing DCs and DMCs literature to position my thesis' contributions. As highlighted in this chapter (section 1.1), existing DCs literature is fragmented, ambiguous and based on conceptual frameworks. My research contributes to further develop DCs and DMCs theory. This study aims to provide empirical evidence to explore what DCs and specifically DMCs are and how they are visible in firms. Current DCs literature also discusses that market dynamics may play a role in the development and deployment of DCs. To understand what role market dynamics play, I have identified a growing global consumer phenomenon, AC (presented in part 2 in the literature review), to explore the development and deployment of DCs in managerial decision-making and strategy development. I argue in my research that this consumer phenomenon may also be adopted internally by executive decision-makers visible in their decision-making, strategy development and personal values. In addition, external influences like media, knowledge gained through studies, government-led policies as well as other external changes may also influence the adoption of firm internal AC values, attitudes and behaviour in executive decision-makers. Hence, the development and deployment of DCs in the context of AC in firms may be influenced by both, internal and external AC influences at the same time.

Hence, my research seeks to answer the research questions (RQs):

RQ 1: How are dynamic capabilities developed and deployed at a managerial level?

RQ 2: How are dynamic managerial capabilities visible in a firm's ability to address, embrace and engage in emerging movements, such as anti-consumption?

RQ 3: How are anti-consumption sentiments and behaviour visible in the development and deployment of dynamic capabilities at a managerial level?

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The aim of my research is to provide new in-depth insights and a unique perspective of DMCs through the lens of a global consumer phenomenon, AC. Because existing DCs and DMCs literature is very conceptual, my research aims to provide empirical evidence to further develop an existing conceptual framework of DMCs developed by Beck and Wiersema (2013). My research explores how the three elements, managerial cognition, social capital and human capital differ, conform, shape and interact with one another. In addition, my research aims to provide a more complete understanding of AC, by exploring the phenomenon at a firm level. This study aims to show whether and how AC attitudes are visible in executive decision-makers and what role AC plays in the development and deployment of DCs in strategic decision-making and strategy development.

The context of my thesis also plays a central role in exploring the development and deployment of DMCs through the lens of AC. This is because the context is linked to (1) the role of market dynamism in enabling DCs and (2) AC at a firm level. The fashion industry is a highly volatile market, where dynamics of the market change very quickly. Even though the slow fashion movement focuses on slowing down consumption and production in the industry, the industry is influenced by a variety of external stakeholders, such as consumers e.g. consumer AC, governments, and the media, which creates a dynamism in the market and may impact the dynamics in firms. Specifically, consumer demands and consumption habits are continuously changing because of access to information about and of firms through media, the internet and other sources, such as friends or family members, which can influence consumption attitudes and behaviour as well as enable consumers to make more educated purchasing decisions (Füller, Mühlbacher, Matzler, & Jaweck, 2009; Hajli & Sims, 2015; Labrecque et al., 2013; Rezabakhsh, Bornemann, Hansen, & Schrader, 2006). Furthermore, technology also increasingly influences what, how and where we shop (Agrawal, 2017; Business Wire, 2016; Dickey, 2012). Consumer attitudes, both positive and negative, are also increasingly visible on social media platforms, where consumers discuss their experiences and attitudes of products/services. Hence, it is necessary for firms to develop and deploy DCs to cater to these changes, to enable a firm to stay competitive and create values that both, consumers as well as firms, align with. My research aims to gain a complete understanding of AC at a consumer *and* firm level to understand similarities and differences between consumer AC *and* firm level AC. Understanding AC from a consumer and firm perspective may provide rich insights into how

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external influences, like AC, can help or hinder executive decision-making and strategy development in creating value for firms.

After providing an overview of my research, discussing and determining the focus of my thesis', including literature review, theoretical foundation, context, research questions and aims of this research, I developed research objectives that are linked to my proposed contributions of this study.

My research has the following objectives:

1. To explore and understand how DCs are visible and generated at a managerial level.
2. To further contribute, develop and/or adapt the existing conceptual DMCs framework by Beck and Wiersema (2013) through empirical evidence and exploration of how the three elements of DMCs differ, conform, shape and interact one another.
3. To explore the role of AC in the development and deployment of DMCs in firms.
4. To explore and understand AC at a firm level
5. To understand and explore reasons for firm owners, CEOs and managers to adopt AC values, attitudes and behaviour in decision-making and strategy development.

Table 1 summarises research questions, aims and objectives of this research.

Table 1: Summary of research questions, aims and objectives

<i>Research aim</i>	<i>Research questions</i>	<i>Objectives</i>
Examine and understand the development and deployment of DCs at a managerial level (specifically executive decision-making and strategy development) through the lens of anti-consumption (a consumer phenomenon) at a firm level.	RQ 1: How are dynamic capabilities developed and deployed at a managerial level?	1. To explore and understand how DCs are visible and generated at a managerial level.
	RQ 2: How are dynamic managerial capabilities visible in a firm's ability to address, embrace and engage in emerging movements, such as anti-consumption?	2. To further contribute, develop and/or adapt the existing conceptual DMCs framework by Beck and Wiersema (2013) through empirical evidence and exploration of how the three elements of DMCs differ, conform, shape and interact with one another. 3. To explore the role of AC in the development and deployment of DMCs in firms.
	RQ 3: How are anti-consumption sentiments and behaviour visible in the development and deployment of dynamic capabilities?	4. To explore and understand AC at a firm level. 5. To understand and explore reasons for firm owners, CEOs and managers to adopt AC values, attitudes and behaviour in decision-making and strategy development.

Source: Developed by author

The following section provides an overview of the key concepts and background of my research.

1.3 Background and context of research

This section provides an overview of the background and relevant key concepts of this research. This section discusses the context of consumer AC as well as other internal and external environmental influences, which have been identified as relevant for my research. This section includes discussions of (1) firm influences on consumer consumption; (2) planned obsolescence; (3) longevity in products; (4) consumption trends; and (5) conscious firms. These sub-topics were identified as relevant to my research because of the rise in environmental sustainability, which is a focal area of this research visible in the context of AC and slow fashion. These sub-topics provide further insights into decision-making and strategy development of firms and what role market dynamics play.

Firm influence on consumption

Large businesses play a central role in consumer society by influencing and shaping consumption behaviour, as well as social and societal trends (Michaelis, 2003). Developed nations play an important role in influencing global consumption culture, as many consumers in developing and emerging countries aspire to consume in similar ways to developed nations (Alier, 2009; Dholakia & Firat, 2003). According to Michaelis (2003), firms drive material consumption and market demand by introducing innovative goods or newer versions of existing goods to markets to stay profitable and grow. Through the development of new goods/services as well as marketing, businesses are able to create and shape consumer needs, wants and demands for products and services. All of which seem to ease and fulfil the lives of consumers using or possessing these products (Michaelis, 2003). Thus, the purpose of firm-driven marketing seems to be to encourage customers to consume more or to favour decision-making towards purchasing brands and products marketed by firms (Peattie & Peattie, 2009). However, because of the continuous development and production of new products, some firms make existing products available in the market obsolete by creating a shorter product-lifecycle for these products (Bayus, 1994); resulting in environmental impacts from consumption (Michaelis, 2003). The fashion industry, specifically fast fashion, portrays the aim of most firms, which is to increase sales volume and to reduce clothing lifecycles and lifespans by intentionally producing goods of lower quality, and increasing turnover rates to maximise sales in a shorter timeframe (Circular Fashion, 2015; Khaleeli, 2015; The Economist, 2009). The strategic reduction of a product's lifespan to increase the turnover rate and product sales is called planned obsolescence (The Economist, 2009).

Planned obsolescence

Planned obsolescence is a strategy that reduces the lifespan of products and increases the long-term sales volume of firms (The Economist, 2009). Planned obsolescence seems to be '*the strategy*' adopted by many businesses that are growth- and profit-oriented (Keegan, 1983; Lockett & Thompson, 2004; Slater & Angel, 2000; Utaka, 2006). Planned obsolescence can be built into a wide range of products such as clothing, appliances, computers, phones and other goods because new substitutes can be introduced to the market. Obsolescence can also be psychological and can lead to repetitive consumption (The Economist, 2009). A classic

example of planned obsolescence in the fashion industry are ‘nylon stockings’. This is because unavoidable laddering of nylon stockings led consumers to repeat purchases of nylon stockings. Hence, a nylon stocking is a product that was made to be obsolete. Furthermore, manufacturers were discouraged to make products that lasted longer. Nylon stockings are one example demonstrating that the fashion industry is an industry that has been committed to built-in obsolescence (The Economist, 2009).

Consumption trends and anti-consumption

According to Elliott (1997), customers seem to be in a permanent state of unfulfilled desires where shopping has become a leisure activity and a response to a feeling of meaninglessness (Hamilton, 2010; Postconsumers, 2017). Furthermore, various studies indicate that a consumer’s happiness does not increase with consumption once a person’s income exceeds a certain minimum level (Sodhi, 2011).

A number of studies (Connolly & Prothero, 2003; Csikszentmihalyi, 2000; Jackson, 2005; Nicolao, Irwin, & Goodman, 2009; Quelch & Jocz, 2007) found that individuals with consumption-dominated lifestyles tend to (1) be less happy; (2) have lower self-esteem; (3) have poorer social relationships and (4) are less satisfied with their lives. Over- or hyper-consumption increases environmental issues, such as eco-system resource constraints and environmental degradation. According to Sheth et al. (2011), the current collective consumption level exceeds the resources available on the planet. Rapid growth of consumption is also due to repetitive consumption or planned obsolescence of products that negatively impact on human health and welfare (Quelch & Jocz, 2007; Sheth et al., 2011). Also, consumers seem to be more demanding, expecting more while paying less (Sheth et al., 2011).

Nonetheless, some consumers are becoming more aware of environmental issues arising from consumption (Farrow, 2015; O’Rourke, 2012); what environmental damage companies cause in their production processes and what environmental damage consumers themselves can cause through the disposal of their purchased products and product packaging (Alexander, 2012; Black & Cherrier, 2010; Connolly & Prothero, 2003). Furthermore, consumers are more aware of (1) firms incorporating or not incorporating CSR practices; and (2) firms adopting or disregarding fair trade standards, animal welfare and labour practices (Moraes, Szmigin, &

Carrigan, 2010). In addition, global risks including food scares, environmental degradation, consumption ethics and market practices influence consumer buying behaviour (Moraes et al., 2010). Consumer and marketing research largely focuses on understanding consumer behaviour and attitudes explaining why and how consumers purchase or consume certain goods from companies (Holbrook & Gardner, 1993; Holt, 1995).

Some customers seem to choose to consume more environmentally sustainable, ethically or even choose not to consume certain products at all, as they avoid, resist or boycott a firm or brand for ethical, sustainability or other reasons (Albinsson et al., 2010; Black, 2010; Black & Cherrier, 2010; Fontenelle, 2010; Yuksel & Mryteza, 2009). Research in marketing has improved the understanding of consumer characteristics and motivations to purchase and consume environmentally-friendly products to help preserve the environment (Black & Cherrier, 2010; Chatzidakis & Lee, 2013). Hence, consumption trends of consumers seem to be changing or shifting (Cherrier, 2010; Craig-Lees & Hill, 2002; Sheth et al., 2011; Vergragt, Akenji, & Dewick, 2014). One phenomenon emerging in international marketing literature is anti-consumption (AC).

AC has been established among consumers (Black, 2010; Cherrier, 2009; Galvagno, 2011; Lee, Fernandez, & Hyman, 2009; Lee, Motion et al., 2009; Odou & Pechpeyrou, 2011). AC not only focuses on general consumption opposition, literature also places emphasis on consumer actions directed against specific targets such as products or brands, companies or even nations. AC literature also explores how and why public organisations, governmental and NGOs are promoting AC to end-consumers (Sharp, Høj, & Wheeler, 2010) with the aim to change or alter consumer attitudes towards products, such as campaigns against smoking cigarettes aiming to improve individual, but also societal well-being and health (Lee, Fernandez et al., 2009; Shiu et al., 2009). However, not only consumers become more environmentally-oriented through their personal AC behaviour and attitudes, also firms act more environmentally conscious.

Conscious firms

The ten largest multinational enterprises (MNEs) comprise annual sales and profits, which are comparable to the GDP of the 100 smallest countries in the world (Dowell, Hart, & Yeung,

2000, p. 1059). These firms are making positive contributions to economies around the world. However, some of these firms have also been accused of causing negative effects (e.g. pollution and/or labour exploitation) towards the environment and society by shifting manufacturing and production (Dowell et al., 2000) to countries where regulations are often less strict (Daly, 2005). By shifting production to countries where pollution laws are less stringent, companies are able to avoid expensive pollution controls, and reduce costs by using outdated equipment that is no longer permitted in Western countries, equipment that does not meet existing standards (Dowell et al., 2000). This way of outsourcing and shifting production also results in a 'race to the bottom' because poor or emerging countries seek to minimise costs to increase the country's business opportunities. Hence, some businesses externalise environmental sustainability, rather than solving existing environmental problems, they shift environmental problems to other countries (Dowell et al., 2000).

However, Jones and Rubin (2001) found that negative firm incidents, such as false or deceptive advertising, product recalls, employment violations, health and safety regulations or corporate crimes, often result in large losses (both capital and market perception) to firms. Hence, a firm's reputation can also play an important role whether consumers are willing to pay a higher price for a product. Furthermore, scholars (Dowell et al., 2000; Hill, Ainscough, Shank, & Manullang, 2007) have explored whether the adoption of environmental laws and regulation policies as well as CSR performance provide increased value to large MNEs. Dowell et al. (2000) found that these firms often have higher market values. Similar results were found by Hill et al. (2007) who stated that CSR performance can create a positive value and reputation for firms looking for investors. Hence, by embedding a social and environmental conscience within a firm can not only create value for a firm and improve its reputation, but also strive for personal goals of owners, founders and employees working for an environmentally and socially oriented firm.

There are a variety of companies in the fashion industry that have embedded social and environmental goals into their vision statement and their business practices. These firms balance their economic needs to sustain themselves and remain in business, but also try and fulfill their social and environmental goals and missions. One example of a company that tries to fulfill environmental and social, as well as economic needs is MUD Jeans, a conscious

denim company, based in the Netherlands. The company produces lower impact jeans by reducing water usage as well as using organic certified cotton instead of conventional cotton that is treated with pesticides. To create awareness around social and environmental problems in the denim and fashion industry, the company is shaking up the current standards of the fashion industry by using videos and other marketing strategies to create awareness in consumers. The company has fully embedded CSR practices creating value for the firm, and also for society and environment (MUD Jeans, 2018). MUD Jeans is a company that is part of the slow fashion movement and hence may have an AC attitude embedded in its decision-making, values and strategies.

Overall, AC at a firm level remains unexplored. The existing definition of AC focuses only on consumers voluntary reduction, avoidance and rejection of products and services (Chatzidakis & Lee, 2013). This limits the view I am aiming to take in this research. Hence, *I am extending the existing definition of anti-consumption focusing on reasons why consumers not consume to firm owners', CEOs' and employees' reasons for avoiding/rejecting/resisting and reducing the consumption of products and services along a company's supply chain and the promotion of consumption reduction to consumers.*

The ability of firm owners, CEOs and managers to recognise and identify these shifts and changes in markets can be linked to the RBV of the firm and specifically the DCV, the theoretical foundation of this study, which is further discussed in chapter II of this study.

The following section provides an overview of the research method identified for this research.

1.4 Overview of research method

The concepts discussed in this research are nascent in both, strategic management and marketing literatures. AC literature is very contemporary and the majority of research focused on exploring and understanding this nascent phenomenon from a consumer perspective. Also, literature and theoretical contributions of DCs are emerging, often at a conceptual state with limited empirical data available. Scholars (e.g. Ambrosini & Bowman, 2009) discussing DCs suggest to adopt a qualitative research method to provide a rich and detailed understanding of DCs. Hence, I have identified a qualitative multiple case-based research strategy in a single

industry context, the slow fashion movement, as suitable for this study to collect and analyse data. The slow fashion movement was selected for this study because of the similarities of the characteristics between AC and slow fashion. Slow fashion companies seem to demonstrate practices of avoidance, rejection, reuse and reduction of consumption and production. Hence, the movement provides a promising platform to explore AC at a firm level. Furthermore, companies within the movement demonstrate a strong focus on continuously developing, and altering resources to make products more environmentally-friendly and reduce environmental damage, which seems to demonstrate a possibility that these firms may develop and deploy DCs, based on executive decision-maker awareness, knowledge and education. This thesis aims to provide empirical data to support conceptual models (specifically Beck and Wiersema's (2013) model) developed in the existing DCs literature.

This research uses traditional methods to collect data, including semi-structured in-depth interviews with firm owners, CEOs and senior managers as well as company data, such as internal documents, newspaper articles, and website information about participating companies. I am using NVivo to analyse and develop themes of the data collected. These themes are based on existing DCs, DMCs, the conceptual framework by Beck and Wiersema (2013) and AC literature. Themes were added and revised throughout data collection and analysis (Merriam, 1998). The themes developed were matched with research questions and the literature discussed in chapter II to focus the analysis. Biases in the interview process were avoided through the development of questions that did not demonstrate any relation to the researcher's opinions. Furthermore, the interview data was compared to the public profile of companies to establish rigour of the analysis.

The following section provides an overview of proposed contributions to be made in this study.

1.5 Contribution of this thesis

The research explores the role of firm level AC in enabling DCs at a managerial level in executive decision-making and strategy development. The research addresses issues, which are controversial and challenging within the mainstream view of economic value maximisation. This is because consumer AC seeks to answer why consumers choose to not buy products and services. Hence, by exploring the role of AC at a firm level in enabling DCs

I am indirectly asking why a firm voluntarily reduces production and possibly sales volumes to promote the reduction in consumer demand for the company's product offering. Moreover, I am exploring how a firm may enable DCs through AC. Company objectives and goals towards achieving environmental sustainability may be strongly linked to why firms may adopt AC in their values, strategies and decision-making. Hence, my research seeks to understand how AC may positively (or negatively) contribute to (1) attaining an advantage; (2) differentiating a business from other businesses in the industry by developing and deploying DCs; and (3) identifying implications for international businesses in the global marketplace. Additionally, I argue that strategies relating to the incorporation and promotion of AC at a firm level may become more apparent in future, when resources become scarcer or when consumer demand exceeds available supplies. Hence, this study makes several contributions.

1. Contribution to DCs and DMCs literature and theory

First, this thesis contributes to the DCs literature, specifically the DMCs literature, an extension to and microfoundation of DCs, by exploring the development and deployment of DCs through the lens of AC at a firm level. Microfoundations are "*managerial and organisational processes that underpin and enable the deployment of dynamic capabilities*" (Ambrosini & Bowman, 2009; Helfat & Peteraf, 2009, 2015). This study uses an existing conceptual framework in the DMCs literature, developed by Beck and Wiersema (2013) and contributes to providing new empirical insights into DMCs by exploring how the three factors discussed in the DMC literature, being managerial cognition, social capital and human capital, vary, conform, interact with and shape one another. This study is the first to incorporate all three elements of DMCs. Currently, DCs literature provided mainly conceptual frameworks to develop theory. There is little empirical support for these conceptual frameworks. Hence, this study aims to further develop the conceptual DMCs framework through empirical findings as well as to provide theoretical insights of the DCs and DMCs literature and its implications to the international business literature in the context of AC in the slow fashion movement.

2. Contribution to AC literature

Second, this work provides a unique contribution by applying and extending the view of a global consumer phenomenon, AC, to the firm level. Extending views from one group to

another, in this case from consumers to a firm level, is vital as it provides researchers with a more complete view and understanding of phenomena. The thesis has a strong focus on environmentally-oriented AC because of the rise in environmental sustainability in literature and the public. Firm owners, CEOs and managers may make AC-oriented decisions and develop and deploy DCs based on their awareness of environmental challenges and social problems within the industry and society at large.

3. Contribution to Social Marketing

Third, this study contributes to marketing, specifically AC and strategy literatures. This thesis provides in-depth insights into whether firm level AC is visible in strategies, such as social marketing and demarketing. Furthermore, my research extends the view of social marketing to commercial firms. To my knowledge, social marketing has mainly been used by government and NGOs to create awareness and educate consumers about unfavourable consumer and societal behaviour, e.g. smoking. The view of social marketing from the perspective of commercial firms remains missing.

4. Contribution through empirical evidence

Fourth, a knowledge contribution is made to the generation of new data as the study contributes to knowledge creation of AC from the vantage point of managerial decision-makers in the fashion industry, specifically the slow fashion movement. Currently, there is no data available on firm perspectives of AC relating to causes, motivations or strategies of firms adopting AC. Choosing one industry context for this study allows exploration of whether firm AC exists across different firms within one industry and to identify similarities and differences of the phenomenon at a firm level. In addition, this study makes a knowledge contribution by applying the DCs and DMCs theoretical approach to a particular context, the slow fashion movement as well as a growing global consumer sentiment, AC, which may provide rich insights and generate knowledge about the development and deployment of DCs and DMCs.

5. Managerial contributions

Fifth, in managerial terms, this research aims to contribute to the development and operationalisation of firm strategies and distinctive capabilities, which may help firms to adapt

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to external environmental influences impacting a firm's ability to attain a competitive advantage and/or a firm's ability to differentiate itself from other companies in the industry. Firm owners and managers may need to overcome future issues relating to environmental and financial sustainability, resource scarcity and increased demand of products exceeding supply through innovations that are environmentally sustainable. These future issues and challenges may require firms to adapt and change strategic directions and goals quickly to overcome external issues and create value for the company, stakeholders, society and environment. The knowledge gained from this study may be applied to other companies in other industries to enable companies to help them identify possible DMCs that may enable these firms to develop and deploy DCs to tackle problems arising in a firm's external environment. In addition, this study may provide companies with new and rich insights into strategies of how firms became more environmentally sustainable.

The study is significant because it contributes to the marketing and strategic management literature and provides insights into a business environment that is increasingly adopting social and environmental values. Additionally, this study provides implications for the international business literature by exploring DCs and DMCs through the lens of AC globally. Consumers are more and more aware of social and environmental problems and are progressively aligning themselves with these values (Dailey, 2015). Hence, to stay competitive in a rapidly changing environment where consumer demands and motivations continuously change, firms must develop strategies and values these consumers can align with.

6. Contribution to spreading knowledge

Finally, the study contributes to spreading knowledge through a publication in a book chapter and presentations at conferences and seminars, detailed below:

Book Chapter

Lee, M. S., Seifert, M., & Cherrier, H. (2017). Anti-consumption and Governance in the Global Fashion Industry: Transparency is Key. In *Governing Corporate Social Responsibility in the Apparel Industry after Rana Plaza* (pp. 147-174). Palgrave Macmillan, New York.

Presentations at International Conferences, Symposiums and Seminars

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Seifert, M. & Benson-Rea, M. (2018). Using dynamic capabilities to adopt innovative international marketing strategies: Aligning consumer and company values. Presented at European International Business Association (EIBA) Conference in Poznan, Poland.

Seifert, M., Lee, M. S. & Benson-Rea, M. (2017). Moving beyond profit: Sustainable business models and the slow fashion industry. Presented at the Macro-Marketing Conference in Queenstown, NZ.

Seifert, M., Benson-Rea, M. & Lee, M. S. (2017). Moving beyond profit: Sustainable business models and the slow fashion industry. Presented at B Corp Roundtable in Toronto, Canada.

Seifert, M., Lee, M. S. & Benson-Rea, M. (2016). Anti-consumption by Firms and Public Policy - The Case of Patagonia. Presented at the International Centre for Anti-Consumption Research (ICAR) Symposium in Melbourne, Australia.

Seifert, M. & Lee, M. S. (2016). Understanding Anti-consumption by Firms: Social Marketing by Patagonia. Presented at Australia and New Zealand Marketing Academy (ANZMAC) Conference in Christchurch, NZ.

The following section provides an overview of the thesis structure.

1.6 Overview of this thesis

Table 2 provides an overview of the structure of the thesis, providing a description of each chapter. This thesis has six chapters. This study started out with an introductory chapter providing an overview of the thesis, including motivation, research questions, and contributions. Chapter II provides a detailed overview of the DCs and AC literature. Chapter III justifies the method selected and describes the data analysis for this study. Chapter IV provides an overview of the findings of the analysis. Chapter V discusses the findings in

Chapter 1 - Introduction

relation to the RQs developed. Lastly, chapter VI provides a conclusion, contributions, limitations and future research directions.

Table 2: Structure of thesis

Chapter	Description
Chapter 1: Introduction	Overview of the motivation of the study, RQs, aim and objectives of the study, background of research and key concepts used in this study. Research method outlined and proposed contributions of study given.
Chapter 2: Literature review	<p>Chapter II discusses the relevant literature for this study.</p> <p>Chapter II part 1:</p> <ul style="list-style-type: none"> • Review and outline of dynamic capabilities and dynamic managerial capabilities as the theoretical foundation of this study. • Overview of the existing conceptual framework by Beck and Wiersema (2013). <p>Chapter II part 2:</p> <ul style="list-style-type: none"> • Review of anti-consumption literature and relation to conscious consumerism and CSR. • Explores the concept of anti-consumption by linking the consumer phenomenon to a firm level as well as its role in developing and deploying DCs. <p>Chapter II part 3:</p> <ul style="list-style-type: none"> • Overview of the further developed conceptual framework of this study will be given.
Chapter 3: Research methods	Justification of the research method selected, including philosophical orientation, research design, data collection, as well as how the data for this study was analysed.
Chapter 4: Findings	Overview of the findings of this study, and the revised and further developed conceptual framework discussed in chapter II.
Chapter 5: Discussion	Discusses the research findings and their significance made in relation to research questions.
Chapter 6: Conclusion, limitations & future research	Presents conclusions, contributions, limitations and future research areas based on the research findings.
References	Overview of publications cited in this thesis.
Appendices	Includes the interview guide and ethics approval for this study.

Source: Developed by author

1.7 Summary

This chapter introduced the research problem and motivation for this thesis, being the exploration of the role of AC at a firm level in enabling DCs at a managerial level. The chapter discussed research questions, aims and objectives, followed by the background and key concepts of the study. The chapter provided an overview of the research method selected for this study. Finally, the chapter highlighted the proposed contributions of this study, followed by an overview of the structure of the thesis. Table 3 provides a summary of the thesis discussion in chapter one.

Table 3: Thesis overview – Research questions, aim, objectives, method & contributions

<i>Research aim</i>	<i>Research questions</i>	<i>Objectives</i>	<i>Selected relevant literature</i>
Examine and understand the development and deployment of DCs at a managerial level (specifically executive decision-making and strategy development) through the lens of anti-consumption (a consumer phenomenon) at a firm level.	RQ 1: How are dynamic capabilities developed and deployed at a managerial level?	1. To explore and understand how DCs are visible and generated at a managerial level.	Adner & Helfat, 2003; Ambrosini & Bowman, 2009; Andersson & Evers, 2015; Aragon-Correa & Sharma, 2003; Arend, 2015; Barba-Sánchez & Atienza-Sahuquillo, 2010; Barney, 1991; Barney & Mackey, 2005; Barreto, 2010; Basile & Faraci, 2015; Beck & Wiersema, 2013; Beske, 2012; Caniato, Moretto & Caridi, 2013; Dane & Pratt, 2007; Eggers & Kaplan, 2013; Eisenhardt & Martin, 2000; Fallon-Byrne & Harney, 2017; Ford & Gioia, 2000; Helfat, Finkelstein, Mitchell, Peteraf, Singh, Teece & Winter, 2009; Helfat & Martin, 2015; King & Tucci, 2002; Penrose, 1959; Teece, 2007; Teece, Pisano, Shuen, & others, 1997; Wang & Ahmed, 2007.
	RQ 2: How are dynamic managerial capabilities visible in a firm’s ability to address, embrace and engage in emerging movements, such as anti-consumption?	2. To further contribute, develop and/or adapt the existing conceptual DMCs framework by Beck and Wiersema (2013) through empirical evidence and exploration of how the three elements of DMCs are shaping and interacting with one another. 3. To explore the role of AC in the development and deployment of DMCs in firms.	
	RQ 3: How are anti-consumption sentiments and behaviour visible in the development and deployment of dynamic capabilities	4. To explore and understand AC at a firm level. 5. To understand and explore reasons and motivations for firm owners to adopt AC values and attitudes in decision-making and strategy development.	

Source: Developed by author

<i>Key Concepts/Contexts</i>
Consumption, Consumer movement, Anti-consumption, Social Marketing, Demarketing - Examining anti-consumption at a firm level - Slow fashion movement
<i>Theoretical Approach</i>
Resource-based view (RBV), Dynamic capabilities (DCs), Dynamic managerial capabilities (DMCs) - A process view of a firm's ability to develop and deploy DCs to attain an advantage through the lens of a consumer phenomenon - anti-consumption
<i>Research method</i>
Qualitative multiple case study approach: examining managerial decision-making to understand the development and deployment of dynamic capabilities through the lens of anti-consumption; - Primary data collection: semi-structured interviews; - Secondary data collection: company documents, website and newspaper information about the company
<i>Contribution</i>
Contribution to dynamic capabilities and dynamic managerial capabilities literature Extension of anti-consumption literature to firm level Extension of social marketing to commercial firms Extension/Advancement of conceptual theory on dynamic managerial capabilities Empirical support dynamic managerial capabilities and anti-consumption at the firm level

Source: Developed by author

CHAPTER II

A REVIEW OF THE THEORETICAL FOUNDATION AND ANTI-CONSUMPTION LITERATURE

After introducing my research in chapter I and providing a brief overview of the literature, gaps and context of my study, this chapter provides a detailed review of relevant literature. The purpose of this chapter is to provide an in-depth overview of the theoretical foundation of my research, the DCV, and the context to explore the development and deployment of DCs, being anti-consumption (AC). The chapter is divided into three main sections. The first main section is sub-divided into three sub-sections. First, I am presenting a brief overview of the RBV, which builds the foundation for the DCV. Second, I am providing an overview of existing literature on the DCV. Third, I am presenting an overview of the main theoretical focus of my research, an extension and sub-set of the DCV, DMCs. In this third section, I am also discussing the existing conceptual framework of DMCs by Beck and Wiersema (2013), which is further developed in section 2.3 of this chapter. The second main section presents an overview of the AC literature, which has been identified as the context to explore how firms adapt to new markets, consumer trends and strategic environments. AC literature is discussed in great detail in section 2 of this chapter. Furthermore, I present strategies in the marketing literature, where AC may be visible at a firm level. Finally, the third main section presents a summary of (1) the literature review, as well as (2) the further developed conceptual framework for this study. My research presents literature on relevant key areas, DCV and AC, for this study until July 2018. Literature published after July 2018 has not been included in this study, but will be included when publishing chapters of this thesis. The structure of the chapter is demonstrated in table 4.

Table 4: Structure of chapter II – Section headings and contents

Section headings	Contents
Chapter 2 Section 1	
2.1 Dynamic capabilities view	Brief introduction of the DCV.
2.1.1 Resource-based view	Review of the RBV of the firm and its limitations.
2.1.2 Dynamic capabilities	Review of the literature on DCs, including similarities and differences of terms.
2.1.2.1 Capability vs dynamic capability	
2.1.2.2 Environmental on the deployment of DCs	
2.1.2.3 DC definitions	
2.1.2.4 Microfoundations	
2.1.3 Dynamic managerial capabilities	Overview of DMCs, including managerial cognition, social capital and human capital. Demonstration of the existing conceptual framework adopted in this study.
2.1.4 Summary of chapter 2 section 1	Summary of the theoretical foundation for this study, the development of research question 1 and 2.
Chapter 2 Section 2	
2.2 Consumption and anti-consumption	Literature search and defining concepts of consumption and anti-consumption.
2.2.1 Anti-consumption by consumers	Discussion of the different types of anti-consumers and how they are visible in the market.
2.2.1.1 Consumer resistance and boycotts - Anti-consumption by market activists	
2.2.1.2 Carrotmobs	
2.2.2 Conscious consumerism and anti-consumption	Discussion of differentiation and similarities between conscious consumerism and anti-consumption.
2.2.3 Firm level anti-consumption	Literature search and identification of concepts and strategies that could be linked to anti-consumption.
2.2.3.1 Corporate Social Responsibility - A firm's wider reaction to anti-consumption sentiment by consumers	
2.2.3.2 Elicited adoption of anti-consumption	
2.2.3.3 Anti-consumption strategies by firms	
2.2.4 Summary of chapter 2 section 2	Summary of the search and identification of relevant literature. RQ 2 is presented, which is based on existing anti-consumption literature.

Chapter 2 Section 3	
2.3 Conceptual framework	Overview of the relevant key terms discussed in the literature review.
2.4 Chapter summary	Summary of the literature review and conceptual framework

Source Developed by author

Chapter II Section 1

2.1 Dynamic capabilities view (DCV)

As the theoretical foundation for this study, the DCV was identified as suitable to understand how external and internal environmental factors may lead firm owners, CEOs and managers to develop and deploy DCs through decision-making and strategy development. The context through which I will explore DCs is AC in the fashion industry. The fashion industry is a very fast-paced industry. Companies within the industry need to adapt and change decisions, strategies, operations, etc. to external influences frequently (Amed et al., 2016). Hence, strategic decision-making and strategy development are central to organisations adapting to their environments (Beard & Dess, 1981).

Strategy research seeks to find reasons why firms succeed or fail (Porter, 1991). The aim of a firm is to adapt resources and capabilities to its external environment by exploiting and creating distinctive competencies (Porter, 1991), which enable a firm to either outperform competitors or fail. Increasingly, companies within the fashion industry have to consider and adapt business strategies and decision-making based on environmental sustainability challenges identified in a company's external environment. Consumer movements, like AC, the voluntary rejection, reduction or avoidance of certain products/services (Chatzidakis & Lee, 2013; Lee, Fernandez et al., 2009), have created challenges for companies to adopt strategies that align with customer demands and values. Hence, the development and deployment of DCs may be crucial for a firm to stay competitive in such a dynamic environment.

The following section provides an overview of the RBV of the firm, which underpins the DCV and its sub-set and extension DMCs.

2.1.1 Resource-based view (RBV)

Penrose (1959) was one of the first to provide insights into the RBV of the firm, followed by Wernerfelt (1984) and Barney (1991) who further developed the theory. The RBV was developed to understand and explain how firms gain or retain a competitive advantage through the use of their resources and capabilities, which are heterogeneous and imperfectly mobile across firms (Eisenhardt & Martin, 2000; Hart, 1995). According to Barney (1991, p. 101) firm resources are '*firm assets, attributes, information, capabilities, knowledge and organisational processes that are controlled by a firm to conceive of and implement strategies improving firm efficiency and effectiveness*'. Depending on how firms use their own resources and capabilities, firms are able to gain a competitive advantage (Barney, 1991; Penrose, 1959; Wernerfelt, 1984). However, these resources and capabilities must be valuable, rare, inimitable and non-substitutable (VRIN) to a firm to enable or limit firms to enter a market (Wernerfelt, 1989). Barney (1991, p. 106) states that a firm achieves a competitive advantage when '*implementing a value creating strategy*', which is based on a firm's possession of resources and capabilities that have not been implemented in the same way by any current or potential competitor(s).

Many scholars (e.g. Aragon-Correa & Sharma, 2003; Arend, 2015; Barney, 1991, 1996; Barney & Mackey, 2005; Helfat & Peteraf, 2003; Hitt, Bierman, Shimizu, & Kochhar, 2001; Lockett & Thompson, 2004; Wernerfelt, 1984) contributed to the conceptual development of the RBV. Yet, the validity of the RBV of the firm is often questioned in the literature. This is because (1) RBV definitions and related terminologies, such as resources, processes and core capabilities lack clear definitions (Thomas & Pollock, 1999; Wang & Ahmed, 2007). For example, the definition of a firm's resource by Barney (1991) does not discuss or explain any differences between resources and capabilities (Wang & Ahmed, 2007). (2) Existing RBV literature does not include the influence of market dynamism, firm development and strategic changes over time influencing the ability of a firm to attain a competitive advantage (Wang & Ahmed, 2007). Furthermore, the RBV is often criticised for being static, hence a sustained competitive advantage is difficult to obtain in markets that are dynamic (Eisenhardt & Martin, 2000). Scholars (e.g. Nelson & Winter, 2009) argue that managers often make decisions under uncertainty. Furthermore, in unpredictable environments, heterogeneous resources that are existing in various forms in different firms may not create a competitive advantage for firms

because of dynamics in the market that managers cannot foresee (Nelson & Winter, 2009). In addition, (3) a firm's ability to transform resource advantages into a competitive advantage is not clearly established and explained (Wang & Ahmed, 2007).

RBV literature is relevant to this study because the RBV of the firm is the foundation for the DCV. Even though the RBV has a variety of limitations, as discussed above, it is important to understand what role resources and capabilities play in firms to gain a competitive advantage. Hence, the RBV of the firm provides a foundation to the theoretical approach, the DCV, adopted in this research. DCV literature enhances the RBV of the firm and includes the influence of market dynamism on a firm, making the theory less static in comparison with the RBV (Eisenhardt & Martin, 2000; Teece et al., 1997; Wang & Ahmed, 2007). Hence, the DCV overcomes some of the limitations identified in the RBV.

I could not solely have used the RBV of the firm in this study because the influence of market dynamics and other external factors, a characteristic of the DCs literature, is central to this study. The following section provides an overview of the DCV as the theoretical foundation for this thesis.

2.1.2 Dynamic capabilities (DCs)

DCs literature is positioned in the strategy process domain. The DCV was developed in the 1990s (Ambrosini & Bowman, 2009; Barney, 1991) as an approach to understand firm strategy changes (Teece et al., 1997). The DCV seeks to understand how a firm develops and deploys DCs to attain a competitive advantage (Helfat & Peteraf, 2009; Teece, 2007). A more theoretical view of DCs developed over the last two decades. Hence, research on DCs can be still described as being nascent. This is because theoretical frameworks for DCs developed in a timeframe of a few years in comparison with other organisational theories that are more mature. Moreover, the majority of DCs research remains at a conceptual level and has focused on foundational issues in developing the theory, such as the definition of the term, dynamic capability (Helfat & Peteraf, 2009). Existing research in the DCs literature has focused on healthcare, pharmaceutical, telecommunication, software, food and the service innovation industries (Eisenhardt & Martin, 2000 Kindström, Kowalkowski, & Sandberg, 2013; Wang & Ahmed, 2007), logistics and supply chain research on CSR and DCs (Gruchmann & Seuring,

2018), as well as sustainability and DCs (Lynch, 2018). Furthermore, existing empirical research on DCs examined (a) knowledge integration to attain a competitive advantage (Petroni, 1998); (b) technology accumulation (Madhok & Osegowitsch, 2000); (c) continuous change within online firms (Rindova & Kotha, 2001); (d) acquisition processes and strategic alliances (Zollo & Winter, 2002); (e) product innovation and technological advances (Danneels, 2002, 2006) as well as (f) reconfiguration of business units (Karim, 2006).

According to Teece et al. (2016, p.10), DCs can be classified into three categories: “(1) *identification, development, co-development, and assessment of opportunities (and threats) in relationship to customer needs (“sensing” of the unknown)* (identification of changes in the market place, such as regulations, technological advances, economic trends and social trends (Essid & Berland, 2018)); (2) *‘mobilisation of resources to address needs and opportunities to capture value for the company’* through product development processes, business model adoptions or adaptations, protocols for decision-making, and values initiated by managerial leadership (Essid & Berland, 2018) (“*seizing*”); and (3) *continued renewal (“transforming” or “shifting”)*”(Teece et al., 2016, p. 10). For a firm to sustain a competitive advantage, a firm’s strategy and capabilities need to be implemented together to be successful (Teece et al., 2016). Nonetheless, there is not ‘one’ model explaining the process of generating DCs, however, the focus of research has been on organisational learning as the basis of deploying DCs (Ambrosini & Bowman, 2009; Perez-Arostegui, Barrales-Molina, & Benitez-Amado, 2010; Zollo & Winter, 2002).

Moreover, DCs literature discusses diverging views regarding the degree of firm heterogeneity within the development and deployment of DCs, which indicates a link to the RBV of the firm. Researchers (Barreto, 2010; Makadok, 2001; Teece et al., 1997) relating DCs to the RBV of the firm, discuss DCs as firm specific and unique. In contrast, Eisenhardt and Martin (2000) describe similarities or ‘best practices’ of DCs across firms. According to Eisenhardt and Martin (2000), the similarities of DCs across firms result from various, but similarly effective ways of problem-solving. Hence, there may be a variety of ways to develop and deploy DCs, which may be similar across firms. However, there has been disagreement that DCs cannot be exactly the same across firms (Arend & Bromiley, 2009; Barreto, 2010). This is because DCs may show similarities, but when observing DCs in detail, they are still very different. DCs are

visible at various levels, which interact with one another, including (1) individual, (2) firm, and (3) network level (MacLean, MacIntosh, & Seidl, 2015; Mudalige, Ismail, & Malek, 2018).

My research adopts the view on internal antecedents of DCs as identified by Felin, Foss and Ployhart (2015), which include individuals, processes and structure. This is because these three internal antecedents look at the micro-economic level of firms in enabling DCs, which is the focus of this study (Felin et al., 2015). At a micro-level, ‘individuals’ influence routines and capabilities of organisations based on personal values, beliefs, objectives, knowledge and experiences (Essid & Berland, 2018). This could imply that firm/CEO/manager knowledge or awareness about consumer AC attitudes and behaviour in a firm’s external environment may influence decision-making and strategy development of a firm at a micro-level of the firm. In addition, executive decision-maker adoption of AC attitudes and behaviours could also have an influence on decision-making and strategy development at the micro-level of the firm.

This following sub-section of this chapter discusses in greater detail (1) various terms relating to DCs; (2) various DCs definitions and (3) microfoundations of DCs.

2.1.2.1 Capability vs dynamic capability

According to Schreyoegg and Kliesch-Eberl (2007, p. 916), an ‘*organisational capability is the result of an organisational learning process*’ through which a firm selects and links resources to solve a problem. A capability is defined as “*the capacity to perform a particular activity in a reliable and at least minimally satisfactory manner*” (Helfat & Winter, 2011, p. 1244). Similarly, Amit and Schoemaker (1993, p. 35) define a capability as the ‘development in functional areas’, such as product development. Hence, a capability enables a firm to fulfill a basic organisational function better than a competitor. Helfat and Winter (2011) argue that the purpose of a capability may be visible in the development process of a capability.

Some scholars in this field of enquiry try to clearly distinguish between capabilities and DCs (e.g. Ambrosini & Bowman, 2009; Collis, 1994). Zahra et al. (2006) clearly distinguish between substantive capability and dynamic capability. According to Zahra et al. (2006), there are three elements of DCs: (1) the ability to solve problems (also called a substantive capability, which is reflected in the definitions above by Amit and Shoemaker (1993) and Helfat and

Winter (2011)); (2) rapidly changing problems in a firm's current environment (environmental influence Teece & Pisano, 1994); and (3) a firm's ability to gain strategic insights allowing the firm to recognise the value of other accessible resources, to adapt and change to newly arising problems by developing novel strategies before competitors do (a dynamic capability) (Collis, 1994).

In comparison, Ambrosini and Bowman (2009) state that DCs are firm processes that develop, use or alter a firm's resource base according to firm needs to enable a firm to gain an advantage over competitors. According to Ambrosini and Bowman (2009), Collis (1994) and Schreyoegg and Kliesch-Eberl (2007, p. 914), 'dynamic' refers to continuous changes, adaptations or renewal in a firm's resource base. Furthermore, Ambrosini and Bowman (2009) argue that DCs are future-oriented operational capabilities that are used to change or further develop resources, whereas capabilities are oriented on present challenges to compete and may be static.

In addition, other scholars (Pentland, Feldman, Becker, & Liu, 2012; Takahashi et al., 2017; Teece, 2012) discuss that capabilities are dynamic because they change over time. For example, professional development of employees enables employees to further develop their capabilities, leading to changes and alterations of existing capabilities over time. Hence, capabilities could become dynamic over time because of knowledge, education, networks, etc. that have been developed over time. Amit and Schoemaker (1993, p. 35) state that capabilities, which are characterised as being dynamic can be identified as '*repeated processes, product innovations, manufacturing flexibility, responsiveness to market trends and short development cycles*'. Teece and Pisano (1994, p. 20) describe DCs as dynamic routines that enable a firm '*to learn, adapt, change and renew over time*'. However, the sustainability of a firm's DCs is usually time-bound because firms have to continuously adapt to changes in a firm's external environment (Collis, 1994). Because a firm's external environment and hence a firm's resources and capabilities are changing over time, it is hard to identify the source of a firm's competitive advantage. Hence, a competitive advantage of a firm may be found for different capabilities within a firm over time (Collis, 1994).

In summary, the use of a firm's resources and capabilities enable a firm to adapt and change to newly arising problems, like consumer movements such as AC, by developing novel strategies before competitors. Collis (1994) describes this ability of a firm to recognise changes in a firm's external environment and the ability to develop novel strategies using valuable firm resources before competitors do as a dynamic capability. I argue that AC may be a movement that can create challenges as well as opportunities to create value for firms. Firms recognising continuous changes in consumer consumption patterns, behaviour and attitudes early, may continuously adapt, change or innovate strategies, resources, capabilities, products and services to cater to these changing consumer trends and strategic environments, which may enable these firms to gain an advantage ahead of their competitors in future. Hence, I argue that external environmental influences, such as consumer movements like AC, may influence the development and deployment of DCs. The following sub-section discusses the role of the firm environment in developing and deploying DCs.

2.1.2.2 Environmental influence on dynamic capabilities

DCs literature demonstrated differences and disagreement on how the external environment of a firm is defined. Teece et al. (1997) clearly state that DCs are deployed by firms to manage rapidly changing environments. Also, Perez-Arostegui et al. (2010) argue that firms operating in complex, uncertain and dynamic environments need to react and respond to changes in their external environment quickly. However, environmental complexity and uncertainty in a firm's competitive environment can slow down firm decision-making because of different and multiple existing information sources, various interpretations of information and contradictory stakeholder demands (Freeman, 1984; Perez-Arostegui et al., 2010). In dynamic and/or unpredictable environments, firms may be more challenged to review their routines and form new knowledge bases addressing changes in a firm's environment and developing new capabilities and routines. Even though some industries may be characterised by being fast-paced and influenced by rapid changes in innovation and technology, these changes may not always be disruptive, but may be gradual changes instead, where companies have to continuously adapt to retain a competitive advantage (Helfat & Peteraf, 2009). Hence, the development and deployment of DCs may vary based on the market dynamism in a firm's external environment. To enable a firm to manage either gradual or rapid changes, DCs may

be critically important for firms to attain or retain an advantage over competitors. By continuously adapting and innovating strategies, resources, capabilities and products/services through the development and deployment of DCs, disruptive change may become less threatening and surprising to a firm (Helfat & Peteraf, 2009).

In comparison, Eisenhardt and Martin (2000) add that a firm may also deploy DCs in a more moderately changing environment. According to Eisenhardt and Martin (2000, p. 1105), DCs *'are detailed, analytic, stable processes with predictable outcomes'* in moderately changing environments, whereas in rapidly changing environments DCs *'are simple, highly experiential and fragile processes with unpredictable outcomes'* (2000, p. 1106). Also, Ambrosini and Bowman (2009) suggest that DCs can consist of repeated processes that evolve over time and can occur and operate in more stable environments. Currently, there is little understanding in existing literature of how environments may influence DCs (Essid & Berland, 2018).

The global fashion industry, the industry context selected for this study, to explore how firms adapt to new markets, consumer trends and strategic environments, may provide rich insights into and new understanding of how this external environment influences DCs, contributing to the further development of the DCV. The industry is described as a fast-paced, rapidly changing environment (McNeill & Moore, 2015). However, the pace of the fashion industry is not only related to product innovations and seasonal changes within the industry. In addition, there has been a growing movement of companies in the fashion industry that has decided to strategically move away from fast fashion. A contra-movement to fast fashion developed over the last two decades, the so-called slow fashion movement, which focuses in comparison to fast fashion on slowing down consumption and production, fair labour conditions and environmentally-friendly fibers (Fletcher, 2007b). Section 3.4.1 discusses the slow fashion context in more detail. My thesis focuses specifically on this sub-movement within the fashion industry. One could argue that slow fashion is not characterised as being a fast-paced, rapidly changing environment and hence companies may not develop and deploy DCs. However, according to Ambrosini and Bowman (2009), DCs can also be developed and deployed in more stable environments. Moreover, I argue that slow fashion companies like fast fashion companies are exposed to continuously and rapidly changing environmental conditions that firms in the industry context cannot control, such as government-led-policies, consumer

consumption patterns, behaviour and attitude changes, media and other stakeholders, like NGOs or shareholders that influence firms in the industry. In addition, I argue that companies in this industry context may have *sensed* changing consumer patterns before fast fashion companies did. Slow fashion companies *seized* this opportunity by for example adopting (1) ethical practices along the supply chain and focusing on using and developing (2) ethical and environmentally-friendly fibers and garments. Hence, I argue that executive decision-makers of slow fashion companies have developed and deployed DCs by (1) *sensing* changes in the external environment of the firm; (2) *seizing* the change by using this challenge or change as an opportunity to develop a business that aligns with consumer needs and demands e.g. considering or aligning with consumer AC values and behaviours, providing environmentally friendly garments, longevity of garments, assurance of fair labour conditions, etc.; and (3) *shifting* the business away from doing business to create value for shareholders to doing business to create value for all stakeholders, e.g. employees. That is why I argue that the slow fashion movement may be a great platform and context to examine the development and deployment of DCs.

In summary, there is currently little understanding in existing literature of how environments may influence DCs (Essid & Berland, 2018). Current DCs literature states that external and internal forces may influence the evolution and emergence of strategic changes in firms and hence the development and deployment of DCs (Zahra et al., 2006). According to Zahra et al. (2006, p. 921), DCs are developed and deployed when a firm is able to change or reconfigure an existing substantive capability. For instance, entrepreneurial companies may frequently create, define, discover and exploit opportunities ahead of competitors (Prahalad & Hamel, 1994). Nonetheless, research has not been able to fully explain how new or established firms frequently create, define, discover and exploit opportunities. The ability to change continuously and identify or create new opportunities is often determined by motivation, skills and experiences of key managers and owners (Penrose, 1959). However, even though firms may develop and deploy DCs to pursue opportunities, strategic change may not guarantee organisational success or survival (Zahra et al., 2006). My research aims to fill some of these gaps identified above through the exploration of DCs at a managerial level through the context of the slow fashion movement, which consists of a variety of both new as well as established firms. By examining both new and established firms, I aim to further explain how these firms

in the slow fashion movement create define, discover and exploit opportunities to develop and deploy DCs to create value for firms.

The following sub-section discusses the variety of definitions existing in the DCs literature.

2.1.2.3 Dynamic capability definitions

Helfat et al. (2007, p. 4) define DCs as *'the capacity of an organisation to purposefully create, extend, and modify its resource base'*. The 'resource base' includes 'tangible, intangible, and human assets (or resources) as well as capabilities, which the organisation owns, controls, or has access to'. Teece et al. (1997, p. 515) state that DCs focus on processes related to *'organisational skills, resources, and functional competences.'* Teece et al.'s (1997) approach was developed focusing on a number of factors, including nature, role, context, development, outcome and heterogeneity. The concept of 'nature' focuses on the ability and capacity of a firm to strategically change, which extends the RBV of the firm. The role of DCs is to *'integrate, build and reconfigure external and internal competences'*, discussing routines, organisational learning and path dependencies (Teece et al., 1997). Eisenhardt and Martin (2000) describe that DCs alter a firm's resource base, including physical, human and organisational assets. According to Zollo and Winter (2002), DCs are deployed on operational capabilities. Table 5 demonstrates the wide variety of similar, but yet different definitions of DCs in the existing literature.

Table 5: DC definitions

<u>Literature</u>	<u>Definition</u>
Teece and Pisano (1994) and Helfat (1997)	<i>The subset of competences/capabilities, which allow the firm to create new products and processes and respond to changing market circumstances.</i>
Teece, Pisano and Shuen (1997)	<i>The firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments.</i>
Eisenhardt and Martin (2000)	<i>The firm's processes that use resources - specifically the processes to integrate, reconfigure, gain and release resources - to match or even create market change. Dynamic capabilities thus are the organisational and strategic routines by which firms achieve new resource configurations as market emerge, collide, split, evolve and die.</i>
Teece (2000)	<i>The ability to sense and then seize opportunities quickly and proficiently.</i>
Griffith and Harvey (2001)	<i>A global dynamic capability is the creation of difficult to imitate combinations of resources, including effective coordination of inter-organisational relationships, on a global basis that can provide a firm a competitive advantage.</i>
Rindova and Taylor (2002)	<i>Dynamic capabilities evolve at two levels: a micro-evolution through 'upgrading the management capabilities of the firm' and a macro-evolution associated with 'reconfiguring market competencies'.</i>
Zahra and George (2002)	<i>Dynamic capabilities are essentially change-oriented capabilities that help firms redeploy and reconfigure their resource base to meet evolving customer demands and competitor strategies.</i>
Zollo and Winter (2002)	<i>A dynamic capability is a learned and stable pattern of collective activity through which the organisation systematically generates and modifies its operating routines in pursuit of improved effectiveness.</i>
Winter (2003)	<i>Those (capabilities) that operate to extend, modify or create ordinary (substantive) capabilities.</i>
Zahra, Sapienza and Davidsson (2006)	<i>The abilities to reconfigure a firm's resources and routines in the manner envisioned and deemed appropriate by the firm's principal decision-maker(s).</i>

Wang and Ahmed (2007)	<i>A firm’s behavioural orientation to constantly integrate, reconfigure, renew and recreate its resources and capabilities and, most importantly, upgrade and reconstruct its core capabilities in response to changing environments to attain and sustain competitive advantage.</i>
Helfat, Finkelstein, Mitchell, Peteraf, Singh, Teece and Winter (2007)	<i>The capacity of an organisation to purposely create, extend, or modify its resource base.</i>
Teece (2007)	<i>Dynamic capabilities can be disaggregated into the capacity (a) to sense and shape opportunities and threats, (b) to seize opportunities and (c) to maintain competitiveness through enhancing, combining, protecting, and, when necessary, reconfiguring the business enterprise's intangible and tangible assets.</i>

Source: Developed by author based on existing DC definitions

Even though scholars have not yet agreed on ‘one’ definition of what DCs are, DCs literature is very clear about what DCs are not. Winter (2003), Helfat et al. (2007) and Schreyoegg and Kliesch-Eberl (2007) stress that DCs are not a firm’s spontaneous reaction to a sudden problem, such as for example ad-hoc problem solving, which is not a routine or a repetition. Hence, not a DC. This is because DCs must contain a patterned and repeatable element. Zollo and Winter (2002, p. 340) added to this point that firms that adapt to environmental changes creatively, but in an incoherent way, may not deploy DCs. In addition, Zahra et al. (2006) and Helfat et al. (2007) also state that luck does not create a DC. Hence, DCs must be intentional and deliberate. According to Ambrosini and Bowman (2009), DCs are the process of creating strategic change visible in the change of resources within a firm. However, DCs are not synonymous for strategic change (Ambrosini & Bowman, 2009).

In addition, scholars (e.g. Ambrosini & Bowman, 2009; Helfat & Peteraf, 2009; Zahra et al., 2006) question how DCs enable firms to gain a competitive advantage. Helfat and Peteraf (2009, p. 7) state that instead of defining DCs by their outcomes, DCs should describe “*how well a dynamic capability enables an organisation to make a living by creating, extending, or modifying its resource base*”. This is because DCs may not guarantee organisational success (Ambrosini & Bowman, 2009; Zahra et al., 2006). Furthermore, literature on how firms

develop DCs has focused on large and established firms (Rosenbloom, 2000). Currently, there is little knowledge on how new firms develop DCs (McKelvie & Davidsson, 2009).

Based on the discussion above, it is clear that the DCs literature has been ambiguous about the DCs term. There has been disagreement on (1) what constitutes ‘dynamic’, (2) whether DCs need to be related to the external environment and (3) whether DCs can be developed and deployed in more stable environments. Zahra et al. (2006) state that the DCs definition should not be tied to financial performance and must clearly specify the role of executive decision-makers in developing and deploying the DCs. This is because DCs can develop under a variety of conditions, such as perceived external changes, learning about external conditions as well as internal pressures to change (Zahra et al., 2006).

In summary, DCs literature has gained increasing attention and has developed theoretically in more detail over the last two decades (Easterby-Smith, Lyles, & Peteraf, 2009; Eisenhardt & Martin, 2000; Helfat et al., 2009; Pablo, Reay, Dewald, & Casebeer, 2007; Teece, 2007; Teece et al., 1997). However, theoretical advancements are limited, the literature has mainly focused on identifying and defining what DCs are (Easterby-Smith et al., 2009; Helfat & Martin, 2015; Wang & Ahmed, 2007). However, DCs literature provides a common understanding that capabilities are processes that affect resources (Ambrosini & Bowman, 2009). In addition, the DCs framework is often explored at a conceptual and abstract level (Gruchmann & Seuring, 2018), however, scholars support and increasingly validate the frameworks developed (Fallon-Byrne & Harney, 2017; Pablo et al., 2007). Nonetheless, empirical studies and practical implications of DCs still remain rare in the literature (Pablo et al., 2007, p. 60).

The most influential DCs articles by Teece et al. (1997) and Eisenhardt and Martin (2000) provided illustrative examples of strategic change and the visible deployment of DCs in companies based on secondary data (Pablo et al., 2007). In addition, a variety of research on DCs has also focused on gaining insights into the development and deployment of DCs through quantitative data (Easterby-Smith et al., 2009; Wang & Ahmed, 2007). Generally, quantitative research techniques outnumber qualitative research in strategic management (Ambrosini & Bowman, 2009). According to Ambrosini and Bowman (2009), future research must further explore the deployment of DCs and reasons for DC deployment. Furthermore, Ambrosini and

Bowman (2009) argues that there is a need for more qualitative case-based studies exploring DCs. This is because qualitative cases could identify common DCs, which may validate and further develop the DCs framework. According to Ambrosini and Bowman (2009), quantitative methods often involve the use of variables which may only capture tangible and visible aspects of a phenomenon. In addition, qualitative studies may enable researchers to better understand DCs at a micro-level on how and why DCs are deployed by for example managers. By focusing on a micro-level, researcher may be able to better understand DCs in practice and whether DCs differ across firms and if so how they differ (Ambrosini & Bowman, 2009; Pablo et al., 2007). This may be difficult to achieve since DCs are often not visible or tangible. Qualitative studies and smaller sample studies may be more likely to provide more appropriate information to understand resource creation and regeneration processes (Ambrosini & Bowman, 2009).

As discussed in section 2.1.2.2, my research has selected the slow fashion movement as the industry context for this study to explore how firms adapt to new markets, consumer trends and strategic environments through the development and deployment of DCs at a managerial level. I argue that the context may demonstrate the development and deployment of DCs because companies in the movement show patterned and repeatable elements, such as awareness and knowledge about changes in the external environment leading to the development of environmentally-friendly fibers and the focus on fair labour conditions (Ambrosini & Bowman, 2009; Helfat & Peteraf, 2009; Zollo & Winter, 2002). I argue that there could be more patterned and repeatable elements that may be identified in examining firms in the movement in more detail. I agree with Ambrosini and Bowman's (2009) argument that DCs are not synonymous for strategic change. I argue that DCs are a continuous part of strategic development because strategies are further developed or adapted over time based on internal and external environmental changes. As mentioned above, the DCV is very outcome focused, e.g. measuring firm performance. However, my research will not conduct any performance measurements, such as done by Hasegan, Nudurupati and Childe (2018), because my research aims to explore and understand how DCs (1) develop in firms at a managerial level, (2) enable a firm to gain an advantage; and how DCs (3) are influenced by external and internal influences (Ambrosini & Bowman, 2009). Moreover, my research aims to explore both new and established businesses in the slow fashion movement (1) to describe how DCs

may be developed and deployed in firms at different lifecycle stages; and (2) to understand and explore similarities and differences in the development and deployment of DCs through the lens of AC at a firm level.

As discussed in the DCs literature, DCs can be analysed on various levels, including managerial decision-making processes, organisational routines, competitive interactions as well environmental changes and dynamics (Helfat & Peteraf, 2009). My research adopts the definition of DCs by Zahra et al. (2006), “*the abilities to reconfigure a firm’s resources and routines in the manner envisioned and deemed appropriate by the firm’s principal decision-maker(s).*” I have identified this definition as suitable for my research because I am exploring the influence of managerial decision-making (a micro level) in the development and deployment of DCs through the lens of AC. In addition, I argue that decision-making processes of firm founders, CEOs and managers are key to create, extend or modify a firm’s resource base. The following section discusses the term microfoundations of DCs. This is because the focus area of my research, managerial decision-making, is characterised as a microfoundation in the DCs literature.

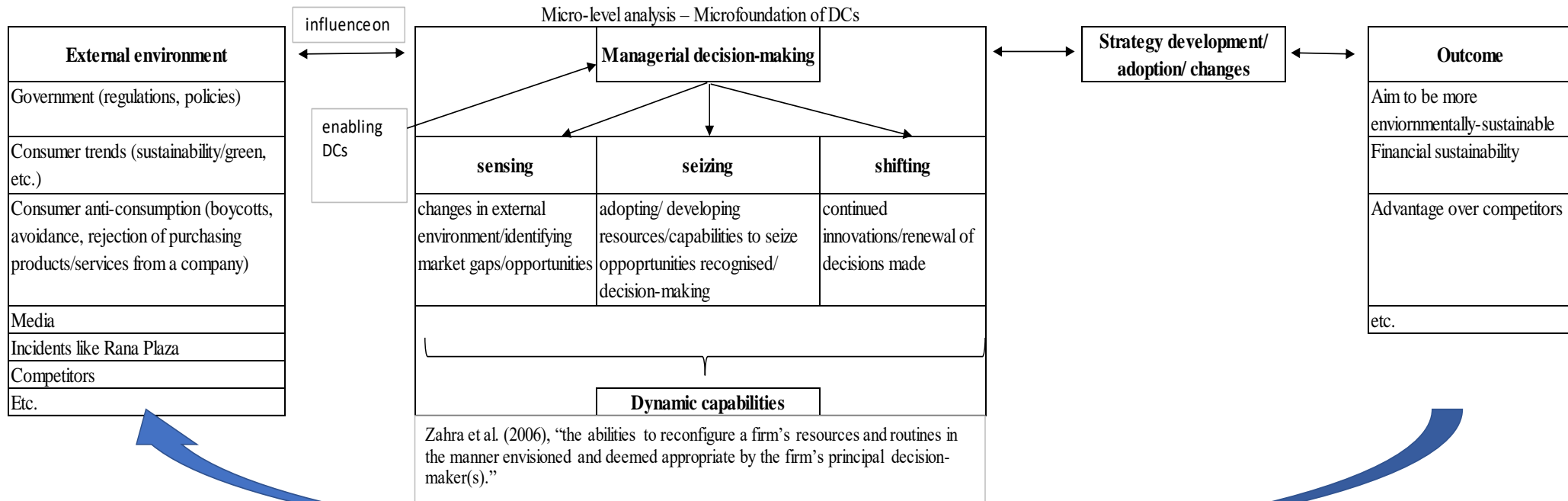
2.1.2.4 *Microfoundations of dynamic capabilities*

Literature on microfoundations of DCs has gained increased attention because current DCs literature has not always linked macro and micro-levels, identifying a gap in the literature (Fallon-Byrne & Harney, 2017). Teece (2007) discussed the nature of microfoundations in DCs. He describes them as important organisational and managerial processes that enable firms to deploy DCs. Hence, these microfoundations are not DCs, but are enablers to deploy DCs in firms. Teece (2007) states that microfoundations are skills, organisational processes, structures, rules of decision-making, which support firm level sensing, seizing and shifting. In addition, Eisenhardt, Furr and Bingham (2010, p. 1263) define microfoundations as: ‘*the underlying individual-level and group actions that shape strategy, organisation, and, more broadly, dynamic capabilities*’. In the DCs literature, entrepreneurial firms adapt quickly to changes in business ecosystems, as well as innovate and collaborate with other institutions and organisations, which may be an indication for these firms to have strong DCs (Teece, 2007). The literature on micro-foundations of DCs clearly demonstrates that ‘*individuals and their*

interactions are central to understand organisations and their individual systems' (Barney & Felin, 2013, p. 145) because they may help to identify organisational and managerial processes and competencies (Eisenhardt & Martin, 2000, p. 1107).

A number of scholars (e.g. Adner & Helfat, 2003; Eisenhardt & Martin, 2000; Helfat et al., 2007; Tripsas & Gavetti, 2000) highlight the key role managers play in a firm's ability to adapt to changing environments. I agree with this argument, which is why my research focuses on exploring and understanding the influence of executive decision-makers in the development and deployment of the DCs through the lens of AC. Figure 1 provides an overview of the key areas of DCs my research aims to explore, which were discussed in the above literature review (2.1.2).

Figure 1: Key areas of DCs explored in this research



Source: Developed by author based on literature review discussion.

The following section provides an overview of the DMCs literature, an extension of the DCV, providing a micro-level view of DCs from the perspective of managers. The following section is relevant to this research because I am exploring executive decision-making, which suggests a micro-level analysis of the development and deployment of DCs.

2.1.3 Dynamic managerial capabilities (DMCs)

Organisational factors, enabling firms to adapt existing or newly developed strategies to address changes within a firm's environment, have been explored (Sirmon et al., 2007; Volberda, 1996; Wang & Ahmed, 2007). An organisational factor that plays a central role in enabling DCs is an executive decision-maker. Teece (2007, p. 1346), as well as other DCs researchers (Andersson & Evers, 2015; Evers, 2011; Weerawardena, Mort, Liesch, & Knight, 2007) state that '*dynamic capabilities reside in large measure with the enterprise's top management team*'. Hence, senior managers, firm owners and CEOs are critical in enabling firm DCs. According to Beck and Wiersema (2013), CEOs drive firm strategy. Executive decision-makers and firm owners add value to a firm's strategic direction through their decision-making, as these executive leaders determine a firm's corporate (target markets) and competitive strategy (how to compete). Executive decision-makers have to sense and identify changes and shifts in their external environment correctly as well as react to these opportunities or firm threatening challenges accordingly (Harreld, O'Reilly III, & Tushman, 2007, pp. 24–25). These changes, challenges or shifts in a firm's environment could include potential future shifts in technology, competition, customer and societal changes. Various factors, such as motivation, skills and experiences play a role in whether and how executive decision makers develop DCs as well as where and how these managers may deploy DCs (Ambrosini & Bowman, 2009; Moliterno & Wiersema, 2007). Thus, this study's exploration of consumer consumption behaviour and attitudes, specifically the influence of AC, can provide rich insights into how executive decision-makers enable DCs.

In addition, to what I discussed in 2.1.2.2 regarding the influence of external environmental influences on the enactment of DCs at a managerial level, I argue that internal company influences, specifically executive decision-maker values, morals, and personal beliefs may also play a key role in the development and deployment of DCs. Values, morals, and personal

beliefs of executive decision-makers may be visible in the concept of DMCs. This is because DMCs focus on managerial decision-making behaviour, which can be influenced by personal values, morals and beliefs of executive decision-makers (Ambrosini & Bowman, 2009; Rindova & Kotha, 2001, p. 1274). DMCs are a subset and extension of the DCV. Managers individually or in teams and their decisions are seen as part of a firm's resource portfolio (Beck & Wiersema, 2013; Eisenhardt & Martin, 2000; Harris & Helfat, 2013; Helfat & Martin, 2015; Kor & Mesko, 2013; Teece et al., 1997). DMCs provide a broader lens to understand managerial influence on strategic change/development and extend the literature on the RBV of the firm by focusing on managerial resources (Castanias & Helfat, 1991, 2001). Managerial intent distinguishes DMCs from the broader DCV (Beck & Wiersema, 2013). Both, the DCV and DMCs are more than ad hoc problem-solving capabilities of firms as they include routine elements, such as patterns and practiced behaviour (Martin, 2011). However, DMCs are based on managerial attributes and intent, which drive these routine elements. In contrast, the DCV does not necessarily involve 'intent' (Eisenhardt & Martin, 2000; Martin, 2011). Managerial intent, according to Beck and Wiersema (2013), allows firms to include a level of spontaneity. However, DMCs may not guarantee superior firm performance (Beck & Wiersema, 2013).

Harris and Helfat (2013) state that DMCs may not only affect internal company factors, but also a firm's external environment. This has also been discussed in the general DCs literature. DMCs emphasise the ability of managers to '*learn, integrate, reconfigure as well as transform*' a firm to evolve as markets evolve (O'Reilly & Tushman, 2008, p. 189). DMCs are complex capabilities that enable managers to '*build, integrate and reconfigure resources and competencies*' in organisations (Teece, 2007). The above definition exchanges the term 'organisation' with the term 'managers' (Adner & Helfat, 2003, p. 1012). Hence, Adner and Helfat's (2003) definition has been adopted from Teece et al. (1997, p.516). DMCs describe the "*capacity of managers to create, extend or modify the way in which an organisation makes a living in form of for-profit firms, or fulfills its mission in non-profit organisations, including through changes in organisational resources and capabilities*" (Andersson & Evers, 2015; Harris & Helfat, 2013, p. 1; Sirmon & Hitt, 2009).

Managers set organisational goals, develop plans and are involved in making strategic decisions controlling organisational resources and the ability to attain an advantage (Martin,

2010). Relatively few studies have focused on the development of DCs focusing on the role of managerial decision-making in the IB context (Birkinshaw & Mol, 2006; Jones, Coviello, & Tang, 2011). Nor have studies focused on how DMCs may influence firm internationalisation (Evers, 2011). However, some empirical research demonstrated that executive decision-makers can play a central role when responding to changes (Adner & Helfat, 2003; Kor & Mesko, 2013; Rosenbloom, 2000; Tripsas & Gavetti, 2000). Bateman and Crant (1993, p. 36) as well as Kor and Mesko (2013) describe executive decision-makers as having a proactive personality, enabling them to *‘examine a firm’s environment for opportunities and new trends, and take actions by integrating these new ideas and knowledge using a firm’s existing capabilities to bring about change’*. Evers (2011) defines these capabilities as ‘subjective capabilities’ that are demonstrated in personal traits and capabilities of entrepreneurs. However, DMCs have not discussed how DMCs may support the unique use of resources and competencies within a firm (Kor & Mesko, 2013; Teece, 2012).

In addition, a variety of DCs-based research is situated in behavioural theory literature. This is because DCs research focuses on organisational growth, learning, processes, routines and managerial decision-making (Ambrosini & Bowman, 2009; Barnard & Simon, 1947; Eisenhardt & Martin, 2000; Helfat & Peteraf, 2009; Teece, 2007; Wang & Ahmed, 2007). Firm strategies encompass managerial decision-making of a firm’s resource portfolio, execution and application of these resources across markets. Because firms consist of different executive decision-makers, firms use resources differently, strategise differently and perform differently, which makes firm DCs unique (Adner & Helfat, 2003; Beck & Wiersema, 2013). These differences in firm owners, CEOs and managers are based on three elements identified in the DMCs literature, (1) managerial cognition (Barr et al., 1992); (2) social capital (Burt, 1997); and (3) human capital (Castanias & Helfat, 1991, 2001), which are enablers of DCs demonstrating different managerial responses of firms as managers and executives react differently to environmental changes (Adner & Helfat, 2003).

Managers play an important role in redefining growth opportunities as well as boundaries of firms as they adapt and redesign a firm’s competitive positioning based on environmental changes (Castanias & Helfat, 1991). According to Helfat and Martin (2015), not every manager may possess DMCs. However, managers that mingle in different networks across companies

are able to obtain diverse information, which may help them to facilitate environmental scanning and hence the identification of new opportunities. Hence, all three factors, managerial cognition, social capital and human capital, together may enable a firm to develop and deploy DMCs. According to Beck and Wiersema (2013) all three elements interact with one another and shape each other.

The discussion above has mainly focused on conceptually developing a theory that supports the arguments above. My thesis explores all three factors and how they may shape one another by empirically examining the three elements. This study will be the first in examining all three DMCs elements together. I aim to develop and improve the understanding in the current DCs and DMCs literature of how managerial decision-makers may enable the development and deployment of DCs. In addition, by examining the role of AC in the development and deployment of DCs, my research may create new in-depth insights to understand the influence of AC not only at a consumer level, as an external influence, but also at a firm level, as a potential internal influence on decision-making and strategy development. The following subsection discusses the three elements of DMCs, managerial cognition, social capital and human capital, in detail.

Managerial cognition

A manager's bounded rationality is visible in his/her limited cognitive perceptions (Gavetti & Levinthal, 2000). Gavetti and Levinthal (2000, p. 113) argue that cognition is a '*forward-looking form of intelligence*' demonstrated in an actor's mental model of the world, visible in an actor's beliefs, his/her choice of actions and the impact on these actions on outcomes. Gavetti and Levinthal (2000) argue that sense-making could be seen as a form of experiential learning at a higher order form. Epstein's cognitive experiential self-theory (CEST) (Epstein, 1998) discusses rational and experiential processing. According to CEST, when a person responds to an emotionally significant event, the experiential system looks at the memory bank for related events (Akinici & Sadler-Smith, 2012) to respond and make a decision. Moreover, cognitive styles were elaborated in the literature, referring to individual differences that are consistent in how people perceive, think, solve problems, learn, make decisions and relate to others (Armstrong, Cools, & Sadler-Smith, 2012; Witkin, Moore, Goodenough, & Cox, 1977).

Studies on cognitive styles identified interrelations between cognitive and decision-making styles (Armstrong et al., 2012; Frederick, 2005; Hunt, Krzystofiak, Meindl, & Yousry, 1989; Schwarz, 2000). Entrepreneurs have been described as being more innovative and intuitive in their cognitive style than managers part of larger more established organisations (Allinson, Chell, & Hayes, 2000; Buttner & Gyskiewicz, 1993). Cognition is growing in interest in business and management studies (Armstrong et al., 2012). This is because cognition plays a central role in how a firm's capability is developed (Laamanen & Wallin, 2009). Through experiences, people develop mental models articulated as a rule of thumb (Eisenhardt & Martin, 2000) or in manuals (Zollo & Winter, 2002). Hence, it is important to understand how cognition is visible in behaviour in management research (Gavetti & Levinthal, 2000). According to Laamanen and Wallin (2009), managerial cognition develops on three levels: analogical reasoning (capability constellation), internal attention allocation dynamics (capability portfolio) and sensitivity to learning (individual capabilities) (Laamanen & Wallin, 2009).

Managerial cognition has been analysed in the IB literature focusing on cognitive framing being identified as playing an important role in successful IB capability development, specifically in high technology firms (Gavetti & Levinthal, 2000). Managers are often able to identify and characterise environmental changes correctly, however, managers may often not adopt new or adjust existing strategies. Hence, the main challenge for managers and entrepreneurs is to link cognitive perceptions with strategies and to continuously adapt the links between the two (Laamanen & Wallin, 2009). Cyert and March (1963), argue that decisions consist of knowledge or assumptions of future events and consequences (Adner & Helfat, 2003; Andersson & Evers, 2015; Zollo & Winter, 2002) that are influenced by a manager's selective field of vision, perceptions and interpretations of a situation (Adner & Helfat, 2003). These decisions are made even though a manager or firm owner may not have complete information about future events or consequences of decisions made. Furthermore, DMCs literature has not explored in detail what elements of managerial cognition are. Potential elements of managerial cognition can be found in for example the upper echelon theory (Beck & Wiersema, 2013). The upper echelon theory discusses how external or internal environmental firm influences lead to the adoption of personal cognitive values, which can be visible to the outside (also called upper echelon characteristics). These elements include age,

education, career experiences, socioeconomic roots, group characteristics and others (Hambrick, 2007, 2016; Hambrick & Mason, 1984). The adoption of one or more elements of the upper echelon characteristics lead to adoptions of strategies and firm performance (Hambrick & Mason, 1984). These elements identified in the upper echelon theory may be visible in managerial cognition.

In this thesis, I define managerial cognition according to Gavetti and Levinthal (2000, p. 113) as “*a forward-looking form of intelligence that is premised on an actor’s beliefs about the linkage between the choice of actions and the subsequent impact of those actions on outcomes.*” The business literature has discussed models, e.g. mental maps, frames of reference, cognitive bases/structures or maps, schemata on how managers and people generally make their decisions (Andersen & Strandkov, 1997; Burke & Miller, 1999; Calori, Johnson, & Sarnin, 1994; Prahalad & Bettis, 1986; Schwenk, 1988; Tversky, 1993). According to Hambrick and Mason (1984), a manager’s, CEO’s or founder’s cognitive and value systems affect the management decision-making process. Similarly, Prahalad and Bettis (1986) discuss the dominant logic, describing how management’s selective perceptions and interpretations lead managers to their decision-making (Andersson & Evers, 2015). The literature on managerial cognition has focused on managers identify and/or use information and how this affects decision-making (Armstrong et al., 2012; Lyles & Schwenk, 1992). I have identified the following elements to explore managerial cognition within firms in this study. The elements are based on the information provided above. The following three elements focus on exploring managerial cognition: (1) awareness of external changes; in for example the industry; (2) awareness of market gap; and (3) actor beliefs.

I argue that these three elements provide insights into how managers make decisions based on their beliefs and awareness. In addition, the three elements identified for managerial cognition in this study may help explain the development and deployment of DCs at a managerial level across companies. I have decided to not include elements like education or previous work experience because these are elements that are also discussed in human capital. Hence, if these elements would be used in managerial cognition, the elements would overlap with human capital, creating confusion in the findings and discussion section. The three elements identified for managerial cognition can be clearly distinguished from social capital and human capital

because they focus more on executive decision-makers ability to identify opportunities or threats for the company.

The following sub-section discusses social capital, the second element identified in the DMCs literature.

Social capital

Social capital uses the word capital because a network is an asset to the firm and can also be used for other purposes, such as information gathering. Social capital is not a substitute for a resource. Social capital has been described in the literature as developing from both formal and informal relationships where managers obtain and use resources and information (Adler & Kwon, 2002). These relationships can allow managers to sense opportunities. Hence, the focus of social capital is on past experiences that were shared with others (Beck & Wiersema, 2013). Portes (1998, p. 6) defines social capital as *'the ability of actors to secure benefits by virtue of membership and social networks'*. Social ties and networks can affect changes in firm strategy. Forms of social capital are firm owners' ability (1) to gain information about partners; (2) to obtain financing; (3) to overcome institutional inefficiencies; and (4) if operating internationally, managers can reduce psychic distance and foreignness (Burt, 1992, 2000; Portes, 1998). Literature discussed that social capital may support the development and deployment of DMCs, specifically Teece's (1997) factors seizing and reconfiguring opportunities. This is because external ties and networks can be critical for a firm's acquisition of resources because of employee contacts/networks. Hence personal networks and relationships can be a driving force to obtain or gain access to resources (Dyer & Singh, 1998; Fernandez, Castilla, & Moore, 2000). Furthermore, networks of employees can enhance an employee's bargaining power (Blyler & Coff, 2003). However, this has not been empirically tested. Social capital has been studied in different organisations through for example the lens of resource exchange and innovation, network and knowledge transfer and career success (Adler & Kwon, 2002; Inkpen & Tsang, 2005; Podolny & Baron, 1997). There are three levels of social relations: market relations (products and services exchanged), hierarchical relations (obedience exchanged for material and spiritual security) and social relations (gifts and favours exchanged) (Adler & Kwon, 2002).

Social capital literature argues that a manager's reputation, ability, commitment and conduct influence a manager's ability to build social ties and networks. The ability to build social networks and ties is beneficial to a firm, since it enables a firm to get access to resources (Alvarez & Busenitz, 2001; Brush, Greene, & Hart, 2001). This idea links back to the RBV of the firm and how firms are able to obtain a competitive advantage through its tangible and intangible resources, which can also be obtained through relationships between firms, owners, managers, etc. (Jack, Moulton, Anderson, & Dodd, 2010). Hence, social capital is established through relationships, which can provide managers with influence, control and power (Adler & Kwon, 2002). The literature on social capital is related to network concepts discussed in the internationalisation literature (Andersson & Evers, 2015). However, the focus of social networks literature discussed here, is on the individual manager level (Andersson & Wictor, 2003). To be successful locally and internationally, firms need resources to overcome limitations (Coviello & Cox, 2006). Hence, social capital is based upon potential and actual benefits for firms, owners and managers resulting from relationships. Research based on new firm establishments demonstrated that relationships, which firm owners, CEOs and managers create, are essential to scan opportunities as these provide access to information and resources the company currently doesn't have access to (Aldrich, Zimmer, Sexton, & Smilor, 1986). Through the interaction with external stakeholders, executive decision-makers can gain important insights into a firm's internal environment (Andersson & Evers, 2015).

My research explores these relationships between the company managers/owners and the relationships they build with their stakeholders, such as suppliers, customers, and other groups, where firms openly share resources between one another and how these relationships enable DCs at a managerial level. These relationships fall into the categories of social and hierarchical relations discussed above. This is because companies build social relations with for example customers or suppliers through a monetary/product exchange. Companies build hierarchical relations with for example employees through work exchanges for monetary value. My research addresses the following elements identified through the above literature to explore social capital: (1) information sharing; (2) networks; (3) relationships with suppliers; and (4) relationships with NGOs. The four elements can demonstrate the ability of executive decision-makers to develop relations and social ties with others as well as what relations/social ties executive decision-makers were developed. Moreover, the four elements identified for social

capital can provide insights into whether and how firms with social ties and networks can sense, seize and shift opportunities to enable DCs at a managerial level.

In summary, social capital is distinct from human capital (Blyler & Coff, 2003) as it focuses on developing networks and social ties with others (e.g. companies, suppliers, NGOs, etc.). Networking capabilities can build trustful and interactive relationships enabling firms to acquire resources and information that may be useful to position the business in a market (Andersson & Evers, 2015). The following sub-section discusses the third factor of DMCs, human capital.

Human capital

According to Hambrick and Mason (1984), education and work experience enable people to develop psychological constructs, including beliefs and values that influence managerial decision-making. Hence, education and work experience (related and unrelated to current work) have been used by researchers to measure human capital (Adner & Helfat, 2003; Geletkanycz & Boyd, 2011; Khanna, Jones, & Boivie, 2014; Kor & Mesko, 2013; Teece et al., 1997). Becker (1964) and Adner and Helfat (2003) state that human capital is the learned skills and knowledge that individuals develop through education, experience, knowledge and training (Wright, Coff, & Moliterno, 2014). Human capital is central to entrepreneurial firms to learn and gain knowledge to enable these firms to get an understanding of their environment (Politis, 2005). Past work experience can enable managers to acquire knowledge. Hence, human capital evolves through learning-by-doing (Andersson & Evers, 2015; Mintzberg, 1973).

In addition, more recent work on human capital does not only focus on knowledge and skills adopted, but also cognitive abilities, as well as personality, values and interests of individuals (Helfat & Martin, 2015; Ployhart & Moliterno, 2011). Executive decision-makers draw on their personal knowledge and expertise, which enables them to sense new opportunities or threats; these managers are able to seize opportunities and reconfigure a company's resources, capabilities and structure (Adner & Helfat, 2003). DMCs differ as managers, firm founders and CEOs differ in their decisions on investments and commitments that they make based on their experiences and knowledge. Similarly, differences in education and knowledge of

managers result in differences in the reconfiguration of a company's resources (Adner & Helfat, 2003). Managers can also use other or related industry skills that can be transferred from one industry to another (Castanias & Helfat, 2001). Human capital can affect organisational actions. Skills are tacit and involve learning-by-doing. Hence, managerial skills are hard to imitate quickly.

To explore human capital in this study, I have identified three elements that can demonstrate human capital in the firms to be interviewed: (1) previous work experience in related field; (2) education; and (3) past work experience unrelated to current work. Following the discussion above, I argue that human capital affects manager's ability to sense, but also to seize and shift opportunities, since tacit skills are needed to adopt, develop and execute decision-made. According to Adner and Helfat (2003), human capital may affect the development of social capital, because managers seek to develop relationships and networks to gain insights and expertise from other companies. In addition, these managers are sought after by other companies for their expertise. Davidsson and Honig (2003) found that both managerial human capital and social capital influenced actions taken by entrepreneurs in starting a business, as well as time to first sales and profitability.

In summary, research on DMCs identified challenges in regards to measuring outcomes of firm performance. However, the literature has identified a process that (1) traces the impact of managerial resources supporting DMCs on strategic change and then (2) assess the contribution of the strategic change to a firm's performance (Martin, 2011). An alternative approach focuses on identifying the relationship of managerial resources to firm performances under conditions of change to understand and assess how a firm intervened strategic change. Research on DMCs (Adner & Helfat, 2003; Galunic & Eisenhardt, 2001; Haleblan & Finkelstein, 1993; Holbrook, Cohen, Hounshell, & Klepper, 2000; Kor & Mesko, 2013) discusses the importance of managerial influence on guiding strategic change. DMCs literature identified three factors: managerial cognition, social capital and human capital, that support the enactment of DMCs to develop and deploy DCs. According to Beck and Wiersema (2013) and Helfat and Martin (2015), the three factors, managerial cognition, social capital and human capital, discussed above, may contribute to understand the development and deployment of DCs, how they differ and/or conform and how they may affect one another. The following

section presents the existing conceptual framework of DMCs, developed by Beck and Wiersema (2013), which will be adopted and further developed in this study.

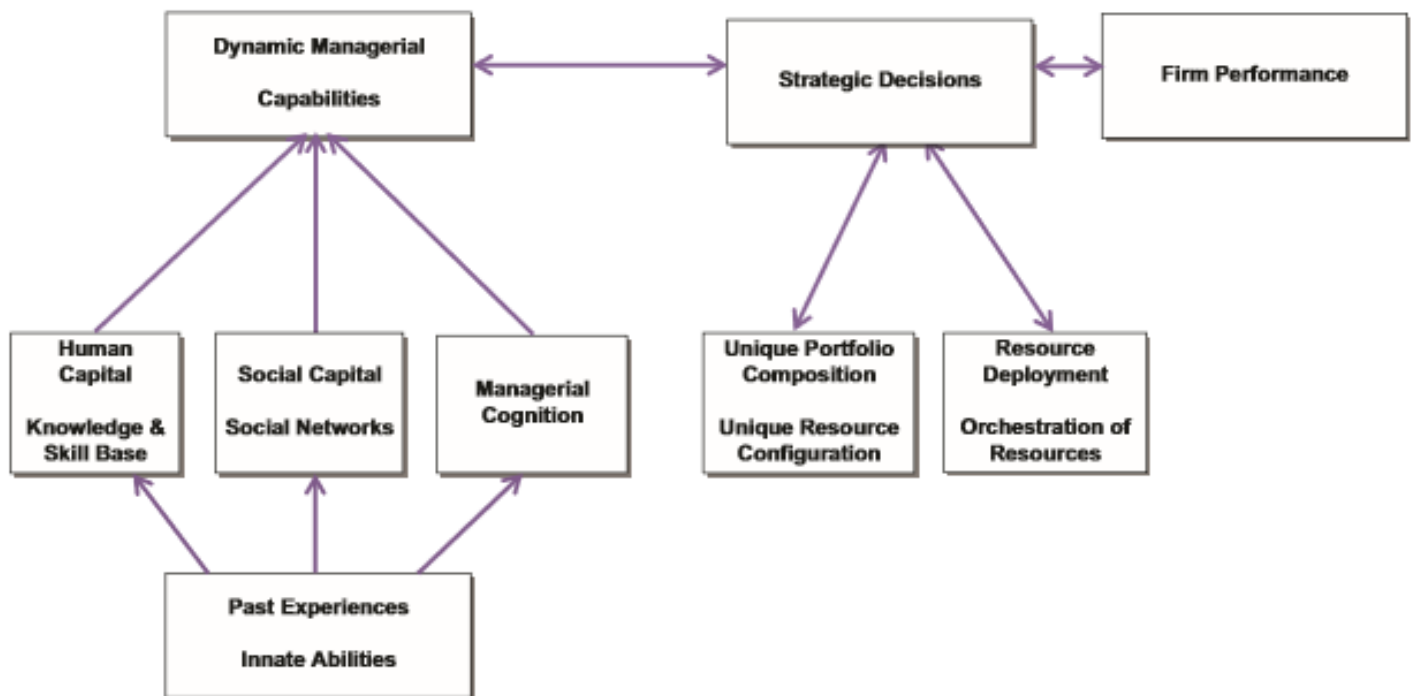
Conceptual framework of dynamic managerial capabilities

Figure 2 demonstrates the existing conceptual framework by Beck and Wiersema (2013, p. 411), which includes all three DMCs factors: managerial cognition, social capital, and human capital. Beck and Wiersema (2013) argue that all three factors are influenced by past experiences. In addition to that, I argue in my thesis that external environmental factors, like social movements such as AC, may also influence all three factors, executive decision-making and hence, the development and deployment of DCs. A similar conceptual framework has been developed by Helfat and Martin (2015, p. 1291), which also summarises the three factors of DMCs and its potential influence on strategic change and performance. However, in this study, I am further developing and contributing to Beck and Wiersema's (2013) conceptual framework because I believe that managerial decision-making and strategy development play a key role in developing and deploying DCs. Furthermore, I believe that Beck and Wiersema's (2013) framework has a greater focus on understanding DCs at a micro-level, exploring the three elements leading to the development and deployment of DCs, which is central to my study. In addition, I believe that the context of AC and slow fashion may provide new and rich insights into how firms make decisions and develop strategies in new and changing markets. Moreover, I am less interested in performance outcomes, which is also not the main focus of Beck and Wiersema's (2013) framework.

The DCs literature discusses that the development and deployment of DCs leads to strategic change (Ambrosini & Bowman, 2009; Teece, 2007). However, I argue that DMCs may not always lead to strategic change. As discussed in the DCs literature in this thesis, DCs can be developed and deployed by a firm in both stable and dynamic environments, hence change can be gradual. That is why, I argue that strategic change can also be gradual or in some cases limited. Moreover, I argue that external influences do influence strategic change and development leading to the development and deployment of DCs. Moreover, I argue that internal influences, such as executive decision-maker beliefs, values, behaviour, etc. are just as important in the development and deployment of DCs. Hence, my research focuses on

internal and external factors influencing the interplay between managerial cognition, social capital and human capital enabling DMCs. I believe that the exploration of the three elements in the context of AC and the slow fashion movement will provide rich insights into how DCs differ, conform, shape and interact with one another. Figure 2 provides an overview of the existing framework by Beck and Wiersema (2013), which is further developed in this study. Currently the external view is missing in the framework and will added to the framework presented in section 2.3 of this chapter.

Figure 2: Overview of DMCs and relation to decision-making and outcomes



Source: (Beck & Wiersema, 2013, p. 411)

In summary, existing DMCs literature has not incorporated all three elements (managerial cognition, social capital and human capital). The majority of studies incorporating multiple elements of DMCs have not discussed their interactions to my knowledge. Incorporating all factors in one study may help to understand how these factors are linked with one another and whether any one factor may be more important for strategic change or firm strategy development. The predominant focus of DMCs on the capabilities of managers to effect strategic change offers many opportunities to add to the rich conversation of “why managers matter.”

All in all, understanding DCs at a micro level through the lens of individuals, specifically managers, may help to better to understand how DMCs, differ, conform and how they enable the development and deployment of DCs (Fallon-Byrne & Harney, 2017). Research has looked at the managerial level of DCs (Helfat & Martin, 2015; Teece, 2012), as well as groups and teams (Helfat & Martin, 2015; Kor & Mesko, 2013; Martin, 2010). This supports the viewpoint and understanding of DCs, since DC theory focuses on understanding human behaviour and motivation. However, in parts this viewpoint could be seen as limiting as the theory should address changing collective behaviour of employees, their routines and work patterns (Eisenhardt & Martin, 2000; Zollo & Winter, 2002).

This thesis will explore DCs from the viewpoint of managers in firms in the industry context of the slow fashion movement. This is because companies in the movement seem to have addressed changes in consumer consumption patterns, trends and behaviour. In addition, the industry context seems to demonstrate links to AC at a consumer *and* firm level. Hence, the industry context may provide rich insights into the influence of (1) external changes, challenges and opportunities, specifically consumer trends, changes and behaviour, that affect firms, as well as (2) internal influences, such as executive decision-maker values, beliefs and behaviour, affecting firm decision-making. I believe the contexts of AC and slow fashion provide a great platform to explore how DCs differ as well as how they are developed and deployed. The following section provides a summary of section 2.1 of this thesis.

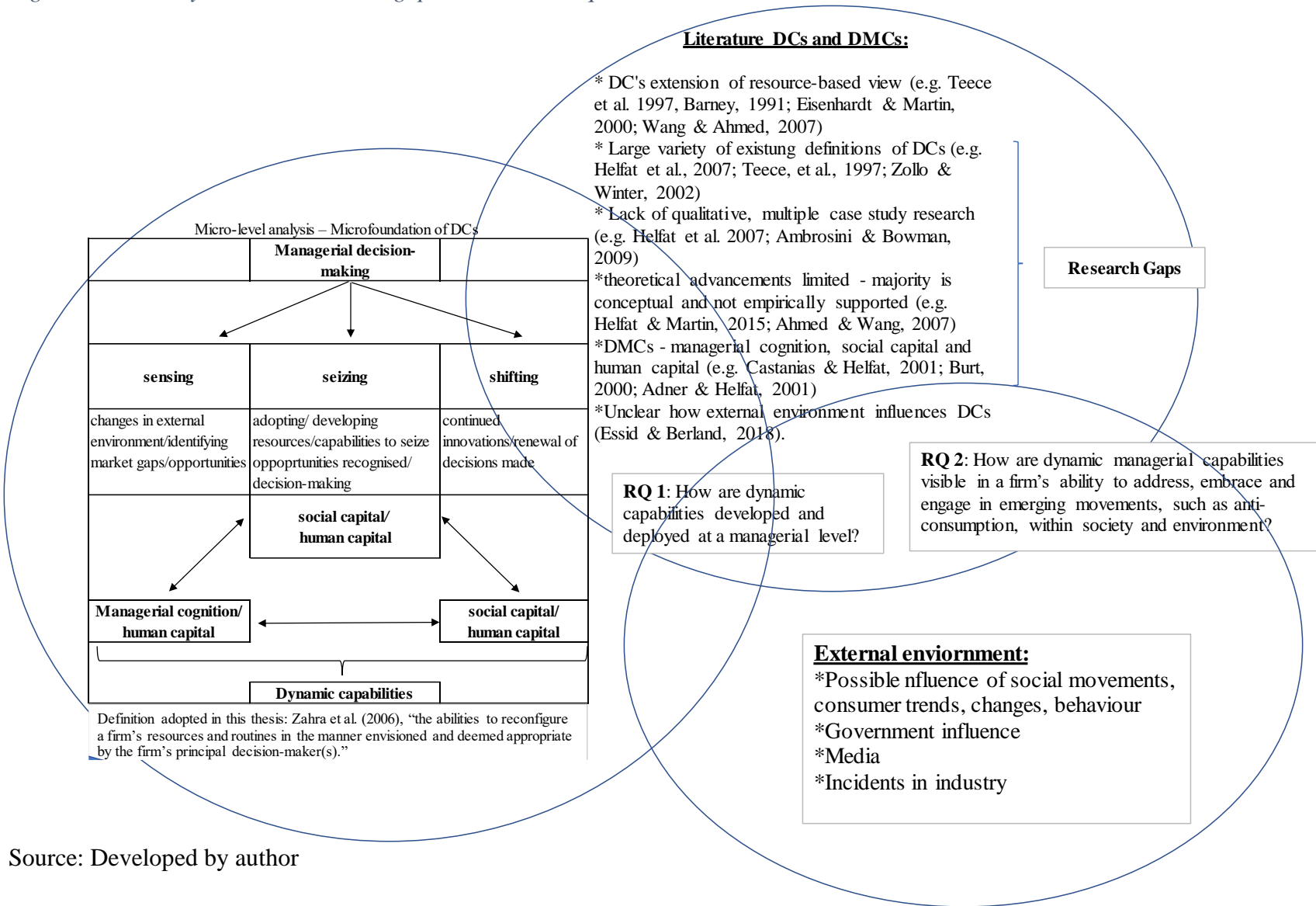
2.1.4 Summary of the dynamic capabilities literature

DMCs are an extension to the existing DCs literature. Existing literature has defined the terms, even though with limited success. The majority of research is still very conceptual (Ambrosini & Bowman, 2009; Harris & Helfat, 2013). Hence, there is a need for empirical research supporting the developed conceptual frameworks of DCs and DMCs. According to Ambrosini and Bowman (2009), there is a need to explore DMCs using qualitative research methods. In addition, the DMCs literature identified three factors that may help to develop and deploy DMCs. However, the interaction between all three factors together has not been explored yet. My research aims to fill these gaps by exploring the research questions developed through this literature review, using a qualitative research method (further discussed in chapter III).

Chapter 2 – Literature review of theoretical foundation and anti-consumption

Furthermore, I argue that consumer movements like AC (an external environmental factor), may play a role in the development and deployment of DCs at a managerial level. The gaps and limitations of the existing DCs and DMCs literature led to the development of research questions 1 and 2. Figure 3 provides a summary of the literature review to this point, the gap and RQs 1 and 2.

Figure 3: Summary Literature review, gaps and research questions



Source: Developed by author

The following section provides an overview of the second main part of the literature review, the AC literature, which provides the context of exploration of how firms adapt to new markets, consumer trends and strategic environments.

Chapter II Section 2

2.2 Consumption and anti-consumption (AC)

According to Black and Cherrier (2010), consumption is an activity through which people acquire, use, transform and dispose goods to satisfy needs and wants. Consumption can be a conscious or unconscious expression of how people (1) express themselves; (2) construct their identities and emotions; and (3) how people want to be viewed by other people in society (Elliott, 1997). Elliott (1997) states that consumer goods can be more than objects of economic change to people. This is because they can create meaning to people. According to Sheth, Sethia and Srinivas (2011), consumption is not only necessary for personal survival, but has also increased in importance to people's social, personal and economic well-being (Elliott, 1997; Hamilton, 2010; Herrero, 2013; Holbrook & Gardner, 1993; Holbrook & Hirschman, 1982; Ianole & Cornescu, 2013; Dimante, Tambovceva & Atstaja, 2016). Consumption is often used as (1) a measure of welfare, (2) a driver of economic growth and (3) vital to a flourishing society, where a higher consumption level equals a higher level of expected quality of life (Daly, 2005; Howarth, 2012; Sheth et al., 2011).

Nonetheless, consumption has become a growing social issue with both, positive and negative consequences for consumers, society and businesses (McNeill & Moore, 2015; Thøgersen, 2014). According to Schneider, Kallis, and Martinez-Alier (2010), focusing only on maximising consumption to increase profits may not be sustainable in future, because of finite resources. However, a reduction of consumption does not seem to fit with current marketing practices and theories (Peattie & Peattie, 2009). Over the last three decades, marketing research topics as well as marketers, consumers and their consumption patterns seem to slowly shift towards a more responsible (Balderjahn, 1988; Fisk, 1973; Mohr et al., 2001; Webb, Mohr, & Harris, 2008); sustainable (Dam & Apeldoorn, 1996; Hunt, 2010; McKenzie-Mohr, 2013; Vorhies & Morgan, 2005); green and environmental (Miles & Covin, 2000; Polonsky, 1994;

Prothero, 1998); as well as ethical and healthy consumption (Barnett, Cloke, Clarke, & Malpass, 2005; Newholm & Shaw, 2007; Nicholls & Opal, 2005). Consumption provides comfort and satisfies needs and wants (Leiss, 1988). However, existing contemporary consumption models do not focus on consuming to satisfy essential needs, but to satisfy a desire (De Bernardi & Tirabeni, 2018). Nonetheless, research (Chatzidakis & Lee, 2013; Cherrier, 2009; Cherrier et al., 2011; Sharp et al., 2010) has started focusing on a rising phenomenon within consumers, AC.

AC, in contrast to consumption, is adopted by consumers that have decided to voluntarily and selectively avoid, reduce, limit, refuse to buy or constrain themselves from the acquisition, use and disposal of products and services (Craig-Lees & Hill, 2006; Lee et al, 2011; Lee, Fernandez et al., 2009; Lee, Motion et al., 2009). However, according to Cherrier (2009), AC does not imply that a consumer restricts him- or herself from purchasing products or services because he/she is unable to afford a product or service. Hence, AC is not based on a consumer’s financial inability to purchase goods and services, but a voluntary decision by a consumer to not purchase a good or service. A consumer’s AC attitude or behaviour can show in a variety of forms, such as “*resistance to, distaste of, or even resentment or rejection of*” consumption (Chatzidakis & Lee, 2013; Ozanne & Ballantine, 2010; Sandıkcı & Ekici, 2009; Zavestoski, 2002). According to Zavestoski (2002), compared to other consumers, anti-consumers are less likely to use consumption to satisfy their needs. Table 6 summarises the consumption terms relevant to the contextual background through which DCs are explored in this study.

Table 6: Summary of key terms

Term	Description
Consumption	Activity through which individuals acquire, use, transform and dispose goods to satisfy needs and wants (Black & Cherrier, 2010). Consumption can be a conscious or unconscious way through which people

	express themselves, e.g. purchase of cars or brands (Elliott, 1997).
Responsible, ethical, sustainable, green, environmental, and healthy consumption	Emergence of new terms describing changes in consumption of consumer motivations and demands to consume more environmentally and socially sustainable.
Anti-consumption (AC)	The term does not imply non-consumption. The majority of people consume products and services. AC focuses on voluntary avoidance, rejection or reduction of consumption because of personal values and experiences made (Lee, Motion et al., 2009). Hence, consumption and AC are not mutually exclusive (Chatzidakis & Lee, 2013; Lee, Cherrier, & Belk, 2011). AC can be visible in resistance behaviour, e.g. boycotts, carrotmobs.

Source: Table developed by author

The following sections provide an overview of the existing AC literature and the different types of anti-consumers discussed in the literature.

2.2.1 Anti-consumption by consumers

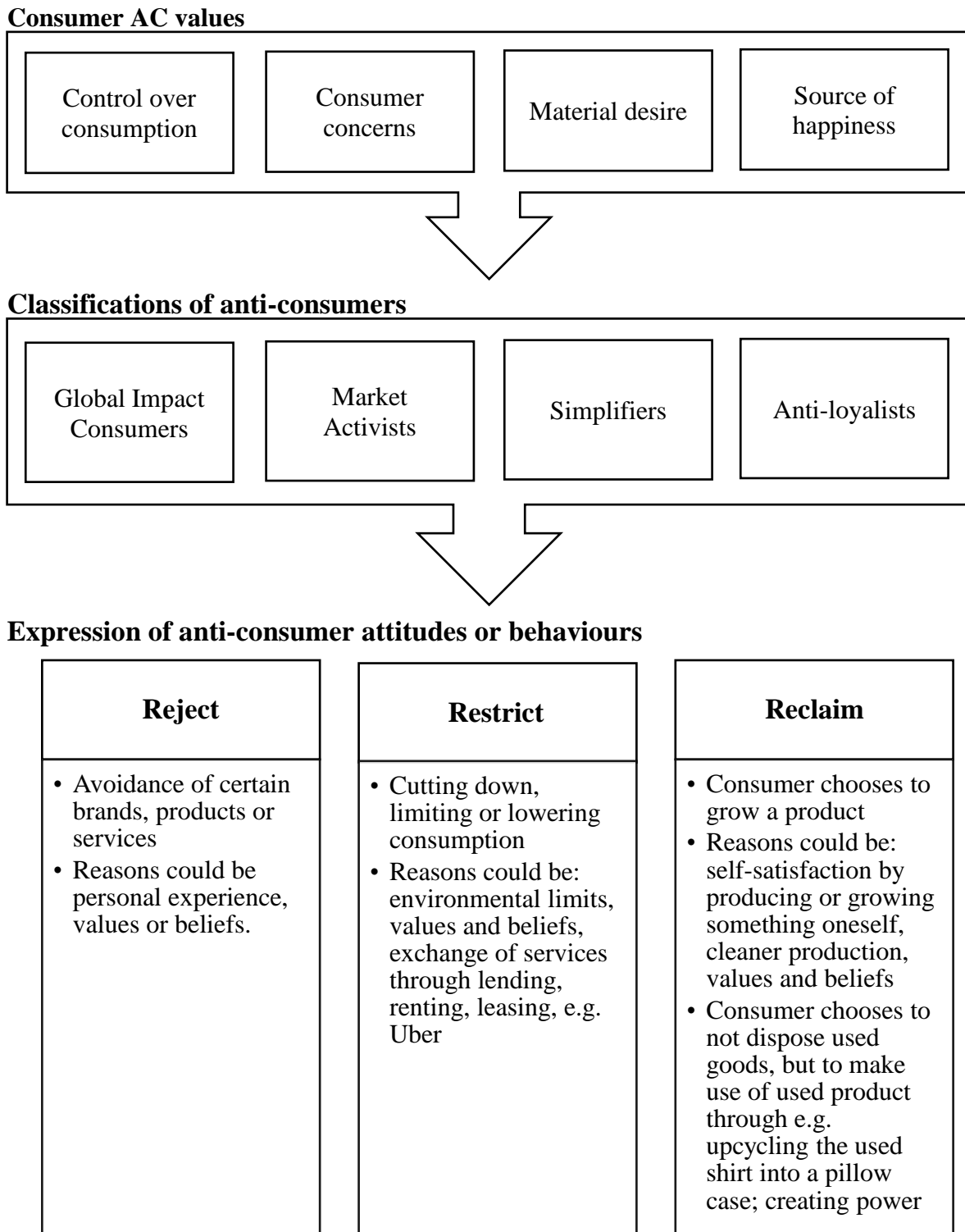
According to Cherrier et al. (2011), AC can be visible in three ways: (1) intentional non-consumption (decision to not consume a product/service); (2) incidental non-consumption (decision to buy an alternative product/service); and (3) ineligible non-consumption (the inability of a consumer to make a purchase, e.g. a baby is unable to buy nappies).

In addition, Iyer and Muncy (2009) state that consumer AC is based on a combination of two facets (1) purpose and (2) object. A consumer avoids, rejects or reduces the acquisition of

certain products/services based on for example, a consumer's environmental awareness or the choice of living a simpler life. According to Iyer and Muncy (2009), this can be understood as having a societal or personal purpose. If a consumer avoids, restricts or reduces the use or acquisition of a specific brand versus a consumer's avoidance towards a more general product/service category, then these differences are seen as the objects of AC (Nepomuceno & Laroche, 2015).

Iyer and Muncy (2009) discuss different types of anti-consumers. These anti-consumer types represent diverse motivations of consumers to voluntarily and selectively reduce the use and acquisition of brands, products or services (Iyer & Muncy, 2009; Nepomuceno & Laroche, 2015). Iyer and Muncy (2009) identify *four* types of anti-consumers: (1) 'Global Impact Consumers' are consumers who want to reduce their overall level of consumption to benefit the society and the environment, like for example environmentalists. (2) 'Simplifiers', also called 'voluntary simplifiers', are consumers that are dropping out or moving away from the fast-paced consumer society to live a simpler less-consumer-oriented life. (3) 'Market Activists' are those consumers that will try to change e.g. business practices, government policies or have an impact on social issues that they are concerned about. Boycotters are part of this category. Finally, (4) 'anti-loyalists' are consumers that reject buying certain brands or products and hence buy alternative products/services (Hutter & Hoffmann, 2013). In addition, Lee, Motion et al. (2009) described AC as a three part phenomenon to explain how and why such consumers may choose to not consume products/services. Firstly, consumers might reject consumption of products because they dislike or avoid using goods or services due to for example personal experiences, values or beliefs. Secondly, consumers might choose to restrict themselves to consume a product. For example, by reducing meat consumption where possible (Tosun & Gürce, 2018). Thirdly, consumers might choose to reclaim products by producing or growing goods, such as vegetables in their own garden, instead of consuming these from a supermarket. Furthermore, Lee and Ahn (2016) discussed four consumer values that can lead to AC: (1) control over consumption; (2) scope of concerns; (3) material desire and (4) source of happiness. Figure 4 integrates Iyer and Muncy's (2009a) four types of anti-consumers, Lee, Motion et al's (2009) expressions of AC and Lee and Ahn's (2016) consumer AC values into a framework showing the inter-relation between the AC attributes discussed above.

Figure 4: Interrelation of anti-consumption attributes and types



Source: Framework developed by author from concepts discussed by (Iyer & Muncy, 2009; Lee, Motion et al., 2009; Lee & Ahn, 2016)

Figure 4 showed the interrelation between the various attributes and types of AC. These attributes are demonstrated in a sequence, starting with consumer AC values, moving to the types of anti-consumers and ending with how these anti-consumers may express themselves.

I argue that a consumer's adoption of one more AC values, as discussed by Lee and Ahn (2016), may lead to the adoption of one or more of the four anti-consumer types discussed by Iyer and Muncy (2009). This is because motivations and consumer values are diverse. Hence, consumer values may influence a consumer's decision on consumption, non-consumption and AC of a product/service (Pinto, Nique, Añaña, & Herter, 2011; Sheth, Newman, & Gross, 1991; Vermeir & Verbeke, 2008). Consumer values could be identified as attributes to identify anti-consumer types. An anti-consumer may express his or her AC values through a variety of ways, such as consumption reduction, avoidance or reclaiming. AC value attributes of a consumer may build the basis for a consumer to adopt one or more AC types and how a consumer chooses to express him- or herself when deciding to not purchase a product or service. For example, some simplifiers value life by focusing on living with less. Their values influence the type of anti-consumer they adopt. Furthermore, simplifiers may express their AC attitude through a variety of ways by e.g. (1) restricting themselves to not buy products that they can grow themselves, (2) reducing consumption were possible of products that they may not be able to produce themselves (e.g. meat); and (3) they may reclaim products that they already possess by giving these products/services a different purpose e.g. an old t-shirt may be re-used as a cloth or pillow case. Similarly, other types of anti-consumers, as discussed by Iyer and Muncy (2009), may be visible through a variety of expressions as shown in figure 4. Figure 4 could have been further expanded by adding consumption and non-consumption. However, the context focus of this thesis is AC. Hence, figure 4 only discusses AC.

I argue that AC values, as discussed by Lee and Ahn (2016), may also be visible in executive decision-makers. This is because executive decision-makers are active participants of the market as they choose to consume or not consume products and services in their personal lives. Hence, executive decision-makers may engage in AC in their personal lives due to their personal values and beliefs towards consumption. These personal values, beliefs and morals of executive decision-makers, including firm owners, CEOs and senior managers, towards consumption or AC may also be expressed in their firm decision-making and strategies. Hence,

I argue that firm decision-makers may align with some of the attributes discussed in this section leading to an influence of AC on managerial decision-making and strategy development of a firm because executive decision-makers influence the strategic direction of their firm (Altınay & Wang, 2011; Chu, 2011; Crook, Todd, Combs, Woehr, & Ketchen Jr, 2011). Hence, AC may be visible at a firm level and possible in the development and deployment of DCs, due to personal AC attitudes and behaviour of firm owners. This is further discussed in section 2.2.3.1.

Consumer AC literature explored a variety of AC attitudes and behaviours, e.g. AC of recycled water (Adapa, 2018), AC of food brands in Turkey (Arslan, Yıldırım, Dinçer, & Türkmen Barutçu, 2018), AC of dairy (Allen, Goddard, & Farmer, 2018) and meat products (Tosun & Gürce, 2018); AC of FMCG products in India (Mishra, 2018); AC to live more sustainably (Black & Cherrier, 2010); as well as AC and consumer resistance (Albinsson et al., 2010; Cherrier et al., 2011; Demirbag-Kaplan, 2018). A large amount of existing AC research is based on qualitative research methods. AC behaviour and attitudes have been difficult to measure. This may be because scholars are interested in understanding reasons and motivations of consumers to not purchase a product/service to better understand consumer demand, motivation and attitudes towards products and services (Chatzidakis & Lee, 2013). Understanding consumer AC behaviour may be difficult to measure. Hence, qualitative research methods may be more suitable to understand reasons and motivations of AC. Furthermore, scholars may be less attracted to adopt quantitative research methods because of the nascency of the literature niche.

The following section provides a more detailed overview of the consumer resistance and boycott literature, a form of market activists.

2.2.1.1 Consumer resistance, boycotts and carrotmobs

Social movements are a form of group actions that involve organisational structures and strategies to resist or undo social change (Glasberg & Shannon, 2010). A social movement can be formed based on a particular societal issue (e.g. climate change, worker rights) or political conflict (e.g. policies towards immigrants) (Gurrieri, Gordon, Barraket, Joyce, & Green, 2018).

Hence, AC behaviour in the form of groups, such as boycotts or consumer resistance, can be described as social movements.

Consumer resistance is described as ‘a motivational state’ that occurs when consumers oppose a dominant power or force, such as the market or mass-consumption (Chatzidakis & Lee, 2013; Cherrier et al., 2011; Galvagno, 2011; Price & Penaloza, 1993; Roux, 2007). Consumers may resist or oppose markets or companies through AC behaviour, such as boycotts, brand avoidance, or voluntary simplicity (Demirbag-Kaplan, 2018).

Academic interest in the domain of consumer resistance advanced because of consumer activism, which increased in the 2000s when consumers became more aware of negative consequences of consumption as well as negative firm practices displayed in the media (Birch, 2012; Rashid & Chattaraman, 2018). According to Rashid and Chattaraman (2018), consumers change their purchasing behaviour based on their access to information, knowledge and awareness gained through a variety of channels, e.g. media, or university. A company’s image can suffer because of public awareness of for example, worker and labour exploitation, or pollution, which can lead to consumer resistance (Rashid & Chattaraman, 2018). Furthermore, moral and ideological consumer avoidance can result in consumer reactions towards company or governmental policies and strategies (e.g. Nike sweatshop boycott in the 1990s) or country of origin hostility of where products come from (Demirbag-Kaplan, 2018). Activism and consumer resistance became visible in a number of movements, including ‘buy nothing day’ also known as ‘Black Friday’, ‘anti-valentine’s day’ and ‘voluntary simplification’ (Demirbag-Kaplan, 2018).

Nonetheless, consumer resistance is not only focusing on consumers’ negative attitudes and actions, which are based on negative experiences, cynicism and dissatisfaction resulting from purchases (Demirbag-Kaplan, 2018). Consumer resistance literature identified various consumer resistant categories: (1) resisting single actors versus resisting the system (Iyer & Muncy, 2009); (2) radical resistance vs reformist resistance (Price & Penaloza, 1993); (3) personal versus societal purpose (Iyer & Muncy, 2009); and (4) individual versus group actions (Cherrier, 2009). Literature on consumer resistance focuses on both active and passive

consumer behaviour and is a part of AC, where research has focused on asymmetries of power in a marketplace (Chatzidakis & Lee, 2013; Cherrier et al., 2011; Foucault, 1982).

One form of consumer resistance is boycotting. Boycotts are described as a hostile consumer behaviour (McGinnis & Gentry, 2009) where consumers exert power over firms, government regulations or other changes within a market that consumers do not want to support. These consumers may restrict themselves from consuming certain brands, products or services because of their knowledge and awareness of firm actions, which these consumers do not support, e.g. worker exploitation. Consumers' willingness to make these sacrifices can be seen as a voluntary restriction of their personal consumption patterns, because these consumers decide to not buy a product they previously bought (Hutter & Hoffmann, 2013).

Through boycott behaviour, consumers express their dissatisfaction of a company's products/services or actions by refusing to purchase products from them until the organisation meets the conditions or values the consumer or activist wants to see in the company (Braunsberger & Buckler, 2011; Yuksel & Mryteza, 2009). Boycotts can stem from a variety of consumer concerns, such as political, social or environmental. Individuals, companies, organisations or countries can become the target of boycotts, as boycotters aim to cause some form of economic loss (Demirbag-Kaplan, 2018; Seegebath, Peyer, Balderjahn, & Wiedmann, 2016). The aim of a boycott is to transform firm principles and practices and persuade as many people as possible to follow the boycott. Boycott group efforts usually have more success than individual boycott efforts (Yuksel & Mryteza, 2009). However, a large amount of boycott efforts have a symbolic expression of consumers to the public, demonstrating consumers' demands and outrage about social, political or environmental concerns (Demirbag-Kaplan, 2018). While boycotts are sometimes successful in increasing consumer and society benefits, they are disadvantageous for companies because sales decline and a firm's reputation can be damaged (Hutter, Hoffmann, & Mai, 2016).

Another form of boycotting is carrotmobbing. Carrotmobs like boycotts aim to change firm actions. Carrotmobs, in contrast to boycotts, are described as friendly 'vote-for' behaviours by consumers (McGinnis & Gentry, 2009). Hoffmann and Hutter (2012, p. 218) define a carrotmob as a "*temporary boycott in form of a purchase flashmob by a group of consumers*

organised by activists”. According to Hutter and Hoffmann (2013), carrotmobs are more effective than boycotts, because they have a greater focus on changing firm practices to act more socially or environmentally responsible. Consumers participating in carrotmobs come together in large groups to meet at a store or company to reward a firm’s commitment to change corporate practices (such as saving energy, reducing waste, and working with socially responsible suppliers) by purchasing goods from the firm (Hutter et al., 2015). Carrotmobs have been arranged for food stores (e.g. supermarkets, bakeries), non-food stores (e.g. clothing), gastronomy (e.g. restaurants), and entertainment offers (Hutter & Hoffmann, 2013).

An increasing number of people realises that environmental problems are related to modern consumption patterns and that a change towards environmentally-friendly consumption is needed (Albinsson et al., 2010). Anti-consumers (e.g. global impact consumers) participating in carrotmobs are motivated by their pro-environmental attitudes (Hutter & Hoffmann, 2013). The main difference between boycotts and carrotmobs is that boycotters try to punish firms by not purchasing any products or rallying against a company, whereas carrotmobbers reward desirable behaviour of companies by increasing purchases (Hutter et al., 2015). A carrotmob can add value to a firm because a firm targeted by a carrotmob can increase profits if this company chooses to adapt firm practices based on suggestions (e.g. to become more environmentally and socially responsible) made by carrotmobbers. The change in firm practices result in increased purchasing by carrotmob participants. This is in contrast to boycotts, where consumers reject or restrict their own consumption patterns (Hutter & Hoffmann, 2013).

The literature review on consumer resistance highlighted that firms can be influenced to change their practices through consumer boycotts and carrotmobs. Consumers’ environmental and societal awareness of issues can trigger boycott behaviour aiming to change company practices, policies, product manufacturing, choice of suppliers, and so on. A firm exposed to a boycott will try to improve its firm reputation, to satisfy and regain trust of stakeholders as well as to regain or increase profits and revenues. Similarly, carrotmobs aim to change unsustainable firm practices, but in contrast to boycotts, carrotmobbers reward a firm when making positive changes that align with customer values and beliefs.

Chapter 2 – A review of the relevant literature and the theoretical foundation for this study

Nonetheless, resistance and boycott behaviour are not only visible in end-consumers, research (Bosi & Uba, 2009; Earl, Martin, McCarthy, & Soule, 2004; Fransen, 2011; Lipschutz, 2004; Martinez-Alier et al., 2011) increasingly focuses on activist *organisations* aiming to (1) create awareness in consumers about firm practices; and (2) change firm practices.

Research on activist organisations has shown that organisations, like Greenpeace can change and influence institutions (Giugni, 1998; Martinez-Alier et al., 2011; McVeigh, Myers, & Sikkink, 2004; Schneiberg & Soule, 2005). Understanding is growing on how activist organisations influence institutions and commercial organisations (Aranda & Simons, 2018). Activist organisations aim to influence corporate social change activities, such as CSR. Their focus is on monitoring and criticising firms and their corporate behaviour. Activist organisations collect information about a company that the activist organisation is concerned about, such as sustainable development, working conditions. After collecting this information, activist organisations formulate desired outcomes and spread the information to a variety of audiences, such as the general public. Then, activist organisations inform the management of the targeted organisation to discuss a course of action to change current company actions (De Bakker & Den Hond, 2008). Activist organisations may use alliances to politicians as well as other organisations as tactics to elicit change within the targeted organisation. More recently, research has also explored how firms co-operate with activist organisations and succeed in developing products or change company practices (e.g. fair and ethical labour practices), satisfying aims of activist organisations (Austin, 2010; London & Rondinelli, 2003; Rondinelli & London, 2003; Westley & Vredenburg, 1991).

In my research, I argue that also commercial organisations may use forms of activism, like activist organisations or boycotters do, to create awareness in the public about environmental, political and social issues the commercial organisation is concerned about. Furthermore, I argue that commercial firms, similarly to activist organisations, may use forms of AC, such as activism to elicit change concerning current environmental, political, social and other issues the commercial firm aims to solve or improve. This is because a company may not agree or support certain standards, legislations or policies that have been put in place by a government or other institutions. Therefore, a firm may use forms of activism or lobbying to elicit change.

The following sub-section discusses another type of anti-consumer, voluntary simplifiers.

2.2.1.2 Simplifiers

According to Seegebarth et al. (2016), the concept of voluntary simplicity (VS) can be traced back in the literature to work by Gregg in 1936. VS focuses on a consumer's intention to reduce or minimise consumption levels by choosing a simpler life, while increasing positive lifestyle benefits, such as better quality of life, experience, satisfaction and well-being, through independence from institutions these consumers feel that they do not have control over (Aydin & Kazancoglu, 2017; Black & Cherrier, 2010; Seegebarth et al., 2016). McDonald et al. (2006) places ethical consumption of consumers on a continuum of consumption behaviour, where voluntary simplifiers are placed on one end of the continuum and non-voluntary simplifiers, who are unresponsive, uninformed or opposed to VS values, are placed on the other end. Reasons for minimising consumption, even though these consumers could afford to purchase goods, are manifold, such as rejecting capitalism and materialism, living more sustainably and less wasteful or having a more independent or self-determined life (Peyer, Balderjahn, Seegebarth, & Klemm, 2017).

VS literature discussed a variety of types of voluntary simplifiers. For example, Shama and Wisenblit (1984) discussed five types of VS, including material simplicity (simplifying one's life), self-determination (having control over one's personal life), ecological awareness (awareness of finite system), human scale (downscaling one's personal desire), as well as personal growth (self-discovery). Similarly, Cowles and Crosby (1986) discussed three types of VS: (1) ecological awareness, (2) self-determination, and (3) material simplicity. Ecological awareness as a type of voluntary simplifier has been discussed by a variety of researchers (McDonald et al., 2006; Peyer et al., 2017; Shaw & Newholm, 2002). Ecological awareness of VS is defined as the tendency of a consumer to evaluate a product's environmental attributes before making a purchase. This type of VS is motivated by a consumer's aim to protect the environment (Huneke, 2005; Shaw & Newholm, 2002). In a study by Ruppert-Stroescu et al. (2015), consumers chose to deliberately refuse to purchase any clothing for ten weeks, which fostered creativity in the study's participants (Ruppert-Stroescu, LeHew, Connell, & Armstrong, 2015). According to Ruppert-Stroescu et al. (2015), when consumers deliberately

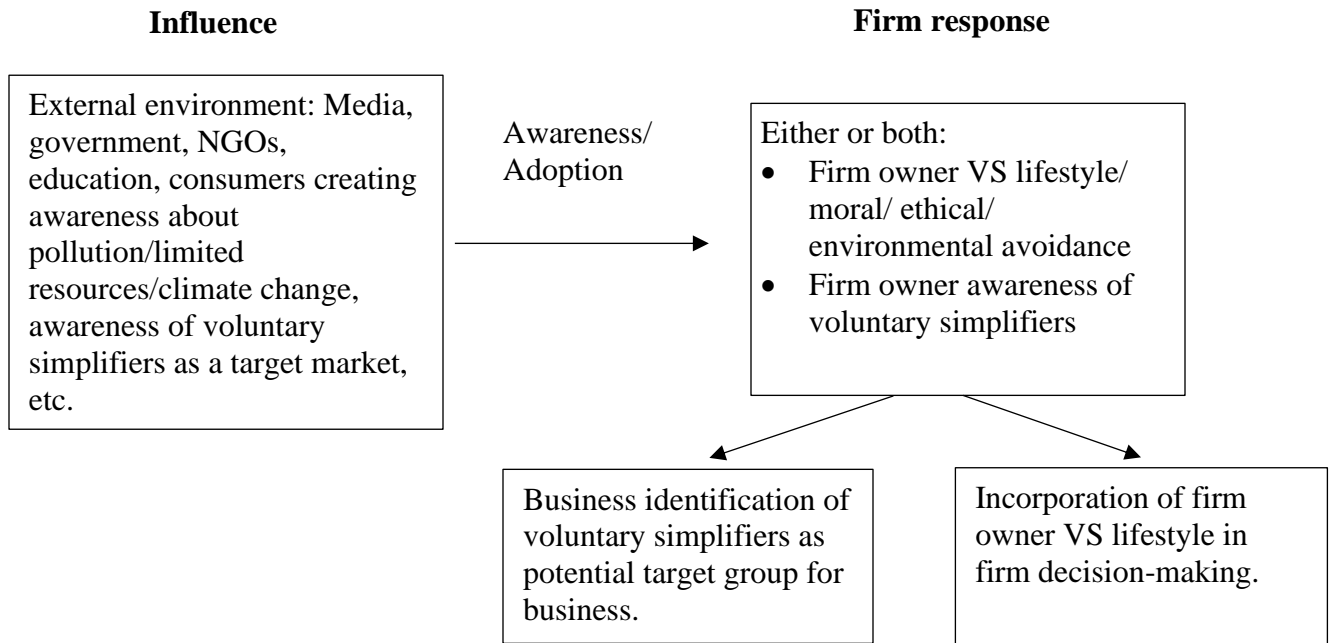
refrained from purchasing clothes for ten weeks, attitudes and behaviour towards clothing consumption changed because consumers became more creative. Blog posts in the study by Ruppert-Stroescu et al. (2015) revealed that study participants embodied creative values strengthening participants' sustainable consumption values in fashion (Ruppert-Stroescu et al., 2015). Demirbag-Kaplan (2018) also argued that consumption minimisation can lead to creative and reflexive resistance to identify and create alternatives when engaging with the market to stay independent and self-determined as a consumer.

Consumer resistance and boycotting can also be identified in VS, especially when consumers resist mass consumption by boycotting products, firms and services. (Cherrier, 2009; Shaw & Moraes, 2009). Also, moral avoidance of consumers may overlap with a VS lifestyle (Demirbag-Kaplan, 2018). This is because products and services existing in a market may not reflect consumers' moral values. Therefore, these consumers choose to voluntarily simplify their lives by not consuming existing products. Hence, VS could be described as being guided by AC values. This is because a voluntary simplifier's lifestyle can reflect a consumer's attitude and reasons against consumption (Aydin & Kazancoglu, 2017). Voluntary simplifiers can be described as a sub-group under the umbrella term of AC. The practice of living a simpler life by consuming less and possessing fewer goods, is in direct contrast to a status- and consumption-oriented lifestyle that these consumers are not valuing or striving for (Craig-Lees & Hill, 2002).

In summary, VS literature focused on understanding reasons of consumers choosing a simpler life, however research on the relation to business is non-existent as well as to what extent voluntary simplifiers may be attributable to making more sustainable choices (Peyer et al., 2017). Even though voluntary simplifiers reduce and downshift their consumption as much as possible, they are still using the existing market system (Shaw & Moraes, 2009, p. 221). Hence, voluntary simplifiers could be a target market for companies focusing on consumption reduction, by providing essentials that these voluntary simplifiers have to buy. In addition, voluntary simplifiers or values of voluntary simplifiers may also be visible in firm owners, CEOs or senior managers as they may practice VS in their personal lives. Hence, these AC values could influence managerial decision-making, depending on the role the voluntary simplifier has within a firm. I argue that VS may be visible in executive decision-makers

decision-making/values and strategy (1) when a decision-maker is aware of this trend and hence targets this group of people and/or (2) when an executive decision-maker engages him/herself in a VS lifestyle. Figure 5 highlights how VS may be visible in firms.

Figure 5: Firm voluntary simplicity values



Source: Developed by author

The following section discusses conscious consumerism, a phenomenon often compared to AC, and sometimes linked to VS, especially when considering the dimension of ecological awareness.

2.2.2 Conscious consumerism and anti-consumerism

Socially and environmentally conscious consumerism is described as consumers’ purchasing behaviour/decisions and considerations towards products or services and their effects on the environment and society (Iwata, 2006; Trudel, 2011). The term can also be related to consumer purchases of products and/or services that are made responsibly, including ethical and fair labour conditions; developing and innovating products by focusing on reducing their environmental impact (Trudel, 2011). According to Aydin and Kazancoglu (2017), conscious

consumers are likely to be aware and consider effects of their consumption on society and the environment. However, some ‘conscious’ consumers may intend to purchase responsibly and ethically, but fail to do so at the point of purchase’ (Carrington, Neville, & Whitwell, 2014; Mainieri, Barnett, Valdero, Unipan, & Oskamp, 1997). According to Szmigin et al. (2009), conscious consumers have complex behaviours. This is because consumer decision-making focuses on choice and availability of ethical alternatives, as well as attitudes and lifestyle goals, which may affect activities a consumer engages in. Some types of conscious consumers can be related to AC. For example, according to Trudel (2011), consumers reward socially responsible firms through higher sales, and punish other firms through boycotts and protests. This description of a conscious consumer links to the consumer resistant literature of AC, discussing carrotmobs and boycotts.

Furthermore, the phenomenon of collaborative consumption can also be described as a form of conscious consumption. This is because collaborative or shared consumption practices, such as sharing cars (e.g. UBER) (Akbar, Mai, & Hoffmann, 2016; Philip, 2016; Philip, Ozanne, & Ballantine, 2015) can demonstrate ecological awareness in consumers as they may choose to use these options to reduce their environmental impact. The term sharing is defined as an “act and process” of making one’s own property available for use to others (Belk, 2007, p. 126), benefitting consumers through e.g. cost reduction and convenience. According to Ozanne and Ballantine (2010), sharing can be classified as a form of AC because consumers reduce the number of products they purchase for personal possession. However, at the same time sharing allows these consumers to not sacrifice the benefits of these products they share with others at a lower cost (Seegebarth et al., 2016).

Personal experience or suggestions through reviews from consumers, friends, family, etc. can help consumers to make a purchasing decision (Business Wire, 2018; Degun, 2017). Personal purchase experiences and using a good or service may result in the adoption of conscious consumption. Figure 6 demonstrates this. For example, when a consumer makes a purchase and this purchase is satisfactory, he or she may reward the company by continuing to purchase products from this company as well as potentially informing friends and family about the purchase via word of mouth or online reviews. This may result in a consumer’s personal

interest in the product, leading to web research of the product resulting in a consumer that is informed about the product and hence may be conscious.

In contrast, if a person made a purchase and was very unhappy/unsatisfied with a product, the consumer may have a negative attitude towards a company and/or the product. This negative attitude may lead towards the intention to not buy any product from this company again. Hence, the consumer may adopt an AC attitude by boycotting, avoidance, or rejection of the product and/or the company. The unsatisfied consumer may then search for alternatives for similar or the same good. Through conducting this search, the consumer becomes more educated and informed about other products in the industry and hence may consume more consciously. If a company, however, reacts to a negative consumer experience and tries to make amends with this customer by changing the product or solving the issue the consumer had with the product, the customer may reward the company by purchasing from the company in future.

In addition, a customer can also become a conscious consumer as a result of anti-consumerism by not necessarily having a negative experience with a company or product, but because of personal values and beliefs. External influences, such as negative media, e.g. TV or radio news, may influence consumer AC behaviour, potentially leading to web research for an alternative, which can result in consumers becoming more educated about issues and problems in products, companies and industries. Hence, a consumer may become more conscious, even if that means that he or she doesn't always act according to the knowledge he or she has about the product, company or industry.

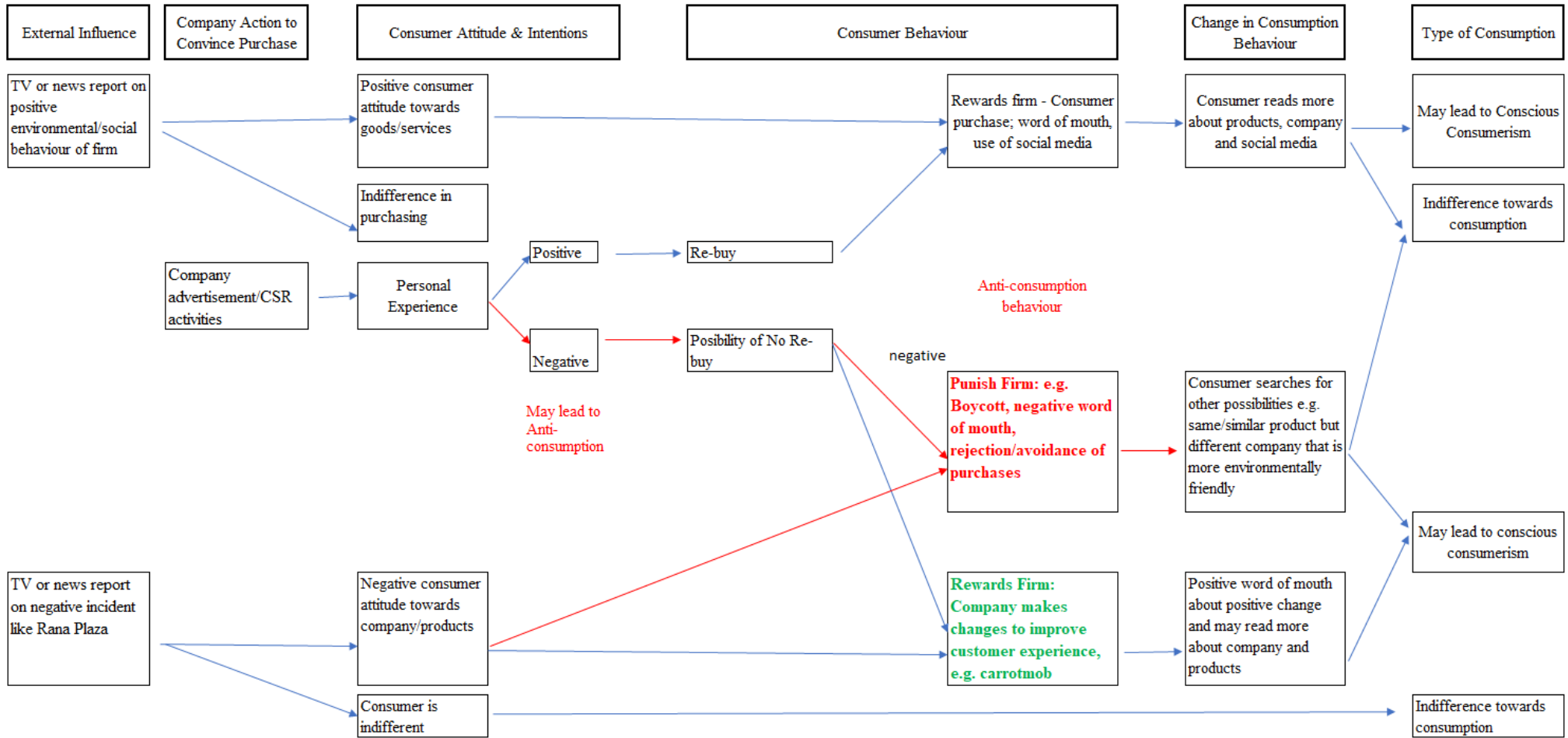
In summary, AC is essential to live more sustainably because consumers avoid, reduce, reject, and may also boycott environmentally-unfriendly options and hence choose more eco-friendly options (Cherrier, 2009; De Bernardi & Tirabeni, 2018). According to De Bernardi and Tirabeni (2018), responsible consumption, AC and mindful consumption demonstrate a comprehensive understanding of sustainable consumption to meet needs of current and future generations. Overall, AC and ethical consumption are not mutually exclusive. Both consumption forms can support one another as visible in the discussion above. Hence, I argue that conscious consumption can result from AC. Furthermore, this argument can be supported through recent research focusing on sustainability-rooted AC (SRAC), referring “to consumer

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AC practices of voluntary simplicity and, on a smaller level, collaborative consumption and boycotting with the goal of supporting sustainable economic development.” (Seegebarth et al., 2016, p. 68). The above literature review on conscious consumerism and AC shows that AC is visible in environmentally-sustainable consumption.

Figure 6 provides an overview of the above discussion on conscious consumerism and AC.

Figure 6: Conscious consumption and AC



Source: Author's theorisation

After discussing AC at a consumer level, the following section expands on AC at a firm level.

2.2.3 Firm level anti-consumption

This section discusses a variety of firm practices and strategies through which AC may be visible at a firm level. The following section provides an overview of CSR, which is being adopted by firms as a strategy and practice to improve and reduce environmental as well social problems. I argue in my thesis that a firm's strategic reaction towards consumer AC sentiments in society, media or general public may be visible in its CSR practices and actions.

2.2.3.1 Corporate Social Responsibility (CSR) – A firm's strategic reaction to a wider anti-consumption sentiment by consumers?

Economic growth is a desired aim of high consumption economies worldwide. Even though the relationship between economic growth, measured in GDP, and the availability of cheap supplies and resources, such as fossil fuels, are not seen as sustainable, both in research and media (Victor, 2012). Environmental sustainability and CSR have received increased importance in the early 1990s because the focus of firms shifted towards environmental, societal and labour practices (Barnett, 2007; Galbreath, 2009; Husted & Allen, 2006; McWilliams, 2015; McWilliams & Siegel, 2001; Porter & Kramer, 2006; Robin & Reidenbach, 1987; Windsor, 2006). Environmental sustainability and CSR practices seem to be part of the solution to reduce environmental problems. This is because CSR approaches demonstrate a focus on people, planet and profit (Seegebarth et al., 2016).

CSR practices can relate to voluntary environmental practices of firms. This is because environmental regulations are still scarce and often weak (McWilliams, 2015). However, CSR practices are not inherently linked to firms choosing to voluntarily reduce consumption or advocate for AC. CSR and many sustainability practices focus on improving societal and environmental issues for people in emerging countries where products are produced, or in developed countries where products are sold. For example, United by Blue (a clothing company) states that for every product sold, the company removes one pound of trash from oceans and waterways (Rodale, 2015). This demonstrates the company's voluntary commitment towards the environment and society using CSR initiatives.

However, in accordance with CSR literature (Waldman, Siegel, & Javidan, 2006), I argue that these CSR initiatives and practices may be further fostered through firm owner, CEO and senior manager AC values, which may be visible in CSR initiatives by a firm. Furthermore, personal employee values play an important role, because employees try to fulfill these values through the job they are doing (Maak, Pless, & Voegtlin, 2016). Hence, AC at a firm level may be visible through employee behaviour and actions. Nonetheless, this does not mean that all companies may use CSR to reflect firm owner or CEO AC values, but that AC values may be visible in CSR initiatives and actions of firms.

Firms are facing growing pressure from various stakeholders, including employees, customers, suppliers, NGOs, activists, and governments; as well as from general societal trends and institutional forces to maintain profitability, contribute money to charities, protect the environment and help solve societal problems (Cormier, Magnan, & Velthoven, 2005; Darnall, Henriques, & Sadosky, 2010; Delmas & Toffel, 2004; Henriques & Sadosky, 1999; Kassinis & Vafeas, 2006; Maak et al., 2016; Miller, 1992; Mohr et al., 2001; Rowley, 1997; Sarkis, Gonzalez-Torre, & Adenso-Diaz, 2010; Sethi, 1979; Waddock, Bodwell, & Graves, 2002). In addition, firms have to account for social costs, which include exploitative working conditions in low-cost off-shore factories, health consequences of pollution and stress, consumer debt levels and socio-economic inequities (Sheth et al., 2011). Consumers, investors and interest groups increasingly demand companies to comply with laws and regulations relating to issues mentioned above. Activists campaigning against sweatshops force companies to change their labour practices in supplier factories (Mohr et al., 2001; Shao, 2009). Mohr et al. (2001) found (1) consumer knowledge about socially and environmentally responsible issues is positively related to socially-responsible consumer behaviour; (2) the more consumers see their purchasing power as influential over firms, the more likely they will force firms to adopt socially and environmentally responsible behaviour; (3) consumers are more likely to boycott irresponsible firms than to support responsible firms (Mohr et al., 2001). Labour unions in developed countries pressure companies to improve social benefits of workers and increase firm awareness of environmental consequences (Ioannou & Serafeim, 2010). According to Davis (2011), customers search for information on how to live sustainably and expect firms to develop and sell environmentally and socially sustainable goods to allow customers to adopt lifestyles that have a minimal environmental impact and contribute to customers' well-being.

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Managers are, therefore, often under pressure to adopt CSR practices and make business decisions based on societal needs and environmental protection as weak government regulations, public policies, including health, education and environmental sustainability often do not provide clear guidelines for companies on how to act in global markets (McWilliams, 2015). Hence, business leaders are expected to fill this gap and practice self-regulation to fulfill CSR-related demands in society (Maak et al., 2016).

CSR research focused on CSR at a macro-level (Aguinis & Glavas, 2012; Devinney, 2009; Maak et al., 2016). Only recently research started exploring the micro-level of CSR practices, including responsible leadership and firm outcomes (Maak et al., 2016; Stahl & Sully de Luque, 2014; Voegtlin, Patzer, & Scherer, 2012). Furthermore, CSR literature discusses traits like ‘fiduciary duty’, which describe a manager’s moral firm obligations, because of a manager’s contract with a firm (Rousseau, 1989). Such a contract clearly states the relationship between employee and firm as well as the employee’s obligations to fulfill job requirements. Overall, firms play an important part as they have a responsibility to give back to society. Hence, values of employees and society influence executive decision-maker choices at the strategic firm level. A firm leader’s social orientation can result in a leader’s adoption of a greater social or environmental focus within a firm. These leaders may not disregard economic performance of the firm, but integrate a social and environmental focus to fulfill a leader’s societal purpose of the firm to create value to both company and society at large (Maak et al., 2016). Hence, AC may be visible through CEO, firm owner or manager values.

CSR practices in entrepreneurial firms do not only focus on aligning a firm to financial benefits, entrepreneurial CSR practices also focus on fulfilling aims and goals of entrepreneurs that may not be based on purely financial measures (Duarte Alonso & Austin, 2018). According to research by Dowell et al. (2000), companies adopting more stringent environmental standards are related to higher firm value e.g. profits. Furthermore, debates in CSR have changed from asking whether companies should commit to CSR to asking how companies should commit to CSR (Nielsen & Neergaard, 2018). Additionally, firm CSR initiatives and actions are more and more executed in collaboration with NGOs. Cross-sector partnerships between businesses and NGOs emerged in the 1990s aiming to promote social, environmental and economically responsible businesses (Bitzer & Glasbergen, 2010; Nielsen

& Neergaard, 2018). These Business-NGO partnerships enable firms to fulfill their sustainable development agendas (Nielsen & Neergaard, 2018). Moreover, these Business-NGO partnerships are often identified in the literature as new forms of organisational institutions that enable businesses to focus on social and environmental issues through the support of NGOs (Nielsen & Neergaard, 2018; Seitanidi & Crane, 2009). The development of these new types of organisations developed because governments cannot be viewed as sole problem-solvers of environmental and social issues. Hence, cross-sector partnerships are a way for businesses to be viewed as good and responsible citizens in society (Austin, 2010; Nielsen & Neergaard, 2018). Furthermore, AC literature has recently identified a business model that may cope with AC challenges sustainably, the so-called ‘Alternative food networks’ business model or AFN. AFN changes the way people produce and consume (De Bernardi & Tirabeni, 2018). AFN refers to networks of producers, consumers and other stakeholders and actors that identify alternatives to existing modes of food supply (De Bernardi & Tirabeni, 2018), such as buying fresh food directly from producers and farmers. The study by De Bernardi and Tirabeni (2018) focused on the case of the ‘Italian Food Assembly’ discussing AC behaviour and well-being of consumers and producers through the lens of a sustainable business model, the AFN.

However, CSR initiatives are also used to influence consumers to purchase products (Becker-Olsen, Cudmore, & Hill, 2006). Using CSR can be seen as a manipulative marketing tactic of firms. Even though consumers demand or even pressure companies to engage in CSR, consumers are also suspicious and cynic towards firms engaging in these CSR initiatives because consumers believe that a firm cannot act in an altruistic way without expecting a return on investment (Dobscha, 1998; Lee, Fernandez et al., 2009). Prior research found that consumers may not believe or trust a firm’s actions related to social initiatives (Barone, Miyazaki, & Taylor, 2000; Brown & Dacin, 1997; Sen & Bhattacharya, 2001). In addition, some firms may adopt CSR practices to position the company in the customer’s mind as ethical and responsible (Carroll & Shabana, 2010; Debeljak, Krkač, & Bušljeta Banks, 2011; Lantos, 2001; Leonidou, Leonidou, Palihawadana, & Hultman, 2011; Pirsch, Gupta, & Grau, 2007). In contrast, some companies pretended to adopt CSR practices to position the company as ethical and responsible, resulting in greenwashing and deception practices of companies (Kang, Germann, & Grewal, 2016; Leonidou et al., 2011; Riera & Iborra, 2017; Shen, 2017). This explains why consumers are cynic and may not trust companies’ supposedly ethical

practices. Furthermore, some companies may choose not to adopt sustainable or ethical strategies/practices at all, because consumers may not back up their purchase intentions to purchase more ethically and responsibly (Mainieri et al., 1997; Trudel, 2011). Hence, some companies may not have an incentive to act more ethically or responsibly.

In summary, companies may adopt ethical practices (1) to act ethically and responsibly and (2) to adapt business practices and strategies to stakeholder, societal, consumer demand and lifestyle changes to attract conscious consumers. However, companies may also adopt ethical and responsible practices for market positioning purposes. A company may use CSR practices to position itself in the customer's mind as ethical and responsible to attract conscious consumers, even though the company is greenwashing its actions and hence deceiving customers (Delmas & Burbano, 2011; Leonidou et al., 2011).

The following section provides a discussion on the possibility of elicited AC of firms.

2.2.3.2 Elicited adoption of anti-consumption

As discussed in the consumer resistance literature in this thesis (section 2.2.1.1) consumers may exert power over firms through for example boycotts and/or carrotmobs aiming to change firm practices. However, not only can stakeholders exert power over a firm, but firms, especially large firms, may also exert power over consumers, institutions, other firms and governments (Ajzen, 1991; Bakan, 2012; Benton & Maloni, 2005; Maloni & Benton, 2000). A firm may be able to elicit the adoption of AC to stakeholders due to its lobbying power, its influence on consumers and the economy, its ability to create jobs and benefits for the economy (Bakan, 2012). CEOs shape and influence decision-making in organisations, visible through vision, mission, strategic direction as well CSR initiatives in an organisation (Chin, Hambrick, & Treviño, 2013; Finkelstein, Hambrick, & Cannella, 2009; Petrenko, Aime, Ridge, & Hill, 2016).

Power can play a significant role in a firm's supply chain because firm power can have effects on inter-firm relationships (Maloni & Benton, 2000). Additionally, power can be used to encourage desired actions from partner firms along a firm's supply chain. A firm can exert power in two ways: (1) coercive power, which focuses on controlling outcomes (e.g. reducing

cost, increasing revenue) with the intention to gain rewards from another partner firm by punishing a firm or threatening sanctions (Ireland & Webb, 2007); and (2) non-coercive power, which focuses on withholding or providing rewards to encourage desired outcomes of a partner firm (Ireland & Webb, 2007). Non-coercive power could be linked to carrotmobs in the AC literature because non-coercive power focuses on a firm rewarding a partner firm, such as a supplier, for making changes or achieving desired outcomes. Hence, non-coercive power has a link to carrotmobs in the AC literature.

How powerful a firm in a supply chain is depends on (1) the number of key customers of a supplier; (2) market share of a supplier; (3) the number of suppliers available; (4) the revenue a supplier generates from a single buyer and (5) a firm controlling or possessing a scarce resource (Ireland & Webb, 2007). Additionally, power and dependence can be important factors influencing supply chain relationships, as they empower a more influential firm to gain advantageous trading terms and “*coerce others to do what they would otherwise not do*” (Crook & Combs, 2007, p. 548; Hoejmose, Grosvold, & Millington, 2013). Because firms can have a large influence on other stakeholders, these could potentially promote or dictate values and strategies to partner firms or values and behaviours to consumers. This could imply that firms could promote AC to other firms along their supply chain or customers. A firm may be motivated to elicit the adoption of AC to its stakeholders for environmental sustainability and CSR reasons because a firm may want its partners to align with firm values that are based on environmental sustainability. This could allow a firm to strategically gain a better brand image, since the company is able to positively influence its partners along the supply chain that being environmentally and socially responsible is not only good to increase profits, but also good for workers and the environment. As discussed in the conscious consumer section 2.2.2 in this thesis, conscious consumerism reflects AC philosophies. Hence, a firm adopting AC and promoting AC to other firms and stakeholders can enable a firm to become a more conscious company.

Moreover, firms can influence how consumers consume products based on the (emotional) values and beliefs the products convey to customers (Brown & Dacin, 1997). This is because beliefs form attitudes towards behaviour, which are translated into attention of behaviour according the Ajzen’s ‘Theory of Planned Behavior’ (Ajzen, 1991). Therefore, a firm that aims

to change societal values and beliefs through a firm's own values, by for example promoting that unnecessary consumption is socially unacceptable, may influence how consumers consume products. Campaigns like "Don't buy this jacket" by Patagonia, an outdoor clothing retailer (Patagonia, 2011), aim to change consumption patterns of consumers by creating awareness in consumers of the environmental impacts their consumption has. Hence, firms may aim to change or align values with consumers and other stakeholder through the promotion of AC.

The following section expands on the existence of possible AC-oriented strategies at a firm level describing the potential promotion of AC to stakeholders, specifically consumers.

2.2.3.3 Firm anti-consumption strategies – Active demand reduction?

Marketing strategy literature include strategies that can be characterised as firm level AC strategies promoting AC to consumers and/or stakeholders. This section elaborates on the possible existence of AC strategies in firms.

Social marketing and demarketing could be identified as AC strategies as these firm strategies promote AC to customers, discouraging them to purchase or consume more because they are (1) not good for the consumers' health and well-being; (2) the products may have a negative impact on the environment (social marketing); (3) the company may be facing a shortage in the production of goods and is unable to supply customers with the products demanded or (4) the company wants to increase the demand of a product (demarketing). The following sections discuss the two strategies in more depth.

Social Marketing

Social marketing (SM) can be identified as an organizational AC strategy. SM is used to change or alter consumer behaviour or attitudes (Andreasen, 1994). SM aims to discourage and hence encourage AC to consumers. SM is defined as designing, implementing and controlling marketing activities to influence consumers by promoting positive purchasing behaviour in order to improve personal welfare of consumers as well as that of society (Andreasen, 1994; Kotler & Zaltman, 1971; McKenzie-Mohr, 2013). The truth campaign or anti-smoking

campaign is one example of SM, where a government aimed to reduce smoking within the society. Wymer (2010) provides reasons for engaging in SM strategies:

- (1) educate consumers about negative effects of products/services and marketing
- (2) enable consumers to make better decisions based on information to develop a social movement of consumers against marketing (Wymer, 2010).

SM has mainly been used by government organisations or NGOs to make people aware of health risks, including issues like smoking, alcoholism or unhealthy nutrition. For example, the government in New Zealand uses ‘Don’t drink and drive’ and ‘reducing speed’ television ads to create awareness around negative consequences of drunk driving and speeding (NZTA, 2018). Furthermore, SM is also used to create awareness about issues such as climate change, third world poverty and other societal issues. However, the perspective of the commercial firm remains unexplored in the SM literature (Dann, 2010). The lack of research on why commercial firms may be using or not be using SM campaigns might be because some firms may not want to educate and create awareness in consumers as these firms may want consumer to continue to purchase unhealthy, unsafe and low-quality products to continue making profits, such as in the case of sugary drinks. Consumers are being made aware of negative health consequences when drinking sugary drinks, however commercial firms like Coca Cola may not want to advocate less consumption of their product as it may hurt the company’s profits. Furthermore, the company fights the sugar tax (Anthony, 2018). SM may be used more frequently by governments and NGOs, because the adoption of a strategy that suggests the reduction of consumption may not fit with company goals or aims of increasing profits. Hence, SM may not be adopted by commercial firms. Furthermore, researchers may not consider SM research from the vantage point of a commercial firm, since using SM as a firm strategy may be counterintuitive for commercial firms. Nonetheless, my research explores whether SM could be incorporated as a strategy to market company values, mission and vision. External environmental factors, such as resource limitations, may result in firms (1) promoting consumption reduction; and/or (2) altering or changing consumer behaviour through developing SM strategies.

In the article by Sharp et al. (2010), the government bans plastic bags given to customers at the checkout in supermarkets, which encourages consumers to adopt AC behaviour and consume

more ethically. Sharp, Hoj and Wheeler (2010) discussed how consumer behaviour and attitude changes, when customers are forced not to consume certain products. Sharp, Hoj and Wheeler (2010) analyse how the behaviour of customers changes when these are forced not to use free plastic bags given at supermarket checkouts. The research demonstrated that supermarket customers adapted very quickly towards the ban of plastic bags enforced by the government. Customers are becoming increasingly conscious of the impact of plastic bags on the environment as a result of plastic bags banned at supermarket checkouts. This demonstrated that governments are able to enforce AC in consumers to some extent to behave more ethically and sustainably.

Additionally, an article by Allen, Goddard and Farmer (2018) discussed dairy AC focusing on consumer knowledge, attitudes and beliefs towards AC of dairy products. I argue if dairy firms would make use of SM strategies, these firms could create larger awareness of health benefits of dairy products, which could help educate customers and create transparency in dairy firms. Hence, SM in dairy consumption could possibly reduce AC behaviour and attitudes of consumers when using SM as a strategy in commercial firms.

Demarketing

Demarketing could also be characterised as a firm AC strategy. Demarketing has been defined by Kotler & Levy (1971, p. 75) as “*that aspect of marketing that deals with discouraging customers in general or a certain class of customers in particular on either a temporary or permanent basis*”. Kotler & Levy (1971, p. 78) advise firms to selectively “demarket” products or services to enable businesses to deal with a temporary shortage; excess demand or a reduction of demand from “undesirable segments”. This is in contrast to general marketing, which focuses on how to build long-term relationships with customers by adapting the optimal marketing mix for goods or services a firm provides to its customers. Demarketing focuses on re-channeling the demand of products to a more profitable target group or segment. Demarketing helps to reduce or control demand as well as generate and satisfy demand (Beeton & Benfield, 2002; Kotler & Levy, 1971). Kotler and Levy (1971) described how firms can use demarketing as a strategy:

1. General demarketing: The current demand for a good is assumed to be too high. Hence, a company uses demarketing to reduce demand of a product/service to a level that is acceptable or manageable for a firm. Reasons why the demand could be too high are: shortage of goods/resources, company unable to meet the demand because the production of products is lower than the demand; continuing over-popularity of goods/services, elimination of a product, but product is still in demand; encourage customers to use a substitute product (Kotler & Levy, 1971; Lawther, Hastings, & Lowry, 1997). Additionally, companies may use this strategy to create a shortage of a product, which may result in consumers stocking up on products because they know that there is limited availability of this product. Hence, the created shortage can result in a demand increase, even though the company demarkets a product or service. Hence, it has a reverse effect.
2. Selective demarketing: Decrease the demand for certain segments that are undesirable to the company. For example, a company aims to target to high-end customers instead of budget customers (Kotler & Levy, 1971; Lawther et al., 1997)
3. Ostensible demarketing: Company discourages demand of goods with the aim to increase demand (Kotler & Levy, 1971; Lawther et al., 1997).

Literature in demarketing is limited to conceptual studies, including smoking (Shiu et al., 2009), energy conservation (Frisbie, 1980) and the tourism industry (Beeton & Benfield, 2002), and empirical research is scarce (Sodhi, 2011). Also, the use of demarketing is often preferred by governments and NGOs (Sodhi, 2011). Literature on demarketing has also explored demarketing for sustainability purposes to shape demand of customers to adapt to long-term objectives focusing on company sustainability (Sodhi, 2011). Through rising awareness of consumers on environmental concerns, some consumers have demonstrated in their purchasing decisions that they prefer environmentally-friendly products (Menon & Menon, 1997). Through the rise of pro-environmental consumers, pro-environmental marketing and demarketing efforts by firms are increasing (Menon & Menon, 1997). Hence, I argue that the promotion of AC for purposes of environmental sustainability may be visible in commercial firms. Customers are driving the demand for companies to act more responsibly. Hence, I argue that demarketing may provide companies with a strategic option to market their

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products more sustainably. Similarly, this has been argued by Shapiro (1978, p. 12) who stated that *‘practitioners will see themselves in a world where they have to conserve and voluntarily simplify lifestyles to be more ecologically responsible’*, with demarketing as a responsible way of marketing goods and services to customers.

However, consumers could view demarketing of products negatively, leading them to look for alternative products that are not demarketed by the firm. Hence, firms deciding to adopt demarketing as a strategy, may need to ensure that the company will not make the consumer feel guilty about his/her consumption. Firms like Patagonia suggest their customers to not purchase their products unless they really need to. This can be seen as a similar example to Sharp et al.’s (2010) article, because the message encourages customers to consume more ethically and sustainably. Patagonia offers high value products that are durable and of good quality to its consumers. However, the company chooses to encourage consumers to buy less to reduce over-consumption in society. Hence, Patagonia promotes AC for environmental sustainability reasons. This is an unusual firm strategy as it may impact a firm’s profitability. However, the company also uses demarketing as a strategy to position itself in the customer’s mind as ethical and environmentally conscious, aiming at convincing customers to buy from Patagonia, a company with an environmental focus, over companies in the industry that have a lower focus on environmental sustainability. Thus, the company uses ostensible demarketing.

Nonetheless, using demarketing can allow a firm to concentrate its production on the main target segment instead of marketing the product to a variety of different segments (Kotler & Levy, 1971; Lawther et al., 1997). A firm providing more value to a customer does not necessarily imply that the customer has to purchase more volume of the same product to receive more value. A company deciding to incorporate a demarketing strategy strategically chooses to reduce its customer base to a smaller customer group to increase the longevity and loyalty of this smaller target group of customers.

The following section provides a summary of chapter II section 2 of the literature review.

2.2.4 Summary of anti-consumption literature review

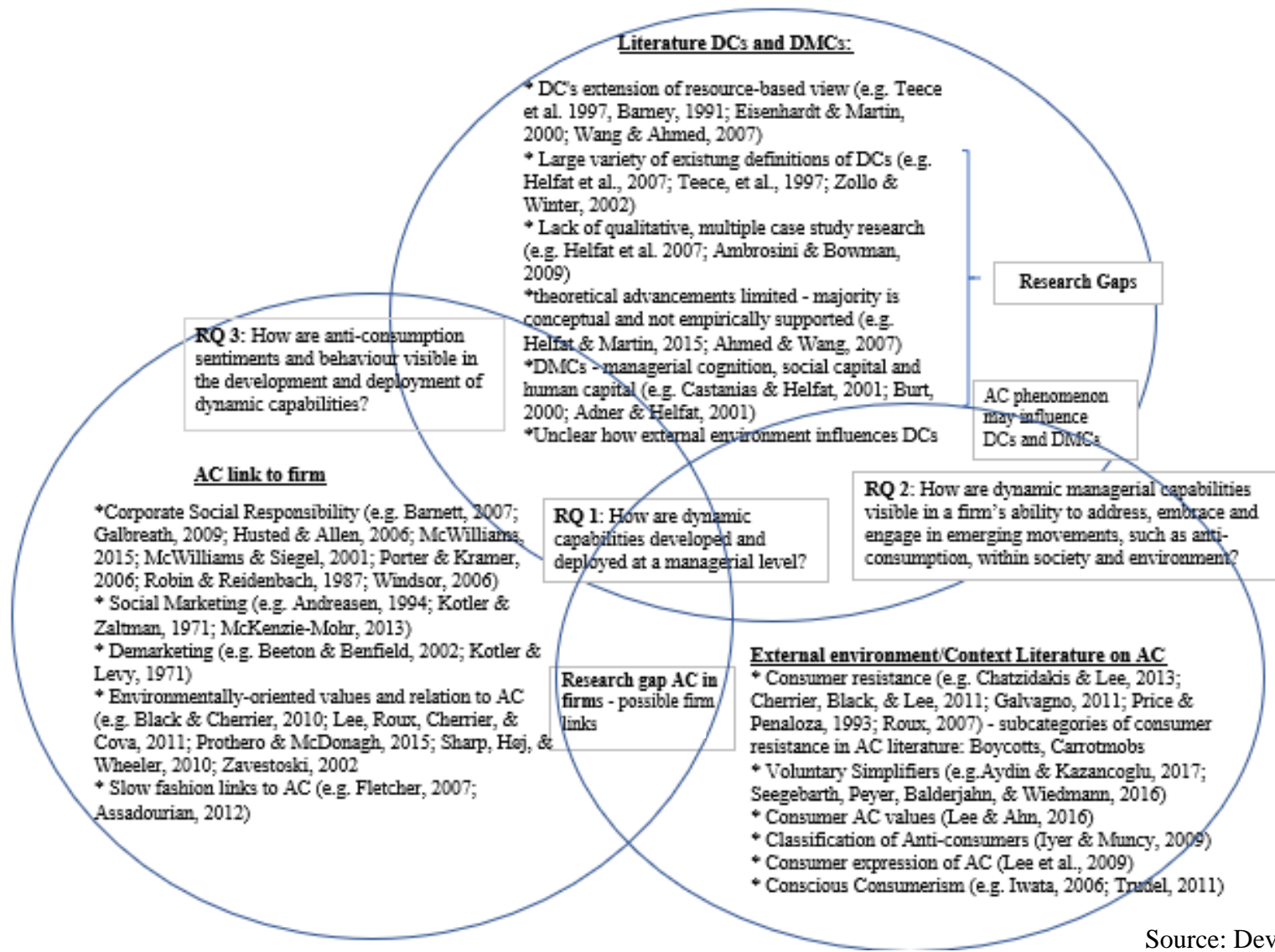
AC has been explored in the literature from the perspective of consumers in great detail. The firm perspective of AC remains unexplored. Existing AC literature has focused on consumer AC values, types of anti-consumers, consumer resistance, voluntary simplifiers and conscious consumers. I argued in the literature review that executive decision-makers may have adopted AC values, behaviours and attitudes in their personal consumption behaviour. AC values of executive decision-makers may be visible at a firm level as firm owners and CEOs aim to fulfill personal values at the workplace. Furthermore, AC may be visible in SM or demarketing strategies. Executive decision-makers have a great influence on mission, vision and strategic directions of firms. Hence, the promotion of AC may be visible in firm strategies and values.

In addition, in the past, researchers as well as marketers have focused on the development of strategies on how to make a customer consume more (Deutsch & Liebermann, 1985; Peattie & Peattie, 2009). The development of marketing strategies focusing on how to make a customer consume less seem to be rather controversial as it does not seem to generate more profits for a firm and may not be desired from a firm's point of view. According to the Economist (2009), businesses producing products with long lifespans are less sustainable in terms of profits because these firms are often unable to achieve as high-volume sales as compared with firms producing products with shorter lifespans. This is because the reduction of product lifespans increases firm growth, sales and profits (The Economist, 2009). However, it seems that there are firms existing that engage in and promote AC to stakeholders as for example highlighted in the example of Patagonia. Furthermore, these firms seem to be economically sustainable, which could demonstrate that these firms have developed and deployed resources and capabilities to attain an advantage within their niche. Hence, I believe that AC provides a great platform to explore the development and deployment of DCs at a managerial level because firms are increasingly exposed to a variety of stakeholders (e.g. consumer AC) as well as environmental limitations (e.g. resource limitations) that firms have to overcome and adapt to. To enable firms to operate in such a dynamic and changing environment, firms may have to develop DCs.

Chapter 2 – A review of the relevant literature and the theoretical foundation for this study

In the literature review in chapter II section 2, I have identified possible links between AC at a consumer *and* firm level, which leads me to extend the existing definition of AC to a firm level, *focusing on firm owners', CEOs' and employees' reasons for avoiding/rejecting/resisting and reducing the consumption of products and services along a company's supply chain and the promotion of consumption reduction to consumers and other stakeholders*. Chapter II section 2 has discussed gaps in the AC literature as well as presented the context through which DCs are explored in this study, leading to the development of RQ 3. Figure 7 summarises the areas discussed in the literature review, section 1 and 2 of chapter II, the gaps identified and all RQs developed for this study.

Figure 7: Summary of AC and DCs literature review



Source: Developed by author

Chapter 2 – A review of the relevant literature and the theoretical foundation for this study

The following section provides a description and overview of the conceptual framework, which I have adapted and further developed for this study. The framework has been further developed based on the discussions in the DMCs, DCs and AC literature developed in this study. I aim to (1) provide a better understanding of DCs and DMCs; (2) further develop DCs theory; and (3) provide a more complete understanding of AC at a consumer and firm level through this empirical research.

Chapter II Section 3

2.3 Adapted conceptual framework for this study

This section provides an overview of the further developed conceptual framework shown in section 2.1.3. As discussed in the literature review, existing DMCs literature does not provide any empirical evidence if and how the three elements of DMCs, managerial cognition, social capital and human capital, differ, shape and interact with one another and how the three elements enable the development of DCs at a managerial level. There are currently no studies to the author's knowledge (literature identified until July 2018) that have incorporated all three DMCs elements (Helfat & Martin, 2015). My research focuses on executive decision-makers and their ability to enable DCs, providing a micro-level view on DCs. This study may provide rich insights into if and how the three elements interact with one another and whether they enable the development and deployment of DCs. I believe, that executive decision-makers' networks, attitudes and beliefs may hold a key influence on the development and deployment of DMCs. The influence of founding managers' networks, mindset and orientation on their ability to identify and exploit opportunities has been discussed to a limited extent in the entrepreneurship and DMCs literature (Mainela, Puhakka, & Servais, 2014).

Beck and Wiersema (2013) argue that past experiences influence the development of DCs. In addition, executive decision-makers' views, attitudes, beliefs and values may also influence the development and deployment of DCs at a managerial level internally, visible in the three elements identified by Beck and Wiersema. However, in contrast to Beck and Wiersema (2013), I am not only focusing on internal environmental influences that affecting the development and deployment of DCs at a managerial level, I am also arguing in this research that external environmental changes (in for example consumer demand, trends and behaviour,

such as AC) may also influence executive decision-making to develop and deploy DCs at a managerial level, influencing the three elements of DMCs. The influence of both, internal and external factors, may demonstrate how the three DMCs elements, developed by Beck and Wiersema (2013), differ, conform, interact and shape one another.

Figure 8 presents the conceptual framework by Beck and Wiersema (2013), which I have further developed for this study. The framework includes the possible influence of the external environment (specifically AC on the left) on (1) managerial decision-making; (2) the three DMCs elements; and (3) the development and deployment of DCs (in the middle). In the literature review, I argued that external influences like AC may play a role in the development and deployment of DCs, since AC attitudes and behaviour may be visible at a firm level, either through changes in strategy due to negative consumer behaviour towards a firm and/or AC attitudes and behaviour of executive decision-makers influencing decision-making and strategy development. By adding the external environment to Beck and Wiersema's (2013) conceptual model, I argue that the framework provides a more complete view of the development and deployment of DMCs. In addition, I exchanged 'past experiences' in Beck and Wiersema's (2013) framework through 'internal influences' of executive decision-makers, which include past experiences, as well as morals, values, etc. of executive decision-makers (middle, above managerial decision-making box). I have positioned an arrow from the external environment to the internal environment because I argue that external influences may influence the company's internal environment. This is because executive decision-makers engage with the external environment to identify changes in society that may influence the company and/or the owner's values/beliefs. In addition, I argued in the literature review that the external environment has an influence on DCs, demonstrated through the arrow positioned between the external environment and DCs. Moreover, I argue that executive decision-makers are crucial to the development and deployment of DCs through their decision-making, demonstrated through the arrow positioned between the internal environment of the company and the managerial decision-making/DCs box. The micro-level analysis of DCs and specifically the elements of DMCs are demonstrated in the middle of the framework. Managerial decision-making, as indicated in the framework, plays a central role in the development and deployment of DCs. The framework has adopted Teece's (2007) elements: sense, seize and shift to demonstrate the process of DMCs to develop and deploy DCs. I argue that managerial

decision-making is influenced by sensing, seizing and shifting activities of executive decision-makers, leading to the unique adoption of the three DMC elements. More than one element of DMCs is positioned below the ‘sensing’ area because executive decision-makers may sense shifts and changes in the external environment through managerial cognition and human capital as discussed in the literature review of this thesis. Similarly, ‘seizing’ of executive decision-makers may be visible through social capital and human capital. And ‘shifting’ may be visible through social capital and human capital. Hence, the interrelation of the three elements is visible within the mix of elements in the boxes, but also through the arrows interconnecting the elements in the conceptual framework.

I have argued in the literature review that the development of DCs through managerial decision-making influences firm strategy development and changes. DMCs may influence strategic outcomes through the executive decision-makers’ sensing, seizing and shifting capabilities, which may influence what strategies a firm will adopt. The strategies adopted through sensing, seizing and shifting activities of the firm owner’s decision-making may have implications for international businesses addressing AC. I highlighted in the framework, in the arrow in the direction from managerial decision-making to strategy development and change, that executive decision-makers influence how and what strategies are adopted based on both internal as well as external factors (e.g. firm activism as well as SM or demarketing strategies). At the same time, the strategy development will influence executive decision-makers because the strategies developed are constantly reviewed on whether and how these strategies fulfil the company’s goals, values as well as the firm owner’s values and beliefs. Thus, an arrow positioned in both directions is used. Additionally, arrows have been positioned in both directions between strategy development and strategic outcomes. This is because the strategies developed will lead to outcomes e.g. performance, brand perception, sustainability. As outcomes (on the right side) of the development and deployment of DCs, I have indicated in the literature that I am less interested in measuring financial sustainability in my research, however, I have indicated a few outcomes that may result from the development and deployment of DCs at a managerial level. For example, by selecting to adopt a social marketing strategy to educate consumers about environmental consequences associated with the production of goods, the company may gain an advantage over other companies as the company may address global consumer concerns. In addition, this may result in the firm

Chapter 2 – A review of the relevant literature and the theoretical foundation for this study

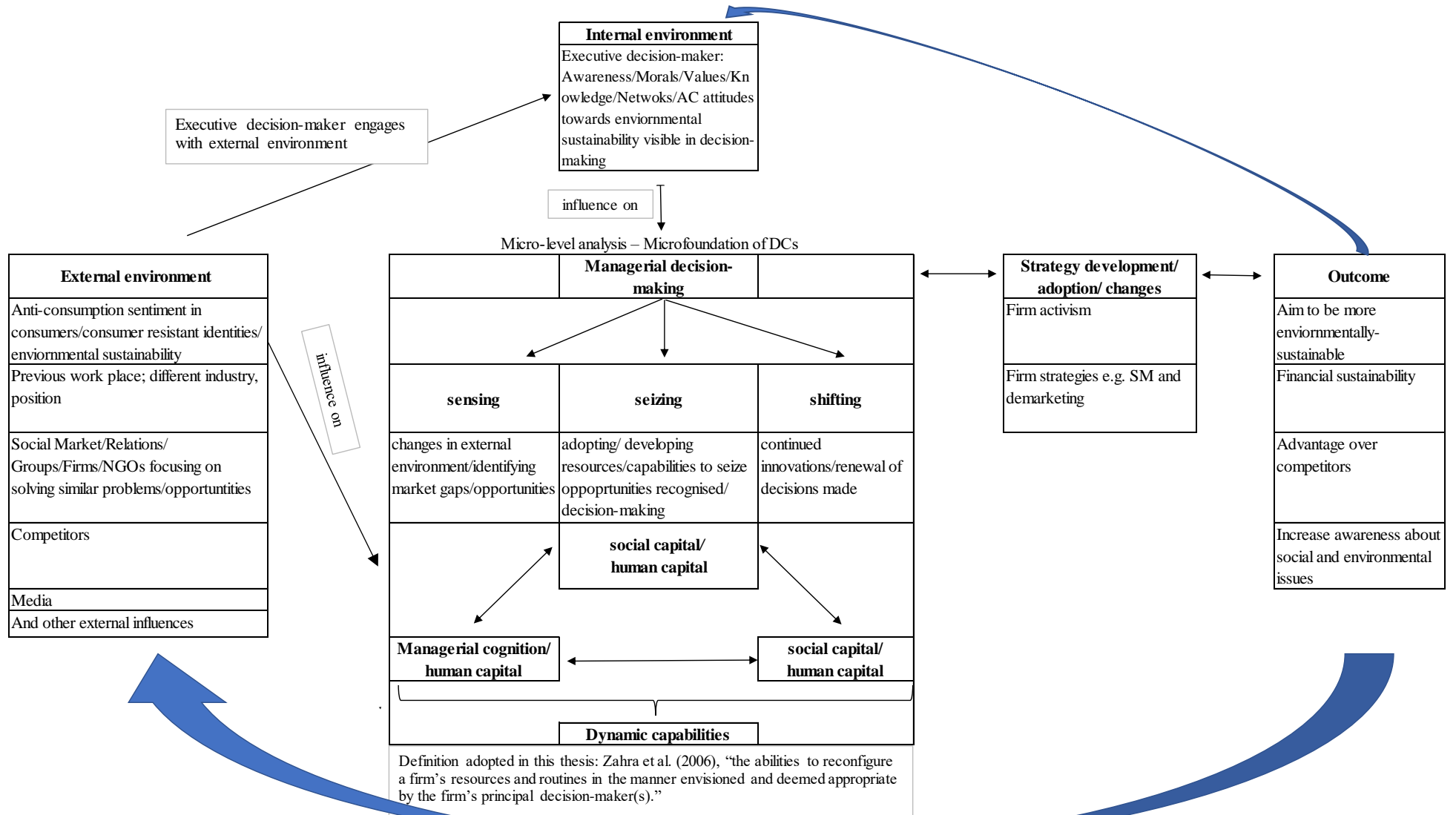
gaining attention from media globally, communicating the positive environmental sustainability-oriented changes the company is making to an international audience.

These outcomes will also influence future decision-making as well as strategy development as the outcomes are reviewed by a firm to improve a company's performance, which justifies the arrows positioned in both directions.

Finally, I have added arrows from 'outcome' to the external and internal environment boxes in the framework because I argue that the outcomes of what a firm promotes will influence again a firm's external and internal environment leading to possible changes in the development and deployment of DMCs in future.

This research will be the first to empirically support the below framework using cases in the slow fashion movement. Figure 8 demonstrates the further developed conceptual framework.

Figure 8: Conceptual framework



The following section summarises chapter II.

2.4 Chapter summary

This chapter provided an overview of the existing DCs literature, including limitations and gaps as well as a discussion of the subset of DCs, being DMCs, the focus of this study. DCs literature is based on the RBV of the firm. However, the RBV of the firm has been described as being static as it overlooks market dynamism. As discussed in the literature review, my research contributes to the DMCs and DCs literature, extending an existing conceptual framework and providing empirical support for this conceptual framework that has been further developed for this thesis. AC literature has been selected as the context to explore market trends, changes and strategic changes, which may lead to the development and deployment of DCs at a managerial level. This is because DMCs and DCs literatures argue that external influences of more or less dynamic environment lead to the development and deployment of DCs. AC literature predominantly focused on consumers' AC behaviour and attitudes. I argue that AC could be an external factor that influences the development and deployment of DCs. In addition, I am exploring internal influences, specifically executive decision-maker values and beliefs that may enable DCs. I have linked the consumer-oriented phenomenon (AC) to the firm by providing reasons and motivations of why executive decision-makers may adopt an AC strategy at a firm level or how executive decision-makers may incorporate their personal AC values and attitudes into firm operations and strategies.

Viewing the development and deployment of DCs through a micro-level view of firms, specifically, managerial decision-making, may demonstrate how a global consumer phenomenon, AC, may enable or hinder a firm to develop and deploy DMCs. Three factors, managerial cognition, social capital and human capital, have been identified in the DMCs literature that may aid in the development and deployment of DMCs. DMCs literature discussed that these three factors may differ, interact with and shape one another leading to the development and deployment of unique DCs (Beck & Wiersema, 2013). However, existing literature has only explored the three factors conceptually, not empirically. My research will be the first in exploring the three factors and their possible interactions empirically by extending the existing conceptual framework by Beck and Wiersema (2013) discussing DMCs

Chapter 2 – A review of the relevant literature and the theoretical foundation for this study

through the lens of AC. The slow fashion movement provides the industry context through which I explore the role of AC in the development and deployment of DMCs. As briefly discussed in chapter I, the fashion industry is very dynamic in nature and AC behaviour and attitudes of consumers as well as firm owners and CEOs can change quickly based on their knowledge and awareness of social and environmental problems. Thus, the fashion industry provides a good platform to explore DMCs through the lens of AC. The suitability of and the reason for choosing the industry context are further discussed in chapter III. The following chapter provides an overview and detailed discussion on the method chosen for this research.

Chapter III

RESEARCH METHODS AND DATA ANALYSIS

To identify a suitable research method to explore the research questions, aims, and objectives developed in chapter I as well as to adopt an appropriate research method for the further developed conceptual framework in chapter II, this chapter discusses and justifies the research method adopted in this study. Chapter III presents the research design and method selected for this thesis. The chapter justifies the research design, data collection and analysis. Moreover, this chapter provides (1) an overview of the research; discusses (2) philosophical orientations; (3) research design; (4) data collection; (5) data analysis and (6) research limitations. Table 7 summarises the chapter structure.

Table 7: Chapter III structure

Section Headings	Contents
3.1 Research overview	Arguments for choosing a qualitative research method and decision to choose a multiple case study strategy.
3.2 Philosophical orientation	Ontological and epistemological orientations of this study.
3.3 Research design	Justification for the adoption of multiple case study strategy.
3.4 Data collection	Selection and access to case companies, the context, the slow fashion movement, ethics, sampling, interview techniques, data collection timeline overview, overview of participants, and saturation of data collection.
3.5 Data analysis	Discusses data analysis using NVivo and management of data volume through interviews, documents and publicly available data, credibility, trustworthiness and triangulation of research, and reporting the cases.
3.6 Chapter summary	This section provides a summary of chapter III.

Developed by author

3.1 Research overview

As discussed in the literature review, my research focuses on the influence of AC on executive decision-makers leading to the possible development and deployment of DCs at a managerial level. I argue that executive decision-makers such as firm owners, CEOs and senior managers may demonstrate increasing awareness and knowledge about social and environmental issues, such as the growing AC sentiment in consumers, which may influence firm decision-making. Moreover, I argue that AC may have been adopted by some firms in the slow fashion movement visible in their firm decision-making, values and strategies. I will further discuss the possible relation between slow fashion industry context and AC in section 3.4.1. This chapter justifies my selection to pursue a qualitative research method.

Both, introduction and literature review, discussed the need to further research DCs as well as AC because of (1) the emergence of the DCs theory and lack of empirical studies available; (2) changes in consumer consumption behaviour, such as global AC; and (3) gaps identified in the literature review for both DCs and AC. Thus, in this thesis, I seek to answer the following RQs:

RQ 1: How are dynamic capabilities developed and deployed at a managerial level?

RQ 2: How are dynamic managerial capabilities visible in a firm's ability to address, embrace and engage in emerging movements, such as anti-consumption?

RQ 3: How are anti-consumption sentiments and behaviour visible in the development and deployment of dynamic capabilities?

The above RQs guide this thesis to fill the following identified gaps in the literature discussed in chapter II. The RQs fill gaps in the existing marketing and strategic management literatures. My research provides new empirical insights into the currently conceptual DMCs and DCs literature (Beck & Wiersema, 2013; Helfat & Martin, 2015; Helfat & Peteraf, 2009). By combining a nascent theory (DMCs) in the strategic management literature with the context of a consumer movement (AC) in the marketing literature (Chatzidakis & Lee, 2013; Lee, Fernandez et al., 2009), my research contributes to empirical knowledge generation of DMCs and links a growing global consumer phenomenon to firms, providing a more complete

understanding of AC. My research makes a unique contribution to both, the marketing and strategic management literatures by contributing to theory development, knowledge generation, and empirical insights. I have selected a qualitative research method for the following reasons:

1. The above research questions are defined as qualitative RQs examining how and why (Yin, 1994, p. 9). In strategic management research, how and why questions seek to explore and explain decision-making, innovating, planning, strategising, and changing processes in firms (Collis & Hussey, 2013; Flick, 2009; Guba & Lincoln, 1994; Langley & Abdallah, 2011; Yin, 1994, 2013). Decision-making, strategising and the adoption of DCs in changing environments are areas that this research aims to explore. Hence, based on the type of RQs and areas explored in this thesis, a qualitative research method is suitable.
2. Characteristically, qualitative data “*provide rich insights, in-depth descriptions and explanations of processes in an identifiable context*” (Miles & Huberman, 1994). My thesis aims to provide new and rich insights into the concept of DMCs through the lens of AC. This is because existing theoretical and empirical data available for DMCs and AC, are very limited and emergent. Hence, by using a qualitative research method, I contribute to knowledge generation, understanding as well as explanations of the concepts to answer my research questions developed for this study.
3. Both literature streams discussed in this study’s literature review are young and emergent concepts. Because of the nascency of these literature streams, the adoption of a qualitative research method is suggested (Langley & Abdallah, 2011). Currently there are gaps in the literature streams presented. As discussed in chapter II, existing research on DCs focused on firm and industry-specific processes and capabilities that were based on case studies and research findings, that often remain disconnected to the DCs approach (Wang & Ahmed, 2007). In addition, there are no existing studies that have summarised the commonalities and differences of the development and deployment of DCs through managerial decision-making across firms (Wang & Ahmed, 2007). Overall, the theoretical approach can be described as being more on the nascent or intermediate side of theory development because of (1) the vast array of definitions existing; (2) previous work being conceptual and (3) existing frameworks are often not

supported empirically (Edmondson & Mcmanus, 2007). Furthermore, Ambrosini and Bowman (2009) argue that there is a need for more qualitative research on DCs to make the description of DCs less abstract. Hence, a qualitative research method helps to fill some of these gaps identified, and can allow me and other researchers to better understand the emergent concepts identified in this study. Moreover, AC may be visible as an external factor (consumer AC) and internal factor (AC attitudes and values of executive decision-makers) influencing decision-making in firms. Currently, AC has only been explored from a consumer perspective with exception of AC in AFN business models (De Bernardi & Tirabeni, 2018). The firm perspective of AC remains unexplored. Hence, a qualitative research method is suitable to explore and understand how AC is visible at a firm level.

4. In addition, a qualitative research method allows me to explore and understand meaning of individuals. My research aims to understand how AC may be visible in the development and deployment of DCs by exploring executive decision-makers (Creswell, 2013). This is because executive decision-maker awareness and knowledge about social and environmental issues may lead to the adoption of AC values and attitudes visible at a firm level in firm values, decision-making and strategy development.
5. A qualitative research method allows me to gain a unique view of AC, as well as to further develop and advance existing DCs theory and the conceptual framework discussed in section 2.1 and 2.3 (Miles & Huberman, 1994).
6. Additionally, qualitative research literature argues that qualitative research can be more convincing to an audience because participant quotes within a context or story can have more meaning to readers compared with a quantitative number-based study (Miles & Huberman, 1994). Using a qualitative research method and hence participant quotes, may show better how AC is visible at a firm level as well as identify characteristics and unique identifiers of DMCs.
7. Furthermore, I am interested in understanding how the phenomenon of AC occurs in a natural setting within organisations, what role AC plays in organisations and whether AC may lead to the development and deployment of DCs in managerial decision-making. Hence, participant perceptions can provide rich insights of the concepts I am

interested in researching. A qualitative research method enables me to be reflexive because the research design of data gathering and analysis can change while the research unfolds (Bluhm, Harman, Lee, & Mitchell, 2011). Hence, a qualitative research method can allow me to shift my focus during data collection and analysis, if necessary.

The characteristics discussed above are distinctive to qualitative research. My arguments above highlight that a qualitative research method is suitable for this thesis. My thesis aims to extend existing literature and theory through a qualitative research method as existing empirical studies are scarce. This research aims to explore and look for patterns and themes to understand emerging concepts and processes in firms, rather than testing or confirming hypotheses (Collis & Hussey, 2013; Langley & Abdallah, 2011; Yin, 1994). This study focuses on supporting and improving the understanding of DMCs through the lens of AC in the slow fashion movement. Based on literature of research methods and the nascence of literature and theory in this study, a qualitative and explorative method is selected. The next section provides an overview of the philosophical orientation applied in this study.

3.2 Philosophical orientation of this thesis

A variety of philosophical paradigms, '*a set of basic beliefs*', epistemological and ontological orientations, exist (Guba & Lincoln, 1994, p. 165). These orientations represent worldviews, which helped me to position my research on a continuum of various ontological and epistemological worldviews (Guba & Lincoln, 1994). The discussion below describes the paradigm that guided my research.

The ontological paradigm is concentrating on questions about the nature of reality, how and by whom reality is constructed to understand how things work (Guba & Lincoln, 1994; Morgan & Smircich, 1980). Ontological approaches are positioned on a continuum, varying from being very (1) subjective, looking at reality as a projection of human imagination, and reality as being socially-constructed; to (2) objective, looking at '*reality as a concrete*' structure or process (Morgan & Smircich, 1980). The epistemological paradigm focuses on the relationship between nature and the researcher, to better understand '*the nature of knowledge*' by asking questions about how we got to know what we know, and how we understand and explain

knowledge (Guba & Lincoln, 1994). Qualitative researchers may adopt interpretivist, phenomenological and social constructivist views, describing how researchers interact with research participants and the phenomenon studied (Creswell, 2013). Like the ontological paradigm, epistemology is viewed on a continuum looking at the phenomenon from (1) a subjective lens of how reality is created to (2) an objective lens by looking at reality through a positivist lens (Morgan & Smircich, 1980).

This study is positioned ontologically more on the subjectivist end of the continuum. Adopting a social constructivist view means that realities are constructed through a variety of mental constructions that are socially and experientially-based (Guba & Lincoln, 1994). Social constructivism is often combined with interpretivism in the literature (Creswell, 2013). My research adopts a weak social constructivist view of the world. This is because AC, the context lens of my research, is a phenomenon that is constructed by individuals, specifically consumers (individual avoidance/resistance, etc) and groups (e.g. consumer resistance and boycotts). However, my research is not based on a grounded theory approach as my research focuses on further developing an existing theoretical framework. Thus, my research is not following a strong social constructivist paradigm, but a weaker form of social constructivism (Amineh & Asl, 2015). Adopting a social constructivist paradigm allows me to understand how the phenomenon and its role in developing and deploying DCs is mentally constructed by executive decision-makers. Moreover, because of the contemporary research topic, questions and lack of data available on the topic, the study is more related to the philosophical worldview of social constructivism/interpretivism. My research aims to make sense of meanings within a context. These meanings are shared by research participants through interviews conducted with executive decision-makers. The interaction with participants through interviews enables me to understand actions and decision-making of executive decision-makers. Understanding executive decision-making helps me to link findings to existing theory and literature (Baxter & Jack, 2008). However, there is no absolutist world, so the nature of social interactions and actions are affected by interpretations of research participants and myself, the researcher (Baxter & Jack, 2008; Creswell, 2013).

In summary, my research is guided by a weaker form of the social constructivist/interpretive paradigm (Amineh & Asl, 2015; Collis & Hussey, 2013), where meanings are described and

interpreted within a specific context, in this thesis, AC in the slow fashion movement (Baxter & Jack, 2008; Orlikowski & Baroudi, 1991). By adopting an interpretivist approach, I am able to explore different meanings and interpretations of the situation from varying views of the research participants who make sense of their own worldview. As the researcher, I am actively linked to the object of investigation, the research participants, as well as the findings resulting from the fieldwork. Interpretative research comprises the worldview of reality being socially constructed and being meaningful through interpretations by the researcher (Prasad & Prasad, 2002). The decision to adopt a social constructivist/interpretivist paradigm also elucidates the type of RQs formulated for this study. The RQs are formulated so that the researcher is able to view DCs, DMCs and AC through the firm owners and CEOs interviewed. Thus, the answers for the RQs will be based on the construction of the interpretations of firm owners and CEOs.

Table 8 summarises the methodological fit of this study, which is based on the research paradigm, my philosophical orientation, RQs, contributions to DMCs and AC and method identified as suitable for this thesis.

Table 8: Methodological fit

Research paradigm	Weak Social Constructivism - reality is constructed socially through interactions with others (Baxter & Jack, 2008; Searle & Willis, 1995)
Ontology	Interpretivism - meaning comes from experience
Epistemology	Interpretivism - reality is dependent on context and based on participant's perception of reality
RQ	Open-ended how and why question, focusing on understanding how firm owners/CEOs/managers make decisions in a dynamic environment through the lens of AC
Prior work on AC	Nascent and emergent literature stream, hence need for more qualitative research - currently no research on AC at firm level

Theoretical contribution	Extension and adaptation of existing conceptual framework in the DCs literature
Method	Qualitative - search for meaning of concepts not the measurement of constructs and their variables

Source: Adapted from (Edmondson & Mcmanus, 2007)

The following section discusses the research design identified for this study in more detail.

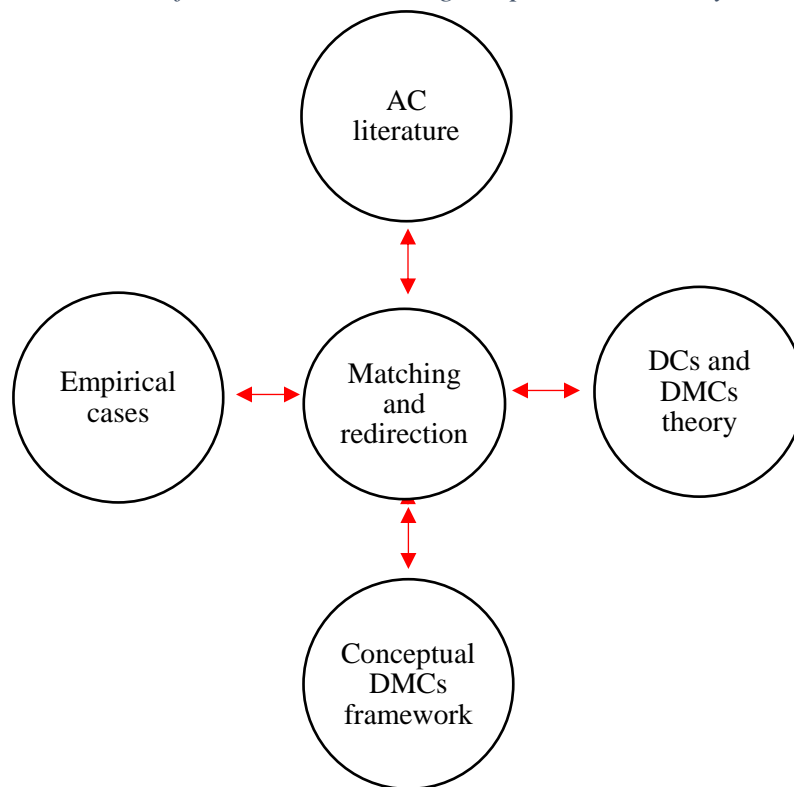
3.3 Research design

A variety of research design strategies exist in the qualitative research literature and could have been applied in this study, including narrative, phenomenological, grounded theory, and ethnographic. Ethnographic and narrative research strategies are useful when discussing and analysing one company over time. In ethnographic studies, an understanding of culture (e.g. organisational culture) is critical. My research is less interested in a firm’s culture, but more interested in an external phenomenon, AC, which may have been adopted by firms in their values and their visibility in decision-making and strategy development leading to the development and deployment of DCs. Hence, an ethnographic research design is less suitable for this research. Narrative research is useful if I want to demonstrate my findings chronologically. However, I am more interested in similarities and comparisons of how firms develop and deploy DCs at a managerial level. Hence, a chronological discussion of meaning of the findings is less important in this study. Phenomenological research could have been adopted as a research strategy, however, we currently know too little about the development and deployment of DCs, whether AC exists at a firm level and whether AC does influence strategic decision-making and strategy development. Hence, executive decision-maker descriptions of the phenomenon through real-life examples may be more suitable for this research. Furthermore, my research could have used a grounded theory approach to understand AC values in the development and deployment of DCs through managerial decision-making, since the DCs literature is emerging and hence uses an inductive research paradigm. However, the DCs literature, and specifically the DMCs literature, have discussed a great variety of conceptual frameworks that have not been empirically-tested. Therefore, to contribute to

theory and literature, it may be more important to empirically-support and extend existing conceptual frameworks, so that the theory can further develop.

A study may aim to develop concepts (inductive research design) or test theories and conceptual frameworks (deductive research design) (Myers, 2013). Initially, I decided to follow an inductive approach (more related to a grounded theory approach) because my goal was to explore themes and develop a framework to understand the development and deployment of DCs and to understand the role of AC at a firm level. Additionally, I aimed to understand differences and similarities of AC at a firm level by comparing both the fast and slow fashion movement. However, access to companies in the fast fashion segment of the industry were denied. Furthermore, during the data collection phase, I realised that managers play a key role in the potential development and deployment of DCs. Thus, I realised that an abductive approach is more suitable to adopt in this thesis. This is because AC at a firm level was identified through an unexpected observation (Dubois & Gadde, 2002; Kovács & Spens, 2005). I became aware of AC at a firm level through the Black Friday advertisement by Patagonia, ‘Don’t buy this jacket’ (Patagonia, 2011), which promoted consumption reduction to consumers. Hence, with this example I am trying to explain an anomaly, which may also exist in other firms. This phenomenon may not be possible to be described by using an established theory (Kovács & Spens, 2005). Thus, the DMCs conceptual framework may help to explore this phenomenon, which may be visible in firm decision-making. As discussed in the literature review on DMCs, managers play a key role in the development and deployment of DCs and DMCs, therefore if AC exists within firms, it will be visible in managerial decision-making and strategy development. Based on the discussion above, I adopted a more abductive approach in my research design because I am aiming to support and further develop a conceptual framework discussed and developed in the DMCs literature through top-down and bottom up reasoning within my data collection and analysis phase. Hence, I focus on continuously matching and redirecting literature, theory, empirical cases and the conceptual framework to gain a complete understanding of AC at a firm level and to understand what role AC plays in the development and deployment of DMCs. Figure 9 demonstrates the abductive approach adopted in my research.

Figure 9: Visual overview of abductive reasoning adopted in this study



Source adapted from (Dubois & Gadde, 2002)

In addition, my research still adopted some characteristics of an inductive approach, such as the exploration of concepts and themes in the data collection (Edmondson & Mcmanus, 2007). This is because the existing conceptual framework has not been empirically tested in the past. Hence, I continued to explore themes and gathered insights through my fieldwork that could further develop and support the existing conceptual framework.

In summary, a traditional inductive, grounded theory approach was not selected, but a more abductive qualitative multiple case study strategy was identified as suitable for this study. This is in line with Yin (2003) and Stake (1995). Case studies provide real life business practice examples that can solve, describe or highlight concepts that have or have not yet been discussed in the literature (Eisenhardt, 1989; Yin, 1994), which fits with this research. Furthermore, case studies can be conducted as a single case or multiple case study. In this study, I am using multiple case studies because multiple case studies of firms in one context can help to identify similarities and differences, which is one of the focus areas of this research. In addition, according to Yin (1994, p. 13), case studies make use of multiple data sources, including

detailed observations, interviews and documents. Using multiple data sources is very important to also create rigour as well to demonstrate cohesiveness of the study. Hence, additional data sources can positively contribute to understanding DMCs and AC in firms. Issues relating to rigour of this qualitative study are addressed in Appendix F. In addition, case studies allow research reflexivity (Flyvbjerg, 2006). The following section discusses the research strategy, being a case study design in more detail.

3.3.1 Case study strategy

A case study is a problem to be studied, which will reveal an in-depth understanding of a “case” or bounded system, which involves understanding an *‘event, activity, process, or one or more individuals’* (Creswell, 2002, p. 61). Case study-based approaches have been well established in social sciences research and have also been used in business studies and operations management theory building (Baxter & Jack, 2008; Eisenhardt, 1989; Langley & Abdallah, 2011; Yin, 1994). Case study research has often been used in combination with grounded theory logics to build theories and was framed as positivist (Eisenhardt, 1989). However, case study approaches can be used by philosophically diverse researchers (Baxter & Jack, 2008). The case study approach is a useful research tool for this study because companies participating in this research are studied in their real-world setting. Participants can elaborate on their experiences, decision-making and values using examples of problem-solving and existing company challenges and opportunities. Furthermore, case studies are able to generate and extend theories and conceptual frameworks based on the knowledge generated from real world practices (Collis & Hussey, 2013; Langley & Abdallah, 2011). In addition, case studies are able to adapt and probe areas planned and emergent theory, which fits with this study (Hartley, 2004).

The characteristics of case studies discussed above summarise reasons why case study research is suitable for this study. According to Ambrosini and Bowman (2009), there is a need for more qualitative and case study-based research on DCs to make these less abstract. Hence, DC scholars suggest the adoption of case studies as a research strategy to better understand DCs and DMCs. Moreover, case study research can provide insights into managerially relevant knowledge in a specific context (Leonard-Barton, 1990). I am examining managerial decision-

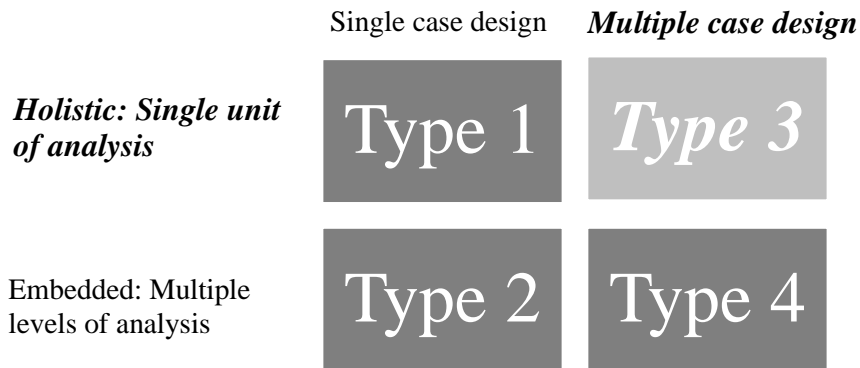
making and the role of AC in the slow fashion movement to provide managerially relevant knowledge to other companies in the fashion industry to become more sustainable. Moreover, my research does not seek to generalise the phenomenon, but instead, aims to (1) provide in-depth information about characteristics of DMCs and DCs; (2) provide unique features of AC; and (3) identify similarities and differences regarding the phenomena between cases (Ghauri, 2009; Noor, 2008). All in all, the aim of this thesis is to provide an analysis of AC in the slow fashion movement illuminating theoretical issues, similarities, differences, opportunities and other characteristics in the development and deployment of DMCs (Hartley, 2004). In line with Baxter and Jack's (2008) suggestion, my selection to adopt a case study approach is suitable because (1) my study seeks to answer 'how' and 'why' questions; and (2) my study focuses on a particular context, AC in the slow fashion movement.

In addition, a variety of case study *types* have been discussed in the literature, including explanatory, exploratory, descriptive as well as multiple case study. My research adopts an exploratory multiple case study. This is because the research questions seek to explore AC and how AC is visible in firms and in the development and deployment of DMCs. Hence, the study may not have one single outcome (Yin, 2003). Moreover, I aim to demonstrate similarities and differences across cases of the role of AC in the development and deployment of DCs in firms (Yin, 2003). In summary, a multiple exploratory case study approach was selected for this study. Yin (1994) categorises case study designs along two dimensions: (1) the number of case studies to be conducted and (2) the unit of analysis of the case study(ies). A single case design relates to a single exploration of a situation or phenomenon. Single case studies are used when a case is unusual, different, unique or extreme in relation to already existing or well-established theory. A multiple case design is preferred because multiple cases can validate findings. The more case studies conducted within a research study, the better (1) a researcher can attain an in-depth understanding of the phenomenon under research; and (2) findings can be compared and validated (Yin, 2003). Cases need to be selected carefully to generate similar (literal replication) or contrasting (theoretical replication) results for predictable reasons (Darke, Shanks, & Broadbent, 1998; Yin, 1994). Multiple cases help achieve a more convincing interpretation for the findings (Miles and Huberman, 1994). However, conducting multiple case study research can also be time consuming and expensive to conduct (Baxter & Jack,

2008). My field research was conducted in the period from February 2016 to October 2016, a period of nine months.

The unit of analysis can be distinguished between holistic single unit of analysis and embedded multiple levels of analysis. The case is, “*in effect, your unit of analysis*” (Rowley, 2002, p. 25). Holistic case studies study a case as one unit by focusing on broad issues relating to organisational culture or strategy (Rowley, 2002). Embedded multiple levels of analysis identify sub-units within a case that need to be explored individually to gain an overall understanding (Rowley, 2002). In this research, I am examining holistic case studies because I aim to understand a unique phenomenon, AC, and its role in developing and deploying DMCs. Figure 10 demonstrates the different designs of case study research and highlights in light grey the case study design choice for this study.

Figure 10: Case study design



Source: (Yin, 1994)

Type 3, a multiple case analysis with a holistic, single level of analysis has been identified as suitable for my research, because multiple case studies enable me to compare and gain an in-depth understanding of the process and role of AC in the development and deployment of DMCs of firms globally through the analysis of executive decision-makers. Exploring firm-level AC by adopting a multiple case study research strategy allows cross-case comparisons of a single phenomenon, AC (Yin, 2003, p. 53). In addition, with this study I am trying to understand in-depth whether and why executive decision-makers may adopt an AC-sentiment into their decision-making (a unique or extreme phenomenon). The extension of a theoretical framework is important in this study, since I am aiming to generate knowledge and support a further developed conceptual framework. Furthermore, I am aiming to compare and contrast

data. In addition, the theoretical framework can also provide information regarding the conditions a particular phenomenon is not likely to be found (a theoretical replication). The means of generalising to new cases could be undertaken through the theoretical framework, which is similar to cross-experiment designs (Yin, 2009, p. 54). However, even if this study is not replicable it may demonstrate situations that are exceptions in the literature and thus, generates knowledge. Using multiple sources in data gathering and being able to deal with this variety of evidence is the key strength of the case study. Multiple case studies offer researchers an even deeper understanding of processes and outcomes of cases (Miles & Huberman, 1994).

Table 9 provides a summary of the case study approach I am adopting in this research.

Table 9: Summary of adopting case study approach in this thesis

Structure of case study adoption	Motivations
Case study	(1) Examines the development and deployment of DCs at a managerial level through the lens of AC. (2) Examines a phenomenon, AC, in a real life context, the slow fashion movement, demonstrating AC at a firm level and influence on decision-making. (3) Boundaries for study: context, how and why questions, and adapted conceptual framework.
Qualitative case study approach	(1) Use of external phenomenon -AC- to explore whether AC is visible at a firm level and what role AC plays in the development and deployment of DCs. (2) Theoretical foundation - DMCs- provides limited empirical data on the development and deployment of DMCs. Hence, need for qualitative and case study based research (Ambrosini & Bowman, 2009). (3) Emerging and nascent literature streams.
Multiple holistic case study approach	(1) Development of rich data and multiple sources of evidence through interviews and various other data sources (Yin, 1991). (2) Comparison and in-depth understanding of firm processes and understanding of phenomenon under study. (3) Unit of analysis are executive decision-makers influenced by AC leading to the possible development and deployment of DMCs in firms.

Source: Developed by author

The following section discusses the boundaries of the multiple case study strategy adopted in this study.

3.3.2 Boundaries of case study research

According to Stake (1995), when conducting case study research placing boundaries on cases can prevent cases from becoming too large and all-inclusive. Various researchers have made suggestions to bind a case: (a) by time and place (Creswell, 2013); (b) time and activity (Stake, 1995); and (c) by definition and context (Baxter & Jack, 2008; Miles & Huberman, 1994). My research adopts viewpoints of Stake (1995), Yin (1994, 2003) and Miles and Huberman (1994) to bind the case. Even though Yin (1994, 2003) and Miles and Huberman (1994) are not constructivists, they provide useful techniques on how to bind case studies for qualitative research.

My research is in line with Miles and Huberman's (1994) suggestion to bind the case by definition and context. The context through which I am exploring DCs is AC in the slow fashion movement. Hence, cases from this study will be solely based on companies' involvement in the slow fashion movement. Additional components considered in this research to create a rigorous study are: (1) the application of a conceptual framework (Miles & Huberman, 1994); (2) 'how and why' oriented research questions; and (3) the identification of criteria for interpreting findings (Miles & Huberman, 1994; Stake, 1994).

The research questions developed for this study also demonstrate boundaries for this research, as suggested by Miles and Huberman (1994). The research questions are formed as how and why questions focusing on: (1) the development and deployment of DCs at a managerial level; (2) the development and deployment of DMCs through an emerging phenomenon in the external environment, AC in the slow fashion movement; and (3) anti-consumption sentiments and attitudes in DMCs (Baxter & Jack, 2008). Lastly, criteria to interpret findings will be established through linking patterns and themes and the conceptual framework. This will help to focus findings. The final conceptual framework in the discussion chapter of this thesis will include themes that emerged from the data analysis. However, a drawback of this approach is: having a conceptual framework can limit the inductive approach to explore a situation or

phenomenon (Miles & Huberman, 1994). In summary, this study is in line with the suggestions by Miles and Huberman (1994) and Stake (1994) to guide the research in structure and scope.

The following section discusses data collection techniques for this study.

3.4 Data collection

Data collection is dependent on the state of theory in the research. Edmondson and McManus (2007) developed a continuum showing the research design based on the state of theory, being nascent, intermediate or mature. A nascent theory is usually based on an open-ended inquiry because little knowledge is available about a phenomenon. The theoretical foundation and conceptual framework of this study can be categorised as being more nascent. This is because the DCV has not been identified yet as a theory by researchers (Helfat & Peteraf, 2015; Teece et al., 1997; Wang & Ahmed, 2007). As in the case of the DCV, there have been tentative answers to questions concerning how DCs develop in firms as well as why some firms may deploy DCs whereas other firms do not. This demonstrates characteristics of a more nascent theory (Edmondson & Mcmanus, 2007). Existing research has provided some answers to what DCs are and what they are not, however, explanations and descriptions of DCs still need to be further examined and explored. The majority of research conducted on DCs is still very vague, which is visible in the varying definitions of DCs. Furthermore, some of these definitions are only applicable to certain research purposes, which highlights the nascence of the theory (Edmondson & Mcmanus, 2007). In addition, a variety of conceptual frameworks have been developed, but the majority of these frameworks lack empirical data to support and further develop DCs theory (Arend & Bromiley, 2009; Barreto, 2010; Beck & Wiersema, 2013; Helfat & Martin, 2015). Thus, this research can be classified as being more nascent. Hence, a qualitative research method and data collection method is applied in this study. The data collection in this research is guided by a variety of different techniques. Some of the techniques adopted may be more post-positivist than constructivist. However, the reason for adopting data collection techniques discussed by Yin (1994, 2003) and Miles and Huberman (1994) is because they are helpful in collecting data that is consistent with a constructivist approach.

The following sub-sections discuss in more detail (1) the industry context of this study; (2) sampling of case companies; (3) how access was gained to companies, (4) the source of primary data collection, being semi-structured interviews, and (5) saturation of data collection.

3.4.1 Industry context: Slow fashion (SF)

To develop and add knowledge to theory, a specific industry context was selected for this study to collect data and bind the research. The global fashion industry has been selected as the context for this study because the industry is influenced by a variety of external stakeholders (e.g. customers, media, government) influencing a firm's ability to stay competitive (Amed et al., 2016). Moreover, the industry is increasingly adopting environmental sustainability practices (Lundblad & Davies, 2016). Environmental sustainability and fashion seem to be contradictory concepts because fashion focuses on shortening product lifecycles (e.g. fast fashion), whereas sustainability focuses on durability, longevity and ethical manufacturing (Lundblad & Davies, 2016). According to Lundblad and Davies' (2016), the sustainable fashion market in the UK has been growing continuously even during economic downturns. In 2011, the ethical clothing market was the fastest growing sector in the UK (Lundblad & Davies, 2016). The fashion industry has a detrimental environmental impact because of ever-increasing production and consumption of clothing (Ruppert-Stroescu et al., 2015). Increases in degradation of soil and water supplies; the use of toxic chemicals in production; the use of non-biodegradable materials and increased apparel waste ending up in landfills are some of the negative consequences of the global fashion industry (Ruppert-Stroescu et al., 2015).

Companies in the fashion industry have been exposed to consumer AC behaviour in the past and present (Ethical Consumer, 2015). Therefore, the industry context may provide insights into how firms may change their strategies based on for example, social pressures towards ethical, environmental and labour practices in the industry. Slow fashion (SF), in contrast to fast fashion, does not focus on the latest catwalk trends, the reduction of the cost of making clothes or making clothes disposable for future seasons (Dickson, Cataldi, & Grover, 2016). SF seems to have a greater focus on environmental sustainability, by (1) downscaling a firm's production capacity; (2) limiting the availability of products; (3) reducing the negative impact of the item's production on the environment and (4) reducing (over- or hyper)consumption of

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products by offering long-lasting quality products (Adamczyk, 2014; Bourland, 2011; Fletcher, 2010). In addition, SF companies seem to be more visibly searching for solutions to environmental and social problems within the industry (Fletcher, 2007c; Patagonia, 2011). Generally, SF items are much higher priced and the turnover rate of clothes is much lower compared with fast fashion (Fletcher, 2007c, 2010; Tiplady, 2006). Firms that are part of the movement focus on designing clothes that are not based on the latest seasonal trend, but on longevity, durability, quality timelessness and perceived health benefits. According to Lundblad and Davies (2016), marketing clothing with the attributes above may encourage consumers that are less altruistic to buy more sustainable clothes.

I collected data from online sources about firms in the SF movement, such as online newspaper articles and blogs that discussed and described SF firms. Fletcher (2007a) was one of the first to discuss and name the SF movement, highlighting a variety of factors and characteristics that are unique to companies within the movement. The SF movement, may be a firm movement focusing on environmental sustainability where AC philosophies may be visible at a consumer *and* firm level. Table 10 highlights the variety of characteristics and values identified in the SF movement, which may relate to the findings at a firm level correlating with AC and characteristics of DMCs.

Table 10: Slow fashion characteristics

Business aspects	Values
Ethical production processes	Handmade/artisan
	Fair trade/fair labour
	Recycling
	Organic raw material choices
	Certifications, e.g. fair-trade B Corp
	Innovation – resourcefulness
	Slowing down production
	Eco-friendly materials
Stakeholder support	Enhancing communities
	Supporting local economies
	Long-term supply chain relationships
Stakeholder education	True prices for garments
	Consumption reduction/ slowing down consumption
	Quality over quantity
	clean production
Sustainable business model	sustainable design models
	Responsibility to take care of post-consumer waste
	Adopting traditional ways of making clothing
	Offer repair of clothes
	Variety of business models
Sustainability	Protect environment - by reducing current environmental footprint
	Protect society by improving living conditions through fair labour
	Consciousness of changes
	Reducing waste in production process and post-consumer consumption waste

Source: Adapted by author (Fletcher, 2007b; Sloww, 2018).

In addition, there has been an increase in numbers of firms adopting SF business model approaches (Russell, 2018; Kane, 2015). The rise in SF business model approaches may be due to (1) firm owner awareness and knowledge about pollution in the industry; (2) dissatisfaction of firm owners with quantity of over quality focus of fast fashion companies; (3) firm owner aim to have a business that acts environmentally responsible and (4) firm owner

knowledge about unethical practices and labour exploitation in the industry. Furthermore, the increase of SF businesses may also be related to the awareness of firm owners about garment factory collapses in the past. This is because media has reported extensively on working conditions and incidents like Rana Plaza in South-East Asia, resulting in firms increasingly examining working conditions along their supply chain (Hoffman, 2014; Kasperkevic, 2016). Thus, as discussed in the AC literature review, AC philosophies are visible in sustainability practices. Table 11 highlights the main garment factory collapses, factory fires and the death toll resulting from factory fires and collapses over the last decade.

Table 11: Garment factory collapses and death toll

Year	Garment factory collapse	Death toll
2005	Savar (9-story) Building Collapse due to structural failure of building. Explosion triggered by boiler on ground floor	64 deaths ca. 100 injured
2005	Garment factory fire in Dhaka	22 deaths more than 50 injured
2006	Garment factory collapse in Dhaka	21 deaths
2006	Garment factory fire in Chittagong	65 deaths
2010	Garment retail supplier fire near Dhaka	26 deaths Approx. 100 injured
2010	Garment factory fire in Dhaka	21 deaths approx. 50 injured
2012	Pakistan garment factory fires in Karachi and Lahore	289 deaths (Karachi) 25 deaths (Lahore)
2012	Dhaka fire in Tazreen Fashion factory as act of sabotage	112 deaths more than 150 injured
2013	Savar (8-story) Building Collapse (also called Rana Plaza) due to structural failure	1,134 deaths approx. 2500 injured

Source: Developed from information by (Paul & Rocha, 2017).

Some firms within this SF movement seem to engage in a strategy that could be described as an AC-oriented strategy by trying to change consumer consumption patterns and reducing

production by selling higher quality and long-lasting products. This seems paradoxical as the reduction of consumption and production does not fit into the current capitalist growth paradigm. There are firms in the clothing industry that state that consumption reduction would be the wrong way to stop climate change (Lee, 2015). Karl-Johan Persson, CEO of H&M, said in an interview with the Guardian, *“If we were to decrease 10 percent to 20 percent of everything we don’t need, the result on the social and economic side would be catastrophic...”* (Lee, 2015). According to Persson, downscaling production and consumption is not the solution as it would increase worldwide unemployment and poverty. The challenge for business’ is to operate in a way that enables a firm to grow financially and create jobs, while innovating and developing products that limit environmental damage (Lee, 2015). Hence, what firm or business would choose to adopt an AC strategy focusing on slowing down consumption and production?

However, according to Alier (2009) and Amate & Molina (2013), economic growth and environmental sustainability are incompatible, as a country’s growth rate, measured in GDP, currently depends on the availability and accessibility of limited resources. However, there are firms that seem to have been able to incorporate a strategy that seems to be based on pro-environmental AC behaviour, like Patagonia (Assadourian, 2012). Patagonia went into partnership with ebay to encourage and help customers to resell their worn Patagonia clothes. The company did not have a share in the ebay partnership nor did the company make any profits by encouraging customers to resell their worn clothes (Assadourian, 2012). Patagonia takes on a SF approach, which is based on selling quality long-lasting goods to customers. A firm adopting a SF approach decides to reduce the environmental impact a firm could have by reusing and recycling used clothing items, instead of focusing on maximising profits and volume of products sold. Patagonia is an extraordinary example of trying to reduce environmental damage, attracting green customers to buy its clothing and reducing (over-) consumption.

Companies discouraging customers from consuming more could challenge firms following a growth-oriented economic system. Furthermore, not all customers might be willing to give up their consumption rights and not all firms would want or favour consumption reduction, which would potentially result in a firm involuntarily decreasing its production as well as profit

margins (Peattie & Peattie, 2009). Patagonia incorporated a strategy that could be assumed to be based on AC values. This is because, the company focuses on producing quality and long-lasting products and demands its consumers to only consume what they really need. The company, therefore, could be seen as promoting AC to its customers. Patagonia also launched the ‘Product Lifecycle Initiative’, where the company commits to lengthening the lifecycle of its products by repairing, swapping or reselling services for their garments (Patagonia, 2016). In addition, consumers purchasing more durable and long-lasting products may not lead companies into insolvency, but create a business opportunity for servicing, maintenance or upgrading of products. This strategic choice can allow companies to change consumer behaviour and reduce over-consumption through repair services or even product sharing options (Sheth et al., 2011).

Similarly, the North Face launched the so-called ‘Backyard Hoodie’, an all-cotton hoodie, which follows the SF approach by providing “*a sustainably made garment from farm to closet*” (Gonzalez, 2015). The hoodie’s garment was grown, designed, cut and sewn within 150 miles of the corporate headquarters of ‘The North Face’, using locally sourced materials and resources and designed to reduce waste (Gonzalez, 2015). Levi-Strauss & Co., Patagonia as well as other clothing producers support the idea of a circular economy, in which products are used, recycled or reused, ensuring that most of their garments and clothing are kept out of the landfill (Oxborrow, 2016).

The SF concept could, therefore, be associated with AC as firms slow down production and consumption by offering customers quality, timeless and longevity of products that could be passed on from generation to generation. Furthermore, firms may promote AC to consumers by asking them to reduce their over-consumption. This controversial strategy might impact the profitability of a firm. However, this strategy may bring new customers to the company that (1) align with the company’s values or (2) are willing to pay a premium for the products as these customers know they will receive high value, repairable goods that will last a lifetime or even longer (Adamczyk, 2014; Bourland, 2011; Fletcher, 2007b). Hence, consumers may be more willing to remain loyal to a company because they share similar values to the brand. Not all firms need to sell more of the cheapest products. It may even become necessary for firms to develop business models that are based on ‘purpose beyond profit and growth,’ because of

resource limitations in a firm's environment. One certification that focuses on the commitment to serve people, planet and profit is the B Corp certification. This certification enables companies to meet environmentally-oriented standards to protect the environment and society. A B Corp certification is a private certification that firms can acquire when fulfilling B Corp criteria (B Corporation, 2017a). A firm must achieve a total of 80 out of 200 available points. This scale has been developed by B Lab, the certification institution of B Corp. Firms that want to become B Corp certified are audited by third party organisations that verify a firm's social and environmental standards, legal accountability and public transparency (B Corporation, 2017b). Firms becoming B Corps balance environmental, and social purpose as well as profit (B Corporation, 2017a). Hence, SF firms may become B Corp certified to transparently demonstrate to the public a company's commitment to environmental and social purpose and profit.

Companies adopting a SF approach seem to have a stronger focus on CSR and consumer education (SM or demarketing), relating to possible AC strategies discussed in the literature review. According to the characteristics of SF described above, the adoption and promotion of AC by firms may be more visible in SF firms. Moreover, because these firms respond to changing consumer demands, continuously innovate and focus on becoming more environmentally-sustainable, these companies may demonstrate the development and deployment of DCs. Additionally, cases in the SF movement may identify differences and similarities at firm-level AC, strategy adoptions or promotion of AC by firms as well as how firms develop and deploy DCs at a managerial level. The SF company cases may amplify differences and similarities of the researched phenomenon and may help to develop existing DCs theory (Collis & Hussey, 2013; Eisenhardt, 1989).

Companies within the SF movement focus on conscious consumption. However, I argue that the SF movement is not only about the promotion of conscious consumption to consumers. The movement also mirrors AC philosophies. This is because consumption and AC can occur simultaneously (Chatzidakis & Lee, 2013). Firms can promote conscious consumption and simultaneously promote AC to stakeholders because companies may aim to reduce the environmental impact of consumption on society. Hence, SF can be considered AC-oriented because companies in the movement aim to disrupt the traditional consumption cycle of fast

fashion companies focusing on acquire, use and dispose. SF, in contrast to fast fashion, focuses on extending the use of products and aiming to minimise or completely ‘reclaim the disposal part of the consumption cycle. Firms in the SF movement may be more visibly AC-oriented, because of the SF characteristics, and may, therefore, engage in or promote AC to stakeholders. The industry seems to be relevant to the context and, thus provides a promising platform to explore the role of firm-level AC in the development and deployment of DMCs in managerial decision-making. The following section discusses the sampling tactic selected to identify case companies in the SF movement for this research.

3.4.2 Sampling of case companies

The research aim often determines the sample size of a study. The case selection size must enable the researcher to realise the research objectives; this remains crucial when selecting the sample for this study. The participant selection for the interviews needs to be able to provide the information required to fulfil the research aim. I selected research participants/interviewees based on (1) company involvement in the SF movement; (2) AC attitudes and values visible through company website (e.g. goals/mission/vision), social media, advertisement, etc.; and (3) external factors influencing company strategy and decision-making, which may show a link to the development and deployment of DCs.

This study did not adopt ‘random selection’ as a sampling method because random data samples may demonstrate no relation to the phenomenon. Furthermore, the study is not trying to generalise findings to other contexts, but tries to generalise findings within one context, being the SF movement. Thus, this study adopted a mix of strategies including theoretical, information-based and convenience sampling. These sampling strategies were selected for this study to demonstrate logical deduction from the cases, to reduce cost as well as to compare findings within the industry context (see also Appendix C). An information-oriented selection allows me to identify companies that fulfil the research objectives. I may be able to identify companies that demonstrate similarities and differences through similar traits, including SF involvement, AC attitudes and values, external factors influencing company decision-making, demonstrating a possible link to the development and deployment of DCs. In addition, choices of research participants and interactions are driven by the conceptual framework, which was

further developed. Thus, theoretical sampling is crucial to identify the right companies for this research (Qureshi, 2018). Because I have adopted a multiple case study strategy, multiple case sampling adds confidence to findings. I am generalising from one case to the next on the basis of the underlying DMCs conceptual framework. The choice of cases is based on conceptual grounds not necessarily on representative grounds.

The following section discusses ethics and access to companies identified for this study.

3.4.3 Ethics and access to companies

Ethical issues need to be considered for any research project; this study was no exception as it involves interviews with people of organisations. The ethical guidelines were set by the University of Auckland and once approved allowed me, the researcher, to access the companies to interview employees and other personnel. Companies involved in this research were assured that they would not be named or referred to in any publications resulting from this study. Through giving informed consent in the consent forms (CFs), participants exercise their rights to voluntarily accept or refuse to participate in this study (Myers, 2013). Please see Appendix B for information regarding the ethics approval for this study. I obtained ethics approval from the ethics committee on 7th December 2015. Table 12 summarises the key events of my data collection, from ethics application to the end of the primary data collection.

Table 12: Summary of data collection and field work

Timeline	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16
Key Events	Ethics Application & Development of Interview Guide	Pilot Study	Formally started contacting companies to participate in research	Start of primary data collection			Data collection in Europe and the US						End of primary data collection
Data Collection		Secondary Data Collection of company websites, reports, documents, newspaper articles, and journal articles											
		Primary data collection using semi-structured interviews											
		Field Notes											
Entry and exit of field work			Entry of field work and time in field to collect data										Exit field work

Developed by author

Initially, my research intended to explore both, the SF as well as the fast fashion movement. This is because fast fashion companies were often exposed to AC behaviour by customers. Hence, insights into how firms reacting to consumer AC behaviour could have provided new knowledge about managerial decision-making and strategy development that resulted from changes in the external environment. However, email responses from fast fashion companies I approached, including Zara, H&M, Abercrombie and Fitch, Forever 21 and others, showed that these companies were not willing to participate in my research. The majority of fast fashion companies suggested that I could use existing information available on their websites to answer my questions. However, since I am interested in exploring the role of AC in decision-making, values and strategy at a firm level, information on this topic was not available on the companies' websites. Because of the lack of interest in participation by fast fashion companies, I moved the focus of this study away from fast fashion and towards SF. My inability to access fast fashion companies led me to have a greater focus on the SF movement. I realised during the data collection phase that a wide variety of companies participating in the SF movement are interested in sharing their experiences, decision-making and strategies in my research. If I would have gained access to fast fashion companies, I may not have gained such an in-depth understanding of companies in the SF movement. In addition, covering both sectors of the fashion industry would have resulted in discussing the two sectors within the industry too broadly in this PhD thesis. By only focusing on the SF movement, the scope of my research is more focused and covers similarities and differences in more detail.

After identifying the boundaries, limitations and scope of the study. I researched companies that could fall into the category of (1) being part of the SF movement, (2) demonstrating AC values on the company's website, advertising, newspaper articles and social media platforms; and (3) demonstrating a possible link to DCs though exposure to changes in consumer consumption behaviour. I was able to identify companies that fell into these categories. I reached out to these companies via email (Cunliffe & Alcadipani, 2016). For larger corporations, I contacted the CEO and owner of the company and for smaller ones, I directly addressed the owners of the firms. I was very surprised when I received emails from both, large and small companies. Overall, when approaching SF companies, I felt that companies' that were part of this movement were open and willing to contribute to my research. This might have been because these companies want to create more awareness about themselves as well

as social and environmental issues in the fashion industry. In addition, these companies may have seen the participation in this research as a form of advertisement for the company itself.

The following section discusses the primary data collection method adopted in this study, semi-structured interviews.

3.4.4 Semi-structured interviews and collection of additional data sources

Qualitative data collection needs careful planning in informant selection and preparation of the interview guides. I first developed interview guides in October/November 2015 during the ethics application process. The interview guides were carefully developed based on research questions and gaps in the literature review. The interview guide is presented in Appendix A, providing an overview of the questions and their purpose in answering research questions. Over time, I became aware that managers and firm owners seemed to be key to the development and deployment of DCs, hence the conceptual framework discussed in this study further influenced the interview guide, visible in the three characteristics of DMCs (managerial cognition, social and human capital), which are mentioned in the purpose section of the interview guide (Appendix A). Before contacting potential companies for participation in this research, I conducted a pilot study to identify whether the interview questions were clear. This is because some of the terms used in this study may not have been easily understandable by executive decision-makers outside the academic field. The pilot study showed that some of terms used, needed to be adjusted for clarification purposes. After the pilot study was completed, I adjusted terminologies in the interview guide and developed a glossary for a couple of terms to create more clarity for participants.

To collect primary data for this study, I selected semi-structured interviews (Johnston, Leach, & Liu, 1999). This is because interviews help to generate new and in-depth insights into phenomena and research problems, where information in the literature is currently scarce or limited (King & Horrocks, 2010; Patton, 1990). Hence, by using interviews as a primary data collection source, I was hoping to gain new insights into the DCV through the lens of AC. Furthermore, I wanted to keep flexibility within the interview with the research participants, in case interesting discussions about the phenomenon, values, external and internal influences, decision-making and strategy developed. Moreover, semi-structured interviews allow active

engagement between interviewee and interviewer revealing views, values and knowledge about the phenomenon studied, which can help to extend and develop theory (Johnston et al., 1999). Moreover, interviews gather valid and reliable data to achieve research objectives and questions (Patton, 1990). Interviews, as a source for primary data collection, are also considered as having a higher response rate because research participants usually prefer to respond verbally rather than in writing (Patton, 1990). This was visible in the data collection for this study. I had a surprisingly large response rate by firm owners, CEOs and managers that were interested in participating in my research and were happy to be interviewed either in person, via phone or skype to talk about the emerging global phenomenon AC, challenges, opportunities and firm owner decision-making, values and strategies. Furthermore, research participants were willing to participate in the research because participants had the flexibility to choose how they wanted to be interviewed, either personally, skype or phone. I was able to interview companies from across the globe and I received a glimpse of what these companies are doing.

After having developed a rapport via email, I was able to organise interviews with owners or managers either in person or if that was not an option because of geographical distance or time constraints, I was able to interview owners, CEOs and managers via phone or SKYPE. In addition, I also attended a conference on sustainable fashion in Europe (Budapest, Hungary), which allowed me to get in direct contact with companies that were part of the SF movement. I was able to further establish rapport in person and gain access to companies. Overall, I was able to access and establish rapport with 47 managers, company owners and CEOs in my research. Table 13 demonstrates how the companies were interviewed (phone, SKYPE and face-to-face interviews).

Table 13: Overview of interview type with participants

Company	Interview
Company A (Canada - CAN)	SKYPE
Company BA (US)	SKYPE
Company BB (US)	SKYPE
Company BC (US)	SKYPE
Company BD (US)	SKYPE

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Company BE (US)	SKYPE
Company BF (US)	SKYPE
Company BG (US)	SKYPE
Company BH (US)	Face-to-Face
Company BI (US)	SKYPE
Company BJ (US)	SKYPE
Company BK (US)	SKYPE
Company BL (US)	Face-to-Face
Company BM (US)	SKYPE
Company C (Puerto Rico - PRI)	SKYPE
Company DA (GER)	SKYPE
Company DB (GER)	SKYPE
Company DC (GER)	SKYPE
Company DD (GER)	SKYPE
Company DE (GER)	SKYPE
Company DF (GER)	SKYPE
Company EA (UK)	SKYPE
Company EB (UK)	Face-to-Face
Company EC (UK)	SKYPE
Company FA (SWE)	SKYPE
Company FB (SWE)	SKYPE
Company G (FRA)	SKYPE
Company HA (AUS)	SKYPE
Company HB (AUS)	SKYPE
Company HC (AUS)	SKYPE
Company HD (AUS)	SKYPE
Company IA (NZ)	Face-to-Face
Company IB (NZ)	Face-to-Face
Company IC (NZ)	Face-to-Face
Company ID (NZ)	Face-to-Face
Company IE (NZ)	Face-to-Face
Company IF (NZ)	Face-to-Face
Company IG (NZ)	Phone
Company JA (IND)	Face-to-Face
Company JB (INDOGER)	Face-to-Face
Company KA (NET)	SKYPE
Company KB (NET)	SKYPE
Company KC (NET)	SKYPE
Company KD (NET)	SKYPE
Company L (HUN)	Face-to-Face

Company M (ITA)	Face-to-Face
Company N (CHIGER)	Face-to-Face

Developed by author

Even though I interviewed the majority of companies via SKYPE, the owners and managers were happy to provide me with further access to the company if needed. However, because of time and budget constraints this was not feasible. All interviews were audio-recorded and full transcripts of the interviews were created for the data analysis (Creswell, 2013; Guba & Lincoln, 1994).

Data collection through semi-structured interviews allowed me to observe responses from participants in regards to behaviour, thoughts, intentions and feelings towards the research aims and objectives. By observing the conversations in the interviews, I was able to understand the interviewees' perspectives. According to Patton (1990), perspectives of others can be explicit and meaningful. I encouraged participants to talk about the topic of the research. I ensured that the conversations about the research topic stayed on track. I had the utmost respect for the research participants to ensure ethical research was conducted and discretion about the data collection in the interviews was assured (King & Horrocks, 2010; Patton, 1990). As I gathered data, the research participants discussed subjectively their view on AC, values, external influences, strategy development and decision-making. The research participants still presented themselves not as individual consumers, but firm owners, CEOs or senior managers that made decisions, constructed firm values and developed strategies. Hence, the data collected from the research participants on the phenomenon of AC and the development and deployment of DMCs was constructed through personal/individual perceptions, but also in coherence with company goals, vision and mission. Participating companies in the SF movement were asked questions on a range of topics to answer the overarching research questions, including, most importantly awareness of external influences that influenced decision-making in the business, networks, education and knowledge, capabilities of the firm; values of the firm; promotion of values to stakeholders; strategy development; AC within firms e.g. supply chain/manufacturing etc.; and social or de-marketing activities of firms interviewed.

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In addition to semi-structured interviews, I have adopted a variety of data sources because case studies, especially multiple case studies employ a variety of data collection procedures for within and cross-case comparison. According to Patton (1990) and Yin (2003), case study research should include multiple data sources to enhance credibility. Hence, the data collection in this study involved more than one data source. Table 14 shows the data sources used in this study.

Table 14: Data sources for this study

Data	Qualitative Data Source
Primary	Interviews (face-to-face, phone, SKYPE, What's app, Facebook Messenger)
Secondary	Internal Reports (Annual reports), government Data, NGO Data, market research reports, Company website information, newspaper articles

Source: Adapted from (Merriam, 1998)

Multiple data sources are used to contribute to the understanding of the role of AC in enabling DCs at a managerial level. In addition, the variety of data sources add rigor to this study (Baxter & Jack, 2008). I collected information on the companies, including website information, fair wear foundation reports, B Corp reports, newspaper articles and social media information provided by companies. This additional information is used to further support the data collected through interviews. During the interviews, all employees, CEOs and owners were asked the same questions with some questions being added as the conversation evolved. All interviews lasted on average one and a half hours.

Table 15 highlights the relation between data sources and RQs and provides a justification for the selection of these data sources. In addition, the table shows what additional documents and data sources were collected for this study.

Table 15: Justification for data sources and methods based on RQs,

Research question	Data sources and methods	Justification
RQ 1: How are dynamic capabilities developed and deployed at a managerial level?	Company interviews – Interviews with CEOs to understand challenges and opportunities as well as how these were seized. Secondary data – information about firm memberships (e.g. fair wear foundation)	Open-ended discussion on challenges and opportunities. Recognition of the influence of external factors influencing strategy development and decision-making.
RQ 2: How are dynamic managerial capabilities visible in a firm’s ability to address, embrace and engage in emerging movements, such as anti-consumption?	Company interviews – Interviews with CEOs to understand decision-making, values and strategy development Company, media and website documents	Open-ended discussions on how the company operates and why the company operates the way it does Secondary data supports interviews.
RQ 3: How are anti-consumption sentiments and behaviour visible in the development and deployment of dynamic capabilities?	Company owners and managers/CEOs interviews Documents, websites, news articles, social media	Open-ended discussion to understand anti-consumption at a firm level Secondary data can support what interviews said

Source: Developed by author

The following section discusses how data saturation was achieved in this study.

3.4.5 Data saturation

The literature on how many interviews are sufficient for data collection varies. The answer across the literature is generally ‘it depends’. Adler and Adler (1994) advise the broadest range of interviews is between a dozen and 60 interviews. Kuzel (1992) recommends that where the population of interest (and the participants to be chosen) is homogeneous, six to eight participants are likely to be sufficient, whereas for heterogeneous populations 12 to 20 participants are likely to be needed (Saunders & Townsend, 2016). Creswell (2007) also advises between three and five interviews per case for case-study strategies. Much of this is summarised by Saunders and Townsend (2016) and Adler and Adler (1994), who note a range of four to 12 participants as likely to be sufficient when chosen from populations considered

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homogeneous, and 12 to 30 participants when chosen from populations considered heterogeneous (Saunders & Townsend, 2016). However, participant numbers are dependent on the research purpose and a variety of epistemological, methodological and practical issues (Fusch & Ness, 2015; Guest, Bunce, & Johnson, 2006; Mason, 2010). Usually, data is collected until saturation is reached (Morse, 1994), when the researcher gathers data to the point of diminishing returns, when nothing new is being added. Mason (2010) explains that saturation calls for fitting new data into categories already devised. The purpose of data saturation is to ensure replication in categories; because ‘*replication verifies, and ensures comprehension and completeness*’ (Bowen, 2008).

Initially, I aimed at conducting interviews ranging from 12 to 20, when chosen from populations that are considered heterogeneous, as suggested by Adler and Adler (1994). The number of interviews/case companies seemed suitable because the DCs literature discussed that DCs and DMCs are considered unique across firms. Thus, DCs and DMCs could be heterogeneous across companies. However, I contacted a large number of companies in the SF movement, anticipating that some companies may not want to participate in my research. I was surprised to see the large response rate by companies in the SF movement willing to participate and contribute in my research. Overall, the rather large number of interviews and hence case companies was not planned initially. Nonetheless, because of the increased interest of companies in the SF movement in my research project, I ended up conducting interviews with 47 companies, adopting the broadest range of interviews as suggested by Adler and Adler (1994). The large amount of data generated from conducting interviews with 47 companies globally allowed me to compare and contrast findings, identify whether and how AC is visible at a firm level and discuss the three elements of DMCs across companies.

Theoretical saturation in this study was reached at the point at which no new insights were obtained, no new themes were identified, and no issues arose regarding any data category (Strauss & Corbin, 1990). At this milestone, the data categories were well established and validated (Bowen, 2008). This can also be described as sampling to the point of redundancy (Lincoln & Guba, 1985). In this study, I did not seek ‘generalisability’ or ‘representativeness’ and therefore I have focused less on the sample size and more on sampling adequacy. Sample size is important only as it relates to judging the extent to which issues of saturation have been

carefully considered. During the coding process, the size of the sample was increased in order to collect additional data until there was redundancy of information. An ‘appropriate’ sample is composed of participants who best represent or have knowledge of the research topic. Scenes, events, and documents may also be sampled with a view to refining ideas (Bowen, 2009). The following section discusses the data analysis in this study.

3.5 Data analysis

This section presents the data analysis for this thesis. First, this sub-section of chapter III starts out with providing an overview of the case companies I conducted the interviews with. Second, I discuss the data analysis of the case companies, including interview and document analysis using NVivo. Third, I discuss how rigor and credibility of the study was ensured. Fourth, legitimacy biases of this research were identified, and finally I provide an overview of how the cases are reported in this study.

3.5.1 Case companies

The following table presents the case companies of this research. Table 16 describes the size of the companies, where the companies originated, when the firms were founded, the firms’ number of employees and the firm owner’s gender. Column 1 of the table distinguishes the companies from one another by using a maximum of two letters of the alphabet. The first letter identifies the country the company originates from, the second letter distinguishes the companies within the country. If only one letter was given, then only one company was interviewed in that country.

Table 16: Overview of case companies

Company (ID)	Founded (Year)	Size	No. of employees, not including supply chain	Means employed for Interview	Relation to Company/	Founder/ CEO – Gender
Company A (Canada)	2014	Micro	<10	SKYPE	Founder	Female
Company BA (US)	2008	Small	<50	SKYPE	Founder	Female
Company BB (US)	2005	Micro	2	SKYPE	Founder	Female
Company BC (US)	2015	Small	<10	SKYPE	Founder	Female
Company BD (US)	2013/2014	Small	<50	SKYPE	Co-Founder	Male & Female
Company BE (US)	2014	Micro	<10	SKYPE	Founder	Female
Company BF (US)	2010	Small	<50	SKYPE	Employee	Male
Company BG (US)	2013	Small	<50	SKYPE	Founder	Female
Company BH (US)	2009	Small	<50	Face-to-Face	Founder	Female
Company BI (US)	1992	Micro	<10	SKYPE	Co-Founder	Male & Female
Company BJ (US)	2012	Small	<50	SKYPE	Founder	Female
Company BK (US)	2013	Micro	<10	SKYPE	Founder	Female
Company BL (US) ^a	1984	Large	1200	Face-to-Face	Employee (CSR)	Female
Company BM (US) ^a	1973	Large	1000	SKYPE	Employee (CSR)	Male
Company C (PRI)	2009	Micro	<10	SKYPE	Founder	Female
Company DA (GER)	1855	Medium	>60	SKYPE	Founder	Male
Company DB (GER)	1996	Small	<50	SKYPE	Founder	Male

^a B Corp certified organisation

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Company DC (GER)	2009	Small	<50	SKYPE	Founder	Male
Company DD (GER) ^b	1976	Large	370	SKYPE	Employee	Male
Company DE (GER)	1960	Small	<50	SKYPE	Employee	Male
Company DF (GER) ^b	1974	Large	500	SKYPE	Employee (CSR)	Male
Company EA (UK)	2014	Small	<50	SKYPE	Founder	Female
Company EB (UK)	2003	Micro	<10	Face-to-Face	Founder	Female
Company EC (UK)	2014	Micro	<10	SKYPE	Founder	Male
Company FA (SWE) ^b	2001	Medium	>230	SKYPE	Employee (CSR)	Male
Company FB (SWE)	1969	Medium	>50	SKYPE	Employee (CSR)	Male
Company G (FRA)	2004	Small	30	SKYPE	Employee	Male
Company HA (AUS)	2011	Micro	<10	SKYPE	Founder	Female
Company HB (AUS)	2006	Micro	<10	SKYPE	Founder	Female
Company HC (AUS) ^a	2013	Micro	<10	SKYPE	Founder	Female
Company HD (AUS)	2013	Micro	<10	SKYPE	Founder	Female
Company IA (NZ)	2009	Micro	<10	Face-to-Face	Founder	Female
Company IB (NZ) ^a	2013	Small	<50	Face-to-Face	Founder	Female
Company IC (NZ)	1988	Small	<50	Face-to-Face	Employee	Male
Company ID (NZ)	2014	Small	<50	Face-to-Face	Founder	Female
Company IE (NZ)	2008	Small	<50	Face-to-Face	Founder	Female
Company IF (NZ)	2014	Small	<50	Face-to-Face	Founder	Female

^b Company part of the fair wear foundation

^a B Corp certified organisation

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Company IG (NZ)	1995	Small	<50	Phone	Founder	Female
Company JA (IND)	2003	Small	<50	Face-to-Face	Founder	Female
Company JB (INDGER)	2012	Medium	300	Face-to-Face	Founder	Male
Company KA (NET) ^b	2000	Small	<50	SKYPE	Founder	Male
Company KB (NET) ^b	2013	Small	<50	SKYPE	Founder	Female
Company KC (NET) ^{a+b}	2012	Micro	<10	SKYPE	Founder	Male
Company KD (NET)	2010	Small	<50	SKYPE	Founder	Female
Company L (HUN)	2000	Small	<50	Face-to-Face	Employee	Male
Company M (ITA)	2009	Micro	<10	Face-to-Face	Founder	Female
Company N (CHIGER)	2016	Micro	<10	Face-to-Face	Founder	Female

Colour Coding Company Size	Colour Coding Year
Micro	> 2013 (After Rana Plaza)
Small	<1990
Medium	>Mid 1990s and early 2000s
Large	

Source: Developed by author

The participants in this study were firm founders/owners, CEOs and managers of companies’ that are part of the SF movement. 60% of firm owners/CEOs interviewed in this study were female. The participants were identified through online search ‘slow fashion’. The participants selected and interviewed in this research were among leading companies that focus on change in the fashion industry and demonstrated AC sentiments visible in advertisement, newspaper articles and social media activities. Table 17 highlights the geographic and gender dispersion of the companies. A total of 47 companies participated in this research: 18 companies from Europe, 13 companies from North America, 1 company from Central America, 3 companies

^b Part of fair wear foundation

^{a+b} B Corp certified organisation and part of fair wear foundation

from Asia, and 11 from Oceania. Table 17 also demonstrates that firm owners/CEOs in the US, Canada, Puerto Rico and Oceania are predominantly women. However, in Europe, specifically in Germany, Sweden and France, the CEOs and firm owners are predominantly men. This could be because of different value or belief systems within the countries.

Table 17: Geographic and gender information about participating companies

Country	Geographic Region	No. of Companies participating in Research	Gender CEO/firm owner
Canada	North America	1	1 female
USA	North America	13	9 females; 2 males; 2 mixed
Puerto Rico	Central America	1	1 female
Germany	Europe	6	6 males
UK	Europe	3	2 females; 1 male
Sweden	Europe	2	2 males
France	Europe	1	1 male
Australia	Oceania	4	4 females
New Zealand	Oceania	7	6 females; 1 male
India	Asia	2	1 male; 1 female
The Netherlands	Europe	4	2 males, 2 females
Hungary	Europe	1	1 male
Italy	Europe	1	1 female
China	Asia	1	1 female
Total	Worldwide	47	28 females; 17 males and 2 mixed CEOs/owners

Developed by author

Table 18 demonstrates the distribution of interviews with companies across the globe in percentage, highlighting that the majority of interviews were conducted in Europe and the US.

Table 18: % Distribution of interviews

Geographic Region	No. of Companies per Geographic Region	Percentage of companies per Geographic Region
Europe	18	38.30%
North America	14	29.79%
Asia	3	6.38%
Oceania	11	23.40%
Central America	1	2.13%
Total	47	100%

Developed by author

Table 19 provides an overview of when the firms were founded to indicate whether the SF movement may be related to the Rana Plaza incident in 2013. In table 19, the companies highlighted in a light shade of grey started out as a SF business after the Rana Plaza incident. What is very surprising, is the number of firms that have an ethical foundation, but were founded before the 1990s (these are highlighted in a darker shade of grey). Five out of the eight companies interviewed that were founded before 1990 are based in Europe and four out of these five are based in Germany. This may demonstrate that companies in Europe, specifically in Germany may have a greater focus on sustainability. This aligns with existing literature discussing sustainability indicators across countries (Elkington, 1994; Wilson, Tyedmers, & Pelot, 2007). In addition, supporting the CSR literature, the number of companies founded in the late 1990s until today has been increasing exponentially. Thirty-seven out of forty-seven companies interviewed in this study were founded in the late 1990s onwards, demonstrating an increasing focus in developing businesses that have an environmental sustainability and CSR foundation.

Table 19: Company, region and year founded

Company	Founded (Year)
Company A (Canada)	2014
Company BA (US)	2008
Company BB (US)	2005
Company BC (US)	2015
Company BD (US)	2013/2014
Company BE (US)	2014
Company BF (US)	2010
Company BG (US)	2013

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Company BH (US)	2009
Company BI (US)	1992
Company BJ (US)	2011
Company BK (US)	2013
Company BL (US)	1984
Company BM (US)	1973
Company C (PRI)	2009
Company DA (GER)	1855
Company DB (GER)	1996
Company DC (GER)	2009
Company DD (GER)	1976
Company DE (GER)	1960
Company DF (GER)	1974
Company EA (UK)	2014
Company EB (UK)	2003
Company EC (UK)	2014
Company FA (SWE)	2001
Company FB (SWE)	1972
Company G (FRA)	2004
Company HA (AUS)	2011
Company HB (AUS)	2006
Company HC (AUS)	2013
Company HD (AUS)	2013
Company IA (NZ)	2009
Company IB (NZ)	2013
Company IC (NZ)	1988
Company ID (NZ)	2014
Company IE (NZ)	2008
Company IF (NZ)	2014
Company IG (NZ)	1995
Company JA (IND)	2003
Company JB (INDGER)	2012
Company KA (NET)	2000
Company KB (NET)	2013
Company KC (NET)	2012
Company KD (NET)	2010
Company L (HUN)	2000
Company M (ITA)	2000
Company N (CHIGER)	2016

*Light Grey: founded after Rana Plaza

*Darker Shade of Grey: Founded before 1990

Table 20 categorises the size of companies based on employees to further differentiate the case companies by size if necessary (European Commission, 2018).

Table 20: Company sizing chart

Company category	Staff headcount
Large	< 500
Medium	< 250
Small	< 50
Micro	< 10

Source: (European Commission, 2018)

Based on the table above, the case companies were characterised as micro, small, medium and large. Table 16 demonstrates this distribution. In addition, any memberships companies were part of, were added in the footnotes in table 16. This is because the memberships of these companies may relate to the element of social capital, which may enable companies to develop DCs at a firm level.

After providing an overview of the case companies, the following section will discuss the data analysis.

3.5.2 Data analysis – Interview and document analysis

This qualitative multiple case study (Stake, 1994) was designed to explore the role of AC in enabling DCs at a managerial level in the SF movement. As demonstrated above, this research involves multiple case studies and according to Yin (1994, p. 112), there are two stages of analysis: (a) where each case is treated as a comprehensive case in itself (within-case analysis) and (b) where the analysis attempts to see processes and outcomes that occur across cases to develop more explanations and descriptions (cross-case analysis). Since this study consists of 47 case companies, within case analyses are not included due to word limitations of the thesis. However, a case book is available upon request from the researcher, discussing the cases in more detail. A large amount of text data was collected from each case company by means of semi-structured interviews and documents. Table 21 provides an overview of the data analysis stages of my research.

Table 21: Data analysis

Data stage	Action/Output	Software/Device
Raw Data	Interview Tapes	Audio-recorder
Interview transcripts (1)	Transcribing interviews	WORD
Interview transcripts (2)	Placing transcripts into NVivo	NVivo
Data coding	Themes	WORD/NVivo
Data reduction	Themes in tables	EXCEL

Source: Developed by author

According to Baxter and Jack (2008), data collection and analysis usually occur concurrently in qualitative studies. This was also the case in this thesis. During the data collection, I made notes after the interviews to identify possible themes that developed during the interviews. In the initial stage of data collection, all interviews were audio-recorded. Then, I transcribed all interviews and selected a database (NVivo) to structure, track and analyse my findings. In addition to conducting interviews, I collected documents, which were also analysed to make the findings more robust.

Document analysis

Document analysis and observation are commonly employed in qualitative research methods. Document analysis requires that data be examined and interpreted in order to elicit meaning, gain understanding, and develop empirical knowledge (Corbin & Strauss, 2014). Using only interviews can result in overly empiricist analysis and there is important criticism on reliance on such methods (Corbin & Strauss, 2014). Furthermore, according to Yin (1994), qualitative research should include multiple sources of evidence to seek credibility for the research. To support the evidence of the interviews, document analysis was conducted in this study. A variety of documents were used for the study, including advertisements, newspapers, websites, journal articles, company memberships and certifications as well as press releases. According

to Merriam (1988), using additional sources such as documents to analyse the data can further uncover meaning and understanding of a particular research problem. My document analysis involved skimming, reading and interpretation (Bowen, 2009), relating the information to the themes and codes developed in NVivo (3.5.2). Document analysis helped to create stronger patterns of coded interviews, since the material collected, provided also independent company information (e.g. newspaper/journal articles), which were related to the themes and codes developed.

Table 22 provides an overview of the documents collected for this study.

Table 22: Document collection overview

Document type	Private/Public acquisition	Access	Number of documents
Participating company information (including company websites, social media profiles, industry-related information and publications on firm, newspapers, memberships, e.g. B Corp, Fair wear foundation reports, academic articles	Public	Online access from February 2016 to October 2016	100+
Internal organisational reports	Private	Access through company between April and September	4

Developed by author

Data analysis of data collected in this research

The type of data analysis adopted throughout research depends on the type of case study strategy. Yin (1994), describes five analysis techniques: (1) pattern matching; (2) explanation building; (3) time-series analysis; (4) logic models and (5) cross case synthesis. In addition, Stake (1995), includes two more data analysis techniques focusing on categorical aggregation and direct interpretation (Baxter & Jack, 2008). Both, Stake (1995) and Yin (1994) were used to guide the data analysis of this study. To obtain meaningful results, data analysis must be conducted in an organised way (Miles & Huberman, 1994). There is a commonly-shared

objective of identifying patterns embedded in the data (Miles and Huberman, 1994), although various techniques for conducting qualitative data analysis are documented in the literature. Turner (1981) outlined that data analysis follows a systematic process of transcript-based analysis, following a form of an iterative stage process. This analysis process entails the utilisation of both comparative methods and inductive reasoning (Lincoln and Guba, 1985).

To help organise the data collected, identify patterns and focus the data analysis to the conceptual framework, I have used NVivo to aid the data analysis of this study.

NVivo – Data analysis

The adoption of a database to analyse data collected, allowed me to improve reliability of my research. This is because I was able to track and organise data sources, such as documents, tables, photographs, notes and audio files, in a database (Baxter & Jack, 2008). The storage of data collected in these qualitative programs allowed me to build an in-depth case study database, which made searches of themes and quotes easier (Baxter & Jack, 2008). The qualitative software I have used in this study is NVivo because the software allowed me to collect, structure, organise and track data I collected. Interviews were transcribed into a Microsoft Word document and each case was kept in separate folders with its interview transcripts, observational notes, and documents. A new project was created in NVIVO10/11. The data was imported to internal sources, creating separate files of interview transcripts of responses given by research participants, company documentation, newspaper articles and excel sheets.

A few potential themes were initially identified before data collection, which were derived from the review of the literature reviewed. These themes included: awareness about societal shifts, identification of opportunities in the market, awareness of environmental issues, networks, research participants' background, adoption of AC in CSR activities, external AC influences, AC values, AC strategies, and supply chain AC. These initial themes relate to the three elements of DMCs identified in the conceptual framework and areas discussed in the literature review. Afterwards, to obtain initial codes from the data, a query was run selecting word frequencies over all Excel sheets (see also Appendix E for sample word clouds created). After having identified some themes and codes through word frequency coverage, tree map

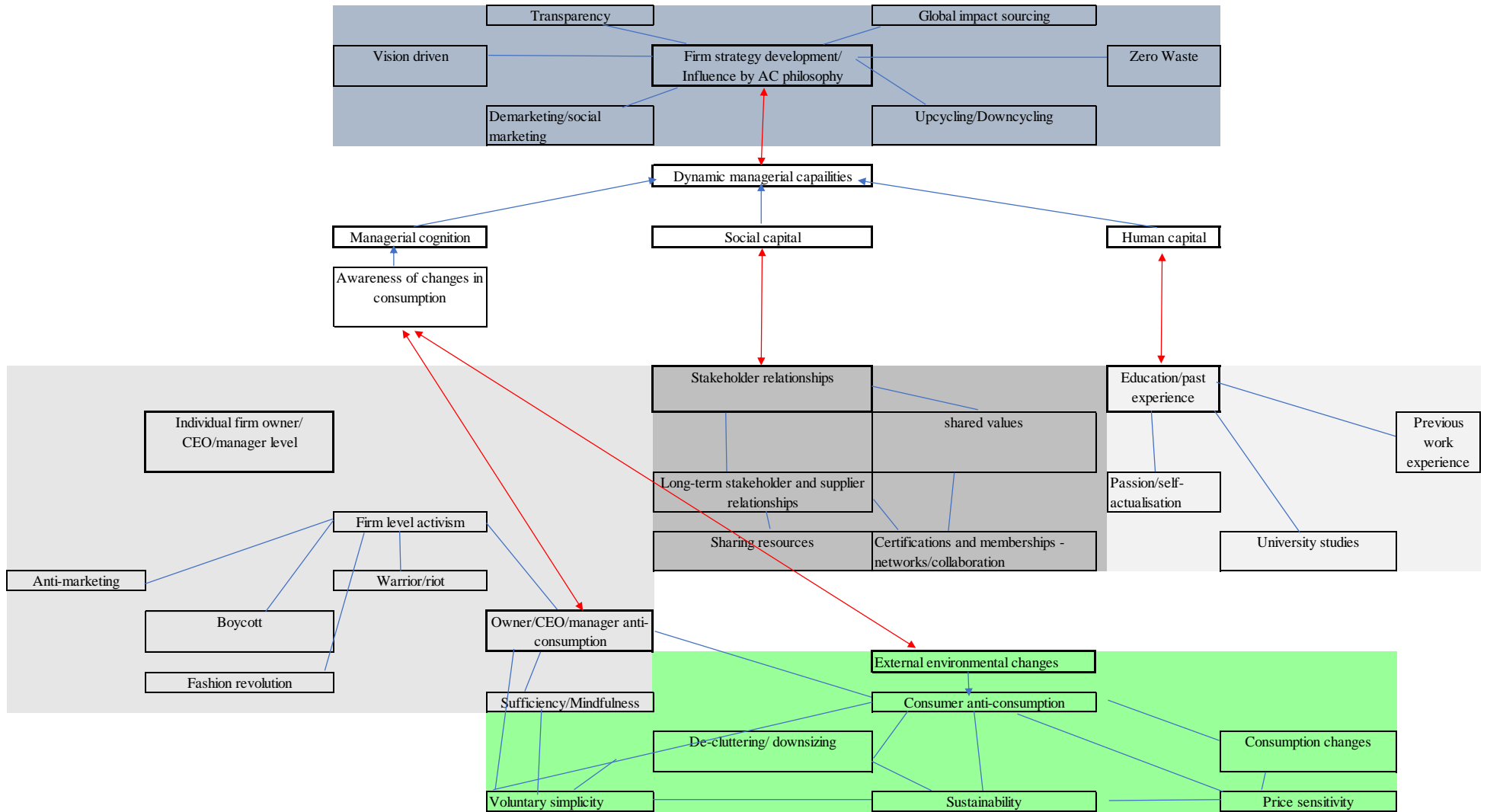
and cluster analysis, I read through each interview to identify more themes and identify examples identifying themes to provide accurate coverage of the word frequency from the original data source. Word frequency coverage and the word cloud helped to develop first codes from the primary data. After identifying initial themes, I started coding the data within NVivo10/11. The query ribbon in NVivo contains a coding option from where codes are given to parts of text, paragraphs or lines. These are also called ‘nodes’, and are the route by which coding can be undertaken. Nodes comprise of reference collections about a specific theme or area of interest in the research. Many nodes were created at the start of the coding process, but they slowly developed into a few categories. These nodes became sub-themes or sub-categories of the few main categories. To create and structure the nodes, there are options to create free nodes and tree nodes. Free nodes are new nodes or simply nodes found from the data, which are hierarchically organised. Tree nodes are treated as hierarchically-organised nodes, for example ‘supply chain anti-consumption’ is a theme and ‘avoidance of raw materials’ is its tree node in this study.

I performed coding at two levels – open and axial (Strauss & Corbin, 1990). Open codes served to reduce the largely textual data into manageable text groups. To open code the data, I initially used the six categories of items in the interview guide as ‘labels’ for the interview transcripts and field observation notes. Key phrases that I underlined in my field notes and later in the interview transcripts were included as open codes in the analysis. The process of assigning and revising codes generated 56 different codes in NVivo. I continuously checked and rechecked that the codes identified were appropriate for the concepts, and conceptual framework further developed through the literature review (Merriam, 1998). Similar themes were grouped together under the same theme to demonstrate similarities and comparisons of findings. For example, the themes ‘eco warriors’ and ‘fashion revolution’ were grouped together under the theme ‘firm activism’ because both themes indicated activist actions by firms. An overview of the themes can be found in Appendix D. I compared data with codes in order to organise ideas and highlight concepts that seemed to fit together. Codes were compared across interview transcripts and documents. To identify similarities, differences and general patterns, I asked myself questions like: “How is this text similar or different to the preceding text?”; or “What kind of ideas are mentioned in the interview statements and documents?” These questions are in line with what Miles and Huberman (1994) suggest in data analysis. While I coded the

collected data in NVivo, codes were revised, some codes removed and some developed into more focused codes/core categories. After several iterations of filtering, a finalised list of patterns was identified in the data analysis for this study. Samples of open and axial coding for this study can be found in Appendix G.

Once the data was coded in NVivo, a particular node can be searched or its occurrences in the document can be retrieved from the whole data, showing the coverage and coded or selected text from the data source. Memos were created to record my interpretations, reflections, processes and insights from journal articles or the data itself as small text linked to the nodes. This helped me to record any important information step of the analysis process or any journal article which links to particular nodes. The theme summary in figure 11 demonstrates the main areas identified in the analysis and coding process through NVivo, focusing on firm owners/CEO/manager AC, influencing cognition in combination with external influences, such as changes in consumer demand. Furthermore, the area focusing on social capital identified networks and memberships as places to share values with other likeminded people and companies. The area on human capital focused on past experiences, such as work and study experiences. Strategy development seems to demonstrate a relation to AC philosophies because companies interviewed developed strategies focusing on zero waste, demarketing, SM as well as concepts like upcycling and downcycling. These strategies demonstrate a focus on reduction of waste and materials. Thus, there could be voluntary rejection, avoidance, or reduction of materials at a firm level – demonstrating AC at a firm level.

Figure 11: Map of themes



Source: Developed by author

Learning how to use NVivo software to analyse the data was helpful in terms of data storage and being able to code the data. If I were to do the research again, I would make use of NVivo again as the software helped to organise and structure the vast amount of data I collected. In addition, NVivo made it easy to find quotes that I coded. Also, NVivo helped to reduce the data collected.

In addition to using NVivo to organise, track and identify themes, my research was also guided by the six phases of data analysis by Braun and Clarke (2006) to better structure the analysis. The six phases include: (1) familiarising with research data; (2) generating initial codes; (3) searching for themes; (4) reviewing themes; (5) defining and labelling themes and (6) reporting. Table 23 summarises the six phases of my data analysis described above.

Table 23: Stages of data analysis

Stage	Process Description
Data familiarisation	Transcription of data; In-depth review of data; Exploring initial ideas and thought
Initial coding	systematically identifying characteristics about a certain topic (open coding)
Searching for themes	Refine and regroup themes connected to topic (open and axial coding)
Reviewing final themes	Checking whether themes correlate to extracts of literature and identifying themes that newly contribute to literature (axial coding)
Reviewing, refining and labelling themes	Identifying a meta theme/core category
Reporting themes	Tabular demonstration of themes in chapter IV of this thesis

Source: Adapted from (Braun & Clarke, 2006, 2013)

Moreover, table 24 provides a data sample extract of the coding of this study.

Table 24: Sample coding

Data Extract	Coded For	Basic Theme	Organising Themes	Meta Theme
<p>Company BF (US, small, 2010): <i>“the philosophy of our brand, (...) isn’t necessarily to consume more, but we try to tell people to consume less... they (people) maybe should invest in a piece that they’re going to be able to wear for a long time”.</i></p>	<ul style="list-style-type: none"> • Promotion of AC to society 	<ul style="list-style-type: none"> • Reduce consumption 	<ul style="list-style-type: none"> • Conscious consumption • Longevity • Rebellion towards existing consumer consumption habits 	<ul style="list-style-type: none"> • Firm Activism as marketing strategy against current status quo
<p>Company BG (US, small, 2013): <i>“I was on the (Gorilla) tour, I learnt so much about how endangered they were and what people were doing that was making it worse for them. And that was the first time that my eyes really opened about sustainability ... that kind of started me on this focus on environmentalism ... I wanted my life to be a positive impact on the world.”</i></p>	<ul style="list-style-type: none"> • Sensing 	<ul style="list-style-type: none"> • Awareness of environmental problems 	<ul style="list-style-type: none"> • Sustainability • Want to become a Global Impact Consumer • Consciousness 	<ul style="list-style-type: none"> • Managerial Cognition

<p>Company BL (US, large, 1984): <i>“we want you to spend your money, we want you to buy our stuff, but we want you to buy stuff that’s going to last you a long time. And I think there is a strong value about not replacing your wardrobe every year”</i>.</p>	<ul style="list-style-type: none"> • Promotion of AC to consumers 	<ul style="list-style-type: none"> • Reduce consumption of products • Reduce over-consumption in consumers 	<ul style="list-style-type: none"> • Conscious spending of consumers • Reduction of spending on less long-lasting products • Longevity of products • Quality and value of quantity 	<ul style="list-style-type: none"> • Selective demarketing as firm strategy
<p>Company KD (NET, 2010, small): <i>“...we want to know exactly where the knitting..., dyeing..., printing..., sewing is done. We go there lots. We go to the print houses and the dye houses, and the companies that make the waistbands, and we know them all personally.”</i></p>	<ul style="list-style-type: none"> • Transparent sourcing 	<ul style="list-style-type: none"> • Knowledge about suppliers • Knowledge about own product 	<ul style="list-style-type: none"> • Transparency of process • Physical presence of company • Awareness of what suppliers do • Company impact on lives of suppliers, consumers and employees • Global Impact Sourcing as Firm Strategy 	<ul style="list-style-type: none"> • Social capital

Source: Developed by author

I used simple table formats to sort the data and make it easy to understand and to be able to develop categories and recognise interactions and relationships. The collected data was placed within an Excel worksheet; whole narratives of each category were placed under each other. This activity enabled me to identify key aspects of AC values of executive decision-makers as well as what influence external influences like AC have on the development and deployment of DCs at a managerial level. The data and themes developed demonstrate insights into managerial executive decision-maker values and beliefs, decision-making, the three elements of DMCs, and strategy development. Overall, my existing knowledge of theory and literature guided the data collection and analysis. I used numerous tables and graphs to probe a variety of theoretical relationships (Miles and Huberman 1994). Once the cross-case analysis was well underway, I reviewed theory, data, and the literature to adjust emerging construct definitions, abstraction levels, construct measures, and theoretical relationships (Essid & Berland, 2018).

The following section discusses credibility and trustworthiness of the research.

3.5.3 Rigor and credibility of research

Qualitative studies are always questioned for credibility against reliability and validity. The introduction to the concept of trustworthiness by Lincoln and Guba (1985) refers to under-investigation of the lived phenomenon, discussing whether the findings are an authentic reflection (Lincoln & Guba, 1985). When the findings reflect as closely as possible to the meanings as described by participants, it means trustworthiness (Lincoln and Guba, 1985) may be established. The development of explanations and theoretical accounts should conform closely to the observed situations, so that the theory is usable by those in the situations studied (Lincoln & Guba, 1985). The findings of this study, presented in chapter IV, reflect the meanings described by participants as closely as possible by providing direct quotes from interviews and company documents (website, internal and external reports) to ensure trustworthiness of findings.

Rigor and credibility of data can be assured through four characteristics. (1) Confirmability of research has been obtained from audio-recordings, which were transcribed. (2) Credibility can be assured through providing accurate links between findings and data collected. (3) Transferability can ensure quality of the research by detailing research assumptions that inform

the study and providing detailed descriptions. (4) Dependability can be assured by presenting the paradigm/framework that informs the study and by presenting data collection on data analysis process (Johnson, Buehring, Cassell, & Symon, 2006; Yilmaz, 2013). My research adopted all four characteristics to ensure rigor and credibility of the data collected. A detailed overview of the four characteristics in relation to this study can be found in Appendix F of this thesis.

Additionally, my research will not overlook the importance of objectivity. I am involved in the interview process and I am encouraging interviewees to tell their story (Baxter & Jack, 2008). By letting the interviewee tell their story or views on a certain topic or values they have, I, the researcher, am able to understand the interviewee's actions (Baxter & Jack, 2008). Through transcription of the interviews, I am ensuring that the data presented in this study is grounded in the data I collected. Hence, adopting a qualitative research method, such as the case study, as a research strategy, helps me to understand a phenomenon and how reality is constructed around the phenomenon.

The following section discusses researcher bias and how I have tried to avoid it.

3.5.4 Legitimacy biases in qualitative research

Two additional characteristics common to qualitative research include a generally accepted researcher bias and the reduction of data to produce meaning from the data. Qualitative researchers interpret data based on their personal experiences, training, social position, etc., hence there is a risk of researcher bias in qualitative studies (Golafshani, 2003). Indeed, it is impossible to remove oneself completely even from quantitative research, but the effort to do so is less prevalent in qualitative research than in quantitative. Any research can be biased in at least one of four forms: interviewee bias, questions, interviewers and observations. (1) Interviewee bias was avoided as the researcher tried to disregard any biased answers or comments that the researcher obtained from the participants, except in the questions that researcher needed to have the participants' personal opinions (Golafshani, 2003). To avoid any researcher's bias, interview questions were asked and designed so that they do not imply any viewpoint to the interviewees. This enabled respondents to answer the questions freely without any influence, managing any questions having researchers bias. (2) the legitimacy of the data

could be questioned because the information gathered from interviews may not be reflective of the reality (Golafshani, 2003). There is a possibility that the company responses by owners, CEOs or managers are biased. This is because the respondents may have answered in the way they did because they believed that this is what the researcher wants to hear. Attempts were made to minimise this bias by establishing a rapport with interviewees and exploring the company's public profile through newspaper articles, social media activities and website information. (3) Another legitimization threat is research bias (Chenail, 2011; Golafshani, 2003; Sinkovics, Penz, & Ghauri, 2009). Some themes were identified through the literature before data analysis. A legitimization threat can occur when the researcher does not recognise other themes. However, when the data analysis took place, I used word frequency, tree map and cluster analysis to enable me to identify additional themes, which I could have overlooked. In addition, themes were developed and reviewed throughout the analysis.

The next section discusses how the findings of the analysis are reported in chapter IV.

3.5.5 Reporting the cases

Reporting a case study can be a difficult task because of the complex nature of this approach. It is difficult to report the findings in a concise manner, and yet it is the researcher's responsibility to convert a complex phenomenon into a format that is understandable for the reader. The goal of this research is to describe the study in such a comprehensive manner as to enable the reader to feel as if they had been an active participant in the research and can determine whether or not the study findings could be applied to their own situation (Cunliffe & Alcadipani, 2016). Chapter IV of this chapter reports the findings of the analysis. The findings are reported as follows:

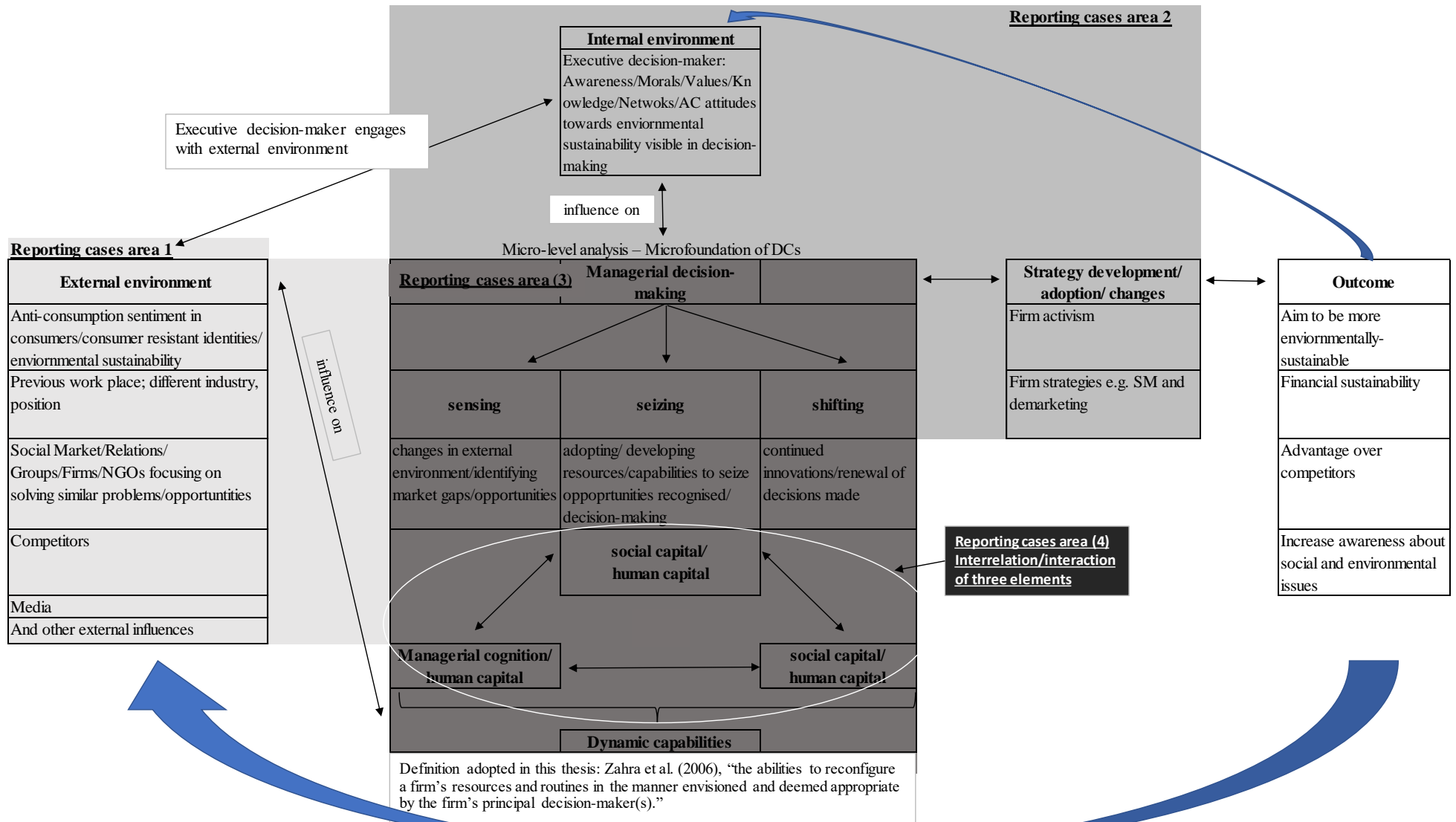
I developed a table that links the findings of the analysis to the areas identified in the conceptual framework: (1) external environmental factors; (2) internal environmental factors; (3) enablers of DMCs; (4) interrelation of elements of DMCs and link to executive decision-makers and AC. Figure 12 demonstrates the four areas. By reporting the findings through these four areas, I am able to focus the reporting of my findings and the further developed conceptual framework. Moreover, I am using tables to present sample quotes of interviewees and documents (external and internal company material) to support my findings in each one of the

four areas. In addition, the tables presented do not only provide sample quotes, but also highlight the number of companies that were identified in the data analysis to support the themes in each area. Sample quotes in the tables, presenting the core themes and categories identified in the data analysis, are presented as follows:

Each table provides a few sample quotes from companies. These sample quotes are followed by an abbreviation of the company to be able to better identify the company. This means: I am presenting the first letter to identify the country where the company is from (e.g. A = Canada; B = US). The second letter is used to distinguish the companies in one country (e.g. BA, BB, etc.). The second letter has no relation to size of company or when the company was established. Companies presented with only one letter (e.g. A or N) indicate that only one company has been interviewed in this country. An overview of the companies has been given in section 3.5.1 of this chapter. To better identify in the sample quotes to whom the statements or information belongs, I am placing behind the sample quote a bracket stating: (1) the two letters identifying the company, (2) the country the company is from, (3) the size of the company and (4) when the company was founded (e.g. A, CAN, micro, 2004). In addition, other companies identified supporting the same theme are presented after the sample quotes in the table, using only the alphabet abbreviations (e.g. BA; BB, etc.).

Following each table, which presents the themes, quotes and list of companies, a description of the findings and quotes by research participants is given. After the presentation of the findings of the analysis and the description of the findings, chapter V, discusses the findings and presents propositions developed from the findings of this thesis.

Figure 12: Highlighted areas identify the reporting of the findings



Source: Developed by author

The following section summarises chapter III.

3.6 Chapter summary

This chapter discussed the research method selected in this study, including the philosophical assumptions, case study research design, data collection techniques, sample selection as data analysis. Chapter IV presents the findings of the analysis. Table 25 provides a summary of this chapter.

Table 25: Summary chapter III

Type of research	Qualitative/ Exploratory
Research approach	Case study/abductive
Philosophical orientation	Constructivist/Interpretivist
Type of case study approach	Multiple case study (47 case companies)
Role of theory	Nascent/Emerging
Context	Slow fashion
Data collection	Semi-structured interviews and documents
Data analysis technique	NVivo/ Pattern matching

Source: Developed by author

Chapter IV

FINDINGS

After discussing and justifying the selected research method and providing details about the data analysis in this study, this chapter presents the findings of the analysis of the case companies that participated in my research. The data analysis focused on the exploration of the development and deployment of DCs at a managerial level through the context of AC at a consumer *and* firm level. The context of AC plays a central role in the presentation of the findings because I argued in the literature review that both external and internal environmental factors can influence the development and deployment of DCs at a managerial level, visible in decision-making and strategy development. The analysis of the findings provides insights into executive decision-making and strategy development as well as how DCs were enabled by firms at a managerial level, considering the three DMCs elements identified in the conceptual framework by Beck and Wiersema (2013). The following sections of this chapter provide an overview of the themes identified in the analysis. Additionally, I reveal how sensing, seizing and shifting is visible in firms in the SF movement at a micro level (managerial level). This chapter presents the findings as follows:

Section 4.1 of this chapter presents an overview of how the data is presented in this chapter. Section 4.2 describes the external influence of AC on firms, discussing executive decision-maker awareness of changes in the firms' external environment, specifically focusing on the consumer AC movement. The findings in section 4.2 demonstrate a link between external factors and managerial cognition, one of the elements of DMCs. Sample quotes from executive decision-makers and other documentation present insights into managerial cognition and sensing identified in the literature. Section 4.3 discusses the internal influence of AC at a firm level visible through executive decision-making and strategy development. In the literature review (chapter II), I discussed that AC may be visible at a managerial level through decision-making and strategy development. The analysis of findings in section 4.3 demonstrates that AC is visible at a firm level in a range of outputs, e.g. strategies, relationships, materials, manufacturing, etc. The findings revealed that AC was visible at a firm level in executive decision-maker values, philosophies, strategies and relationships along supply chains and

operations. The findings are presented in tables providing sample quotes revealing AC at a firm level in decision-making and strategy development. Moreover, section 4.3 links AC at a firm level to two DMCs elements, social and human capital. A link to social capital is revealed when the data analysis identified themes describing the value of memberships, networks, and cross-sector partnerships like business-NGO. A link to human capital is revealed when the data analysis identified themes relating to executive decision-maker educational and work experience background and how these resulted in for example the development of the business. Section 4.4 discusses the three elements of DMCs separately, revealing how managerial cognition, social capital and human capital were visible in the case companies. This section presents the findings in three separate tables (tables 34-36) with sample quotes discussing managerial cognition, social capital and human capital. The tables will demonstrate how the three elements differ and/or conform across companies. Section 4.5 describes whether all three elements are visible across case companies. Section 4.6 describes through the use of a table (1) whether and how the elements interacted and shaped one another and (2) whether the elements enable DCs at a managerial level. This section is not only important to move beyond mere description, but also because the literature states that all three elements interact. However, there has not been any empirical proof to support this argument (Beck & Wiersema, 2013). Finally, section 4.7 summarises the chapter.

4.1 Overview of data presentation

The overarching aim of this research is to explore how firms within the context of the SF movement develop and deploy DCs through managerial decision-making to address changes and challenges by exploring consumer *and* firm level AC. An understanding of the role of firm-level AC and DMCs was constructed through patterns and themes identified within the cases. In the following, Table 27 presents the main themes identified in relation to the further developed conceptual framework (Beck and Wiersema, 2013) to focus and guide the presentation of the findings. This chapter summarises cross-case findings using representative quotes. This thesis only discusses cross-case findings because of the large amount of data generated through the 47 case companies interviewed. Discussing every case in the findings section would have not been feasible, due to word count limitations. A detailed case book is available upon request from the researcher. Table 26 presents how the findings are presented.

Chapter 4 – Findings

Table 26: *Data presentation overview*

Presentation of Findings	Data Format
1. Overview of areas in conceptual framework discussed in chapter II and relation to themes identified in this study.	Table 27
2. Presentation of findings focusing on external and internal factors, which may enable DCs at a managerial level. The tables present consumer AC influence on firm decision-making and strategy development; AC at a firm level, including executive decision-maker awareness and understanding of AC, values, philosophies, strategies, supply chain demonstrating relation to AC.	Table(s) 28-33
3. Presentation of findings focusing on DMCs, specifically the visibility of elements in case companies interviewed and how differ and conform. a. managerial cognition b. social capital c. human capital	Table(s) 34-36
4. Presentation of whether firms adopted all three elements of DMCs.	Figure 13
5. Presentation of adoption of three elements by companies.	Table 37
6. Presentation of whether and how the elements interacted in firms enabling DCs.	Table 38

Source: Developed for this study

Chapter 4 – Findings

The conceptual framework in chapter II of this thesis guided the data collection and analysis. Table 27 guides the presentation of the findings by referencing the areas identified in the conceptual framework. As discussed in chapter III of this thesis, my research adopts an abductive approach, supporting and further developing the conceptual framework by Beck and Wiersema (2013) by analysing my data both, top-down and bottom-up, to match and redirect my findings with the literature. Second-order themes were developed first. These were matched with later developed first-order themes that were continuously related to the literature and conceptual framework. Table 27 has been developed as follows: The first column shows the various areas in the conceptual framework. The second column summarises the 1st-order categories, which are comprised of the main themes identified in the data analysis. In addition, the second column also indicates the position of the three elements by Teece et al., (2016). Themes identified in column two are based on themes in the third column. The third column provides the second-order themes developed from the interviews in the data analysis. The 1st order themes identified during the data analysis and presented in table 27 were: (1) firm awareness of consumer AC; (2a) firm owner, CEO, manager AC philosophies; (2b) firm owner AC execution through firm; (3) firm AC values in relationships; (4) firm adoption of AC strategies; (5) firm AC in operational decision-making; (6) managerial cognition; (7) social capital; and (8) human capital. These eight main themes were developed from sub-themes in the 2nd order category and matched with the areas in the conceptual framework (figure 8) and literature. Hence, 2nd order category themes are summarised and collapsed under 1st order category themes. The 1st order categories were matched to the areas in the further developed conceptual framework in chapter II.

Table 27: Data presentation structure based on conceptual framework

Areas in the conceptual framework	1st order categories	2nd order categories
External environmental influences on firms	(1) Firm awareness of consumer AC <i>Managerial cognition (sensing)</i> Role of industry context	1.1 Awareness and knowledge about consumers choosing not to consume 1.2 Firm awareness of consumer changes and garment factory collapse(s) 1.3 Consumer AC visibility in target consumers 1.4 Firm exposure to AC by consumers
Internal environmental influences on firm adoption of AC and strategy development	(2a) Firm owner, CEO, manager AC philosophies <i>Managerial cognition</i> (2b) Firm owner AC execution through firm <i>Strategy development and execution (Seizing and shifting – changing consumer mind-set)</i>	2.1 Personal attitude (environmental and social awareness) leading to firm owner AC philosophy 2.2 Global impact consumer/ Environmental advocate 2.3 Personal decluttering and downsizing 2.4 Firm activism 2.5 Firm owner promotion of anti-consumption to stakeholders 2.6 Anti-marketing
	(3) Firm AC values in relationships <i>Social capital (seizing)</i>	3.1 Firm AC values must align with stakeholders 3.2 Supplier relationship 3.3 Stakeholder relationship
	(4) Firm adoption of AC strategies <i>Social capital Strategy development (seizing)</i>	4.1 Social marketing 4.2 Demarketing 4.3 Local production 4.4 Global impact sourcer/manufacturer 4.5 Transparency 4.6 Upcycling/Vintage 4.7 Longevity 4.8 Quality 4.9 Co-operation/partnership with NGO/charities 4.10 Certification

	(5) Firm AC in operational decision-making <i>Social capital (shifting)</i>	5.1 Avoidance and rejection 5.2 Reduction 5.3 Zero waste 5.4 AC of suppliers
Managerial decision-making enabling the development and deployment of DMCs	(6) Managerial cognition (<i>sensing</i>)	6.1 Awareness of external changes; in the industry 6.2 Awareness of market gap; 6.3 Experiential learning about external and internal environmental influences e.g. firm owners, CEOs, and managers may educate themselves about environmental and social concerns in the fashion industry 6.4 Actor beliefs
	(7) Social capital (<i>sensing and seizing</i>)	7.1 Information sharing with communities and companies 7.2 Building relationships with local communities 7.3 Networks through organisational memberships 7.4 Building relationships with other institutions and NGOs to solve problems
	(8) Human capital (<i>sensing, seizing and shifting</i>)	8.1 Previous work experience in related field 8.2 Knowledge and education (university studies) 8.3 Past experience unrelated to current work.

Source: Developed by author

The 1st order categories 1-5 focus on the external and internal influence of AC of firms interviewed. As demonstrated in each one of these categories, there is a link to one or more of the three DMC elements, managerial cognition, social capital and human capital. This is because the themes developed during data analysis revealed a link to the three DMCs elements, which is further discussed in section 4.5/4.6 of this chapter. The 1st order categories 6-8 reveal how the three DMCs elements were visible in the interviews. The following sections present the findings of the analysis of the interviews.

4.2 The role of consumer AC in enabling DCs at a managerial level

One of the areas I aimed to explore in this research was whether firms are aware of consumer AC and whether firms choose to react through strategic change, strategy adaptations, and decision-making to address consumer AC. As discussed in the literature review of this thesis, fast fashion companies have often been exposed to consumer AC behaviour. This has been visible in form of for example boycotts against Primark (Francis, 2014) or H&M (Barr, 2018). SF companies in contrast were less exposed to consumer resistant behaviour since they appear to act more ethically. However, table 28 reveals SF executive decision-makers’ (1) awareness towards consumer AC; and (2) how some of these SF companies have been exposed to consumer AC. Table 28 describes how executive decision-makers understood and perceived consumer AC in their external environment using sample quotes and document text.

Table 28: Illustrative quotes and document text of consumer AC awareness

(1) External environmental factors - Firm awareness of consumer AC	
Theme 1.1: Firm awareness of anti-consumption movement	<p><i>“I have encountered customers that were really particular about how and where things are made. So, you probably heard about Amazon.... And there’s a lot of hate for Amazon here because they’re so big and they’re taking over every other business basically”. (BE, US, micro, 2014)</i></p> <p><i>“I definitely heard from some of our end consumers and some of our stockists as well. They have stopped buying certain brands because it’s gone offshore and that’s happened a lot recently. And a lot of the stockists I know, have really tightened their brand spectrum because they think that it’s so unique that people who are made here that they wanna support it” (IC, NZ, small, 1988)</i></p> <p>This theme was also discussed by: BG; BH; BJ; BK; BL; BM; C; HC; HD; ID, IE, IF; KC, KD; L; ID; IC; and DF.</p> <p><u>(Total 20/47)</u></p>
Theme 1.2 Awareness of consumer changes and	<p><i>I think the Rana Plaza collapse in Bangladesh was a real eye-opener for me. I had always leaned towards natural products</i></p>

<p>industry incidents such as Rana Plaza</p>	<p><i>and choices, but ethical manufacturing became really important to me after that. (IF, NZ, small, 2014)</i></p> <p><i>“The catastrophe at Rana Plaza marks a decisive point. More and more consumers want to know how, where and from whom their clothing is made. Consumer interest has increased markedly in the recent past.” (DD, GER, large, 1976)</i></p> <p><i>“On (the) ... anniversary of the Rana Plaza disaster, we’ll start by remembering its victims and raising awareness of the fashion industry’s biggest challenges. But because we want fashion to be a force for good, we’ll also be celebrating fashion and spreading excitement about the power it has to make big change happen fast.” (BH - website, US, small, 2009)</i></p> <p>This theme was also discussed by: A; BA; BB; BD; BE; BF; BH; BM; HA; G; HB; DC; EA; EC; BK; IE; KD; N; M; L; KC; JA; ID; IC; HD; FB; FA; EB; EA; and DF.</p> <p><u>(Total 32/47)</u></p>
<p>Theme 1.3: Anti-consumption visible in target customers of firm</p>	<p><i>“I think that a lot of my own customers are finding me because of their own or because they are exercising their anti-consumption attitude. And that is really trying to focus on buying locally made clothing. So, locally made is really important to them and also trying to stay away from those synthetic materials.” (A, CAN, micro, 2014)</i></p> <p><i>“We actually get some consumers, they don’t buy from us very often to not buy clothing because they are concerned with anti-consumption and yet they still come to us for those basics.” (BB, US, micro, 2005)</i></p> <p>This theme was also visible in other case companies analysed in this study, including DD; IA; JB; KA; and IB.</p> <p><u>(Total 7/47)</u></p>
<p>Theme 1.4: Firm exposure to consumer anti-consumption</p>	<p><i>“...we do get that kind of feedback (anti-consumption) sometimes, mostly from consumers involved in post growth economy discussions.” (DF, GER, large, 1974)</i></p>

	<p><i>“...we’re using leather in our collection, and therefore in our jeans we have the leather patch in the back. And I get a lot of questions from vegans, and from people who are very anti-leather.” (FA, SWE, medium, 2001)</i></p> <p>Other case companies that were describing their exposure to consumer AC discussed in this study, included: BF; KA; IB and IC.</p> <p><u>(Total 6/47)</u></p>
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Table 28 provided an overview of how AC has been understood and perceived by company owners/CEOs interviewed. As demonstrated through the quotes and the list of companies in each of the four themes, the majority of case companies interviewed was aware of consumer AC. The research participants revealed that they understood what consumer AC is and how AC is demonstrated in consumption behaviour of consumers towards the participating firm or other firms. Twenty out of forty-seven research participants, or 43%, demonstrated awareness of the consumer phenomenon by discussing how the companies perceived the phenomenon. A large majority of research participants, thirty-two out of forty-seven or 68%, was aware of external environmental changes, such as consumer demand changes or incidents like Rana Plaza. One of the case companies interviewed stated that the Rana Plaza incident is the reason why the company scrutinizes its supply chain, leading to an AC attitude of company EA in their executive decision-making towards companies along its supply chain.

“We’ve always been very aware of Rana Plaza. That’s why we scrutinise our supply chain. When I look back and see these awful photographs being taken, you know, you got to be aware that I don’t want to be a part of that.” (EA, UK, small, 2014)

Additionally, a few companies described other external factors that influenced the business, such as the government, which led these companies to make adjustments in their strategy. In the case of company BB, government influence resulted in elicited AC at a firm level.

Chapter 4 – Findings

Company BB needed to change how they advertised the fabric they used in their clothing they sold. The example is demonstrated below:

“The government has stepped in at one point where we were selling a lot of bamboo clothing. The government required us to change how we advertise bamboo. And that’s actually the reason why there’s quite a lot of blog posts, that I did, on bamboo because there was some concern or it wasn’t clear to people whether or whether not bamboo was a sustainable product.” (BB, US, micro, 2005)

Moreover, some of the research participants, seven out of forty-seven or 15%, described that anti-consumers were visible in their target market. Company BB described that some of the company’s target customers bought undergarments from company BB because these target customers had allergic reactions to non-organic under-garments. Hence, the company’s target customers demonstrated AC attitudes towards other companies, since they were unable to buy organic under-garments from other companies (Cherrier et al., 2011). This demonstrates intentional non-consumption, a form of AC discussed in the literature review (Cherrier et al., 2011). This led company BB to have a greater focus on this target market because large corporations were not catering to these particular consumers. Hence, the firm’s awareness and knowledge about this particular type of anti-consumer led the company to adopt a different strategic direction, focusing on organic fabrics. The quote below highlights this:

“Over time, what we found is, that there is a huge demand for products for people which have chemical sensitivities. I didn’t realise how prevalent that market was and we started to gear, at least not all, but a portion of our products to people that have chemical sensitivities; making sure that we have latex free options and undyed options for people with dye issues. But for some of our allergy sufferers, that 5% spandex is too much. And so, we also started sourcing things that are a 100% organic cotton that have no elastic and you can tie close and things like that”. (BB, USA, micro, 2005)

The quote above demonstrates that consumption changes in the external environment and AC behaviour of consumers have led company BB to recognise a new product category for its

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product offering, focusing on allergy sufferers as one target group of their business. Company BB's awareness of changes in their external environment enabled the company to attract and target customers that may not have chosen to buy products from the company or other companies. The quote above, describing a firm owner's awareness of external influences, also demonstrates a direct link to managerial cognition. The firm owner sensed an opportunity or a gap in the market by offering products to allergy sufferers. BB offers products that could be identified as being 'niche', as the company sells products, which are not widely available in the market.

Another firm owner also described that anti-consumers are part of their target group. The quote below highlights this:

"I think that a lot of my own customers are finding me because of their own or because they are exercising their anti-consumption attitude. And that is really trying to focus on buying locally made clothing. So, locally made is really important to them and also trying to stay away from those synthetic materials."

(A, CAN, micro, 2014)

A small group of firms, six out of forty-seven or 13%, participating in my research were exposed to AC behaviour. Even though consumer AC attitudes and behaviour, specifically in terms of resistant behaviours, were less visible in the SF movement, some participating firms were exposed to consumer AC behaviour and attitudes. Consumer resistant behaviour was visible in customer complaints aimed at the company. One of the companies interviewed discussed how a customer was outraged about the use of leather goods that the company offers.

"...I've read some emails, which are really shocking, which our team member referred to me because they feel like they want me to personally answer because the emails are either so rude, or so vicious. So, I always thank them for their input and share that I am a vegetarian that I am not a vegan but I am partially agreeing with what they're saying. That we also see it as being a grey area. I've basically continued to include leather shoes and leather belts aside from the fact that they are beautiful, but they just last forever." (IB, NZ, small, 2013)

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Company IB chose to address these consumer AC attitudes by discussing with the customer why the company uses leather products. The company understands that especially vegan customers are critical about the use of leather in products, such as clothing. However, the company explains to the customer why they choose to continue to use leather products to show the customer that the company considers the consumers' complaint and describes attributes of longevity that lead to offering leather products and accessories instead of other vegan-friendly substitutes. The company recognised consumer AC behaviour, however, chooses not to change company strategies based on consumer behaviour because the company's values are focused on longevity and the reduction of resources as displayed in the quote below:

"...we live in a closed system, which is planet Earth. Everything we do has a repercussion. So, it makes sense to be mindful about what we're putting out there into the world." (IB, NZ, small, 2013)

The quote above demonstrates that the company's values are environmentally-oriented and the company is making decisions based on these values. The quotes above also demonstrate a link to two of the three DMCs elements, managerial cognition and human capital. The firm owner recognised shifts in consumer consumption, e.g. AC behaviour of vegans, showing managerial cognition. However, the company chooses not to adjust or change the company's strategy by taking leather materials out of the product range, because the firm owner's knowledge and education about a material's long-lasting attributes led the firm owner to continue to use and sell leather over vegan-friendly options.

Moreover, some firm owners interviewed identified themselves as anti-consumers. However, some of these firm owners did not like the expression or the term AC and chose to use conscious or responsible consumption. See quotes below:

"I think it's a very misleading term. We advocate responsible consumption, not anti-consumption, because anti-consumption implies you're gonna go round naked, and that's not what we're talking about." (BM, US, large, 1973)

"I am not a big fan of the word anti." (BD, US, small, 2014)

"Not quite anti, but rather a very conscious consumer." (IA, NZ, micro, 2009)

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Company BM describes that AC has a negative annotation and hence is not as suitable to use when talking to consumers, especially when a company aims to sell and market clothes. Hence, the company prefers the term responsible consumption over AC, even though the company described the aims of responsible consumption similarly to the definition of the term AC, focusing on the reduction of consumption for environmental purposes.

Another company discussed how AC is not practiced enough by consumers in regards to living a more sustainable life. The company owner would rather see consumers buy quality over quantity and hence reverse the current consumer society.

“I have very big sorrows. Because the young people don't know how we, older people, have consumed in earlier years. They buy at Primark 2 bags filled with textiles of let's say 60 or 80 Euros. And this is unbelievable. Today they begin think, I can throw it away because it's so cheap.” (DA, GER, medium, 1855)

In summary, consumer AC identified here in the firms' external environment links back to the literature review of what is already known about consumer AC (Lee, Fernandez et al., 2009). The firm owners interviewed in this study were mostly aware and knew about the consumer phenomenon. The quotes and themes above revealed that external factors, such as consumer consumption changes as well as incidents like the Rana Plaza factory collapse can influence decision-making of executive decision-makers towards firm values and strategy adoption and development. However, consumer AC, such as consumer resistant behaviour, had a limited influence on firms in this research. This could be because of increased environmental and social consciousness of firm owners in this study. Hence, firm owners and other executive decision-makers may be able to better justify their decisions and explain to customers their choices.

Moreover, consumer AC may be less likely towards firms that already act ethically. Hence, AC attitudes and actions by firms may not only be influenced by consumer AC behaviour and external environmental incidents, but could also be based on firm owners' values that are linked to AC. However, not all companies interviewed agreed with the term AC. Even though these companies could be categorised as adopting AC in their strategies based on the definition. However, these companies prefer the term responsible or conscious consumption over AC,

since these terms do not have a negative annotation like AC does. The quotes by research participants about consumer AC and their awareness about external shifts and changes demonstrate a link to managerial cognition and human capital, two of the elements of DMCs.

The following section discusses in more detail how AC is visible in executive decision-makers interviewed.

4.3 Internal factors influencing decision-making and strategy development - AC at a firm level

I have argued in the literature that AC may be visible at a firm level in executive decision-making and strategy development. As discussed in section 4.2 external consumer AC had a limited influence on firms in the SF movement. This is because a number of executive decision-makers interviewed are anti-consumers themselves. Thus, AC is visible at a firm level in executive decision-maker beliefs and values, influencing executive decision-making strategy development. This section presents the findings of AC at a firm level, discussing executive decision-maker values, relationships, strategies and AC along the firms’ supply chain.

4.3.1 Firm AC philosophies in firm values and strategies

As discussed in the DCs and DMCs literature review, I argued that executive decision-makers hold key roles responsible for executing strategies, decision-making and the development of firm values., which may enable DCs (Barreto, 2010; Beck & Wiersema, 2013; Helfat & Martin, 2015). Moreover, I argued that AC may be visible in firm values. The conversations I had with firm owners, managers and CEOs confirms that AC is visible in executive decision-maker values and philosophies, demonstrated in table 29.

Table 29: Illustrative quotes and texts of firm owner/CEO/manager AC philosophies

(2a) Firm owner/CEO/manager anti-consumption philosophies	
Theme 2.1: Personal attitude (environmental and social awareness) leading to firm owner AC philosophy	<i>“...my business reflects my consumption patterns because I like to shop at the local farmer’s market for food. I mean food is a big one for me personally. The closer it is to my home the purer it is been grown.” (BE, US, micro, 2014)</i>

	<p><i>“I’ve always had this philosophy about clothing that one is enough, you know. So, if I were to buy like one really well-made item of clothing and I know where it’s manufactured that can last for a long time.” (BF, US, small, 2010)</i></p> <p><i>“I hate it personally to buy something that is defect after 2 years. And I don’t want to change and buy every two years something new.” (DA, GER, medium, 1855)</i></p> <p><i>“We’ve learned a lot since we opened our little online fashion boutique in 2005 with just 70 or so styles. We continue to educate ourselves about fashion, style, ethics and sustainability. Our research into new garments and manufacturers is extensive, and our verification methods have become increasingly sophisticated. Today (BB) offers more than 1200 items, each one curated to be sustainable from every point of view.” (BB, US, micro, 20015)</i></p> <p><i>“If you love jeans as much as this planet you’re at the good place here. We aim change the fashion industry, starting with the most popular piece of clothing...”(KC – website, NET, small, 2012)</i></p> <p>Other case companies that demonstrated this theme in this study, included: A; BB; BC; BE; BG;; BI BK; C; DC; DE; EA; EB; EC; G; HA; HC; IA; IB; M; KC; IG; IF; N; L; KD; KB; KA; JB; ID; HD; FB (don’t want to produce clothes that break down); and FA.</p> <p><u>(Total 35/47)</u></p>
<p>Theme: 2.2 Global Impact Consumer/ Environmental advocate</p>	<p><i>“I really really do want to help stop the environmental and social degradation that is being caused by thoughtless purchasing patterns when it comes to fashion.” (A, CAN, micro, 2014)</i></p> <p><i>KC “believes that having fun without destroying the earth and its resources is possible. As an amateur-sailor (KC) realizes how strong nature is and how the elements master you. Together with his team, (KC) transformed into an exemplary company, consistently putting circular economy principles into</i></p>

	<p><i>practice. Mastering the fashion industry on a different level.” (KC – company report, NET, small, 2012)</i></p> <p>Other participating companies discussed the theme in this study were: BH; BM; M; KC; KB; KA; IA; HB; G; and FA.</p> <p><u>(Total 11/47)</u></p>
<p>Theme 2.3: Personal decluttering downsizing and voluntary simplicity</p>	<p><i>“...in the year before I started my business, I was going through my own wardrobe and taking everything out that didn’t really drive with my own philosophy of what we should be wearing anymore. And really taking a good look at labels that I had never done before.” (A, CAN, micro, 2014)</i></p> <p><i>“I am a very very simple person. I tend to live month by month in places and have a suitcase where I pretty much live through.” (BD, US, small, 2014) (voluntary simplicity)</i></p> <p>Voluntary simplicity was also visible in the following case companies in this study: BH; N; IG; ID; IA; and EA.</p> <p><u>(Total 8/47)</u></p>

Table 29 presented quotes and material from documents and websites from case companies describing executive decision-maker AC values and philosophies. Each theme presented in the table included a list of companies that also discussed the above themes during the interviews. Thirty-five out of forty-seven, or 75% of executive decision-makers showed that environmental awareness motivated these executive decision-makers to adopt AC attitudes and behaviour. For example, a few interviewees quit their previous jobs because the values of the employer and the company did not align with the interviewees’ personal values. To better align personal with company values, the interviewees opened their own business. One example is company founder BH, who stated how disillusioned she was at her previous job because of the value discrepancies between her and the employer:

“The company I was working for was looking at lowering their prices because we were getting close to the recession and actually overlapping into the recession a little bit in 2007, 8. And they wanted to lower their prices and do away with all the sustainable sourcing.” (BH, US, small, 2009)

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Other interviewees described that they also started their own business to align personal values with firm values. Moreover, past work experiences, knowledge and awareness about the fashion industry, either through past work experience, studies at the university, knowledge gained from media or personal experiences, such as motherhood or travel, influenced how these interviewees wanted to do business. This links to one of the elements of DMCs, human capital describing the influence of past work experiences and education on decision-making and strategy development. Below are a couple of examples. Company N stated how becoming a mother influenced (1) her personal consumption patterns towards becoming an anti-consumer; as well as (2) her increased awareness about and interest in organic products.

“...when my first kid was born and I started to know was organic, you know, and then the reason why I emphasised that is, is really I think most people really start where you’re a mother, you care about environment...” (N, CHIGER, micro, 2016)

Often AC behaviour of firm owners, CEOs and managers became visible in how these firms present themselves to the public, by being a ‘role model’. The quote below presents the motivation of one company (company A) to adopt their personal AC behaviour/attitudes into firm values.

“I wanted something tangible that was something more representative of what I believe and what I want to put out into the world. My first child is a daughter and I really just wanted to be a role model for her and show her that you can create something in the world that is important to you and that is comforting you.” (A, CAN, micro, 2014)

Additionally, some research participants described that they decided to move away from the personal consumption of clothes that didn’t drive firm owner or company philosophy. Hence, AC values are visible in personal and professional life.

“...before I started my business, I was going through my own wardrobe and taking everything out that didn’t really drive with my own philosophy of what we should be wearing anymore. And really taking a good look at labels that I had never done before.” (A, CAN, micro, 2014)

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Company IG described outrage about the consumption-oriented society.

“We are currently living in a false economy where we asked to buy more things” (IG, NZ, small, 1995)

Firm owner IG above seems to be unsatisfied with the current economic system, which is based on measuring wealth in GDP. The firm owner does not seem to support the idea of having consumers consume more and more. The statement demonstrates an AC sentiment in the firm owner. Moreover, the quote could also link to firm owner views relating to the sufficiency-based economy and de-growth economy described in the economics literature (Bocken & Short, 2016; Schneider et al., 2010), focusing on reducing consumption of consumers to reduce negative environmental impacts resulting from the growth society.

Some of the classifications of anti-consumers identified by Iyer and Muncy (2009), describe also executive decision-makers and their values. For example, simplifiers were presented in the themes above. Some of the firm owners interviewed described themselves as simplifiers. Others described themselves as activists of the fashion industry by trying to disrupt the existing market through either letting employees of the firm participate in boycotts or participating in the fashion revolution. But clearly, the firm owners interviewed demonstrated simplifier and market activist actions either through individual actions or through firm actions, such as the participation in the fashion revolution.

Moreover, traveling around the world also let some company owners realise that they wanted to make a positive change in the fashion industry, visible in for example company KA.

“They stumbled upon very bad conditions in cotton farming and the textile industry. They wanted to make organic into fair fashion.” (KA, NET, small, 2000)

The quote above can also be related to executive decision-makers being environmental advocates or global impact consumers (Iyer & Muncy, 2009). Eleven out of forty-seven or 23%, described themselves as environmental advocates/global impact consumers. Eight out of forty-seven, or 17% of executive decision-makers described that they were voluntary

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simplifiers and downsized their consumption, demonstrating AC values, attitudes and behaviour. Signs of VS in research participants were for example visible in the quotes below:

“I personally don’t need so much. I was backpacking, I really don’t need so much....” (DC, GER, small, 2009)

“I am very much an anti-consumer, I think. I do not like to buy something. I only buy the very urgent things.” (DA, GER, medium, 1855)

Company DC describes that he is not purchasing a lot of products. Company owner (DA) focuses on only purchasing goods when they are needed.

In summary, executive decision-makers demonstrated AC values, attitudes and behaviour, which developed in a variety of cases from environmental concerns. These values and philosophies were visible through a number of themes identified in table 29. These AC values were influenced by executive decision-maker beliefs and values, which indicate that human capital influences decision-making and strategy development.

Following the discussion of the visibility of AC values, philosophies and attitudes of executive decision-makers, table 30 presents how AC attitudes were expressed at a firm level.

Table 30: Quotes and texts of expressions of AC values and attitudes at a firm level

(2b) Firm owner/CEO/manager AC executed at firm level	
Theme 2.4: Firm activism	<p><i>“...we’re activist in terms of hemp because for a lot of people it has these negative stereotypes that come with the negative associations related to hemp. It’s still a bit daring. We’re activists in that. We’re opening up that field of vision and education to show that the whole stereotypes around it, isn’t the whole story and it may be entirely false.”</i> (A, CAN, micro, 2014)</p> <p>BM <i>“has supported grassroots activists working to find solutions to the environmental crisis. But in this time of unprecedented threat, it’s often hard to know the best way to get involved. That’s why we’re connecting individuals with our grantees in order to take action on the most pressing issues facing the world today.”</i> (BM - website, US, large, 1973)</p>

	<p><i>“For us, sustainability is also a political issue that we campaign for with our expertise and experience. There are many areas where we as a company are directly faced with socio-political issues, such as climate change or the arrival of refugees in Germany. We would also like to take a stance on these issues, providing encouragement and motivation.” (DF – company report, GER, large, 1974)</i></p> <p>Other case companies demonstrating their focus on firm activism through disruption include: BA; BB; BD; BE; BF; BG; BH; BJ; BK; BM; BL (social leadership); C & KB (disruption of fashion calendar); DB; DC; DF; EA; EB; EC; FB (through name tags); HB; IA; IC; M; L; KC; KA; JB; IG; IF; ID; M; and IE.</p> <p><u>(Total 34/47)</u></p>
<p>Theme 2.5 Firm owner promotion of anti-consumption philosophy to stakeholders</p>	<p><i>“I’d rather see people buy less, but higher quality, better pieces that they’re not going to throw out as quickly or that don’t wear out as quickly. So, we’re on board with anti-consumption.” (BB, US, micro, 2005)</i></p> <p><i>“I think there is a strong value about not replacing your wardrobe every year, which I think some other companies would like...” (BL, US, large, 1984)</i></p> <p><i>“I want people to buy less crap stuff that has a negative impact on the environment and on people.” (IF, NZ, small, 2014)</i></p> <p>Other case companies that were promoting AC to other stakeholders in this study included: BF; BI; BG; BH; BJ; BK; BM; DE; DF; EB; EC; FB; IB; M; KC; JB; IG; G; and FA.</p> <p><u>(Total 22/47)</u></p>
<p>Theme 2.6: Anti-marketing</p>	<p><i>“...it’s all about marketing which I really hate, so I decided not to look at the marketing and just do what I thought was right.” (BI, US, micro, 1992)</i></p> <p><i>“I think Marketing is one of the worst influences in our world today. And I think a lot of the bad things that we experience</i></p>

	<p><i>today actually, in the end effect are, all come back to Marketing, because Marketing works too well in our world.”</i> <i>(DB, GER, small, 1996)</i></p> <p><u>(Total 2/47)</u></p>
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Table 30 demonstrated how AC values, philosophies and attitudes of executive decision-makers have been expressed at a firm level. I argued in the literature review that commercial organisations may engage in forms of activism to demonstrate their position towards issues that the companies support or oppose. The findings of the data analysis demonstrated that thirty-four out of forty-seven companies interviewed, or 72%, demonstrated forms of activism within the firm. Firm activism has been identified as a key theme in this study. 72% of participating companies described the business as an activist business that aimed to disrupt the fashion industry, specifically the fast fashion industry. Additionally, almost all companies interviewed were participating in the ‘fashion revolution’. The fashion revolution developed in 2013, when the Rana Plaza garment factory collapsed in Bangladesh. Fashion revolution takes places every year during the week of the 24th April, the day when the Rana Plaza factory collapsed in 2013 (Fashion Revolution, n.d.; Taplin, 2014; Rutter, Armstrong, & Cano, 2017). Fashion revolution aims to create greater transparency across firms in the fashion industry. Consumers wear their clothes inside out and ask through social media platforms “who made my clothes?”. Companies respond by demonstrating transparently who made the consumers’ clothes (Fashion Revolution, n.d.). Through participation in the fashion revolution movement, companies in the SF movement try to demonstrate to customers transparently who is working for the company and who is making the clothes. This is because companies in the fashion industry have often been unable to fully track their supply chain, and hence may not know their suppliers or who manufactures the company’s clothes (Barnes & Lea-Greenwood, 2006; Ketchen, Rebarick, Hult, & Meyer, 2008). Firms participating in the fashion revolution are revolting against sub-optimal standards in the fashion industry. Hence, a firm’s participation in this movement could be described as a form of firm activism. In addition, some firms interviewed in this study are disrupting the industry by adopting company internal standards that are reflected in for example the rules for models representing a company; or standards suppliers have to abide by. Overall, firm activism was visible through a variety of ways discussed by the research participants, including (1) participating in fashion revolution; (2)

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participating in boycotts or (3) focusing on changing consumer behaviour by leading the change in the industry and not adopting industry standards (e.g. models must eat). Below are presented a few illustrative quotes supporting the discussion above:

Fashion revolution

“We really exist to support the whole fashion revolution.” (A, CAN, micro, 2014)

Firm activism

“...we believe in activism. We actively promote activists. We have a conference every 18 months where we bring NGOs and activists in from around the world to train activists how to be more effective. And we have a policy at the company that we post bail for any employees that get arrested. If they're in protests and they go to jail, we'll bail them out. And we even have training here about how to be a protestor, you know, so you can make sure you don't hurt anybody or you don't get hurt in non-violence. And we even have a position at the company, a vice president level position for environmental activism.” (BM, US, large, 1973)

“It's like David and Goliath in a way. Sometimes, it feels like we have done so much in a year, but I question if we are getting anywhere with it? You push and you go back and you push. It's not easy. We are eco-warriors, we just got much smaller funds and limited resources to portray yourself.” (HB, AUS, micro, 2006)

Company standards

“In 2012 I decided that I didn't want to follow the traditional fashion calendar anymore, and that was 2 collections per year, Spring and Fall, and usually 30, 40 pieces per collection.” (BH, US, small, 2009)

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“We also don’t subscribe to the current industry approaches, we want models to eat.” (EA, UK, small, 2014)

Additionally, executive decision-makers described that they promoted AC to their stakeholders because company owners want consumers to buy less by purchasing goods that with better quality and timeless designs. Twenty-two out of forty-seven companies interviewed, or 47%, promoted AC to their stakeholders. This theme was often linked to executive decision-makers’ awareness about detrimental environmental effects of the industry that led them to promote AC. The quotes below demonstrate examples of the promotion of AC to stakeholders.

“We promote this (anti-consumption) through our garments (which have an statement on the inside and a tag) and through our website and social media etc.” (KA, NET, small, 2000)

“...we actively fight fast fashion through The 30 Year Collection, garments which certainly promote an anti-consumption attitude.” (EC, UK, micro, 2014)

“I would say our business is based on anti-consumption because we are not producing something with new materials. We are using existing ones. We are using resources for something else. And we find ways to reuse and redesign.” (L, HUN, small, 2000)

Furthermore, anti-marketing (being against marketing) became a theme that was described by a couple of firm owners. These executive decision-makers described marketing as a factor influencing negatively consumption patterns and increasing consumption of consumers. Hence, some companies interviewed refused to use marketing because the companies did not aim to increase consumption, but to reduce consumption by choosing quality over quantity.

In summary, the findings show a practitioner view of AC. Companies do not see AC as ‘against all consumption’ but, rather, a conscious set of choices and behaviours consumers (and firms) can make ‘against’ consuming certain businesses and certain business practices. Moreover, the findings show that AC at a firm level is visible in managerial cognition

(identifying gaps and opportunities) and human capital (knowledge and education). The following section discusses firm level AC in relationships.

4.3.2 Firm AC values in stakeholder relationships

After discussing AC values and philosophies of executive decision-makers and how these are expressed at a firm level, table 31 presents an overview of how AC at a firm level is visible in the relationships the interviewed firms have with their stakeholders.

Table 31: Firm AC values visible in relationships

(3) AC values in stakeholder relationships	
Theme 3.1: Firm AC values must align with stakeholder values	<p><i>“I think a lot of people are trying to partner with us and if it doesn’t align with our philosophy and the foundation of our brand, then we’re not going to give in to that. We’re not going to surrender into their practices, because it means a greater profit for us or because it’s getting our name out there. We don’t care about that.” (BF, US, small, 2010)</i></p> <p><i>“We are very careful however to work only with textile companies that meet our criteria.” (BC, US, small, 2015)</i></p> <p>Additional companies that were identified for the same theme were: BB; DE; BE; BG; BH; BJ; BK; BL; BM; DA; HA; HC; IA; IB; M; N; KD; KC; KB; KA; IG; JB; IF; IE; G; FA; and EC.</p> <p><i>(Total 29/47)</i></p>
Theme 3.2: Supplier relationships	<p><i>“That we can affect our suppliers, we can affect the quality of the earth that our cotton is grown in.” (BL, US, large, 1984)</i></p> <p><i>“Our vendors and collaborators are part of our family because we are all creative partners in a collective design effort that considers the entire product life cycle of every garment.” (C, PRI, micro, 2009)</i></p> <p><i>BM “travels the globe in search of the best materials for our clothing, accessories and luggage. When the best isn’t good enough to meet the need, we work closely with our suppliers to develop outstanding new fabrics.”(BM - website, US, large, 1973)</i></p>

	<p>Additional case companies that discussed their long-lasting partnerships with suppliers were: A; BA; BB; BD; BE; BF; BG; BJ; BH; BM; DA; DB; DE; DF; EA; EC; FA; G; HA; HB; HC; HD; IB; IC; L; KD; KC; KB; KA; IG; JB; IF; N; JB; IE; ID; IB; and EC.</p> <p><i>(Total, 40/47)</i></p>
<p>Theme 3.3: Stakeholder relationships</p>	<p><i>“big companies like Patagonia who are putting in a lot of research and development funding into hemp and we benefit from all of that information as well.” (A, CAN, micro, 2014)</i></p> <p><i>“I have a lot of customers who come in, they influence how I design, because they say, oh, I listen to what their problems are and then we try to resolve the problem.” (BI, US, micro, 1992)</i></p> <p><i>“We have a test kitchen on our website and we give our products a go and test or do a sample run with our customers to see whether they like it or not. So, our customers, play an important role as stakeholders for us.” (IG, NZ, small, 1995)</i></p> <p>Additional companies that focused on stakeholder relationships were: BA; BB; BD; N; L; IF; IC; IB; HD; HC; FB; EC; and EA. <i>(Total 16/47)</i></p>

Table 31 presented that firm values need to align with stakeholders the company is working with, such as suppliers. The large majority of case companies interviewed stated that they were focusing on building long-lasting relationships with their suppliers to build trust and transparency among one another. Forty out of forty-seven (85% of) companies interviewed discussed the importance of stakeholder relationships. And twenty-nine out of forty-seven (62%) companies discussed the importance for stakeholders to align with company values. The above table highlights the importance of partnerships, networks and social ties these companies are creating with stakeholders. This indicates a link to one of the three elements discussed in the DMCs literature, social capital. The research participants identify social ties as central to fulfilling the companies and executive decision-makers’ values, mission and vision. Thus, social capital could be central to the development and deployment of DCs.

The following section discusses identified AC-oriented strategies at a firm level.

4.3.3 Firm adoption of AC strategies

This sub-section focuses on discussing how AC values and philosophies at a firm level are expressed in firm strategies. Table 32 presents the various strategies companies developed and discussed in the interviews.

Table 32: Firm AC strategy

(4) Firm use of strategies based on AC philosophies	
Theme 4.1: Social marketing	<p><i>“...what we’ve been focusing on is really raising awareness in the centred idea of the importance of supporting more eco-friendly lifestyles.” (A, CAN, micro, 2014)</i></p> <p><i>“I am blogging regularly something about products, fabrics and the industry” “...we do a lot of advertising with Charities. I mean, obviously we have to advertise in places and anyway we have a budget for advertisement.” (BB, US, micro, 2005)</i></p> <p><i>“The fashion industry is one of the major polluting industries in the world. The production and distribution of cotton crops contributes to different forms of environmental pollution, including water, air, and soil pollution. Fashion is a huge industry; it employs 300 million people around the world. the production of cotton alone accounts for almost 7% of all employment in some low-income countries.” (KC – website, NET, micro, 2012)</i></p> <p>Additional case companies that have focused on educating consumers through marketing include: BA; BD; BE; BF; BG; BH; BI; BJ; BK; BL; BM; C; DA; DB; DC; DD; DE; DF; EA; EB; EC; FA; HB; HC; IA; IB; IC; IF; N; M; L; KD; KC; KA; JB; JA; IG; IE; ID; M; and G.</p> <p><u>(Total 43/47)</u></p>

<p>Theme 4.2: Demarketing</p>	<p><i>“I’m not in the business of trying like to cram my products down somebody’s throat.” (BK, US, micro, 2013)</i></p> <p><i>“...we put that headline in that ad to shock people, because it came out on Black Friday, the beginning of the biggest shopping day in the United States, here’s this ad that says, don’t buy it.” (BM, US, large, 1973)</i></p> <p><i>“...we are encouraged by, by everyone in the company to sell only what the customer really needs.” (DE, GER, small, 1960)</i></p> <p>The study identified the following case companies also incorporating demarketing strategies: DF; IB; M.</p> <p><u>(Total 6/47)</u></p>
<p>Theme 4.3: Local production</p>	<p><i>“I really wanted more control over the production and I wanted to be able to change things at the last minute, or supervise, or be able to answer questions quickly. And the only way to do that is be local.” (BH, US, small, 2009)</i></p> <p><i>“I decided to stay local. Because cotton grown in America has a lot of regulations, so it turns out that what they use for, you can’t use all the pesticides like they do overseas in America.” (BI, US, micro, 1992)</i></p> <p>Additional case companies identified to adopt a local production strategy were: A; BB; BE; BC; BJ; BK; C; DC; EA; EB; FB; HA; IC; L; IG; IE; ID; and IA.</p> <p><u>(Total 20/47)</u></p>
<p>Theme 4.4: Global impact sourcer/manufacturer</p>	<p><i>“A main influencer in strategy development with our company is being able to source and produce our products in countries that have a rich history in their technique.” (BA, US, small, 2008)</i></p>

	<p><i>“We are almost 100% vertically integrated from design to dyeing to sewing to order fulfilment – all carried out under one roof.” (BC, US, small, 2015)</i></p> <p><i>“...we’re bringing production back to the original makers. So, if you’d look into our manufacturers’ intentional relationship that we have because historically they were pioneers either in natural dying.” (BF, US, small, 2010)</i></p> <p>Additional companies that were linked to the theme were: BD; BI; BL; BM; KD; IF; IB; FA; and DF.</p> <p><u>(Total 12/47)</u></p>
<p>Theme 4.5: Transparency</p>	<p><i>“We’re lowering our profit on every single product. And they don’t have to worry about: ‘do I have a coupon? Is there a sale going on?’” (BB, US, micro, 2005)</i></p> <p><i>“The company management and CSR Team sit down together to discuss obstacles and opportunities as well as external topics and develop our stance on these topics. We also consider where and how we are both able and driven to bring the issues to the public in order to achieve change. We firmly believe that only by working together can we achieve truly sustainable solutions, which is why it is important for us to be influencers where it counts the most.” (DF – company report & website, GER, large, 1974)</i></p> <p>Transparency is also an important strategic aspect for the following case companies: BG; BC; BF; BJ; BK; BL; BM; BH; C; DD; EA; FA; FB; G; HC; IB; L; KC; KB; KA; IF; IE; ID; KD; KA; EC; and DF.</p> <p><u>(Total 28/47)</u></p>
<p>Theme 4.6: Upcycling/Vintage</p>	<p><i>“we use fabric strips to make something else out of it. And one of the things that we found with hemp is that a lot of the hemp fabrics don’t have any prints or patterns on them.” (A, CAN, micro, 2014))</i></p>

	<p><i>“as I started making things, I continued to collect, I realised that there was the whole upcycling movement. So, that was just the thing to do. It just totally resonated with me. It fulfilled my environmental recycling ethos and because I’ve always been an artist as well, it just totally fulfilled me creatively.” (IA, NZ, micro, 2009)</i></p> <p>Additional companies that were linked to the theme were: BE; BH; BK; BL; L; ID; IB; and HA.</p> <p><u>(Total 10/47)</u></p>
<p>Theme 4.7: Longevity</p>	<p><i>“We are part of a paradigm shift, redefining and tending toward quality over volume, keeping in mind that the real cost of goods also includes the price of human and environmental resources.” (BA, US, small, 2008)</i></p> <p><i>“Before I started this business something that was intriguing me about hemp was reading a story about a guy who wore hemp jeans that he had for decades and they would just never wear out the way that cotton does.” (A, CAN, micro, 2014)</i></p> <p>Longevity is also an important strategic aspect for the following case companies: BB; BC; BG; BF; BL; BM; C; DA; DB; DC; DE; EB; EC; FB; G; IC; N; L; KC; KB; IG; IE; ID; HB; HA; FA; EA; and DF.</p> <p><u>(Total 30/47)</u></p>
<p>Theme 4.8: Quality</p>	<p><i>“The moment hemp fabrics are, they feel fantastic, they have a quality and that is very unlike any of those flimsy little dresses that you buy and any of those fast fashion dresses. They have a weight to them.” (A, CAN, micro, 2014)</i></p> <p><i>“We want to provide a better quality product and make people buy quality over quantity.” (IG, NZ, small, 1995)</i></p>

	<p>Additional companies that were linked to the theme were: BB; BC; BF; BL; BM; C; DA; L; KD; KC; KB; JA; IC; FB; FA; EB; EA; and DF.</p> <p><u>(Total 20/47)</u></p>
<p>Theme 4.9: Co-operation with charities and NGOs</p>	<p><i>“I wasn’t aware that a lot of that destruction is also linked to pulp production, which either becomes fibre or paper. So I wanted to align with them (Canopy Initiative), and as a group, work for solutions.” (BG, US, small, 2013)</i></p> <p><i>“...the Clean Clothes Campaign came and knocked at our door and said so, you’ve got this code of conduct, what do you do with it. And we said actually, nothing (laugh). They said okay, that’s not enough, really. So we had big discussions with them...” (DD, GER, large, 1976)</i></p> <p>Additional case companies that used partnerships with NGOs and charities were: BE; BB; BD; BM; DA; DF; FA; G; KA; IF; ID; JB; HD; and EA.</p> <p><u>(Total 16/47)</u></p>
<p>Theme 4.10: Certifications</p>	<p><i>“I would say there was a lot of organic growth originally, but that has come to, it’s shifted now, and we’ve recently become B-Corp certified and we’re focused on the triple bottom line idea.” (BL, US, large, 1984)</i></p> <p>The following case companies also stated that they had certifications and found them valuable and important for the company to have: A; BB; BE; DA; DB; C; BM; DC; DA; DD; DF; FA; G; HB; HD; IC; KC; KA; JB; IG; IF; BD; KC; KB; KA; IB; HC; and FB.</p> <p><u>(Total 29/47)</u></p>

Table 32 described a variety of strategies adopted by the case companies interviewed. These include SM and demarketing, which were identified in the literature (Kotler & Levy, 1971;

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Dann, 2010). However, other strategies like local production, zero waste, certifications, co-operations with NGOs were identified as central themes in the data analysis. The quotes below describe some of these strategies identified in the table above and their relation to AC at a firm level.

Consumption reduction/demarketing

“I really encourage people who are working on the floor to support people in making purchases that really suit their lifestyles and that suit their body and that they feel good about it and if they’re not sure, they’ll look at something else. So, not to buy shit, if you know what I mean. Just not to buy crap that they’re not going to wear.” (IB, NZ small, 2013)

“...if we can consume less, we can manufacture things in a much more sustainable or organic means and if we can get there, it’s only gonna help the environment. If we don’t have healthy people, we don’t have a healthy economy.” (HB, AUS, micro, 2006)

“Buying less and buying more quality.” (BJ, US, small, 2012)

The quotes above describe how firms in the SF movement encourage consumers to buy less because of their environmental and social values, which are embedded within their businesses. Because of these values, companies would rather see consumers buy less (also from their own businesses), but buy higher quality clothing, which lasts longer. Demarketing was used by some companies, however, the strategy was discussed as being less favourable, because the companies did not aim to reduce their overall target market. The companies want consumers to buy better and fairer clothes, which comes at a higher price, and at the same time reduce the amount of clothing bought to reduce the environmental impact of their consumption.

Social marketing/SM

“From year to year we get more well-known. And now it starts in fashion schools and on trade fairs. These schools... invite us to hold a presentation and to give

lessons to students. This is a good way. I think through this way we can have a small influence.” (DA, GER, medium, 1855)

“...we are doing social marketing a lot. Especially, face to face to our customers every day. And I know people because of my upcycling brand. They’re from the sustainable fashion tour in Berlin and they come in and explain things, and a lot of student or school classes come in here and we tell them and educate them about what we’re doing.” (DC, GER, small, 2009)

“Social marketing is part of our strategy yes, because we want to do more than sell products. We want to bring awareness on the subject of sustainable fashion; the greater good.” (KA, NET, small, 2000)

The quotes above demonstrate that SM was a strategy that the companies interviewed adopted. For example, a couple of companies interviewed, A and DB used hemp in their products. Hemp is often stereotyped in society. Hence, there was a need for the company to invest in SM activities to educate consumers about the products. Similarly, other companies interviewed adopted SM strategies to educate consumers about fibers, why companies decided to move manufacturing overseas, or why the interviewed companies decided to become certified. Some companies also showed the ‘true cost’ movie (<https://truecostmovie.com/>), a documentary highlighting the detrimental effects of fashion on society and the environment, to customers. Other companies used public speaking, social media and video marketing to engage with and educate customers. Some of the interviewed companies used social media to talk about issues in the industry by uploading (company independent) videos and articles, discussing industry problems and innovations. Hence, SM is used beyond its current application in marketing of health-related, governmental and NGO marketing campaigns. SM is a strategy that allows companies to not only market their products, but also to educate consumers to make better and more educated purchasing decisions. SM is a strategy that seems to be more frequently used by companies in the SF movement, since these companies aim to change consumption patterns to positively impact environment and society. Thus, the strategy could be adopted to possibly influence customers to purchase products from ethical and environmentally-friendly companies.

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Another strategy that was identified in the data analysis is ‘global impact sourcers’.

Global Impact Sourcers

The classification of ‘global impact consumers’, a type of anti-consumer, was visible within the firms interviewed (Iyer & Muncy, 2009). In addition, I re-named this classification in this study to ‘global impact sourcers/manufacturers’ because firms interviewed seemed to want to make a difference specifically through their sourcing by creating fairer and more ethical working conditions. In addition, companies wanted to be more transparent in their manufacturing and sourcing. This is also visibly demonstrated in the quotes below:

“We are almost 100% vertically integrated from design to dyeing to sewing to order fulfilment – all carried out under one roof.” (BC, US, small, 2015)

“...we’re bringing production back to the original makers. So, if you’d look into our manufacturers’ intentional relationship that we have because historically they were pioneers either in natural dying.” (BF, US, small, 2010)

Similarly, to global impact consumers, the research participants aimed to reduce a negative social and environmental impact at a firm level. One of the companies (BC) stated that they are almost 100% vertically integrated, enabling the firm to reduce its environmental footprint. Company BF focuses on reducing negative social consequences by providing employment to garment manufacturers overseas that are knowledgeable about textile and garment manufacturing techniques. Some research participants aim to have a positive impact by outsourcing manufacturing to manufacturers that have been historically known to be dyers, weavers, etc. in the industry.

In summary, the strategies identified in this section are related to AC at a firm level. This is because companies may reduce consumption of consumers through these strategies. For example: (1) product quality and longevity may lead to the reduction of consumer purchases because the product the consumer has bought will last him or her for a longer period of time. Hence, there is a lower need for consumers to purchase more products. (2) Upcycling as a strategic choice does not use any virgin materials. Hence, firm owner values could be based on AC towards virgin materials or reducing waste created through existing fibers. (3)

Certifications provide customers with the security about how products are made. Hence, firm owners decide to not source materials from companies that could involve labour exploitation. Thus, certifications ensure AC of exploitative labour conditions. (4) Local production similarly to certifications, can create trust in consumers that firms avoid exploitative or unethical working conditions in off-shore factories. Hence, local production can ensure AC of firms of unknown off-shore conditions. (5) Transparency was an important key theme because the interviewed companies wanted to demonstrate company processes transparently. This is because many companies within the fashion industry cannot transparently demonstrate company processes along supply chain and within company operations (Gonzalez, 2015).

The strategies discussed above demonstrate the influence of managerial cognition, human capital and social capital because the strategies are based on decisions influenced by actor beliefs and values, the identification of a gap, work experience and education, as well as networks and social ties. Thus, it is visible that the three DMCs elements influence decision-making and strategy development across firms interviewed.

The following sub-section discusses AC in decision-making along a firm’s supply chain and operations, specifically avoidance, rejection, and reduction of suppliers and materials.

4.3.4 Firm AC along supply chain and operations

In the literature review, I argued that AC could be visible in the decision-making along a firm’s supply chain and/or operations. Table 33 presents illustrative quotes and texts that describe firm owner AC-oriented decision-making visible along the firms’ supply chain.

Table 33: Illustrative quotes and texts of AC along firm supply chain and operations

(5) AC along supply chain and operations	
Theme 5.1: Avoidance/rejection	<p><i>“...we definitely don’t use is nylon, acrylic or polyester. And that sounds like an easy choice to reject, but it isn’t because recycled polyester, recycled PET is a very big part of eco-fashion fabrics as well and some of them are great.” (A, CAN, micro, 2014)</i></p> <p><i>“...we have avoided latex elastics, which are not necessarily that bad cause it’s a</i></p>

	<p><i>natural rubber latex. It isn't so much a bad product in terms of elastics. But the number of latex allergies has been on the rise.” (BB, US, micro, 2005)</i></p> <p><i>“we refuse to source regular cotton for all the issues that we know about around the world.” (BD, US, small, 2014)</i></p> <p><i>“We try to avoid to increase waste by only focusing on materials that are already existing and giving it a new purpose.” (L, HUN, small, 2000)</i></p> <p><i>“...we are constantly evaluating new materials and re-evaluating existing ones in our quest to make the best product. Environmental assessment is a key component of our strategy and drives which materials we should celebrate, which ones we should use with caution, and which materials we should avoid altogether.” (BM – website, US, large, 1973)</i></p> <p>Other companies that actively avoided or rejected materials and products based on their values and beliefs were: BA; BC; BE; BF; BG; BH; BJ; BL; BM; KC; JB; JA; IG; IF; IE (offshore production); IB; FB; FA; EC; EA; and DF.</p> <p><u>(Total 25/47)</u></p>
<p>Theme 5.2: Reduction (e.g. waste, emissions, etc.)</p>	<p><i>“Our tight supply chain allows us to keep our carbon footprint small and waste to a minimum while connecting makers directly to the customers who wear the product.” (BC, US, small, 2015)</i></p> <p><i>“This is led by a need to reduce waste and make something new out of something that already exists and that allows us to make a quality product from.” (L, HUN, small, 2000)</i></p> <p>Other companies that actively decided to reduce the use of certain materials or waste</p>

	<p>included: A; BK; BL; BM; C; DB; KC; IG (reduce marketing efforts); HD; HB; G; FB; EB; and DF.</p> <p><i>(Total 16/47)</i></p>
Theme 5.3: Zero waste	<p><i>“...we try to be mindful in not being wasteful and reuse.” (BA, US, small, 2008)</i></p> <p><i>“Zero waste and zero impact, considered in every day operations in what we use.” (M, ITA, micro, 2009)</i></p> <p>Other companies focusing on zero waste included: BE; BH; BI; JB; JA; ID; IC; IA; HA; G (through zero stock); and EB (through made to order)</p> <p><i>(Total 13/47)</i></p>
Theme 5.4: Anti-consumption of suppliers	<p><i>“...during that year we had quality issues that could not be solved or were not solved. So we didn’t like this company now.” (KD, NET, small, 2010)</i></p> <p><i>“We are very careful about the origins of our merino wool and want complete confidence that the sheep that produce it are treated well. In Australia, there is a complex problem with mulesing, a process carried out on sheep to prevent fly infestation. That’s why we decided to not source wool from that country. Since Australia’s wool farmers can’t guarantee 100% mulesing free merino wool we decided to redirect our sourcing to the Argentinian part of Patagonia and Uruguay, where the fly in question doesn’t exist.” (FB, SWE, medium, 1969)</i></p> <p><i>(Total 2/47)</i></p>

Table 33 described avoidance, rejection and reduction of raw-materials of the interviewed firms. Avoidance, rejection and reduction are characteristics that have been discussed in the consumer AC literature (Lee, Fernandez et al., 2009). These characteristics have now been identified at a firm level. Based on the findings above, AC at a firm level is similarly expressed

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to AC at a consumer level through avoidance, rejection and reduction. These AC expressions are visible in executive decision-making along the companies' supply chain.

Some of the firms interviewed decide to avoid suppliers because the suppliers did not align with company values. Additionally, firms decided to reduce waste to a minimum, through for example zero waste patterns or using machines reducing waste as much as possible. Companies using zero waste pattern making engage in AC practices at a firm level because consumption is a process that begins with acquisition and usually ends with disposal, and then begins again with new acquisition. By reclaiming the disposal part of the consumption cycle (through for example upcycling and zero waste techniques), this company disrupts the acquisition part, and therefore they are practicing AC. Thus, companies deciding to adopt upcycling strategies to reduce waste or to not produce any waste at all, reclaim materials (Lee et al., 2011).

Firm level AC decision-making

The discussion below focuses on firm level AC in decision-making along a company's supply chain.

“We try as much as possible to avoid fabrics that we do not consider to be eco-friendly.” (BC, US, small, 2015)

“One thing that we definitely don't use is nylon, acrylic or polyester. And that sounds like an easy choice to reject, but it isn't because recycled polyester, recycled PET is a very big part of eco-fashion fabrics...” (A, CAN, micro, 2014)

“We simply reject cheap materials and shoddy production. We are trying to invoke a bygone era when more clothing was made with exquisite care and, therefore, lasted longer.” (EC, UK, micro, 2014)

In summary, AC behaviour, attitudes and values of firms are visible in a firm's operations through decisions made to avoid, reject or reduce the use of products and materials along company supply chains. Work experience and education (human capital) as well as actor beliefs, values and awareness about issues in the industry (managerial cognition) influenced the avoidance, rejection and reduction of raw-materials along a company's supply chain.

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To sum up, section 4.2 and 4.3, AC at a firm level influenced executive decision-making and strategy development. The discussion above demonstrated that AC is visible in firms in the SF movement in various forms. Executive decision-maker AC values, philosophies and behaviour were visible in firm decision-making, since firm owners aimed to create more ethical choices for consumers. Some of the companies interviewed identified partnerships with NGOs as important to create value to the firm, as well as for society and the environment. This is also in support of Nielson and Neergard's (2018) paper discussing the value of strategic partnerships between commercial businesses and NGOs. Furthermore, such relationships demonstrate the long-term commitment these firms have when working with NGOs for a better and more sustainable future for business, environment and society. Strategic alliances have become an integral component of a firm's strategy to access and acquire resources from external sources. Strategic alliances allow firms to gain access relationships, to unavailable resources and capabilities, information and knowledge (Beard & Dess, 1981; Koka & Prescott, 2008). According to Hitt, Bierman, Shimizu and Kochhar (2001), organisations are reflections of their top management. This is because managers represent a resource that is unique to the organization. Human resources have become more and more important in strategy and attaining a competitive advantage for firms (Hitt et al., 2001).

In addition, the discussion of both internal and external factors showed that all three factors of DMCs, managerial cognition, social capital and human capital influenced decision-making and strategy developing, which could have led to the possible development and deployment of DCs at a managerial level.

Managerial cognition was visible in the findings describing themes like (1) firm awareness of the consumer movement; (2) awareness of consumer changes and industry incidents such as Rana Plaza; and (3) exposure to consumer AC. Social capital was visible in the following themes discovered in the research: (1) Stakeholder and supplier relationships; (2) B Corp membership; (3) NGO and charity relationship; (4) AC of suppliers. Firm learning from environmental exposure, such as consumer AC led to changes within firm strategy, use of raw materials, etc. Also, stakeholder and supplier relationships are of great value to the firms, since all firms interviewed were focused on developing and continuing long-term relationships and partnerships with suppliers. However, if suppliers were not aligning with firm values and these

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suppliers were unwilling to change, the company dis-continued the relationship between supplier and company, demonstrating a key factor for creating and developing networks and social ties. Additionally, a variety of interviewed companies were partnering with NGOs and charities that aligned with company values. These partnerships fostered support between firm and NGO. By working with NGOs and charities, the interviewed firms were able to also improve their operations, e.g. company BL joined the Canopy initiative, which focuses on protecting forests in South East Asia, enabling the company to make more educated decisions about suppliers as well as create a network of suppliers through the initiative. Moreover, through the partnership with Canopy Initiative, BL is not allowed to use products to make clothing from unsustainable tree products. Hence, Canopy Initiative elicited AC on BL. Without the partnership the company may still use unsustainable raw-materials. Human capital was also demonstrated in the sections above, visible through discussions of executive decision-makers about their (1) past work experiences, influencing their decision to start up a business; (2) studies in fashion design and studies discussing environmental problems across industries leading interviewees to start up their own business to create change; as well as (3) work experiences in unrelated fields, such as company EA (UK, small, 2014) who was working as a broker and wanted to change her career. Thus, the three elements of DMCs were visible across all findings influencing decision-making and strategy development.

The three elements of DMCs are presented in more detail in the following section, providing illustrative quotes to support my arguments as well as to demonstrate similarities and differences across firms.

4.4 Dynamic managerial capabilities

I argued in the literature review that DMCs could be visible in the SF movement and that AC may play a role in the development and deployment of DCs. This section provides the findings for each DMCs element, demonstrating differences and similarities in the adoption of the elements.

4.4.1 Managerial cognition

Table 34 provides an overview of how managerial cognition is visible across firms in the SF movement. I have identified three elements in the literature to determine managerial cognition at a firm level in this study. Managerial cognition refers to managerial beliefs, attention, perception and mental models that serve as a basis for decision making (Helfat & Martin, 2015). The companies interviewed in this study demonstrated a high recognition and awareness of a market opportunity, which is also seen as a key entrepreneurial process (Shane & Venkataraman, 2000). Furthermore, the majority of companies interviewed identified the reasons for being were based on company owner and CEO beliefs that were in parts strongly related to AC attitudes. This was visible in the quotes that the majority of owners made in terms of reasons for opening or changing the direction/positioning of their business.

Table 34: Quotes and secondary data segments describing managerial cognition

(6) Managerial cognition	
Theme 6.1: Awareness of industry-related issues and awareness of consumers	<p><i>“I’ve been to India and I’ve seen how people live and I don’t really like that. So I mean I don’t specifically stay away from them, I just choose not to use.” (BI, US, micro, 1992)</i></p> <p><i>“I wanted to work in the fast fashion industry but there’s a lot of issues that they have large companies in the industry.” (BK, US, micro, 2013)</i></p> <p><i>“We take the most popular and dirty fashion item in the world, a pair of jeans, and produce it in a circular way without losing a timeless sense of style.” (KC - website, NET, micro, 2012)</i></p> <p>Additional case companies indicating their awareness of external influences were: A; BB; BA; BE; BD; BG; BH; BL; BM; C; DA; DB; DC; DD; DF; EA; EC; EB; FB; FA; G; HA; HB; HC; HD; IA; IE; IB; IC; ID; IF; IG; N; M; L; KD; KC; KB; KA; JB; JA;</p> <p><i>(Total 43/47)</i></p>
Theme 6.2: Awareness of market gap	<p><i>“...she first of all wasn’t really inspired by what she was finding in the marketplace.” (BL, US, large, 1984)</i></p>

	<p><i>“we entered in apparel, in doing t-shirts and shirts and blouses as well. Because this is something much more important for the people. And they buy it more often.”</i> (DA, GER, medium, 1855)</p> <p>Additional case companies that identified a market gap were: A; BB; BC; BE; BG; DD; EA; HD; N; KD;</p> <p><u>(Total 12/47)</u></p>
<p>6.3 Actor beliefs</p>	<p><i>“The direction of the company is dictated by my own beliefs. So, what I feel is though, ok my profitability could be higher, if I made it in developing regions and if I’d use cheaper fabric and I did all these things that companies do. I could make better profits without doubt, I could do that. But I choose not to.”</i> (EA, UK, small, 2014)</p> <p><i>We are gonna do things that align with our foundation, it’s gonna align with our beliefs and what we place into the centre of our company. Often times, we reject things. We also get a lot of times people trying to partner with us and marketing factories or organic materials or something like that, and honestly, we’re at a point at our business, we’re not necessarily concerned with that.</i> (BF, US, small, 2010)</p> <p>Additional companies that linked actor beliefs to decision-making and strategy development were: A; BM; EC; IB; IF; BD; BH; BL; BJ; DA; DB; DE; HB; IG; JA; KA; KB; KC; M</p> <p><u>(Total 21/47)</u></p>

Table 34 described how managerial cognition was visible in the case companies. The vast majority of companies interviewed (forty-three out of forty-seven or 91%) demonstrated awareness about changes in their external environment. Below are just a few selected examples, but the awareness and recognition of company CEOs and owners is visible throughout the findings.

“...the production was only fabrics, raw fabrics from medical and technical uses and we had a few big customers, less than 10 I think, and the business was not bad at that time, but then the wall fell and the dividing of the world in two parts was finished. And for me it was clear that our position at this time was not good.” (DA, GER, medium, 1855)

“I felt like, in my job, I wasn’t really improving the world. I wasn’t following my own values. So, I kind of looked around and decided the best way to go is to sell what I had been looking for and what I had trouble finding. I just knew I wanted to wear clothing that was more eco-friendly and that I wanted to do something with my life that was more environmentally-sustainable.” (BB, US, micro, 2005)

“I felt there was a gap for garments made ethically and sustainability that also offered comparable or superior functionality and were style led.” (BC, US, small, 2015)

“...travelled the world during one year to audit big international firms on their sustainable engagement. They were very disappointed seeing the gap between talks and acts.” (G, FRA, small, 2004)

“...there’s been a massive change in the industry, since 2013 really, due to the Rana Plaza incident. And also, because of online and because of social media...So, everything’s changed so much, you know, consumers, retailers.” (HB, AUS, micro, 2006)

According to Kirzner (1997), firm owners in this thesis may have recognised opportunities through their entrepreneurial alertness. The company owners recognised gaps or opportunities in the market through their personal exposure, either by working in the industry, reading or hearing about issues in the industry in the News (e.g. on TV, newspaper), while studying or through their experience wearing clothes in the workplace (Andersson & Evers, 2015; Shane & Venkataraman, 2000). Opportunity recognition depends on entrepreneur attributes including: (1) prior knowledge (Kirzner 1997; Shane & Venkataraman, 2000), and (2) entrepreneurial marketing seeking behaviour and alertness (Kirzner 1997; Shane &

Venkataraman, 2000; Andersson & Evers, 2015). These attributes are visible in the firms interviewed in this study. Furthermore, opportunity recognition was not only based on domestic changes in the industry, but international awareness of industry disruptions, such as the Rana Plaza factory collapse. According to Andersson and Evers (2015) and Jones et al. (2011), international contexts can influence opportunity recognition of entrepreneurs. Furthermore, some entrepreneurial companies have created, defined, discovered and exploited opportunities ahead of rivals (Hamel & Prahalad, 1994). The companies interviewed have decided to work with and offer customers different fibers that fast fashion companies have mostly disregarded up to this point. Thus, the opportunity recognition of these CEOs and owners allowed them to create value for their business venture by developing a niche market for their business (Zahra et al., 2006). Manager and owner beliefs influenced firm strategy, decision-making and operations of the firms in the SF movement, demonstrating that perceptions and managerial decisions may be affected by cognition (Andersson & Evers, 2015; Eggers & Kaplan, 2013). The following section provides an overview of the findings relating to the second factor of DMCs, social capital.

4.4.2 Social capital

Social capital refers to the development of social networks and relationships internally and externally (Ozgen and Baron 2007; Helfat & Martin, 2015). Illustrative quotes present how social capital was visible in interviews and document text. Table 35 provides an overview of themes, quotes and companies identified, demonstrating social capital.

Table 35: Quotes and secondary data text describing social capital

(7) Social capital	
Theme 7.1: Information sharing with communities and companies	<p><i>“I’m happy if other people want to order the same fabric. I’m not threatened, I used to maybe be but I’m not threatened from a design level because I know I can come up with something different... if they want to work with the same sewers that’s great, because those sewers need work and should be working all the time, so that’s really good.” (BH, US, small, 2009)</i></p> <p><i>“Slow-fashion movement is much more collaborative group than the competitive group of fast fashion. in this very small eco-fashion niche, it’s more, very much more</i></p>

	<p><i>collaborative. And when one wins we're all winning. It's still such a new field and there's still space for everyone and yeah so we all benefit from each other.</i>" (A, CAN, micro, 2014)</p> <p>Additional case companies describing the theme were: BB; BJ; BD; BF; BM; C; DD; DE; HA; HB; IA; N; M; KC; IF; ID; M; L; KA; JB; EA</p> <p><u>(Total 23/47)</u></p>
<p>Theme 7.2: Building relationships with local communities</p>	<p><i>"...we are organising these mending workshops. So, we bring in people and show them how to mend their sweaters, cause there are not really the resources out there for people to mend their own clothes if they wanted to."</i> (BJ, US, small, 2012)</p> <p>Additional case companies describing the theme were: BA; BB; BE; BG; BM; BD; DA; DD; EB; FB; N; M; L; IF; ID; KC; KD; JB; IE; IB; IA; HB; EB</p> <p><u>Total (24/47)</u></p>
<p>Theme 7.3: Networks through organisational memberships</p>	<p><i>"There's the forum for women entrepreneurs here in Vancouver, which is a fantastic organisation. And there's lots of small business organisations that you can tap into or for skilled development and that kind of thing...it influences me, in terms of resiliency and problem solving"</i> (A, CAN, micro, 2014)</p> <p>A variety of companies used networks they had access to through memberships of the fair wear foundation and B Corp, allowing these companies to gain access to information and mentors/other companies that enabled them to share information. These case companies were: BL; BD; BM; DB; DD; EB; G; HC; IB; KC; BH; KB; EB</p> <p><u>(Total 14/47)</u></p>
<p>Theme 7.4: Building relationships with other institutions and NGOs to solve problems</p>	<p><i>"...most companies when you discover something like that, the first thing you go, is oh my god we've gotta hide this until we can try and, you know, do something about it. We kind of did the opposite. We go, well we're gonna do everything we can to fix this and let's, you know, talk to people about it and maybe we can get some help. So we, you know, we went public about it, we went to the Taiwanese government, we openly told them what the issues were. We went to NGOs. We got</i></p>

	<p><i>other people to partner with us and eventually with those stakeholder engagements, we started to find solutions.” (BM, US, large, 1973)</i></p> <p><i>“...we co-founded the sustainable apparel coalition to develop standardised tools to measure the impacts both environmental and social and labour impacts through, in the factories, through the supply chain.” (BM, US, large, 1973)</i></p> <p>Additional case companies that used relationships with NGOs to solve social and environmental problems were: BD; BC; BG; DC; DF; EC; FA; HD; KA; IC; IF; ID; KA; G</p> <p><i>(Total 15/47)</i></p>
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The majority of research participants in this study stated their involvement in organisational groups or memberships allowed them to benefit from shared resources, information and knowledge that these companies wouldn't have been able to receive if they wouldn't be part of these organisations (see themes 7.1-7.4 in table 35 above). The selected quotes below present SF firms increased willingness to become certified and be part of a community of firms supporting one another. In addition, firms in the SF movement are eager to demonstrate transparency of organisational practices to the public.

“...everything's changed so much, you know, consumers, retailers. It's like a global community now rather than you just sell to the people around you.” (HB, AUS, micro, 2006)

“Our organic cotton clothes are made using GOTS-certified cotton. The GOTS (Global Organic Textile Standard) is the world's leading standard for the production process for organic textiles. They guarantee the entire production process for responsibly grown cotton, including the environmental and social aspects of cultivation.” (KB, NET, small, 2013)

“...that change can only happen by sharing information. So, yeah anyone that's moving forward in hemp in particular we benefit from that in not having to spend the money ourselves in research and development. Slow-fashion movement is

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much more collaborative group than the competitive group of fast fashion.” (A, CAN, micro, 2014)

“...all of Indonesia is now audited by the fair wear foundation. All of our audits are online as well. And we ask them to invest in new technologies that are better. So, yes we choose like that.” (KC, NET, micro, 2012)

“...we’ve recently become B-Corp certified and we’re focused on the triple bottom line idea of people, planet, profit.” (BL, US, large, 1984)

“...and the community, as soon as we began the B Corp, everybody from, you know, other B Corps in Sydney, you know, they have drinks where they meet up once a month and you can organise to support each other. You know, everybody’s just been fantastic.” (HC, AUS, micro, 2013)

The companies interviewed state that being a member in the fair wear foundation or B Corp or being certified enabled them to access information and resources they weren’t able to access before they were certified or became a member at one of these organisations. In addition, these membership establishments organised networking events, allowing company owners to meet and network, build relationships with other companies, which is very unique for a highly competitive and quickly changing industry, such as the fashion industry.

“...we are also a B-Corp. Doing something good for society, environment and community. This is the whole idea behind the company. When B-Corp first came along it was exactly spot on what we were aiming for.” (KC, NET, micro, 2012)

The ability to access information, resources and gain support (financially/or mentor) through memberships and being certified, enabled the companies interviewed to learn or overcome hurdles, but also to build relationships with other companies that shared resources and information with the companies interviewed (Helfat & Martin, 2015). Thus, social capital was an essential element for the companies interviewed to access information and resources, but also to gain support from companies and other organisations in the industry. Social capital played a central role in decision-making and strategy development

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The following section discusses the last factor of DMCs enabling DCs discussed in the literature review, human capital.

4.4.3 Human capital

Human capital refers to the education and knowledge gained from for example personal or work experience (Helfat & Martin, 2015). A number of firm owners decided to start their business not only because of their awareness of societal and environmental factors influencing negatively the fashion industry, but also because of their education and work experience in the industry. Table 36 presents illustrative quotes and document text in relation to human capital.

Table 36: Quotes and secondary data text describing human capital

(8) Human capital	
Theme 8.1: Previous work experience	<p><i>“I had worked for someone who was in the sustainable niche previously, and she closed her business down. After having seen that it is possible to do something in a sustainable manner, within the fashion manufacturing realm, I guess I was having a difficult time reconciling my ethical code.” (BG, US, small, 2013)</i></p> <p><i>“I was becoming more and more disillusioned. The company I was working for was looking at lowering their prices because we were getting close to the recession and actually overlapping into the recession a little bit in 2007, 8. And they wanted to lower their prices and do away with all the sustainable sourcing.” (BH, US, small, 2009)</i></p> <p>Additional case companies describing work experience leading them to change careers, etc. are: BI; BC; BE; BJ; BK; C; DA; EA; EB; HB; HC; M; KD; KC; KA; JB; IG; JA; IE; IC; IA; FA; EC; DE</p> <p><i>(Total 26/47)</i></p>
Theme 8.2: Knowledge and education (university studies)	<p><i>“I started learning about production in New York, and how important it was, and the history of manufacturing in New York in general. And then I realised how I wanted to actually develop the brand here.” (BH, US, small, 2009)</i></p>

	<p><i>“once I started learning about organic materials or sustainable materials and the key influences on the supply chain like forced labour and underpaid work, you know, around the world, it was impossible for me to pretend like I didn’t know that and not work sustainably.” (BH, US, small, 2009)</i></p> <p><i>“because people do rationalise it a lot and it really bothers me that they say ‘well their being paid fairly for their environment’, but you know, what kind of environment is that if you’re living on the street or in a hut with no running water and no facilities? So that was a really big factor for me.” (BI, US, micro, 1992)</i></p> <p>A variety of case companies discussed knowledge and education: BA; BE; BM; C; DC; DD; DF; BD; BG; EB; G; HA; HB; HD; IB; N; M; L; JB; IF; ID; IG; FB; EC; EB</p> <p><i>(Total 27/47)</i></p>
<p>Theme 8.3: Past experiences that are not work related</p>	<p><i>“I remember having these 5 shirts, which didn’t crease and I wore them all the time. It was an identical shirt, just different colors and I roll them up like a ball and when I rolled them out afterwards they were fine. we tried to create something like that. We actually found one fabric, which is amazing.” (EA, UK, small, 2014)</i></p> <p>Additional case companies describing past experiences were: A; BB; BL; BM; BG; DB; HB; HC; KB; JA; BF; KD; JB; IG; FA</p> <p><i>(Total 16/47)</i></p>

Table 36 presented various forms of human capital that enabled these firms to build a business. These themes were identified in the human capital literature and were also visible in the interviews conducted with the research participants. Half of the companies interviewed (twenty-six out of forty-seven or 55%) had work experience in the industry through previous work and employment.

More than half of the research participants studied fashion design at university (twenty-seven out of forty-seven or 57%). In addition, some research participants demonstrated both, work

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experience in the industry and studied fashion design at university (seventeen out of forty-seven or 36%). However, there was also a fair amount of company founders/CEOs and managers that did not study fashion design at university and did not have any work experience in the industry. Some of the company founders/CEOs/managers interviewed came from completely different areas, some studied engineering, and some were in banking. Below are a few selected quotes demonstrating how work, education and personal experiences influenced the start of the business.

“I started in the fashion industry 10 or 12 years prior to opening the Study, working for a variety of other companies, from denim to some High Street fashion, and mass market fashion. I was becoming more and more disillusioned. The company I was working for was looking at lowering their prices because we were getting close to the recession and actually overlapping into the recession a little bit in 2007, 8. And they wanted to lower their prices and do away with all the sustainable sourcing.” (BH, US, small, 2009)

“I was top ranked in two despaired sectors in two surveys for 2 years. And I thought, that’s it, no one has ever done that and I thought that might be as high as I can get. And my boss once said, getting to the top is one thing but staying there is completely different and I kind of thought, I felt like I’ve done it and I thought of doing something else. I didn’t want to carry on doing what I was doing.” (EA, UK, small, 2014)

“During my MA, I became interested in the idea of design sustainability and how that would, what that could look like in terms of fashion. And this was 2002, 2003, there wasn’t a lot of discussion about those kind of things then.” (EB, UK, micro, 2003))

“I decided to start a business that was based on I guess the UN human development goals and my own sustainable and personal development goals. So, I started as that, like a living thesis and development and how can we run business, which is basically considering the whole story of people involved, the planetary processes involved.” (IB, NZ, small, 2013)

“I have been in the textile industry for 30 years. I sold the company 4 years ago. then I decided to do fashion within a more sustainable way. So, with all the knowledge and experience I had I thought it would be clever to see if we could change the fashion industry.” (KC, NET, micro, 2012)

The selected quotes above presented how education, work experience and personal experience led them to decide to start up a business that was better aligned with firm owner’s personal values. After discussing each element of DMCs separately; how the elements were visible in firms and how the elements influenced decision-making and strategy development in firms, the next section presents an overview of whether all companies interviewed combined all three elements in their decision-making and strategy development as well as whether and if these factors may have interacted and shaped one another, contributing to development and deployment of DCs. Up to this point, no empirical study has analysed all three factors in one study, nor has the interrelationship between these factors been studied. Hence, the presentation of the adoption of the three factors in firms will contribute to theory building and knowledge.

In summary, the themes identified for managerial cognition, social capital and human capital demonstrated similarities and differences. Some of the themes discussed were similar across companies. However, how the different companies adopted each element was unique. There was not one company that adopted the three elements in the same way as another company. Thus, the three elements demonstrated similarities, however, how the three elements were adopted by companies and how they influenced decision-making and strategy development in companies was different.

4.5 Adoption of DMCs elements in companies

Figure 13 presents the firms interviewed and their combination of DMCs elements. The themes identified in each sub-section 4.4 have been combined under the three main themes of DMCs, managerial cognition, social capital and human capital. This is because some companies demonstrated that they combined more than one sub-theme describing the main DMCs theme, managerial cognition, social capital and human capital. For example, companies described that they have past experience in the fashion industry and studied fashion design, demonstrating two themes of the main theme, human capital. Below are summarised the companies that

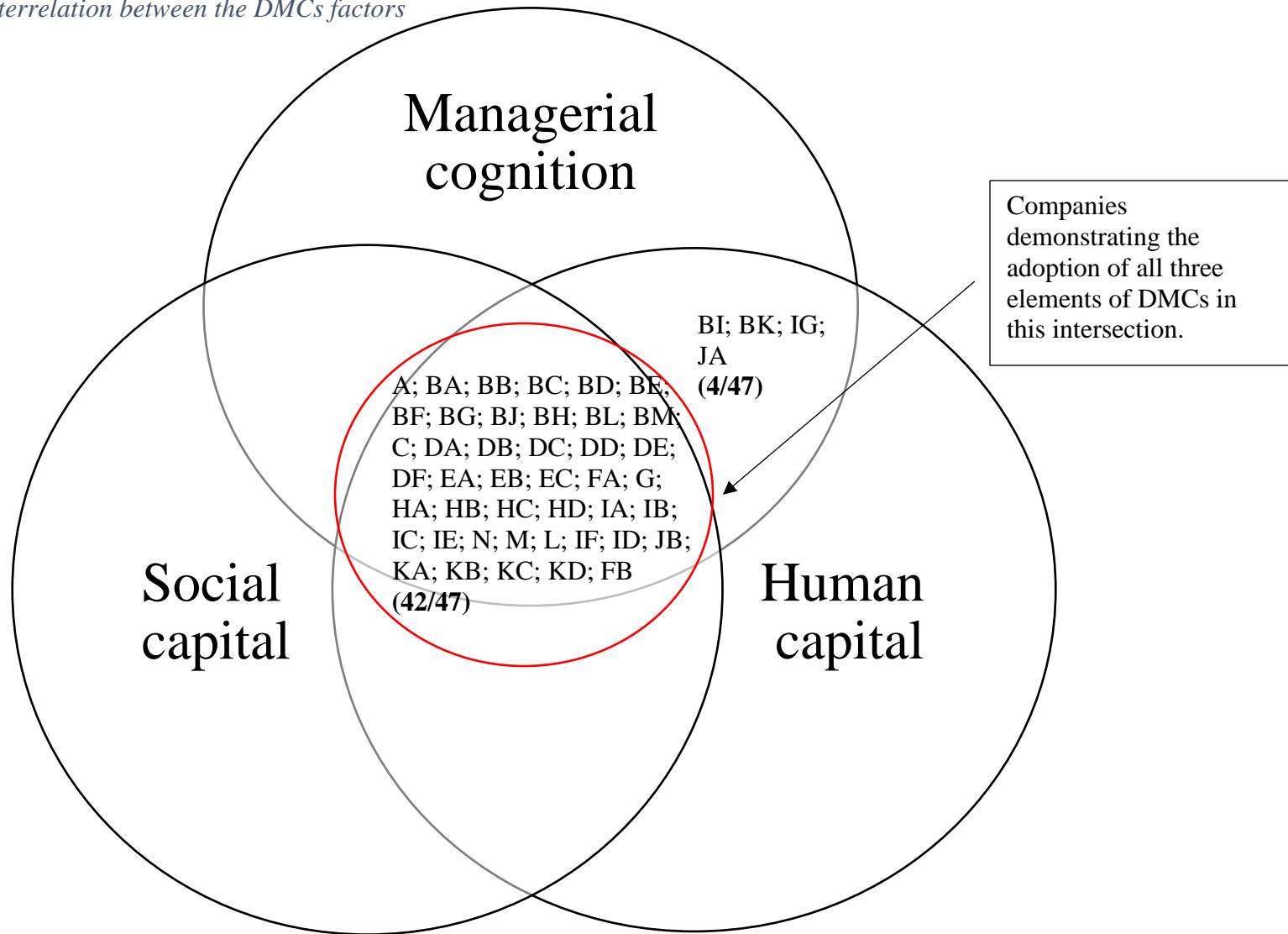
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demonstrated managerial cognition, social capital and human capital in their interviews. I have first listed them separately to demonstrate whether all companies revealed the adoption of the three elements of DMCs.

Companies that demonstrated managerial cognition were the following: A; BA; BB; BC; BD; BE; BF; BG; BH; BJ; BI; BK; BL; BM; C; DA; DB; DC; DD; DE; DF; EA; EB; EC; FA; FB; G; HB; HD; HA; HC; IA; IB; IC; IG; IF; ID; IE; N; M; L; KD; KC; KB; KA; JB; JA. A total of 47/47 companies. Companies demonstrating social capital in the interview discussions were: A; BA; BB; BC; BD; BE; BF; BG; BH; BJ; BL; BM; C; DA; DB; DC; DD; DE; DF; EA; EB; EC; FA; FB; G; HA; HB; HC; HD; IA; IB; IC; IF; ID; IE; JB; KA; KB; KC; KD; N; M; L. A total of 43/47. And companies describing the element of human capital in interviews were: A; BA; BB; BC; BD; BE; BF; BG; BH; BI; BJ; BK; BL; BM; C; DA; DB; DC; DD; DE; DF; EA; EB; EC; FA; FB; G; HA; HB; HC; HD; IB; IE; IC; IA; IG; IF; ID; JA; JB; KD; KC; KA; KB; M; N; L. A total of 47/47.

The lists of companies above for the three elements demonstrate that all companies demonstrated forms of managerial cognition and human capital in the analysis. However, only forty-three out of forty-seven companies demonstrated the adoption of the element of social capital in the analysis. This implies that four companies did not adopt the element of social capital. Through figure 13, I am able identify and present which companies have adopted all three elements and which companies have not adopted social capital. This will help to provide possible reasons or motivations why these companies have not demonstrated any adoption of social capital in their business.

Figure 13: Interrelation between the DMCs factors



Source: Developed by author

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Figure 13 above shows that forty-two out of forty-seven companies interviewed demonstrated all three elements, managerial cognition, social capital and human capital, in the analysis. Four out of forty-seven companies demonstrated two of the three elements being managerial cognition and human capital. The companies demonstrating only the two out of the three are: BI (US, micro, 1992); BK (US, micro, 2013); IG (NZ, small, 1995); and JA (IND, small, 2003). All four companies are micro- and small-sized companies. The four companies identified did not describe any social ties or networks that they developed with other organisations. However, this may not necessarily imply that these companies do not have any social networks or ties. No question in the interview specifically asked about social ties or networks, thus the companies may not have identified social networks or ties as a major influential factor to the business. Moreover, the size of the companies could provide a reason why these firms have not developed any social ties or networks. The companies are very small and may focus more on making and selling clothing instead of networking with other companies (Wu, 2008).

The following section presents whether the three DMCs elements demonstrated any interaction within the companies interviewed.

4.6 Interaction of DMCs elements

Table 37 presents a sample of companies that demonstrated all three DMCs elements. The table described each element and explains possible interactions between the elements, which enable the firm to strategise and make decisions. A complete overview of the interactions of all companies interviewed can be found in Appendix H.

Table 37: Interaction between DMC elements

	Managerial Cognition	Social Capital	Human Capital	Interaction between the three elements
Company A (CAN)	<ul style="list-style-type: none"> →Lack of availability and access to organic clothes →Identification of gap in the market →Environmentally-oriented beliefs 	<ul style="list-style-type: none"> →Forum for women entrepreneurs →Other companies sharing resources, innovations and information 	<ul style="list-style-type: none"> →Education/ knowledge about sustainable products e.g. awareness of fashion revolution 	<p>It is visible through the descriptions in the interview that company A demonstrates an interaction between human capital and managerial cognition. This is because the aspects discussed in this study are closely related. Through education a company may identify a gap. Or a gap may be identified by the company, thus the firm owner educated him or herself more about the topic. In addition, through personal education about the gap, the company may come across resources and information other companies share with one another. Thus, there is interaction enhancing decision-making and strategy development.</p>
Company BA (US)	<ul style="list-style-type: none"> →Changes in society towards sustainability - →Sustainability values of owner →Focus on continued innovation 	<ul style="list-style-type: none"> →Reinvest in the artisans communities by buying them weaving looms, sewing machines, jewelry making tools and allowing them to do work at their own pace. 	<ul style="list-style-type: none"> →Knowledge about other industries that move similarly towards sustainability - slow food 	<p>Managerial cognition and human capital seem to be closely related as well, demonstrating overlaps and understanding of changes. Through the knowledge the company owner has, the company reinvested in artisan communities. Thus, there is a link and interaction between all three elements visible.</p>

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<p>Company BG (US)</p>	<p>→Changes in consumption values →Awareness of environmental and social destruction →Lack of availability of organic products</p>	<p>→Membership in an organisation →Long-term supplier relationships →Suppliers must align with values →NGO partnerships to find solutions to environmental and social solutions</p>	<p>→Education of owner through university studies and work experience</p>	<p>Managerial cognition and human capital seem to benefit from one another, because firm owner education and work experience lead to awareness about gap in the market as well as the knowledge about the destruction in the industry. Knowledge and awareness had a direct influence on the partnerships the company developed as the partners should align with company values. Furthermore, NGOs partnerships has enabled the firm to learn more about environmental and social problems of the industry. Thus, the three elements have shaped one another.</p>
<p>Company BM (US)</p>	<p>→Awareness of environmental problems. →Problems with growth economy</p>	<p>→Membership in organisations such as →B Corp. →Long-term supplier relationships →Partnerships with NGOs →Investment in charities</p>	<p>→Past experience not industry related</p>	<p>Similar to the description in company BG – all three elements are shaping and interacting. NGOs are not only influencing the firms to make changes in their operations. NGOs provide the companies also with insights on the industry, enabling the companies to learn from the NGO and to be aware of other external factors influencing the businesses.</p>
<p>Company DD (GER)</p>	<p>→Personal beliefs influenced by motherhood leading to the idea of developing chemical free products →Awareness of increased number of competitors after Rana Plaza</p>	<p>→Partnership with NGOs to solve social and environmental problems in the industry →Member of the fair wear foundation →Sharing knowledge with suppliers and other companies</p>	<p>→Experience in the industry -- →Development of code of conduct for suppliers</p>	

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Company FB (SWE)	→Knowledge about fashion industry's negative influence on the environment	→Long-term relationships with suppliers, enabling firm to increase traceability - focus also on keeping sourcing as local as possible.	→Experience in the industry - family business	Company FB also demonstrates that there is a link between managerial cognition and social capital. The areas are closely related. Moreover, knowledge about the industry's negative influence on environment could have resulted in keeping long-term suppliers because the company is aware of how the supplier operates – supplier does not need to be trained again – no additional waste production through training how new supplier has to produce products.
Company HB (AUS)	I→Industry has been changing/shifting - more competitors Awareness about environmental concerns	→People are willing to share information within slow fashion community →Government support →Certification	→Previously worked for companies in the industry	As previously discussed, there is a direct relationship between managerial cognition and human capital. This is because of the interest of firm owners in the industry. By educating oneself about the industry, firm owners can gain access to other companies sharing information, Thus, all three factors interact. Moreover, motherhood and fatherhood may also influence the interest in learning about products/fibers etc as well as who the company works with to demonstrate to future generation, specifically children the father/mother, the firm owner, is a good role model
Company IG (NZ)	→Values and beliefs towards longevity and bringing fashion back to NZ →Awareness of industry-related problems	→Long-term relationships with suppliers – certifications	→Previous work experience in hospitality →Studied for a diploma in fashion design	
Company KC (NET)	→Awareness of industry problems →Fatherhood - being a role model for children	→B Corp and Fair wear foundation; →certification →long-term relationships with suppliers →NGO collaborations	→Experience in industry through working in the industry in the past	

Source: Developed by author

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The findings demonstrated that there must be an interaction between the three elements of DMCs. The three factors influenced and shaped one another visible in decision-making and strategy development. Figure 13 demonstrates the interrelation of the three factors. Forty-three out of forty-seven companies interviewed (91%) demonstrated the number of companies that showed all three elements. The high percentage of companies adopting all three elements in their decision-making and strategy development that the three elements must support one another to achieve company aims and values. Table 37 described how the three factors interacted at a managerial level, based on the discussions with executive decision-makers in interviews. The descriptions above demonstrated that the three elements enriched executive decision-making and strategy development because all elements influence one another and demonstrate how the companies make decisions and develop strategies. Moreover, table 38 highlights that there must be strong link between human capital and managerial capital because both elements complement one another leading to the identification and development of suitable social ties and networks that align with company aims and values. Overall, there was a strong interrelation and interaction across the three elements supporting the conceptual discussion in the existing literature on DMCs.

The next section provides a summary of chapter IV.

4.7 Chapter summary

This chapter presented the analysis of the data from the interviews conducted with companies in the SF movement. The data was presented through various tables highlighting findings through description and illustrative quotes to demonstrate external AC influence on firms, internal AC influence of executive decision-makers on decision-making and strategy development in enabling DCs. I have demonstrated how the three elements of DMCs are visible across firms and themes discussed. Anti-consumption attitudes and values were visible across executive decision-makers interviewed influencing decision-making and strategy development. Thus, influencing the development and deployment of DCs at a managerial level. I have discussed the three elements of DMCs individually and interrelated them with one another to see whether and how companies demonstrated the three elements. The findings demonstrated that the three factors of DMCs can fully interrelate.

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Overall, the findings showed that AC behaviour and attitudes are visible within firms. Furthermore, firm owners had an increased awareness of external factors that influenced firm-level AC within the firms visible in strategy, decision-making and operations. AC (visible in consumer and firm owner) played a role in the adoption and expression of DMCs. AC attitudes were increasingly visible across firms in their decision-making to start their businesses. The companies interviewed in this research adopted strategies based on firm owner values. These values were developed in parts through external macro-environmental factors, such as Rana Plaza, boycotts of fashion companies, etc. The firm owners' increased external awareness allowed them to quickly adopt to external changes whether necessary. More so, that was visible in both small and large businesses across this research.

The following chapter discusses the findings in relation to the research questions, its implications for international businesses in the global market place, and presents an updated conceptual framework for the DMCs approach.

CHAPTER V DISCUSSION OF RESULTS

The findings in chapter IV demonstrate that internal factors, specifically executive decision-maker beliefs and values play a central role in decision-making and strategy development. My research found that AC is visible at a firm level in executive decision-makers. Based on the findings, AC is not only visible at a consumer level in executive decision-makers, but also at a firm level in decision-making and strategy development. In addition, AC at a firm level is visible across the three elements of DMCs, managerial cognition, social capital and human capital, as described in chapter IV. All three elements demonstrate interactions and seem to shape one another as demonstrated in the findings chapter. The findings demonstrated that managerial cognition, social capital and human capital are elements that enabled decision-making and strategy development across companies interviewed in this study. Following the presentation of the findings in Chapter IV of this thesis, chapter V discusses the findings of the results and implications to theory, literature and the further developed conceptual framework in detail, by providing answers to RQs, aims and objectives.

This chapter is structured as follows: Section 5.1 discusses the findings relating to the role of external factors, specifically AC, and their influence on managerial decision-making and strategy development enabling DCs at a managerial level. The discussion links the findings to existing marketing, strategy and IB literature and presents propositions based on the findings. Section 5.2 discusses the findings relating to internal factors, specifically executive decision-maker beliefs and values, influencing managerial decision-making and strategy development enabling DCs at a managerial level. The discussion of the findings is linked to existing marketing, strategy and IB literature and presents propositions developed from the findings. Section 5.3 discusses the three DMCs elements discussed by Beck and Wiersema (2013) in terms of how these are visible within firms in the SF movement and how they interact and shape one another. Section 5.4 presents the conceptual framework, including themes and proposes propositions based on the findings of this research. Section 5.5 discusses whether (1) the RQs were answered; (2) aims and objectives were achieved; and (3) whether the research

Chapter 5 – Discussion of results

provides implications for IB. Finally, a summary of the chapter is given. Below is an overview of the objectives for this chapter:

Objectives of this chapter:

- To discuss external factors, specifically the role of AC, and their influence on managerial decision-making and strategy development.
- To discuss factors, such as executive decision-maker values and beliefs, that influenced executive decision-making and strategy development in firms internally.
- To discuss the findings of the three elements of DMCs identified by Beck and Wiersema (2013), their interaction and role in developing and deploying DCs.
- To present the conceptual framework, as well as whether RQs were answered, and aims and objectives were achieved.
- To discuss implications of this research to the IB literature.

The following section discusses the external factors, specifically the influence of consumer AC, discussed in chapter IV and their influence in enabling DCs at a managerial level.

5.1 The role of AC in enabling DCs at a managerial level

The literature review in chapter II on consumer AC discussed reasons and motivations for consumers to not consume (Chatzidakis & Lee, 2013; Ozanne & Ballantine, 2010; Sandıkcı & Ekici, 2009; Zavestoski, 2002). In the literature review, I discussed and proposed that AC, as a growing global consumer movement, may influence companies in the fashion industry to adapt, change and innovate strategies to counter negative media coverage and consumer AC behaviour (Business and Human Rights Resource Centre, 2013; D'Ambrogio, 2014; Francis, 2014). Table 38 describes how consumer AC was perceived by executive decision-makers in the SF movement in comparison to the current AC literature.

Table 38: External AC influence on firms – Relating literature and findings

Existing literature	Findings chapter IV
<p>Conscious consumerism could result from AC behaviour and attitudes (chapter II Literature review and author theorisation figure 6).</p> <p><u>Conscious consumerism</u> describes consumer’s willingness to make more responsible purchases of products and/or services that are made ethically and under fair working conditions. According to Aydin and Kazancoglu (2017), conscious consumers are likely to be aware and consider effects of their consumption on society and the environment.</p>	<p>Companies described in the interviews that some of their <u>existing consumers are particular about how and where products are made</u> (e.g. BE, US, micro, 2014; KC, NET, micro, 2012; BL, US, large, 1984; IF, NZ, small, 2014; KB, NET, 2013 small). Hence, there is a form of <u>conscious consumerism</u> visible in customers of the firm linking back to literature discussed in this thesis (e.g. Ayding & Kazancoglu, 2017). Research participants described increased consumer awareness towards ethical, fair working conditions, and environmentally sustainable practices of firms in the industry.</p>
<p>Consumer concerns can result in AC (Lee & Ahn, 2016) as well as potential conscious consumerism, because of incidents like Rana Plaza → <u>environmental and social concerns.</u></p>	<p>Executive decision-makers described various examples of how <u>consumer concerns</u> are visible to the firms:</p> <ul style="list-style-type: none"> → Consumers are particular about <u>how and where products are made</u> (e.g. BE, US, micro, 2014). → <u>Rana Plaza</u> – Increased public awareness towards issues related to the industry leading to questions by customers towards firm practices (e.g. DD, GER, large, 1976). <ul style="list-style-type: none"> – Consumers may decide intentionally to not consume products based on company practices.

	<p>→ <u>Local production</u> – concern for customers, (e.g. A, CAN, micro, 2014). – AC of products that are made overseas (BF, US, small, 2010). Consumer cannot transparently see how products are made, which can be a concern for some consumers.</p> <p>→ These consumer concerns lead to <u>intentional non-consumption</u> of certain goods (Cherrier et al., 2011).</p>
<p><u>Ineligible non-consumption</u> (the inability of a consumer to make a purchase) is another form through which AC is visible in consumers (Cherrier et al. 2011).</p>	<p>Research participants described how some customers are unable to buy certain products because of <u>allergies</u> resulting from the use of these products; e.g. allergies towards fabrics (e.g. BB, US, micro, 2005; IG, NZ, small, 1995; KD, NET, small, 2010)</p> <p>Knowledge and awareness of companies about this growing consumer demand for allergy free underwear (Fox News, 2017), enabled these firms to make use of this knowledge to invest in product development to make allergy free and skin-friendly underwear. → <u>link to</u> managerial cognition and human capital as well as sensing and seizing an opportunity in the market by a firm (Andersson & Evers, 2015; Hitt et al., 2001; Teece, 2007).</p>

<p>Companies in the fashion industry have been exposed to <i>market activists</i>, which aimed at changing e.g. business practices (Francis, 2014), government policies or have an impact on social issues that they are concerned about. Boycotters are part of this (Iyer & Muncy, 2009; Demirbag-Kaplan, 2018).</p> <p>➔ I argued in the literature review that external influences like consumer AC, such as boycotts may be visible in firms leading to strategic changes and adaptations as well as the possible development and deployment of DCs at a managerial level.</p>	<p>The focus of SF companies is based on ethical and fair labour practices. Hence, I was aware that market activist behaviour could be less visible towards firms in the SF movement, which was supported by my findings. A few research participants experienced <i>market activist behaviour by consumers</i>, e.g. outrage of consumers towards leather products and accessories sold by company (e.g. company IB, NZ, small, 2013, DF, GER, large, 1974; FB, SWE, medium, 1969). Companies responded towards consumer AC by justifying why they made the decision to use and sell leather products, e.g. belts or leather pocket in jeans by describing that leather is a very long-lasting material, supporting the aim of those companies to produce long-lasting high-quality products.</p>
<p>Lee, Motion et al., (2009) described three ways through which AC is expressed by consumers: <i>reject, restrict, and reclaim</i>.</p>	<p>Rejection and restriction are visible in the descriptions of executive decision-makers describing consumer AC.</p> <p><i>Rejection of consumption</i> e.g. IC, NZ, small, 1988</p> <p><i>Restriction of consumption</i> e.g. BB, US, micro, 2005</p>

Source: Developed by author

Table 38 summarised the findings in relation to the literature discussed in chapter II. Executive decision-makers participating in this research are aware of the AC movement as well as how consumers expressed AC towards the firm or other firms. In addition, consumer concerns, such as incidents like Rana Plaza, were not only visible in consumers and their AC attitude towards firm practices, but also in firms, which led firms to scrutinise their supply chain, e.g. EA (UK,

small, 2014). Thus, external industry-related influences, such as Rana Plaza led firms to adapt or change firm practices. This resulted in firm AC towards certain suppliers that did not meet company standards towards ethical and fair working conditions (e.g. EA, UK, small, 2014; BM, US, large 1973).

These findings also have implications to the IB literature, specifically the firm's choice to either produce local or source globally. A vast amount of literature in IB has focused on international production and global sourcing (Dunning, 1980, 2013, 2015; Kotabe & Murray, 1990). However, the findings of my research demonstrate that there is a growing shift in firms in the SF movement. Because of negative environmental consequences of international production and global sourcing, companies are more mindful about where they produce their products (Kolk, 2016). In addition, consumer consumption behaviour is changing towards international production, leading firms to reconsider their choice of where to produce (Grappi, Romani, & Bagozzi, 2018). Thus, my research findings further support recent literature in IB demonstrating this focus on mindful decision-making of local production vs global sourcing.

Moreover, government influences led to the firm's adoption of certain materials, such as Bamboo like in the case of firm BB (US, micro, 2005). The company recognised regulatory changes towards advertising Bamboo and adopted these changes by also aiming to educate consumers about the environmental concerns about bamboo. In addition, some firms were also directly exposed to consumer AC behaviour that was aimed at these companies to change their strategies towards not using leather. However, the companies reacted to these consumers by explaining why they decided to use leather over vegan friendly products. This led to understanding in those consumers. However, it still resulted in AC by these consumers towards these firms. This links back to existing AC literature discussing intentional non-consumption (decision to not consume a product/service) (Cherrier et al., 2011).

Consumer AC discussed by firms in this study is linked to existing AC literature (Lee, Fernandez et al., 2009). External influences, particularly relating to consumer AC had a limited influence on executive decision-making and strategy development, visible in for example how firms responded to market activists. In addition, some research participants identified its target market consumers as anti-consumers. This is because research participants described their

target consumers as (1) consumers that only purchase what they need; (2) conscious consumers, which choose not to consume certain products based on for example where they have been made; (3) environmentally- and socially-oriented consumers that do not want to consume environmentally- or socially harmful products/services; and (4) consumers that align with executive decision-maker values, which are AC oriented. Research participants described that customer values often match firm owner values of the companies. Thus, the firms' target consumers prefer to buy from SF companies because company values align with consumer values. This may describe why consumer AC had only a limited influence on firms, because executive decision-makers could relate to these consumers. In addition, participating companies described consumer actions like product/service purchase rejections, reductions and avoidance for environmental reasons, which links to current AC literature (Cherrier et al., 2011; Chatzidakis & Lee, 2013; Black, 2010).

Overall, executive decision-makers recognised external factors influencing the industry the interviewed companies are operating in, like government changes or incidents in the industry. The recognition and awareness towards these changes that influence society is linked to managerial cognition. Thus, executive decision-makers, in the vast majority of cases reported in this study, demonstrate managerial cognition, where executive decision-makers identified a gap in the market (e.g. EA, US, small, 2014), changes in consumer demand (e.g. BB, US, micro, 2005), or demonstrated AC beliefs and values (e.g. EC, UK, micro, 2014). Thus, managerial cognition enabled DCs at a managerial level to react towards these changes through decisions made and strategies developed and implemented. Thus, I am proposing:

Proposition 1: *External factors, such as consumer consumption behaviour (e.g. AC), impact firm development and deployment of DCs.*

This study also demonstrated that consumer AC was not a crucial external factor that influenced the companies interviewed in the SF movement to change or adapt their strategies. This may be because the interviewed firms had a greater focus on environmental sustainability, leading to a lower exposure to consumer AC. Thus, the adaptation and changes of decision-making and strategy were limited as demonstrated in the findings. However, proposition 1

could provide interesting results for firms that are increasingly exposed to consumer consumption behaviour.

Other external influences, such as the governmental changed or incidents like Rana Plaza had a greater influence on firm decision-making and strategy development. Some external factors (as discussed above and in the findings) did enable the development and deployment of DCs at a managerial level. Executive decision-makers enabled DCs at a managerial level by adopting managerial cognition to sense and seize opportunities arising in the firms’ external environment. Firms interviewed demonstrated that they reacted to external changes, e.g. government and industry influences and incidents like Rana Plaza through their decision-making and strategy development to stay competitive in the market. However, consumer AC did not have a visibly strong effect on enabling DCs in this study. This may have been because of the fact that companies participating in the SF movement have adopted AC attitudes and values, which could have aligned with target consumer AC. In addition, these companies globally have a greater focus on societal and environmental sustainability, which may make them less prone to consumer AC. The influence of executive decision-makers in enabling DCs

Beck and Wiersema (2013) discussed that executive decision-makers enable DCs. This section focuses on linking internal influences, specifically the role of executive decision-makers and their values and beliefs, to decision-making and strategy development enabling DCs at a managerial level. Table 39 relates the findings in chapter IV to the existing literature discussed in chapter II.

Table 39: Internal influences on firms - Relating literature to findings

Existing literature	Findings Chapter IV
<p>I have argued in the literature review that <u>executive decision-makers may also demonstrate personal AC attitudes</u> (intentional non-consumption Cherrier et al., (2009)).</p>	<p>Research participants discussed that they <u>engage personally in AC</u> (e.g. DA, GER, medium, 1855; DE, GER, small, 1960; BH, US, small, 2009; M, ITA, micro, 2009, etc.) These and more research participants have described that <u>they intentionally chose to not</u></p>

<p>AC in executive decision-makers could also be visible through <u>conscious consumerism</u> through responsible consumption of products and/or services that are made responsibly, including ethical and fair labour conditions; developing and innovating products by focusing on reducing their environmental impact (Trudel, 2011).</p>	<p><u>consume certain goods, linking back to consumer AC literature</u> (Cherrier et al., 2009).</p> <p>Executive decision-makers focused on offering customers more sustainable choices. The companies offer products to customers that are made responsibly and ethically. Companies described in the interviews that they could make more profits by not focusing on environmental and social responsibility. However, the companies believe that the business would contribute to detrimental effects on the environment. Thus, they decided not to focus on increasing profits by not considering the environment (AC). Thus, the <u>research participants engage in AC that resulted in conscious decision-making along supply chain</u> (e.g. M, ITA, micro, 2009; KC, NET, micro, 2012; IC, NZ, small, 1988; HB, AUS, micro, 2006; DE, GER, small, 1960, etc.).</p>
<p>A type of AC that has been described in the AC literature are '<u>Global Impact Consumers</u>', which are consumers that want to reduce their overall level of consumption to benefit the society and the environment, like for example environmentalists (Iyer & Muncy, 2009)</p>	<p>The findings demonstrate that some of the executive decision-makers interviewed can be categorised as '<u>Global Impact Consumers</u>'. These executive decision-makers want to help to avoid environmental degradation (e.g. A, CAN, micro, 2014; IG, NZ, small, 1995) using their business by (1) educating consumers through SM, (2) innovating products that are more environmentally friendly and (3) selecting suppliers that align with company</p>

	<p>values of environmental and social sustainability (e.g. BM, US, large, 1973; BA, US, small, 2008, BD, US, small, 2014; BK, US, micro, 2013; BF, US, small, 2010, etc.). Thus, executive decision-makers that can be characterised as ‘Global Impact Consumers’ were using their business as a vehicle to promote consumption reduction and benefit society and environment.</p>
<p><i>‘Simplifiers’</i>, also called ‘voluntary simplifiers’, are consumers that are dropping out or moving away from the fast-paced consumer society to live a simpler less-consumer-oriented life (Iyer & Muncy, 2009).</p>	<p>As shown in the chapter IV, a number of research participants described themselves as simplifiers, because they stated that they don’t want to consume more. The research participants want to reduce their consumption to a minimum to live a simpler live (e.g. one piece of clothing is enough (BF, US, small, 2010; A, CAN, micro, 2014; BD, US, small, 2014).</p>
<p><i>‘Market Activists’</i> are those consumers that will try to change e.g. business practices, government policies or have an impact on social issues that they are concerned about (Iyer & Muncy, 2009).</p>	<p>A large majority of research participants described themselves as market activists because they aim to change how clothes are made. The companies are aware of poor working conditions in South East Asia and aim to make a positive difference to employees in these countries. Thus, the companies interviewed counteract current standards in the industry with the aim to improve living and working conditions of workers (e.g. KA, NET, small, 2000).</p>
<p>Lee and Ahn (2016) discussed four consumer values that can lead to AC: <i>(1)</i></p>	<p>Some executive decision-makers interviewed described their concern for <i>overseas</i></p>

<p><u>control over consumption</u>; (2) <u>scope of concerns</u>; (3) material desire and (4) source of happiness.</p>	<p><u>production</u>. Because of incidents like Rana Plaza, companies in the SF industry were divided whether to produce locally or overseas. Some of the companies interviewed discussed that <u>local production</u> is integral for the business to demonstrate to consumers transparently their practices. The companies argued that transparency and fair practices are easier to overview locally, compared to when producing overseas (e.g. BA, US, small, 2008; BJ, US, small, 2012; EA, UK, small, 2014; IA, NZ, micro, 2009). In contrast, some SF companies decided <u>to move production overseas</u>. They stated that they regularly visit the factories and the SF companies interviewed ensure an acceptable standard through memberships and certifications (e.g. N, CHIGER, micro, 2016; KC, NET, micro, 2012; IC, NZ, small, 1988; HB, AUS, micro, 2006, etc.).</p> <p>Overall, companies demonstrated control over supply chain, which was adapted from control over consumption by Lee & Ahn (2016) as well as scope of concerns towards (1) local vs overseas production; and (2) environmental and social concerns.</p>
<p>I argued in the literature review that <u>commercial organisations may adopt activist practices</u>. This is because activist organisations can influence institutions (Aranda & Simons, 2018). Moreover,</p>	<p>The interviews with research participants demonstrated that some of these SF companies described themselves as <u>‘activist organisation’</u> because these companies aim to change the industry (fairer working conditions, more</p>

<p>activist organisations aim to influence corporate social change activities. Activist organisations may use alliances with politicians as well as other organisations to gain an influence to elicit change within the targeted organization(s). More recently, research also explored how firms co-operate with activist organisations and succeed in developing products or change company practices (Austin, 2010; London & Rondinelli, 2003; Rondinelli & London, 2003; Westley & Vredenburg, 1991).</p>	<p>transparency, acting ethically, etc.) (e.g. ID, NZ, small, 2014; KC, NET, micro, 2012; BM, US, large, 1973; DA, GER, medium, 1855). Companies described themselves as part of an activist movement when participating the <i>fashion revolution</i> (e.g. A, CAN, micro, 2014; BM, US, large, 1973; EC, UK, micro, 2014). In addition, some companies discussed activism towards politicians to create change in the industry (e.g. DB, GER, small, 1996). Moreover, some companies highlighted their cooperation with NGOs to develop new products and change firm practices, which aligns with existing literature (e.g. BM, US, large, 1973) (Austin, 2010; London & Rondinelli, 2003; Rondinelli & London, 2003; Westley & Vredenburg, 1991). Developing alliances with NGOs can enable firms to avoid activist actions by NGOs against the firm(s). In addition, firms are able to solve problems and issues identified within the organisation (e.g. unethical actions) with the help of the NGO. → link to social capital enabling the company to access information the company would not have had if they did not build an alliance with an NGO (Adler & Kwon, 2002).</p>
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Source: Developed by author

Table 39 described internal factors that influence executive decision-making and strategy development. The table above presented that AC attitudes and behaviour are visible at the firm level in executive decision-makers, through a variety of AC forms, such as VS, global impact consumers and conscious consumers. The findings demonstrated that firm owners express their

personal AC values and attitudes in their personal consumption practices. However, executive decision-makers also demonstrated AC values in mission, vision, company values, decision-making, and strategies developed. This is for example visible in the decision where to produce, offshore or locally. The companies demonstrated their AC values when making the decision to produce locally or offshore. Moreover, some firm owners were characterised as global impact consumers in this study, who are consumers aiming to have a positive impact through the consumption choices they make (Iyer & Muncy, 2009).

This finding links to my earlier discussion on companies becoming more mindful towards choosing to produce locally or offshore. My research findings demonstrate that firm owners and CEOs develop values and beliefs that result in mindful decisions to either produce locally and/or internationally. Thus, my research provides implications to the IB literature identifying an increasingly important area for global CSR (Chao, Polonski, & Jevons, 2009; Kolk, 2016). The global impact sourcers identified and discussed in this study may become increasingly visible at a global level to reduce negative environmental consequences through production, as firm owners and CEOs want to create a positive impact with their decisions on where and how to produce goods. Thus, executive decision-maker values and beliefs towards environmental sustainability play an important role in the decision to produce locally or offshore.

AC was visible at a firm level in sourcing, which is discussed in table 41. Hence, personal AC values were identified at a firm level in decision-making, strategy development and implementation. Thus, I propose:

Proposition 2a: *Executive decision-makers exhibiting AC values in personal consumption, are exhibiting AC in firm decision making and the development of strategies.*

Proposition 2b: *AC influences executive decision-making visible through (1) decisions in supply chain, (2) development of company internal standards, (3) strategies developed and (4) messages to customers and other stakeholders.*

AC values and behaviour identified in the findings demonstrate a link to managerial cognition. This is because values and beliefs play an important role in managerial cognition as well as in

sensing opportunities (Helfat & Peteraf, 2015). Moreover, executive decision-maker beliefs and values had a crucial influence on decision-making and strategy development as demonstrated in the findings as well as in the tables (39-40).

Additionally, some companies demonstrated their personal activist behaviour at a firm level. Some of the companies interviewed described themselves as activist organisations through activities such as fashion revolution, which is a way for companies in the SF movement to demonstrate transparency and fair working conditions. Companies in the fashion industry are still struggling to transparently report on their supply chain (Hoffman, 2014), which makes movements like the fashion revolution crucial to keep customers informed and educated. One company described the situation within the fashion industry quite well, by relating the firms in the SF movement to disruptors of the fast fashion movement. Furthermore, firm activism as well as cooperation between commercial firms and NGOs enable firms in this movement to position themselves in the customer's mind as transparent, trying to solve environmental and social problems, innovating products and changing company standards that are more environmentally and socially sustainable, aligning with customer values and NGO aims (Austin, 2010; London & Rondinelli, 2003; Rondinelli & London, 2003; Westley & Vredenburg, 1991). Thus, my findings supported my argument in the literature review that commercial firms engage in forms of activism.

My research findings demonstrate that commercial firms engage in activism to create change in society and the overall market place. This finding has also implications for the IB literature, as firms may not only be exposed to activism internationally, but also may make use of activism to communicate firm values and beliefs to society at large. A large amount of literature focuses on the influence of NGO activism on commercial firms (Spar & La Mure, 2003; Doh & Guay, 2006; Teegan, Doh, & Vachani, 2004). However, the perspective of commercial firm activism is limited. My research identified reasons why firms may engage in activism. These firms engage in activism for environmental sustainability reasons to change society, consumer behaviour and governmental regulations. This can be linked to firm lobbying to some extent (Utting, 2005). However, the firms discussed in this research do not solely lobby for their own benefit, but for environmental sustainability of societies around the globe. Commercial firm

activism may become more prominent in IB literature to create change in industry and society at large. Thus, I propose:

Proposition 3: *Commercial firms use organisational activism to disrupt industry, shock stakeholders and to shift industry standards.*

In addition, the ability of firms to build alliances with NGOs demonstrates the ability of the firms interviewed to develop social capital enabling the firms to gain access to resources and information they would not have had if they hadn't partnered with an NGO. In addition to information and resources gained through the partnership, companies building relationships with NGOs may be able to better control and intervene negative activism through NGOs directed to the company. This is because companies partnering with NGOs may be more aware (managerial cognition) and know (human capital) what the NGO expects the company to do or how the company should act.

Partnerships with NGOs enable commercial firms not only to avoid activist behaviour from NGOs, but also to solve environmental and social problems arising globally. Furthermore, it may enable to firms to better position themselves competitively in the global marketplace. This is in line with existing literature in IB focusing on partnerships between businesses and NGOs (Argenti, 2004; Boddewyn & Doh, 2011). Thus, I propose,

Proposition 4: *Commercial firms develop partnerships with NGOs to solve societal and environmental problems as well as to position themselves competitively in the market.*

Table 40 demonstrates firm level AC strategies discussed by companies interviewed in this study.

Table 40: Firm level AC strategies relation to literature and findings

Existing Literature	Findings Chapter IV
<p><u>CEO influence on strategies:</u> CEOs shape and influence decision-making in organisations, visible through vision, mission, strategic direction as well CSR initiatives in an organisation (Chin, Hambrick, & Treviño, 2013; Finkelstein, Hambrick, & Cannella, 2009; Petrenko, Aime, Ridge, & Hill, 2016).</p>	<p>The executive decision-makers interviewed used a variety of different strategies to support their social and environmental missions:</p> <p>Local production (e.g. BH, US, small, 2009)</p> <p>Global impact sourcer (e.g. BA, US, small, 2008)</p> <p>Transparency (e.g. BB, US, micro, 2005)</p> <p>Upcycling (e.g. IA, NZ, micro, 2009)</p> <p>Longevity/Quality (e.g. IG, NZ, small, 1995; BM, US, large, 1973)</p> <p>Cooperation with NGOs (e.g. DD, GER, large, 1976)</p> <p>Certifications (e.g. BL, US, large, 1984)</p>
<p><u>CSR strategy:</u> CSR practices can relate to voluntary environmental practices of firms. This is because environmental regulations are still scarce and often weak (McWilliams, 2015). However, CSR practices are not inherently linked to firms choosing to voluntarily reduce consumption or advocate for AC.</p>	<p>The companies interviewed in this study are all incorporating CSR into their business practices. The companies interviewed <u>developed their own standards because industry standards were often too weak.</u> These standards did not only focus on environmental standards, but also social standards in the industry (e.g. EA, UK, small, 2014). Thus, the companies interviewed aim to improve</p>

	<p>working conditions as well as ethical practices by implementing company internal practices that stakeholders (e.g. suppliers) had to abide by (e.g. BM, US, large, 1973; G, FRA, small, 2004; IB, NZ, small, 2013; KC, NET, micro, 2012, etc.).</p>
<p><i>Social marketing</i> (SM) can be characterised as an organisational AC strategy. SM is used to change or alter consumer behaviour or attitudes (Andreasen, 1994), which may lead to the possible promotion of AC to consumers. SM is defined as designing, implementing and controlling marketing activities to influence consumers by promoting positive purchasing behaviour in order to improve personal welfare of consumers as well as that of society (Andreasen, 1994; Kotler & Zaltman, 1971; McKenzie-Mohr, 2013).</p>	<p>A variety of companies interviewed stated that they use <i>SM</i> to educate consumers about issues in the industry, to create awareness, as well as market their own products (e.g. BM, US, large, 1973; C, PRI, micro, 2009; KC, NET, micro, 2012; M, ITA, micro, 2009, etc.)</p>
<p><i>Demarketing</i> could also be characterised as a firm AC strategy. Demarketing has been defined by Kotler & Levy (1971, p. 75) as “<i>that aspect of marketing that deals with discouraging customers in general or a certain class of customers in particular on either a temporary or permanent basis</i>”.</p>	<p>Companies interviewed used <i>demarketing</i> to for example demarket products to consumers that did not suit the customer (e.g. DE, GER, small, 1960) or because the customer does not need another t-shirt (e.g. BM, US, large, 1973). However, a large amount of companies chose not to use demarketing because they did not want to demarket their own products, but rather demarket other company products that</p>

	are not focusing on environmental and social sustainability (e.g. IF, NZ, small, 2014).
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Table 40 summarised the strategies adopted by companies interviewed for this study. The company values and beliefs discussed in table 40 reflect the strategies adopted by the companies. For example, company BM demonstrated a strong environmental and social focus visible in the values and beliefs of the owner. I characterised the company as a ‘Global Impact Consumer’ in table 39. The company markets its values and beliefs to stakeholders through strategies, like demarketing, SM and focus on longevity and quality of products. Thus, the company aims to create change in the fashion industry as well as change in consumer consumption behaviour through the strategies adopted. The strategies company BM adopted demonstrate AC values because longevity of products can lead to lower consumption of consumers because the product will last for a longer period of time. Thus, AC values are visible at a personal consumption level of executive decision-makers as well as at a firm level in decision-making and strategies developed.

Table 40 demonstrated how environmentally-oriented AC is visible in strategy development in firms in the SF movement. Firms that focus on reducing the environmental impact, focus on innovating clothing materials that are less harmful to the environment, e.g. BM. Hence, there is a strong relationship between executive decision-maker AC and the choice of strategies adopted at a firm level. Thus, it is visible across companies in the study that values and beliefs of executive decision-makers are linked to strategies developed in companies. Based on the discussion above (5.1. and 5.2) as well as the description in section 4.3, executive decision-makers play a crucial role in strategy development and decision-making. Executive decision-maker values and beliefs influence decision-making and strategy development, demonstrating unique ways of solving environmental and social problems of concern to the companies interviewed. They are enablers of DCs. Their decisions are influenced by values and beliefs (managerial cognition), education and work experience (human capital) as well as social ties and networks with e.g. NGOs (social capital). The combination of the three elements enables firms to sense and seize opportunities and react to changes to make decisions and develop strategies that align with executive decision-maker values.

In addition, firms interviewed in this study had a strong focus of solving and improving environmental and social problems related to the fashion industry. All companies engaged in ethical and sustainable practices. As discussed in the literature review, a sustainable and ethical focus may directly be related to AC philosophies. This was supported by the findings. The firm owners/CEOs/managers were demonstrating AC attitudes and philosophies in their decision-making and strategy development. Company HA demonstrates this strong sustainability focus within the company: *“My business influences my choices such as fabrics and any item that comes into my studio and in the same way influences my choices in my life to be more sustainable and have a holistic approach.”* (HA) This sustainability focus could not be separated from the company’s business values and decision-making. Furthermore, the literature supports the strong relation between AC and sustainability practices discovered in this study. AC is essential to live more sustainably because consumers avoid reduce, reject and may also boycott environmentally-unfriendly options and hence choose more eco-friendly options (Cherrier, 2009; De Bernardi & Tirabeni, 2018). According to De Bernardi and Tirabeni (2018), responsible consumption, anti-consumption and mindful consumption provide a comprehensive understanding of sustainable consumption focusing on meeting the needs of current and future generations. Overall, AC and ethical consumption are not mutually exclusive. Both consumption forms can support one another as visible in the discussion above. In addition, one company made it very clear that the company philosophy is based on an AC philosophy. My research demonstrates that firm owner/CEO personal values and beliefs influence strategy development and firm operations. Thus, I propose:

Proposition 5: *Executive decision-makers engaging in sustainability and ethical practices incorporate values in their decision-making that are AC-oriented.*

In addition, a large majority of firms interviewed in this study described that they used social marketing to educate consumers about consumption consequences and about issues related in the industry. Some companies interviewed also made use of demarketing strategies to shock consumers. In summary, the influence of AC, as an external environmental factor, towards the firms, was limited. However, AC was visible internally in executive decision-makers influencing decision-making and strategy development of firms. Executive decision-makers enabled DCs at a managerial level through adopting the three elements of DMCs. The three

elements demonstrated sensing (managerial cognition), seizing (social capital and human capital) and shifting (social capital and human capital) actions in companies visible through executive AC values and attitudes. Thus, the three elements shaped and interacted with one another to realise the strategic change the companies aimed to achieve.

The following section discusses three DMCs elements, managerial cognition, social capital and human capital, as enablers of DCs at a managerial level.

5.2 Enablers of DMCs

Helfat and Peteraf (2009, p. 7) stated that instead of defining DCs by their outcomes, DCs should describe “*how well a dynamic capability enables an organisation to make a living by creating, extending, or modifying its resource base*”. This is because DCs may not guarantee organisational success (Ambrosini & Bowman, 2009; Zahra et al., 2006). As mentioned in chapter III of this study, I was able to build rapports with a variety of companies in the SF movement. All companies I interviewed, focused on being financially sustainable. During my fieldwork, I came across a company (which has not been included in this study because of change of mind of the owner) in the SF movement in 2015, which was based in the US. The company shut down in 2015. This company was an early adopter of the SF movement, creating a niche for its products in the market. However, when I contacted the company, its owners moved on from their SF business. Unfortunately, I was not able to find out what challenges the company faced that led the firm owners to shut down their business. Nonetheless, the SF company that shut down, like the other companies I was able to interview, may have been able to recognise an opportunity in the market, created social ties and knew the industry, but the three aspects of DMCs may have not been enabling the company to continue the business, which may have led to the company shut down. Thus, it is important to understand what is unique about these companies and how these companies are able to gain or retain an advantage over other companies in the industry.

Table 41 relates the findings of chapter IV on the three elements of DMCs to the literature.

Table 41: Enablers of DMCs – Relating to literature and findings

<p>DMCs are ‘<i>capabilities enabling managers to create, integrate and continuously adapt resources and competences of an organisation</i>’ (Adner & Helfat, 2003).</p>	
Existing Literature	Findings Chapter IV
Managerial cognition	
<p>Existing literature on managerial cognition is broad and diverse. Cognition plays a <i>central role in how a firm’s capability</i> is developed (Laamanen & Wallin, 2009). Through experiences, people develop mental models articulated as a rule of thumb (Eisenhardt & Martin, 2000) or in manuals (Zollo & Winter, 2002). DMCs literature has not explored in detail what elements of managerial cognition are. Potential elements of managerial cognition can be found in for example the <i>upper echelon theory</i> (Beck & Wiersema, 2013) including age, education, career experiences, socioeconomic roots, group characteristics and others (Hambrick, 2007, 2016; Hambrick & Mason, 1984).</p>	<p>In the literature I have identified three elements to explore managerial cognition (1) awareness of external changes; in for example the industry; (2) awareness of market gap; and (3) actor beliefs. I have not included factors, such as age in the exploration because the majority of companies interviewed stated that I had mentors, shareholders, which supported them in growing their business. Thus, age may not have mattered. The findings demonstrate that executive decision-makers identified gaps in the market leading them to either develop or change businesses (e.g. EA, UK, small, 2014; BH, US, small, 2009; BH, AUS, micro, 2006; KC, NET, micro, 2012). Others interviewed had experienced and were aware of changes in the external environment e.g. BK, US, micro, 2013; DC, GER, small, 2009; IF, NZ, small, 2014). And some companies believed that through their founders’ experiences (e.g. motherhood, travel) that they wanted to do business differently, creating a more</p>

	<p>sustainable environment for their children to grow up in (e.g. EB, UK, micro, 2003; A, CAN, micro, 2014; N, CHIGER, micro, 2016; HC, AUS, micro, 2013).</p>
<p>Social capital</p>	
<p>Social capital focuses on the ability of executive decision-makers and employees to <i>develop networks and ties</i>, which can create an asset for a company (Beck & Wiersema, 2013).</p>	<p>A variety of companies interviewed discussed that they were members of organisations, such as B Corp and Fair Wear, which enabled the companies to network with people in these organisations, and also network and create partnerships with other companies (industry-related or not-industry-related). (see also table 21 of this study).</p> <p>Companies that became certified by organisations such as B Corp or Fair wear, were able to build cross-partner relationships, which expanded the companies’ network.</p>
<p>Human capital</p>	
<p>Human capital has been discussed in the literature review of DMCs relating to <i>education, past work experience and values/beliefs</i> influence (related or unrelated) managerial decision-making and hence may help to enable DCs at a managerial level (Adner & Helfat, 2003).</p>	<p>Executive decision-makers interviewed described how their university degree led them to open the business. For example, company IB (NZ, small, 2013) discussed that she was studying towards a degree. She learned about the UN sustainable development goals and realised she wanted to have a real impact with her job, meaning she didn’t want to work with a PC all day. She wanted to see if it was possible for a company to fulfill the sustainable</p>

	<p>development goals in a business. Thus, education was important to make her aware of the problems and issues in society and the need for these goals. In addition, she wanted to apply what she learned into a business that could make a change by implementing the goals as a mission for the business.</p> <p>Other companies previously worked in the industry and were frustrated about unethical, bad working conditions and no transparency, which led them to leave the workplace and open their own business where they were able to fulfill their personal values and beliefs in their business (e.g. BH, US, small, 2009).</p> <p>Furthermore, some companies, which I interviewed did not have any prior experience in the industry. However, the recognition of a gap in the market led them to start a business in SF (e.g. EA, UK, small, 2014).</p>
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Table 41 summarised the findings of chapter IV in relation to existing literature. The majority of companies interviewed in the SF movement for this study, demonstrated all three elements of DMCs. The majority of research participants identified a gap or were aware of changes in the market. In terms of social capital, a wide variety of companies developed networks and social ties early on. Based on the discussion by the companies, it seemed that the companies were able to gain a lot from these networks, e.g. insights or innovative fabrics. Human capital through education and past experiences enables these companies to have awareness about external factors that could affect the business as well as society and environment. In summary, the strategies developed and decisions made showed similarities across companies. However, the strategies and decisions-made were still a bit different across companies, demonstrating

that these executive decision-makers did not have the same work experiences (human capital), recognised opportunities differently (managerial cognition) and developed or built different relationships with different organisations. Thus, the elements enabling DCs at a managerial level varied slightly, leading to different decisions made and strategies developed or implemented. This supports the arguments in existing literature that DCs may be similar, but when looking at DCs in more detail, unique aspects of DCs can be identified (Barreto, 2010; Makadok, 2001; Teece et al., 1997).

Executive decision-makers identified changes in consumer consumption. However, firms in the SF movement did not always change or adapt strategies to these changes in consumer consumption. This was because of personal education of the executive decision-makers. These companies understood the changes in consumer consumption, such as for example veganism. However, the companies did not choose to adapt all products to focus on this segment of consumers. Thus, executive decision-makers sensed and seized opportunities, but only those that fully aligned with their values and beliefs.

Moreover, companies discussing their networks and social ties also discussed cross-sector partnerships between for example NGOs and the business. Companies that developed partnerships with NGOs used these partnerships to develop and innovate products, and to resolve environmental and social issues along the company's supply chain. This is in line with current literature on Business-NGO partnerships (Bitzer & Glasbergen, 2010; Nielsen & Neergaard, 2018). These Business-NGO partnerships enable firms to fulfill their sustainable development agendas (Nielsen & Neergaard, 2018). Companies developed partnerships with NGOs because companies identified this partnership as value-creating for both NGO and business because the company was able to gain support from NGOs to help solve environmental and social concerns of the company. Literature discussing reasons for developing "Business-NGO" partnerships describe that governments cannot be viewed as sole problem-solvers of environmental and social issues. Hence, cross-sector partnerships are a way for businesses globally to be seen as good and responsible citizens in society (Austin, 2010; Nielsen & Neergaard, 2018). Moreover, this finding has an implication to IB literature. Existing IB literature largely focused on networks and social ties among businesses (e.g.

Forsgren & Johanson, 2014; Forsgren, 2016). My research demonstrated that firms in the SF movement develop networks not only with other for profit organization, but also with NGOs.

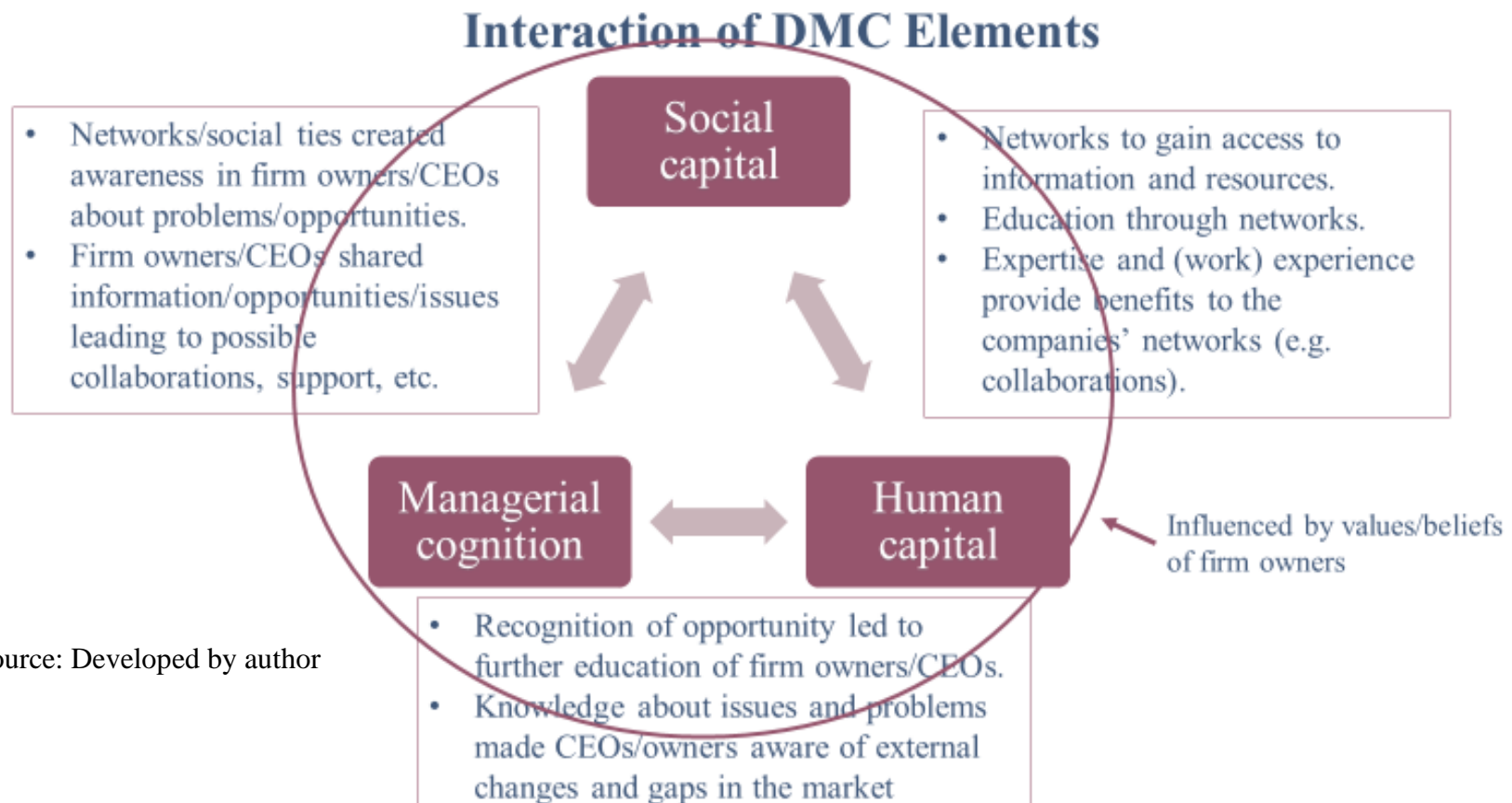
In addition, executive decision-makers described throughout the interviews their experiences in the fashion industry, their educational background as well as experiences that were unrelated. Education and experience played an important role in (1) knowing about industry-related issues, which led to managerial cognition and sensing of opportunities; and (2) understanding why firm owners started their business (e.g. disillusioned in previous job. Human capital influenced decision-making and strategy development. Thus, I propose:

Proposition 6: *Executive decision makers identify emerging shifts, develop networks and social ties as well as learn about the industry they operate in concurrently. Thus, sensing, seizing and shifting is shaped by managerial cognition, social capital and human capital.*

A summary of the propositions developed from the findings can be found in Appendix I.

Figure 14 provides a summary of what has been identified in the findings of how the three elements of DMCs interact and shape one another.

Figure 14: Interaction of DMCs elements



Source: Developed by author

The following section presents the adapted conceptual framework based on the findings of this study.

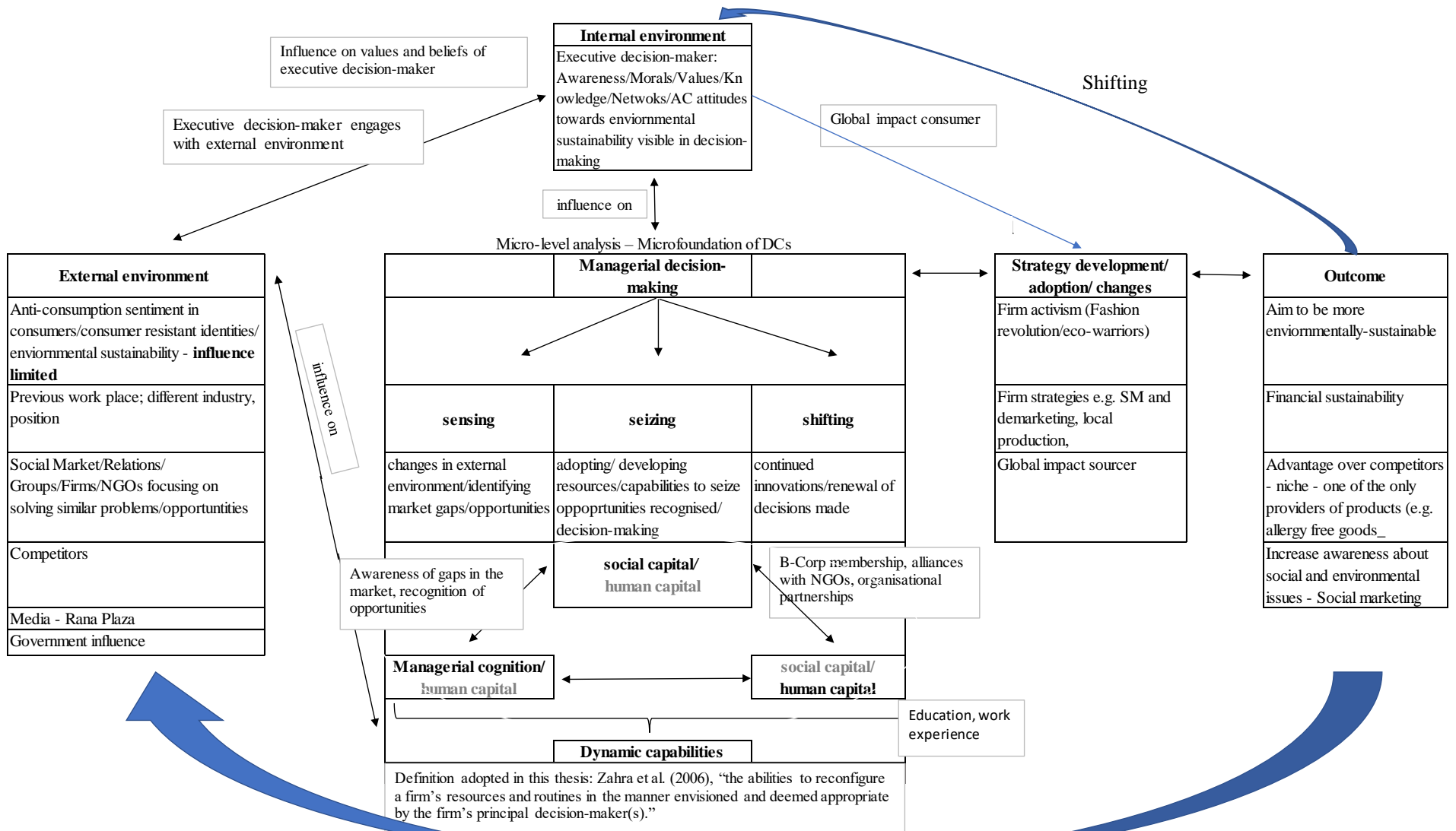
5.3 DMCs framework presentation

The findings and discussion in chapter IV and V revealed that external factors, specifically consumer AC, had a limited influence on executive decision-makers and strategy development. Thus, firms did not necessarily react and change strategies based on consumer AC. This demonstrates that firms did not develop and deploy DCs based on consumer AC. However, internal factors, such as beliefs and values of executive decision-makers played a crucial role in decision-making and the development of strategies. AC played a visible role in decision-making and strategy development at the firm level and thus influenced the development and deployment of DCs at a managerial level. Based on the findings, AC was visible in managerial cognition, social capital and human capital, the elements enabling DCs.

The discussion has provided an in-depth overview of the findings linking the findings back to literature and to the conceptual framework. The further developed framework demonstrated in chapter II was supported. The findings and discussion chapters discussed that external influences did result in strategic changes in businesses (e.g. credit card industry influence on business). Thus, external factors played a role in enabling DCs in firms in this study. However, a much greater influence on enabling DCs at a managerial level had executive decision-maker values, which were largely influenced by AC attitudes in this study. The companies interviewed demonstrated sensing, seizing and shifting actions in their decision-making. The companies interviewed discussed how they identified a gap in the market or what led them to start their business (*sensing*), how they (1) adapted strategies, (2) implemented new strategies and developed networks through which the companies were able to access information and resources valuable to achieve company aims. (*seizing*). Moreover, the companies interviewed demonstrated their interest in continuous improvement, innovation and the aim to change the industry to become more environmentally sustainable (*shifting*). Sensing, seizing and shifting by the companies was visible across the three elements of DMCS, managerial cognition (*sensing*), social capital (*seizing/shifting*) and human capital (*sensing/seizing/shifting*). The three elements interacted with one another and enabled firms to develop and deploy DCs at a

managerial level. Managerial decision-making and values influenced the type of strategies adopted. This meant that some of the strategies were related to the AC attitude and values of executive decision-makers. In addition, the strategies led to shifts in the external environment of the company, e.g. companies like Zara adopting a slow fashion line (Donaldson, 2015). Moreover, the outcomes of the companies had an influence on executive decision-makers enabling them to continuously reconfigure decisions and strategies based on the outcomes of the strategies incorporated. Figure 15 demonstrates the adapted conceptual framework, including some of the themes identified in the findings.

Figure 15: DMCs framework



Source: Adapted by author

The following section provides an overview of how RQs, aims and objectives of this study were answered.

5.4 RQs, aims and objectives of the study

My research explored the influence of AC on executive decision-makers in enabling DCs in the SF movement. DCs and DMCs literature has been discussed as being fragmented and conceptual in chapter II (Ambrosini & Bowman, 2009; Arend & Bromiley, 2009; Barreto, 2010; Collis, 1994; Eisenhardt & Martin, 2000; Helfat & Martin, 2015; Pentland et al., 2012; Takahashi et al., 2017; Teece, 2012). The DMCs concept is distinct in its singular focus on the capacity of managers, individually and in teams, to affect strategic change (Adner & Helfat, 2003; Helfat & Martin, 2015). The theory argues that firms whose managers have superior DMCs can adapt and change more successfully than firms whose managers have less effective or no DMCs (Helfat & Martin, 2015). My research provided a unique perspective of DCs at a managerial level by exploring the elements of DMCs in the context of consumer AC in the SF movement. My research found that executive decision-makers play a central role in enabling DCs at a managerial level. Executive decision-maker values and beliefs influenced strategies developed and decisions made. DCs were influenced and developed based on managerial cognition, social capital and human capital. In addition, the three factors were also influenced by executive decision-maker values and beliefs. AC at a firm level, visible in executive decision-makers, played a central role in influencing decision-making and strategy development and change. This was visible across findings. However, AC as an emerging movement had only limited influence on strategic development and change in companies. As discussed in the findings and the discussion, this might have been because executive decision-makers could relate to consumers and their AC attitudes and, thus were able to justify to customers why they offered certain products (e.g. leather) as well as why they decided not to change their strategies and decision-making. Moreover, companies interviewed in this study were less exposed to negative consumer behaviour towards firms because the companies adopted an environmentally-and socially-oriented strategy, which aligned with customer AC values. AC sentiments in executive decision-makers were visible in managerial cognition where executive decision-makers described their AC behaviour in their personal lives, which influences decision-making at a firm-level. Moreover, AC values and attitudes were visible in

firm strategies that linked back to AC values and attitudes of owners. AC attitudes and values were also visible in the firms' decision who to partner with (social capital) as well as in education (human capital). In summary, executive decision-makers play a crucial role in enabling DCs at a managerial level. This research answered the following RQs:

(1) How are dynamic capabilities developed and deployed at a managerial level?

My research found that firms developed strategies based on the three elements identified within the DCs literature: managerial cognition, social capital and human capital. Firm owners/CEOs demonstrated *managerial cognition* through *sensing* changes in their external environment (e.g. firm owners visited South East Asian countries, Holidays, News – Rana Plaza incident). Firm owners/CEOs developed *social capital* through networking, building partnerships and becoming members in organisations that support the companies' values (e.g. B Corp member/Fair wear foundation/NGOs). Human capital was visible through firm owner/CEO education and experiences (e.g. university education, conferences, experience within the industry)

The findings demonstrate that the three elements of DMCs influence decision-making and strategy development. Thus, I argued that firm capabilities are based on these factors to position themselves in the marketplace and to fulfil firm owner/CEO values and beliefs. All three elements have implications for the IB literature: (1) mindful decision-making of local vs off-shore production; (2) business-NGO partnerships to position the business competitively globally and (3) education of global consequences of the industry through media and global incidents, such as Rana Plaza.

(2) How are dynamic managerial capabilities visible in a firm's ability to address, embrace and engage in emerging movements, such as anti-consumption?

DMCs are visible in a firm's response towards consumer AC behaviour or other external factors (e.g. changes in government regulations). Companies interviewed were exposed (*sensing*) to a variety of external factors, including AC. Firms responded (*seizing*) to these external factors through transparent actions (e.g. the decision to keep leather products because of longevity and quality factors instead of withdrawing products because of consumer AC).

Chapter 5 – Discussion of results

Through transparent communications, the companies were able to change and disrupt the industry (*shifting*) (McDonagh, 1998).

DMCs were also visible in firm owner beliefs and values. Firm owners'/CEOs' interviewed aligned themselves with consumer needs through their personal consumption behaviour (e.g. being a simplifier, being a role model for children, environmental AC beliefs). DMCs were visible in the responses and processes of how decisions were made and strategies developed. These were influenced by the three elements of DMCs.

- (3) How are anti-consumption sentiments and behaviour visible in the development and deployment of dynamic capabilities?

AC sentiments and behaviour were visible along the companies' supply chain and in firm owner decision-making:

- (a) in the development of clothing through the choice/development of fibers and the design;
- (b) in post-purchase guarantees, such as repairs, returning worn clothes back to companies;
- (c) in personal shopping behaviour of firm owners and CEOs.

As supported by Penrose (1959), motivation, skills and experience enable entrepreneurs to identify opportunities, as well as networks. The motivation, skills and experiences were strongly influenced by personal AC beliefs and values of firm owners/CEOs. AC values were embedded in values, beliefs and behaviour of CEOs/firm owners influencing personal shopping at an individual level as well as decision-making and strategy development at a firm level.

AC is an ideology of firm owners/CEOs, which enables these companies to set themselves apart from other companies through transparency and simultaneously enables these firms to attain a competitive advantage within their niche.

The aim of this research was to provide new in-depth insights and a unique perspective of DMCs through the lens of a global consumer phenomenon, AC. Because existing DCs and DMCs literature is very conceptual, my research provided empirical evidence to further

develop an existing conceptual framework of DMCs developed by Beck and Wiersema (2013) to examine and understand how these three elements shape one another and how they influence decision-making and strategy development. Moreover, my research provided a more complete understanding of AC through the exploration of the phenomenon at a firm level. The findings demonstrated that AC is visible at a firm level and influences executive decision-making.

AC is a dominating belief/value in decision-making and strategy development. The findings contribute to the understanding of strategy in the IB context through:

- (1) Changes in firm owner/CEO mindset of local vs offshore production. Firm owners and CEOs have become more mindful about their choice to produce locally or internationally.
- (2) Adopting controversial marketing strategies across firms globally focusing on the reduction of consumption to achieve environmental sustainability.
- (3) Adopting business-to-business partnerships alongside NGO-business partnerships to solve social and environmental problems.
- (4) Adopting company internal standards that are applicable globally for suppliers working with these companies.
- (5) Commercial firm activism to disrupt global industries and societies.
- (6) The identification of a global niche to compete globally.

These changes identified in this study demonstrate shifts in business strategies and operations that may increasingly shape IB.

The following section provides a summary of the chapter.

5.5 Chapter summary

In summary, the chapter discussed the findings in relation to marketing, strategy and IB literature. Overall, AC at a firm level demonstrates similarities to consumer AC. AC at a firm level influenced executive decision-making and strategy development leading to the development and deployment of DCs, visible through the adoption and interaction of the three elements of DMCs, managerial cognition, social capital and human capital. The chapter presented the updated conceptual framework and presented propositions developed from the

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findings. Last, but not least, the chapter discussed the RQs, aims and objectives of this study and whether these were realised through this study. The following chapter provides a conclusion, including contributions, limitations and future directions identified in this study.

CHAPTER VI CONCLUSION

Chapter V discussed the findings in relation to marketing, strategy and IB literature, the further developed framework (Beck & Wiersema, 2013) as well as RQs and aims developed for this study. The three elements of DMCs played a central role in (1) identifying and sensing opportunities (managerial capital/human capital); (2) identifying and making use of resources and capabilities to address and seize opportunities (e.g. market gaps, changing demands) as well as challenges (new technologies/innovations, government regulations and other industry related changes) in the market (social capital and human capital); and (3) continuously reconfiguring resources and capabilities by building/growing networks (social capital) and through continued learning through self-study and university (human capital). Thus, the three elements of DMCs are important enablers of DCs. Moreover, personal beliefs and values played an essential role in executive decision-making, influencing (1) company positioning, (2) strategy development and implementation; as well as (3) the type of customers the company attracts. After discussing this study's findings in chapter V, this chapter provides a conclusion for this study. The objective of this final chapter is to outline key contributions and conclusions of this study. This chapter is organised as follows: Section 6.1 presents a summary of the findings; section 6.2 discusses the distinctive contributions of this thesis. Section 6.3 describes the limitations of this thesis and section 6.4 provides an overview of future research directions.

6.1 Summary of findings

This thesis provided empirical evidence for DCs at a managerial level, visible through the three elements of DMCs. The findings of this study were guided by the RQs developed in the literature review as well as by the conceptual framework (Beck & Wiersema, 2013), which was further developed and adapted. Current DCs literature also highlights that market dynamics may play a role in the development and deployment of DCs, which was discussed in this study by using a growing global consumer phenomenon, consumer AC.

The role of external consumer anti-consumption in enabling DCs at a managerial level

In marketing literature, AC has been explored as a consumer-centred phenomenon as a study discussing consumers' reasons against consumption (Chatzidakis & Lee, 2013). This study explored whether AC is also practiced at a firm-level. The study found that firms in the SF movement are aware of consumer AC behaviour. The findings demonstrated that external influences, such as government influences as well as other industry-related influences such the payment industry, have an influence on firms and lead to strategic change in firms. Firms had to adapt and change their strategies based on these influences. However, consumer AC, as the main external factor influencing firms in this study, had a very limited influence on firms in the SF movement, participating in this study. A reason for the limited influence of external consumer AC on firms in the SF movement could be the focus of firms in this niche being environmentally- and socially-oriented. These firms, especially executive decision-makers' values align with consumer AC values. Thus, decisions and strategies developed and implemented align with anti-consumers who are target customers of the companies interviewed. Additionally, the companies interviewed developed relationships with activist organisations enabling these firms to identify issues, problems and opportunities with NGOs. By working together with NGOs, the companies are able to avoid or mediate negative activism actions by NGOs. Moreover, these companies are able to adapt much quicker to changes and find solutions to problems and issues the NGO(s) identified. This is because the partnership with the NGO changed from a negative, possibly brand damaging relationship to a partnership where NGOs and companies work together to find solutions to problems.

The role of executive decision-makers in enabling DCs

The findings demonstrated that AC attitudes, behaviour and values are visible at a firm level, specifically in executive decision-makers. Executive decision-makers expressed environmentally- and socially-oriented AC values and beliefs, which influenced strategic decision-making and implementation, visible in for example strategies like (1) longevity to increase the number of times clothes were worn by customer and to reduce waste, (2) certifications and memberships in third party organisations to audit the companies and their suppliers to avoid worker exploitation and to ensure the raw materials the companies use are

organic and free from pesticides; (3) zero waste production processes to avoid the creation of additional waste; (4) education of customers and general public through social marketing; and (5) firm activism by participating in for example the fashion revolution. The companies interviewed for this study focus on reducing the negative environmental and social impact of the clothing industry. Thus, executive decision-maker environmentally and socially-oriented AC attitudes, values and beliefs are reflected in the strategies the companies adopt to achieve environmental and social responsibility. During my research, I discovered that there was awareness of the AC sentiment of consumers in firms within the SF movement. However, the term AC did not resonate positively with all firm owners interviewed. Some firm executives use conscious or responsible consumption instead of AC and some use the terms interchangeably. Hence, there is a need to have a clear distinction between responsible/conscious consumption and anti-consumption. Understanding AC from a consumer *and* firm perspective has provided rich insights into how AC influenced executive decision-making and strategy development in creating value for firms.

Enabling dynamic capabilities through dynamic managerial capabilities

Executive decision-makers demonstrated sensing, seizing and shifting/reconfiguring elements in their values, beliefs, decision-making and strategy development and implementation. I demonstrated in the findings that AC at a firm level in executive decision-making played a role in enabling DCs at a managerial level, visible in the three elements of DMCs. The large majority of companies interviewed demonstrated managerial cognition, social capital and human capital elements, influencing decision-making and strategy development. Managerial cognition visible in this study through awareness about gaps, changes and challenges in the firms' external environment as well as executive decision-maker beliefs played an important role in sensing opportunities in the market. Executive decision-makers interviewed confirmed a strong perception and awareness towards external factors influencing the fashion industry negatively, e.g. Rana Plaza, production through toxins and pesticides, health and well-being issues of workers, environmental degradation, over-consumption and pollution. The managers and firm owners showed cognitive awareness of these issues, influencing them to open or restructure their business towards sustainability. Managers play an important role in redefining growth opportunities as well as boundaries of firms as they adapt and redesign a firm's

competitive positioning based on environmental changes (Castanias & Helfat, 1991). These executive decision-makers developed networks across companies that enabled these companies to obtain diverse information about the market, which helped to (1) facilitate environmental scanning and hence the identification of new opportunities; and (2) the ability to adapt, develop and change resources and capability to seize the opportunity. Thus, the participating firms' ability to develop and build networks demonstrated the element of social capital within the firms interviewed. Moreover, education and knowledge about the industry and gaps in the market enabled these firms to sense and seize opportunities. Executive decision-makers' previous work experience, knowledge and education often influenced decisions towards the adoption of values, strategies and how the company should operate. Personal AC practices, dissatisfaction or disillusioned work experiences influenced the development of a business. The start-up of businesses in the SF movement was often based on firm owner personal values, which reflect AC values. The findings demonstrated in various instances an overlap between personal AC practices, values and firm-level AC, visible in decision-making and strategy development/implementation. Thus, the three elements can be described as enablers of DCs at a managerial level because sensing, seizing and shifting of opportunities was influenced by these three elements leading to changes, adaptations and the development of new strategies in these companies. These firms were able to create advantages for business within their niche by (1) aligning themselves with customer values because of the public's increased awareness of environmental and social problems within the industry; (2) patenting innovations, such as hemp manufacturing process, visible in company DB; (3) creating awareness in customers about social and environmental problems through social marketing strategies; (4) vertically integrating the production process to reduce transportation cost, to increase quality control and to control production process (e.g. worker exploitation issues are avoided); and (5) building partnerships and alliances with suppliers, NGO, membership organisations (e.g. Fair wear foundation and B Corp) and other competitor organisations (e.g. partnership between company BM and Walmart).

The SF movement provided unique insights into the influence of executive decision-makers in enabling DCs as well as AC at a firm level. Moreover, the SF movement provided a great platform to understand AC attitudes, behaviour and values at a firm level and motivations and reasons for executive decision-makers to focus on and promoting the slowing down of

consumption and production through the firm. Even though consumer AC had a limited external influence on firms, consumer AC was visible in executive decision-makers discussing their personal consumption habits and behaviours in the interviews, reflecting an alignment between consumer and firm level AC. Moreover, even through the findings only demonstrated a limited influence on the development and deployment of DCs at a managerial level, executive decision-makers demonstrated their continuous adoption of the three elements of DMCs, being managerial cognition, social capital and human capital, enabling DCs at a managerial level.

Firms interviewed in this study added and gained value to their brand and image by extending their responsibility beyond selling products to customers. A number of participating firms focused on developing a circular fashion cycle to reduce waste and pollution created in the fashion industry. The majority of companies offered recycle, re-sale and repair services increasing the lifespan of products and thus reducing environmental pollution (Watson, 2017). Moreover, a variety of businesses demonstrated renting, leasing and sharing business models that allowed consumers to use products, but not to own them. Other strategies adopted by firms were circular strategies, such as upcycling. Circular strategies and business models focus on reducing waste to a minimum by re-using existing resources available in the market that have been discarded (Oxborrow, 2016; Stahel, 2016). Some of the companies used discarded garments, that were brought to hospice or red cross shops, to develop new products from the discarded clothing, such as pillow cases or new clothing items. In addition, some of the companies manufactured clothing from recycled materials. These strategies demonstrate a greater focus on reducing the use of virgin material in the manufacturing process of firms leaning towards firms adopting a more circular business model to reduce the waste created and already existing in the market (Geissdoerfer, Savaget, Bocken, & Hultink, 2017). These company strategies demonstrate a link to environmentally- and socially-oriented AC. The decision of a firm to not offer products and services for acquisition demonstrates the owner's, CEO, manager's AC philosophy, which is motivated by sustainability.

Overall, the conceptual framework further developed in this study was supported through the empirical research conducted. Both external and internal factors play a role in enabling DCs at a managerial level in decision-making and strategy development and implementation. However, not all external factors may play an equal role for all companies within the industry.

For example, consumer AC did have a limited influence on enabling DCs at a managerial level. However, consumer AC may play a role in firms in the fast fashion movement because environmentally- and socially-oriented AC may not be as incorporated in executive decision-making and strategies as compared with companies in the SF movement. This is because of greater media coverage on environmental and social issues in fast fashion companies (Chang & Jai, 2015; Chhabra, 2015; Francis, 2014).

The following section discusses the contributions of this study.

6.2 Distinctive contributions

This research is making a unique contribution to the strategic management and marketing literatures. These unique contributions are made to the DCs, DMCs and AC literature. The following sub-sections discuss the contributions of this study.

1. Contribution to the DCs and DMCs literature and theory

My thesis contributed to the DCs and DMCs literature. I have explored the role of external (consumer AC) and internal (executive decision-makers) factors in enabling DCs through the three elements of DMCs, managerial cognition, social capital and human capital. My research supports the definition of microfoundations by Ambrosini and Bowman (2009) as well as Helfat and Peteraf (2009; 2015), stating that microfoundations are managerial and organisational “*processes underpin and enable the deployment of dynamic capabilities*” (Ambrosini & Bowman, 2009; Helfat & Peteraf, 2009, 2015). My study identified executive decision-makers as central to the development and deployment of DMCs. Moreover, this study has adapted an existing conceptual framework (Beck & Wiersema, 2013) to identify external and internal factors as central to enabling DCs at a managerial level through the three DMCs elements. Additionally, the findings demonstrated that the three factors shape and interact one another as demonstrated in chapter IV and appendix H. This was visible in the descriptions and discussions by executive decision-makers. It became clear in the discussions that managerial cognition is related and interacts with human capital. This is because the elements build on one another. Essential values that the executive decision-makers incorporated, led to the development of the factors, which further built on one another based on additional information

and resources firms had access to. Thus, social capital also interacted with human capital and managerial cognition, visible in the information and resources firms were able to receive from network partners and social ties developed. In addition, this study demonstrated in the findings that the three elements were adopted across companies interviewed. The findings demonstrated that firm interviewed adopted similar strategies and made similar decisions based on their environmentally- and socially-oriented values. However, how the three elements were adopting leading to the development and deployment of DCs at a managerial level was unique. This is because, no company interviewed in this study had the exact same resources, network partners, education and knowledge as well as awareness about problems in this industry. Thus, the development and deployment of DCs was unique to each firm interviewed in this study.

This study was the first to incorporate all three elements of DMCs and providing empirical findings to all three elements. Existing DCs literature provided mainly conceptual frameworks to develop theory. There is little empirical support for these conceptual frameworks. Thus, the study contributed to further developing the conceptual framework by Beck and Wiersema (2013), integrating all three elements of DMCs in one study and including external and internal factors in the framework, which contribute to enabling DCs at a managerial level. Overall, this study provided a unique perspective of DMCs through the lens of AC at a firm level. The study provides insights into:

- (1) Strategy development and competitive positioning influenced by both external and internal factors focusing on environmental sustainability.
- (2) Firms create awareness of resource limitations, increased population challenges and health issues, which will influence firms globally and society in future.
- (3) The adoption of strategy processes/innovations and decision-making, which may increasingly influence international businesses, dealing with environmental challenges.

Even through this study explored DMCs through the lens of AC in the SF movement, the findings are applicable to areas in the IB literature as discussed earlier.

2. Extension of anti-consumption literature

This work provided a unique contribution applying and extending the view of consumer AC to the firm level. Extending views from one group to another, in this case from consumers to a firm level, is vital because such an extension provides researchers with a more complete view and understanding of phenomena. This study provided insights into whether AC exists at a firm level or whether the phenomenon is solely visible at a consumer-level. The findings demonstrated that consumer and firm owner values seem to have been aligned. This is because consumer AC behaviour and attitudes demonstrated similarities to executive decision-maker AC attitudes, behaviour and values. Hence, executive decision-makers demonstrated AC behaviour not only in their personal lives, but also in executive decision-making and strategy development and implementation. Executive decision-maker environmental values have made AC within firms more visible because executive decision-maker environmental values may have elicited AC at a firm level. Executive decision-makers aim to reduce their environmental and social impact in their personal lives through AC in personal consumption. To have a much larger impact and to reduce environmental and social problems within the industry, the research participants implemented their personal AC attitudes and values into their executive decision-making and strategy development/implementation.

In conclusion, AC has a broader influence on society. AC is not only visible in consumers, where AC is directed towards firms and the government, but AC is also visible in firms and is directed towards consumers, suppliers, governments, society and other stakeholders. My research showed that companies are shifting. Consumers and governments are not sole problem-solvers. Commercial organisations can be a role model and leader for change in industry and society.

3. Contribution to marketing and strategy literature

This study contributed to marketing, specifically AC and strategy literature. This thesis provided in-depth insights into whether and how firm level AC is visible in strategies. Social marketing and demarketing are strategies that participating companies used to educate customers about social and environmental problems and issues arising from consumption and discarding goods. In addition, the findings demonstrated that companies did not only use

negative messages to educate customers and the public about unwanted behaviour, but also positive messages displaying what the companies are doing to avoid environmental and social problems and issues. Moreover, my research has extended the view of social marketing to commercial firms, demonstrating that firms in the SF movement adopt social marketing strategies to educate customers and enable them to make better choices. Thus, this study has provided some new insights into social marketing from the perspective of commercial firms.

4. Implications to the International Business Literature

This research demonstrated implications to the international business literature through:

- (1) Global impact sourcing, which can be linked to global production networks in the IB literature (e.g. Coe, Dicken, & Hess, 2008).
- (2) Certification networks increasing trust in consumers & competitiveness (e.g. Tampe, 2018).
- (3) Firm owners and CEOs have become more mindful about their choice to produce locally or internationally.
- (4) Adoption of controversial marketing strategies across firms globally focusing on the reduction of consumption to achieve environmental sustainability.
- (5) Adoption of NGO-business partnerships to solve social and environmental problems.
- (6) Commercial firm activism to disrupt global industries and societies.

5. Empirical evidence

A knowledge contribution was made to the generation of new data as the study contributed to knowledge creation of AC from the vantage point of managerial decision-makers in the SF movement enabling DCs. This thesis provided empirical evidence for AC at a firm level, identifying causes, motivations and strategies of firms adopting AC. I was able to link parts of existing AC literature with AC at a firm level, e.g. executive decision-makers were related to existing types of anti-consumers, such as simplifiers and global impact consumers. In addition, executive decision-makers elaborated in their interviews their personal AC behaviour and attitudes, which were reflected in firm strategies and decisions. This thesis provided rich insights into AC at a firm level, visible through personal AC attitudes, behaviour and beliefs

of executive decision-makers, and the visibility of AC at a firm level in executive decision-making and strategy development and implementation. Moreover, the study contributed empirical evidence to a currently under-researched theoretical approach, DCs and DMCs. I have conducted interviews with 47 companies from the US, Europe and Asia-Pacific regions, providing a large sample to explore how DCs are visible at a managerial level as well as whether and how AC is visible at a firm level. This thesis provided empirical evidence for the three elements of DMCs, managerial cognition, social capital and human capital and how the three elements differ, conform, interact and shape one another.

6. Managerial contribution

In managerial terms, this research contributed to the identification of firm strategies and distinctive capabilities, which could help firms to adapt to external environmental influences impacting a firm's ability to attain a competitive advantage and/or a firm's ability to differentiate itself from other companies in the industry. Executive decision-makers have to be increasingly versatile in the markets they operate, not only to stay competitive, but also because of resource limitations, which become an increasing problem for companies. Thus, companies have to innovate to be able to provide the products or services demanded by customers. My research demonstrated innovative strategies of companies in the fashion industry, such as zero waste strategies, certifications, increasing longevity of products, etc., which can be adopted by companies in other industries. Moreover, resource scarcities (specifically virgin materials/resources) in firms' future may also increase the need for firms to promote consumption reduction (AC) within the company (e.g. reducing waste, reducing materials because of limited resources) as well as to consumers. In addition, governments worldwide may increasingly influence companies through regulations and policies leading firms to be more environmentally- and socially proactive to reduce (1) consumption of consumers (2) waste, (3) water consumption as well as (4) resource consumption of firms. Thus, the adoption of DCs in firms across industries will become more and more important because traditional businesses will have to change continuously to adapt to increasing environmental challenges.

The study is significant because it contributes to the strategic management and marketing literature and provides insights into a business environment that is currently having an

increased focus of adopting social and environmental values. Consumers are increasingly aware of social and environmental problems and are progressively aligning themselves with these values (Dailey, 2015). Hence, to stay competitive in a rapidly changing environment where consumer demands and motivations continuously change, firms must develop strategies and values these consumers can align with.

The following section discusses the limitations of this study.

6.3 Limitations

This thesis contributed to a variety of areas in the literature and to theory development. Nonetheless, I have identified limitations that resulted from the literature review, findings and discussion of this study. This section provides an overview of the limitations identified in this study.

1. Scope of this study

This study identified a conceptual framework (Beck & Wiersema, 2013) that was suitable to use to explore executive decision-making through the lens of AC. As described and elaborated in the literature review, I have further developed and adapted the framework by adding external and internal factors affecting the development and deployment of DCs at a managerial level. Nonetheless, this study's scope is limited and has mainly focused on consumer AC, a growing global consumer movement, as the main external factor that could have influenced executive decision-making and strategy development. By choosing to mainly focus on consumer AC as an external factor to enable DCs at a managerial level, the findings are limited to this particular external factor. In addition, the study could have compared DCs at managerial level across companies in the fashion industry, not only in a niche such as the SF movement. Initially, my research aimed to contrast and compare firms in the fast and slow fashion movement to provide data for this study in a very high velocity context (fast fashion) and a seemingly more stable context (slow fashion). However, fast fashion companies denied access for interviews for this study, which limited the overall findings of this study. Thus, I had to limit the scope of this study to SF companies only. Additionally, this study has not focused on sustainable consumption because sustainable consumption has a limited relationship to anti-consumption.

Sustainable consumption can be limitless, whereas anti-consumption focuses on limiting or reducing consumption. Thus, literature on sustainable consumption was not discussed in this study.

Nonetheless, the scope of this research needed to be limited to manage the study within an appropriate time frame. The research questions and objectives were constrained based on the feasibility of completing the research project within three to four years.

2. Method

This study encompassed 47 interviews with companies in the SF movement. The study has provided in-depth and rich insights into the three elements of DMCs and AC at a firm level using sample quotes and company documentation to present the companies' understanding, motivations, reasons for (1) making decisions; (2) adopting strategies, and (3) adopting AC attitudes behaviour in executive decision-makers.

The decision to choose a qualitative case study-based research method for this study also has its limitations. This is because a qualitative research method can be subjective in terms of data analysis. One of the practical difficulties of the analysis of case study evidence is making sense of the data collected and dealing with the amount and variety of data collected, especially as strategies and techniques for the analysis of case data are generally not well defined (Yin, 1994, p. 102). However, by choosing multiple case studies, the information given by interviewees can entail more reliable information as the statements of interviewees can be compared across companies, which allows me to better understand and explain the role of AC in the development and deployment of DMCs in the SF movement. However, in parts, the choice of research participants may have biased the results, because some of the case companies interviewed were small and I was not always able to interview more than one person working for the firm. This could have limited the scope or detailed information provided by the companies.

Moreover, this study does not provide any measurable data, since the focus of the study was to provide rich descriptions and explanations from executive decision-makers. Thus, the study is limited a qualitative approach. The study could have adopted a mixed methods approach to

make the existing data better measurable by also adopting a quantitative approach. This is because I had a relatively large sample size for a qualitative research study (47 companies).

3. Context

I have selected the SF movement for this study to explore the development and deployment of DCs at a managerial level. I was able to interview companies at various sizes, including large established companies, medium-to-small established companies as well as small companies that had just opened for business. This allowed me to gain an understanding whether the development and deployment of DCs at a managerial level differs. A key limitation of the research is its focus, being solely SF. Because of the lack of willing research participants in the fast fashion movement, the focus of the context had to shift to solely SF. This also meant that by focusing on the SF movement, findings may not be generalisable to other industries or product groups. Additionally, exposure of companies in the SF movement towards AC was limited as the majority of companies was not exposed to consumer AC. Further research on the role of AC in firms is needed to further test and compare different industries and product categories. Nonetheless, the study was not conducted with the aim to generalise.

Moreover, the industry context adopted in this study is very niche, limiting the applicability to other industries. A context that could be comparable to the SF movement in this study is the slow food movement. The slow food movement was founded in 1989 focusing on preventing *“the disappearance of local food cultures and traditions, counteract the rise of fast life and combat people’s dwindling interest in the food they eat, where it comes from and how our food choices affect the world around us”* (Slow Food, 2015). The movement demonstrates similarities to the SF movement discussed in this study. Thus, the findings could be applicable or could be compared to this movement.

The following section discusses future research directions.

6.4 Future research directions

This research answered questions contributing to marketing and strategic management literatures, and also identified new areas for future research directions.

1. Further empirical support for DCs and DMCs theory development

In this study, I have focused on the influence of executive decision-makers on enabling DMCs adopting the three elements of DMCs. The literature is still very conceptual and needs to be further supported by empirical studies. Thus, future research should further explore DCs and DMCs to identify a common definition of what DCs are, how they are visible in organisations and identify and explore companies that have not adopted DCs and why they did not develop and deploy DCs.

2. Social marketing

The findings of this study have demonstrated that social marketing (as well as demarketing in parts) were adopted by firms participating in this study to educate customers and the general public about environmental and social issues and problems in the industry. Past research on social marketing has mainly focused on exploring social marketing in the context of NGOs and government organisations. I argue that other commercial companies may make use of social marketing. Thus, future research could further explore social marketing in commercial firms to compare and contrast how commercial firms may use social marketing as well as what aims and motivations of firms are to use social marketing as a marketing strategy. Future research may identify new ways of using social marketing in both a commercial and NGO/governmental context through which the social marketing literature can be enriched.

3. Testing of hypotheses to support results and possibility of longitudinal study

The findings of this study provided new empirical insights to DMCs. These findings can help identify and test new hypotheses to support the findings of this study. In addition, future research could also focus on revisiting the firms interviewed in this research to specifically focus on strategic change and outcomes to get a full understanding of the outcomes of DMCs. In addition, a longitudinal study could also further enhance the understanding of DCs. This is because change is often not visible when firms are interviewed over a short period, such as nine months as in this study. Revisiting companies over a timeframe of three to five years may allow scholars to better understand DCs, strategic change and competitive advantage.

4. Business model literature

The findings of this study can also be transferred in parts to the business model or sustainable business model literature. This is because this study had a strong strategic focus of executive decision-makers promoting AC or reduce over-consumption. The promotion of reducing consumption to consumers could be described as being in stark contrast to what traditional business models focus on, such as profit increase through increasing sales and consumption. The majority of businesses that participated in this study focused on moving towards reduction of waste and the aim to become more circular by having full control and responsibility of products sold. Thus, future research could focus on linking environmentally- and socially-oriented AC at a firm level to sustainable business models.

5. Company sizes and different context

A relatively large number of micro and small-sized companies was interviewed for this research. There are certainly discrepancies between how large and small firms operate, their availability of resources as well as knowledge and experience of companies. The ability to change or adapt quickly to changes may also depend on the size of the business. Future research could include how firms react towards the phenomenon of anti-consumption in fast fashion. Does the phenomenon of AC influence the change operations if so, how? Thus, future research may be able to further support this study by examining different company sizes in detail to understand differences and similarities of DCs across firms.

6. Social entrepreneurship

Entrepreneurship and specifically social entrepreneurship are areas that could be further researched exploring AC at a firm level. This is because the research conducted in this thesis also related to the social entrepreneurship literature. Social entrepreneurship is '*a business logic in a novel and entrepreneurial way to improve the situation of segments of a population that has been in some way excluded*' (Saebi, Foss, & Linder, 2018). Social entrepreneurship literature gained increased attention in the last decade. Companies increasingly focus on having a greater social and environmental focus. Thus, AC at a firm level may be more visible in social

enterprises and thus in social entrepreneurship. Moreover, research could explore how DCs are developed in social enterprises.

7. Eco-feminism

My research demonstrated that approximately 60% of firm owners and CEOs interviewed were female. Gender of CEOs and firm owners was not a focus of this study. However, historically the fashion industry has exploited women workers (e.g. visible in True cost movie); also visible in the Rana Plaza incident (the majority of garment workers is female). Thus, female entrepreneurs may be more interested in leading a business focusing on environmental and societal sustainability because they may be better able to relate to female exploitation in the industry and environmental destruction of the industry. In addition, some of the interviewed company owners discussed their focus on empowering women in the fashion industry. Furthermore, some of the companies interviewed company owners had a strong focus in their vision on empowerment of women by enabling them to be educated/internships/scholarships. Across interviews with female owners and CEOs, the companies wanted to (1) empower women, (2) be a role model for the industry; and (3) reduce pollution and degradation in the industry. Thus, there may be a link to eco-feminism. Future research could explore eco-feminism through the lens of AC at a firm level.

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APPENDICES

Appendix A: Interview schedule – Semi-structured interviews

Question	Interview questions description	Purpose
1	Can you please tell me a bit about:	
	a. Why did you choose to open up your own business?/Why did you choose to work for this company?	Reason for being/human capital
	b. Why did you choose to focus on sustainability?	CSR focus/ managerial cognition
	c. How did the business influence you and vice versa?	Identification of owner/CEO possesses AC Philosophy or whether owner/CEO/manager AC philosophy influences business
	Strategy, Stakeholders and Sustainability	
2	Would you say that the clothing your company produces is different in any way compared to other companies in the apparel industry? If so, how is the clothing you are producing different?	Differentiation of clothing – possibility of AC
3	What type of customers are you trying to target or attract with your products?	Target customers – consumer AC?
4	What need or want are you trying to satisfy with the products you sell to customers?	Reason for selling products
5	What would you describe as the company's most important value or aim?	Company value
6	What would you describe as the most important resource or capability of your company and why?	Company resources and capabilities
7	Can you tell me a bit about your suppliers, such as relationship, sourcing of products, choice of suppliers, company influence on suppliers, etc.?	Supplier relationship / social capital
8	What main factor influences strategy development in your company?	Strategy development
9	Do stakeholders influence your firm? If so, how?	Stakeholder influence/External influence on firm strategy and decision-making

Appendices

10	Do you have stakeholders that you would identify as key to improve or disrupt your business?	Stakeholder influence/challenges and opportunities through external influences
12	When you develop strategies, how much emphasis is there on profitability?	Reason for being/ focus on profitability and other factors, e.g. environmental and social
13	Does your company promote values to its customers and other stakeholders? If so, what are those values and how and why does the company promote its values to stakeholders?	Promotion of firm values (AC?) to customers
	Sustainability	
14	What are your thoughts on sustainability?	CSR
	a. How would you define sustainability in the context of your company?	CSR and how the company incorporates social and environmental sustainability
	b. How and why is sustainability influencing your business?	CSR influence on business
	Anti-consumption	
15	Have you had any experiences with consumer anti-consumption behaviour and attitudes? Would you describe your company as an activist company?	AC/ managerial cognition
16	Can you think of any resources, supplies, etc. that your company selectively:	
	a. avoids or rejects? What are these resources or supplies?	AC
	b. reduces? What are these and why do you reduce the use of them?	AC at firm level – firm strategy
	c. reclaims or uses/consumes differently? What are these and why do you reclaim them?	AC at firm level – firm strategy
17	Have you ever incorporated strategies like de-marketing or social marketing? If so, how and why?	AC firm strategies
	Influence on consumption	
18	Do you think your company has an influence on consumer consumption patterns? If so, how?	Consumer consumption/demand – company influence on consumers
	Fashion Industry	
19	What are your thoughts on the future of the fashion industry? How does your company fit in?	Future changes in industry
	a. How would you describe future goals of the business?	Business future focus
	b. What means success to you and your company?	Reason for being

Appendices

Appendix B: Research Ethics Approval

Office of the Vice-Chancellor Finance,
Ethics and Compliance
The University of Auckland
Private Bag 92019 Auckland, New Zealand
Level 10, 49 Symonds Street
Telephone: 64 9 373 7599
Extension: 87830 / 83761
Facsimile: 64 9 373 7432

UNIVERSITY OF AUCKLAND HUMAN PARTICIPANTS ETHICS COMMITTEE
(UAHPEC)
07-Dec-2015

MEMORANDUM TO:
Dr Maureen Benson-Rea Management & Intl Business

Re: Application for Ethics Approval (Our Ref. 016341): Approved

The Committee considered your application for ethics approval for your project entitled Firm Perspectives on Anti-Consumption - Cases in the Fast and Slow Fashion Industry.

We are pleased to inform you that ethics approval is granted for a period of three years.
The expiry date for this approval is 07-Dec-2018.
If the project changes significantly, you are required to submit a new application to UAHPEC for further consideration.

If you have obtained funding other than from UniServices, send a copy of this approval letter to the Research Office, at ro-awards@auckland.ac.nz. For UniServices contracts, send a copy of the approval letter to the Contract Manager, UniServices.

In order that an up-to-date record can be maintained, you are requested to notify UAHPEC once your project is completed.

The Chair and the members of UAHPEC would be happy to discuss general matters relating to ethics approvals. If you wish to do so, please contact the UAHPEC Ethics Administrators at ro-ethics@auckland.ac.nz in the first instance.

Please quote reference number: 016341 on all communication with the UAHPEC regarding this application.

Appendices

(This is a computer generated letter. No signature required.)

UAHPEC Administrators

University of Auckland Human Participants Ethics Committee

c.c. Head of Department / School, Management & Intl Business Dr Michael Lee

Additional information:

- 1 Do not forget to fill in the 'approval wording' on the Participant Information Sheets and Consent Forms, giving the dates of approval and the reference number, before you send them out to your participants.
- 2 Should you need to make any changes to the project, please complete the online proposed changes and include any revised documentation.
- 3 At the end of three years, or if the project is completed before the expiry, please advise UAHPEC of its completion.
- 4 Should you require an extension, please complete the online Amendment Request form associated with this approval number giving full details along with revised documentation. An extension can be granted for up to three years, after which a new application must be submitted.
- 5 Please note that UAHPEC may from time to time conduct audits of approved projects to ensure that the research has been carried out according to the approval that was given.

Appendices

Appendix C: Sampling of SF companies

Structure of case study adoption	Motivations
Replication sampling approach	(1) Extension of conceptual framework (2) Limited empirical evidence of concepts (3) Limited knowledge about concepts in real world contexts (4) Interest in understanding decision-making processes, rather than testing hypothesis and variables
Purposeful, information-based, convenience and theoretical sampling	(1) To identify relevant case companies and participants in the bound context (2) identify research and articles that identify and discuss slow fashion companies

Source: Developed by author from (Creswell, Hanson, Clark Plano, & Morales, 2007).

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Appendix D: Theme nodes in NVivo

The screenshot displays the NVivo Pro software interface. The top menu bar includes FILE, HOME, CREATE, DATA, ANALYZE, QUERY, EXPLORE, LAYOUT, and VIEW. Below the menu is a toolbar with various icons for workspace, item, clipboard, format, paragraph, styles, editing, and proofing. The main window shows a list of nodes under the 'Nodes' tab. The list has columns for Name, Sources, References, Created On, Created By, Modified On, and Modified By. The nodes are organized into a hierarchical tree structure on the left side of the main window.

Name	Sources	References	Created On	Created By	Modified On	Modified By
Anti-consumption	40	85	21/02/2017 3:55 PM	MS	7/05/2018 1:30 PM	MS
Activism	29	57	7/06/2018 3:17 PM	MS	14/06/2018 5:04 PM	MS
Disruption of industry	9	12	7/06/2018 3:31 PM	MS	16/06/2018 4:28 PM	MS
Eco-Warrior	1	1	14/06/2018 4:08 PM	MS	14/06/2018 4:08 PM	MS
Fashion Rebellion	38	127	8/06/2018 2:33 PM	MS	16/06/2018 4:28 PM	MS
Fashion Revolution	13	21	8/06/2018 2:33 PM	MS	8/06/2018 2:33 PM	MS
Positive Impact Creators	7	9	14/06/2018 6:49 PM	MS	16/06/2018 4:25 PM	MS
Social Leadership	4	7	14/06/2018 4:03 PM	MS	16/06/2018 4:05 PM	MS
Anti-consumption of current fashion calendars	19	29	14/06/2018 5:07 PM	MS	16/06/2018 3:46 PM	MS
Anti-consumption of Suppliers	1	1	14/06/2018 4:52 PM	MS	14/06/2018 4:52 PM	MS
Anti-expansion	1	1	14/06/2018 5:42 PM	MS	14/06/2018 5:42 PM	MS
Anti-Marketing	13	24	13/03/2017 12:04 PM	MS	8/06/2018 3:33 PM	MS
Anti-advertisement	12	25	14/06/2018 5:11 PM	MS	14/06/2018 5:11 PM	MS
Anti-Trend	10	14	21/03/2017 3:41 PM	MS	7/06/2018 3:45 PM	MS
Creation of Longevity to Consume less	37	95	14/06/2018 9:15 PM	MS	16/06/2018 4:15 PM	MS
Firm Anti-consumption	2	2	7/06/2018 3:18 PM	MS	8/06/2018 3:33 PM	MS
Firm Owner Anti-consumption	7	9	14/06/2018 5:12 PM	MS	16/06/2018 4:12 PM	MS
Firm Owner Voluntary Simplifier	4	5	15/06/2018 1:25 PM	MS	16/06/2018 4:12 PM	MS
Wardrobe reduction	3	3	8/06/2018 3:12 PM	MS	16/06/2018 3:43 PM	MS

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NVIVO Ph.D.nvp - NVivo Pro

FILE HOME CREATE DATA ANALYZE QUERY EXPLORE LAYOUT VIEW

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Nodes Look for Search In Nodes Find Now Clear Advanced Find X

Nodes

Name	Sources	References	Created On	Created By	Modified On	Modified By	
Material Anti-consumption along Supply Chain		47	297	16/06/2018 4:18 PM	MS	16/06/2018 5:29 PM	MS
Avoid		42	92	16/06/2018 4:18 PM	MS	8/06/2018 1:05 PM	MS
Re-claim		40	54	16/06/2018 4:18 PM	MS	8/06/2018 2:21 PM	MS
Reduce		44	164	16/06/2018 4:18 PM	MS	16/06/2018 3:54 PM	MS
Rejection		36	52	16/06/2018 4:18 PM	MS	8/06/2018 2:20 PM	MS
Repair		11	11	16/06/2018 4:18 PM	MS	16/06/2018 4:48 PM	MS
Replace		2	2	16/06/2018 4:18 PM	MS	14/06/2018 5:32 PM	MS
Repurpose Materials		3	3	16/06/2018 4:18 PM	MS	16/06/2018 3:51 PM	MS
Re-use		7	10	16/06/2018 4:18 PM	MS	16/06/2018 3:49 PM	MS
Promotion of Anti-consumption to avoid Over-consu		37	101	7/06/2018 4:58 PM	MS	16/06/2018 5:29 PM	MS
Challenges and Disadvantages of Promoting anti-c		24	72	14/06/2018 4:13 PM	MS	14/06/2018 4:13 PM	MS
De-Marketing		14	16	16/06/2018 4:15 PM	MS	16/06/2018 4:15 PM	MS
De-marketing the promotion of anti-consumption		19	34	16/06/2018 5:29 PM	MS	15/06/2018 12:06 PM	MS
Misunderstanding of promotion of Anti-consumpti		1	1	14/06/2018 1:56 PM	MS	14/06/2018 1:56 PM	MS
Need to Change Consumer Mindset		1	1	15/06/2018 4:17 PM	MS	15/06/2018 4:17 PM	MS
Reducing amount of Clothes through Wardrobe re		2	2	8/06/2018 3:12 PM	MS	15/06/2018 12:56 PM	MS
Reduction of Marketing to Minimum		13	22	16/06/2018 4:20 PM	MS	16/06/2018 4:20 PM	MS
Reduction of Sales		2	3	16/06/2018 5:30 PM	MS	12/04/2017 1:47 PM	MS
Zero Waste - Anti-consumption		19	44	8/06/2018 2:45 PM	MS	8/06/2018 2:45 PM	MS

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Nodes Look for Search In Nodes Find Now Clear Advanced Find X

Nodes

Name	Sources	References	Created On	Created By	Modified On	Modified By
Company Aims, Values, Goals, Purpose	13	26	7/06/2018 4:18 PM	MS	16/06/2018 4:50 PM	MS
Aim Awareness Creation in Consumers	4	5	7/06/2018 4:40 PM	MS	16/06/2018 3:29 PM	MS
Anti-consumption as an Aim for the company	5	8	14/06/2018 9:13 PM	MS	14/06/2018 9:13 PM	MS
Company Beliefs and Purpose	14	29	7/06/2018 4:19 PM	MS	15/06/2018 4:56 PM	MS
Company Meaning	6	8	14/06/2018 1:45 PM	MS	15/06/2018 4:56 PM	MS
Company Values	31	69	8/06/2018 1:08 PM	MS	15/06/2018 11:50 AM	MS
Company's Responsibility	3	4	16/06/2018 4:52 PM	MS	16/06/2018 4:52 PM	MS
Ethical and Social Standards	6	8	16/06/2018 4:52 PM	MS	16/06/2018 4:52 PM	MS
Purpose beyond Profit	2	2	7/06/2018 4:52 PM	MS	7/06/2018 4:52 PM	MS
Search for Meaningfulness	5	6	14/06/2018 5:16 PM	MS	14/06/2018 5:16 PM	MS
Search for Solutions	8	10	14/06/2018 9:46 PM	MS	16/06/2018 3:54 PM	MS
Self-Actualisation, Passion and Urge to Do Good	43	98	14/06/2018 4:15 PM	MS	14/06/2018 5:17 PM	MS
Vision Driven	7	12	8/06/2018 3:29 PM	MS	15/06/2018 4:56 PM	MS
Competitive Advantage	31	51	8/06/2018 10:08 AM	MS	8/06/2018 10:08 AM	MS
Certifications to Differentiate	17	24	8/06/2018 10:09 AM	MS	16/06/2018 3:41 PM	MS
Competitiveness of Organics	7	11	14/06/2018 9:35 PM	MS	16/06/2018 3:41 PM	MS
Creativity	3	3	8/06/2018 2:34 PM	MS	8/06/2018 2:34 PM	MS
Design and Comfort created through Design	9	12	8/06/2018 10:15 AM	MS	16/06/2018 3:46 PM	MS
Differentiation	31	51	14/06/2018 9:37 PM	MS	16/06/2018 2:26 PM	MS

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NVIVO Ph.D.nvp - NVivo Pro

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Nodes

Name	Sources	References	Created On	Created By	Modified On	Modified By	
Social Marketing		31	56	7/03/2017 4:27 PM	MS	14/06/2018 5:04 PM	MS
Customer Education		33	90	14/06/2018 6:46 PM	MS	16/06/2018 2:14 PM	MS
Educational Marketing		24	41	13/03/2017 11:47 AM	MS	8/06/2018 11:20 AM	MS
Story-Telling		5	9	14/06/2018 4:02 PM	MS	14/06/2018 4:02 PM	MS
Word of Mouth		10	14	15/03/2017 7:40 PM	MS	18/04/2017 9:16 PM	MS
Stakeholders		45	233	14/06/2018 9:30 PM	MS	14/06/2018 9:30 PM	MS
Enabling Stakeholders to Make better Choices		3	5	15/06/2018 12:07 PM	MS	16/06/2018 4:26 PM	MS
Firm Influence on Stakeholders		2	2	15/06/2018 12:20 PM	MS	15/06/2018 12:47 PM	MS
Government Influence		3	4	15/06/2018 12:30 PM	MS	15/06/2018 12:30 PM	MS
Interdependency		10	11	15/06/2018 5:09 PM	MS	15/06/2018 5:09 PM	MS
Media Influence		10	14	15/06/2018 12:53 PM	MS	15/06/2018 12:53 PM	MS
Stakeholder Awareness		6	9	14/06/2018 9:30 PM	MS	14/06/2018 9:30 PM	MS
Stakeholder Partnerships and Relationships		9	10	15/06/2018 12:07 PM	MS	16/06/2018 5:25 PM	MS
Supplier Partnership and Relationship		10	15	14/06/2018 1:19 PM	MS	16/06/2018 5:24 PM	MS
Fair Labour Conditions		19	34	16/06/2018 5:24 PM	MS	16/06/2018 3:42 PM	MS
Relationship Based on Heritage		1	1	16/06/2018 5:24 PM	MS	16/06/2018 5:24 PM	MS
Supplier Part of Team and Family		10	12	16/06/2018 5:24 PM	MS	16/06/2018 5:23 PM	MS
Supplier Trust		2	2	16/06/2018 5:24 PM	MS	16/06/2018 5:23 PM	MS
Supply Chain		25	48	8/06/2018 2:42 PM	MS	16/06/2018 5:22 PM	MS

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Appendix F: Rigor and credibility of research

Tests to establish rigor, validity and quality in empirical case study research

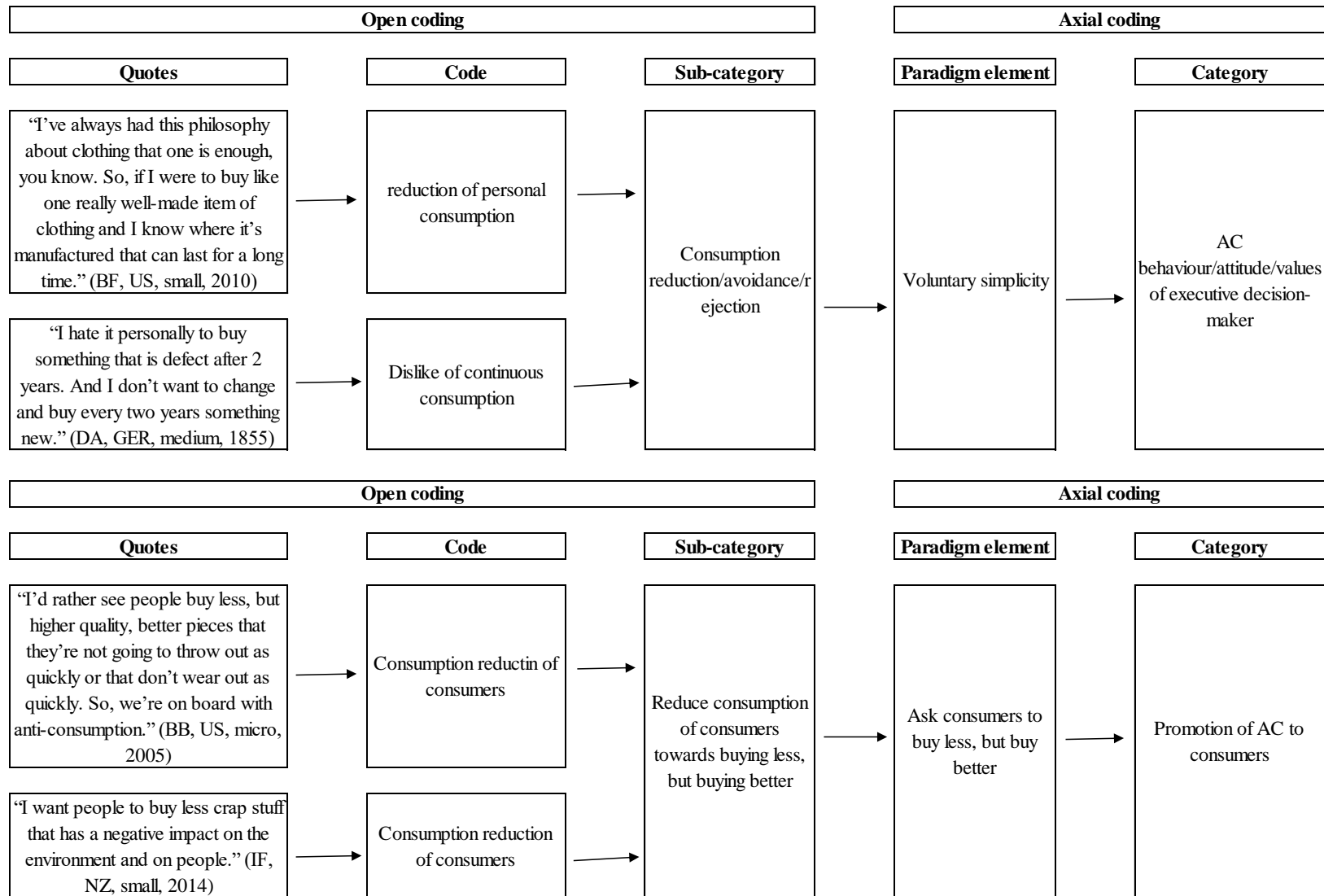
Characteristic	Description	Strategies to enhance Rigor	Strategies used in this Study
Confirmability	<ul style="list-style-type: none"> The quality of the conceptualization or operationalization of the relevant concept (Yin, 1994) Investigation of a phenomenon Investigation to the extent to which a procedure leads to an accurate observation of reality (Denzin and Lincoln, 1994). 	<ul style="list-style-type: none"> Data Triangulation (multiple sources of evidence): <ul style="list-style-type: none"> Archival data (internal reports, minutes or archives, annual reports, press or other secondary articles). Interview data (original interviews carried out by researcher) Review of transcripts and draft by key informants (key informants are or have been working at organization investigated) Clear chain of evidence: clear sections on case study databases; appropriate numbering or citation of documents; Indication of data collection circumstances (explanation how access to data has been achieved) Check for circumstances of data collection vs. actual procedure (reflection of how actual course of research affected data collection process); Explanation of data analysis (clarification of data analysis procedure) 	<p>Researcher uses:</p> <ul style="list-style-type: none"> Annual reports, press and other secondary articles Interview carried out by researcher with informants working for the to be interviewed firm Using databases to structure findings, to develop a clear overview of the data collection process as well as use Nvivo software <p>Phase:</p> <ul style="list-style-type: none"> Data collection, Research design and write up
Dependability	<ul style="list-style-type: none"> Develop case study protocol and reports 	<ul style="list-style-type: none"> Case study protocol (report of how the entire case study was conducted. Case study database (database with all available documents, interview transcripts, archival data, etc.) 	<ul style="list-style-type: none"> Researcher has typed up a case study protocol and report <p>Phase:</p> <ul style="list-style-type: none"> Data collection
Credibility	= logical validity	<ul style="list-style-type: none"> Research framework explicitly derived from literature (diagram or explicit 	<ul style="list-style-type: none"> Research framework derived from literature in chapter 2

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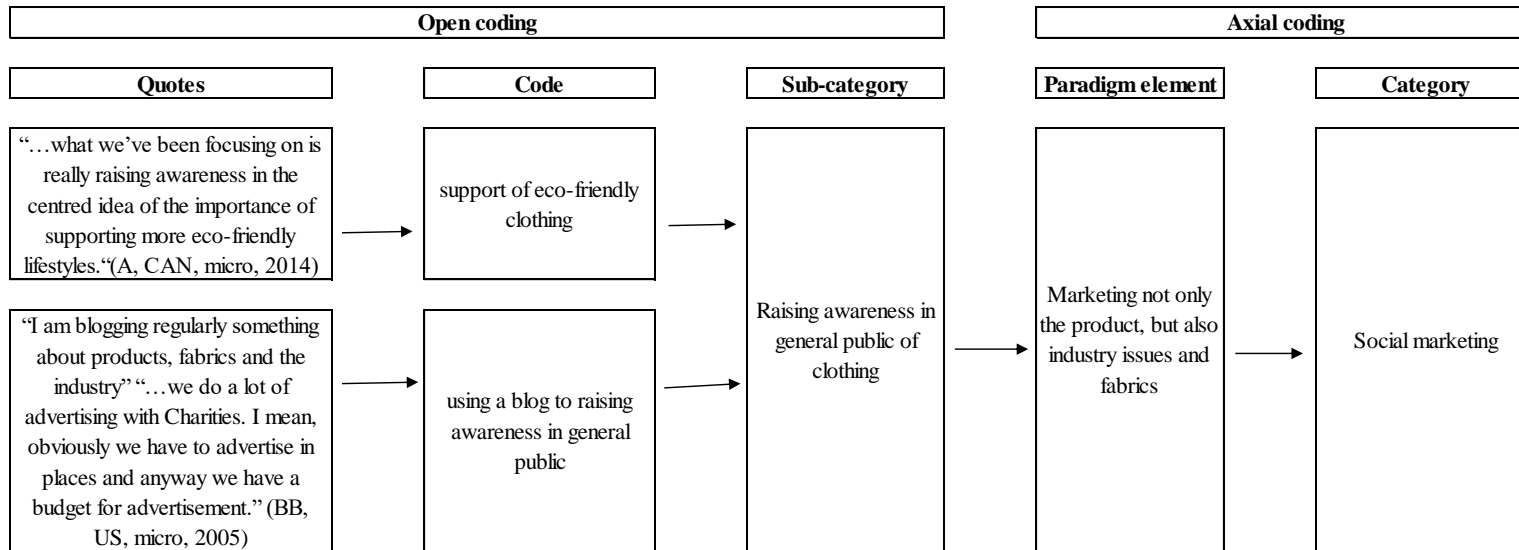
	<ul style="list-style-type: none">• refers to the causal relationships between variables and results	description of causal relationships between variables and outcomes)	<ul style="list-style-type: none">• Linking Findings
Transferability	<ul style="list-style-type: none">• Choosing case studies based on the research questions to be answered and literature relevant	<ul style="list-style-type: none">• Explanation building• Participatory observation derived data• Rationale for case study selection (explanation why this case study was appropriate for study• Details on case study context (industry context, business cycle, financial data)• Replication of multiple case studies	<ul style="list-style-type: none">• Linking findings <p>Phase:</p> <ul style="list-style-type: none">• Data analysis• Overview explaining why case study fits, industry context chosen for this study chapter 3.• Choice of Case Study Type: Multiple Case Studies <p>Phase:</p> <ul style="list-style-type: none">• Research Design

Adapted from (Baxter & Jack, 2008; Guba & Lincoln, 1994; Johnson et al., 2006)

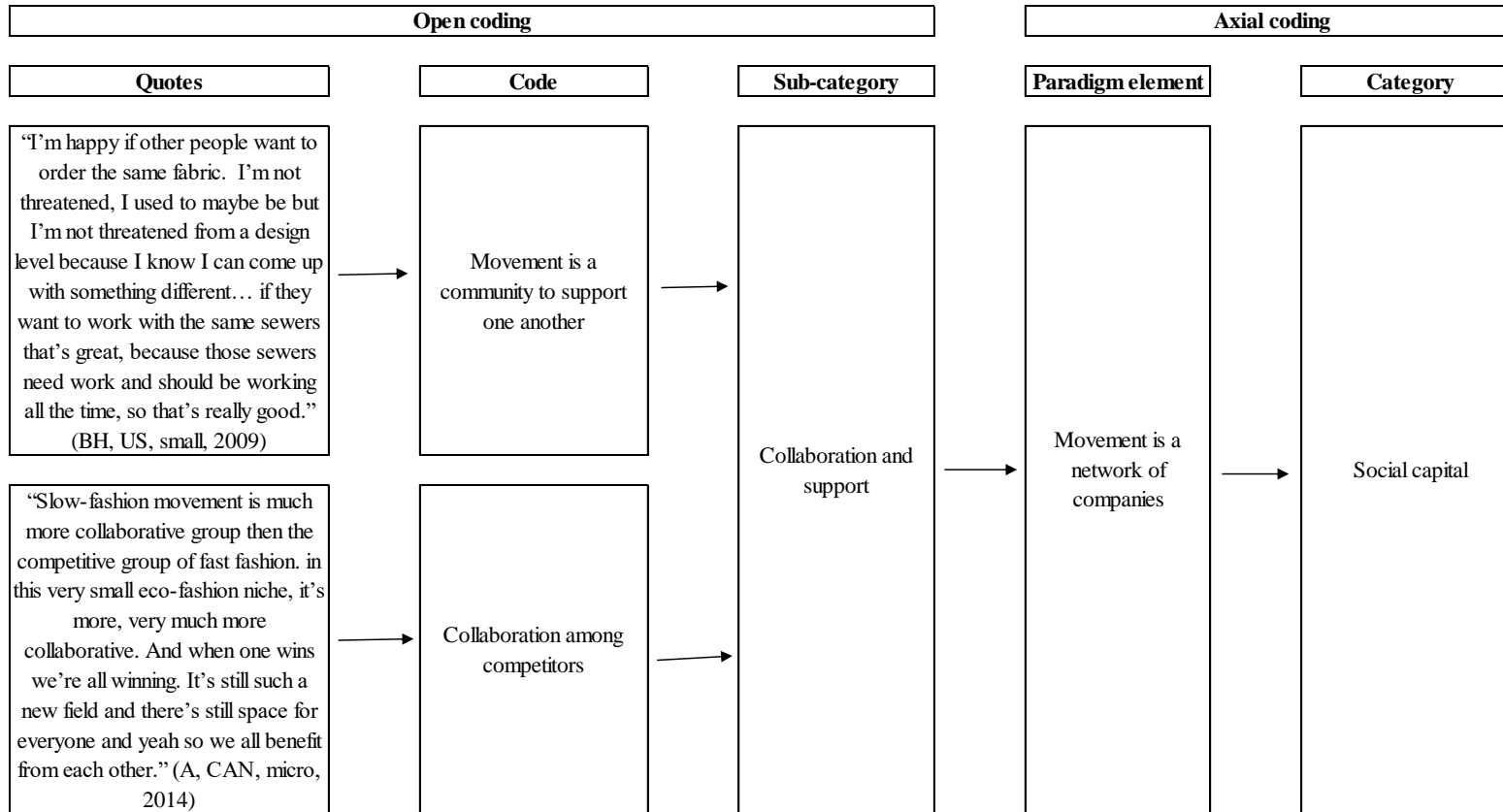
Appendix G: Open and axial coding sample



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Appendix H: Interaction between three DMCs elements

	Managerial Cognition	Social Capital	Human Capital	Interaction between the three elements
Company A (CAN)	<ul style="list-style-type: none"> →Lack of availability and access to organic clothes - Identification of Gap in the market →Environmentally-oriented beliefs 	<ul style="list-style-type: none"> →Forum for women entrepreneurs →Companies sharing resources, innovations and information 	<ul style="list-style-type: none"> →Education/knowledge about sustainable products e.g. awareness of fashion revolution 	<p>Human capital and managerial cognition demonstrate a relation. This is because company of focus on environmental sustainability. The company engages with other organisations to achieve to be more environmentally-sustainable.</p>
Company BA (US)	<ul style="list-style-type: none"> →Changes in society towards sustainability →Sustainability values of owner →Focus on continued innovation 	<ul style="list-style-type: none"> →Reinvest in the artisans communities by buying them weaving looms, sewing machines, jewelry making tools and allowing them to do work at their own pace and even in their own homes. 	<ul style="list-style-type: none"> →Knowledge about other industries that move similarly towards sustainability - slow food 	<p>Managerial awareness of environmental and societal sustainability led to the reinvestment in communities. Again, managerial cognition and human capital are linked because both areas focus on sustainability.</p>

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<p>Company BB (US)</p>	<p>→Personal beliefs and values focusing on doing something good for the planet →Lack of availability of organic products in the US.</p>	<p>→Long-term relationships with suppliers →SF companies build community - helping and supporting one another. →Certifications →Relationships with charities to advertise through and with them.</p>	<p>→Knowledge and education through travelling - led to personal shift in values Gaining knowledge from customers; e.g. chemical sensitivities →Personal learning to adapt to changes, e.g. payment card industry</p>	<p>It is visible that human capital are linked because knowledge and education led to awareness and personal shift of values. Thus, there is a clear interaction. Also, the adoption of certifications and relationships are built to support values and knowledge.</p>
<p>Company BC (US)</p>	<p>→Gap in the market, lack of availability of organic products →Personal belief to make clothes in a better way</p>	<p>→Long-term supplier relationships →Suppliers must meet standards identified by company</p>	<p>→Knowledge gained through university education and previous work experience in the industry</p>	<p>Human capital and managerial cognition interact, since one builds onto the other one, which leads to identification of the type of social ties the company wants to build.</p>
<p>Company BD (US)</p>	<p>→Personal beliefs - desire to raise awareness through causes →Awareness about sustainability issues in the industry</p>	<p>→Partnerships with UN and other organisations that have similar aims and values as company has.</p>	<p>→Knowledge gained through university education, but in an unrelated field - finances, not fashion</p>	<p>Human capital and managerial cognition interact, since one builds onto the other one, which leads to identification of the type of social ties the company wants to build.</p>
<p>Company BE (US)</p>	<p>→Awareness about industry problem →Business reflects personal values and beliefs</p>	<p>→Long-term relationships with domestic suppliers to reduce footprint →Adoption of certification →Relationship and support of charities that</p>	<p>→Interest and love for the environment, wants to keep a low footprint. →Self-education through documentaries.</p>	<p>Managerial cognition and human capital demonstrate a link. One is building knowledge/awareness onto the other, leading to making decisions relating to the</p>

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		have similar aims and values to business		development of certain types of social ties. In addition, relationships with charities and other organisations lead to access of information to companies, which make the company aware of problems and issues in the industry. Thus, a clear interaction between the three elements.
Company BF (US)	→Owner philosophies and beliefs: a lot of people are trying to partner with us and if it doesn't align with our philosophy and the foundation of our brand, then we're not going to give in to that.	→Supplier partnership	→Education through university studies in unrelated field	Managerial cognition and human capital are interrelated leading to the type of supplier relationships the company wants to develop to achieve the aims of the business.
Company BG (US)	→Changes in consumption values →Awareness of environmental and social destruction →Lack of availability of organic products	→Membership in an organisation →Long-term relationship with suppliers →Suppliers must align with values →NGO partnerships to find solutions to	→Education of owner through university studies and work experience	Managerial cognition and human capital demonstrate a link. One is building knowledge/awareness onto the other, leading to making decisions relating to the development of certain

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		environmental and social solutions		types of social ties. In addition, relationships with NGOs and other organisations lead to access of information to companies, which make the company aware of problems and issues in the industry. Thus, a clear interaction between the three elements.
Company BH (US)	<ul style="list-style-type: none"> → Frustration of industry - company does not align with values → Voluntary simplifier 	<ul style="list-style-type: none"> → Community among designers → Long-term supplier relationships → Suppliers must align with values 	<ul style="list-style-type: none"> → Previous work experience in industry → Awareness and knowledge about manufacturing industry in the States 	
Company BI (US)	<ul style="list-style-type: none"> → Awareness about industry problems → Local production because overseas regulations weak 	NA	<ul style="list-style-type: none"> → Experience in working industry → Knowledge about working and living conditions overseas from experience 	Managerial cognition and human capital interrelate – No interaction between social capital, managerial capital and human capital and social capital – Company did not discuss any social ties.
Company BJ (US)	<ul style="list-style-type: none"> → Passion for knitwear → Unawareness of sustainability issues in the industry 	<ul style="list-style-type: none"> → Community among designers → Partnership with suppliers 	<ul style="list-style-type: none"> → Experience in fashion industry → Knowledge about slow food movement 	Managerial awareness of environmental and societal sustainability led to the reinvestment in communities. Again, managerial cognition and human capital are linked because both areas focus on sustainability.

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Company BK (US)	<ul style="list-style-type: none"> →Awareness of problems in the industry →Awareness of Rana Plaza incident →Values and beliefs of firm owner 		→Experience in industry	Experience and values are interrelated. However, no interaction between social capital and managerial cognition and social capital and human capital. Executive decision-maker did not discuss networks or social ties.
Company BL (US)	<ul style="list-style-type: none"> →Perceived gap in market →Awareness of consumption sentiments in public →Knowledge and awareness about industry problems 	<ul style="list-style-type: none"> →Membership in organisations such as B Corp. →Long-term supplier relationships 	→Past experience not industry related	Managerial cognition and human capital demonstrate a link. One is building knowledge/awareness onto the other, leading to making decisions relating to the development of certain types of social ties. In addition, relationships with NGOs and other organisations lead to access of information to companies, which make the company aware of problems and issues in the industry. Thus, a clear interaction between the three elements.
Company BM (US)	<ul style="list-style-type: none"> →Awareness of environmental problems. →Problems with growth economy 	<ul style="list-style-type: none"> →Membership in organisations such as B Corp. →Long-term supplier relationships →Partnerships with NGOs →Investment in charities 	→Past experience not industry related	
Company C (PRI)	<ul style="list-style-type: none"> →Knowledge and awareness about problems in the industry →Demand changes of consumer 	<ul style="list-style-type: none"> →Knowledge sharing with community →Certifications 	<ul style="list-style-type: none"> →Past experience in industry →Studies in fashion design 	

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<p>Company DA (GER)</p>	<p>→Long-established family business →Changes in consumer consumption patterns in society →Anti-consumer</p>	<p>→Partnerships with NGOs to build supplier overseas →Longevity in partnerships</p>	<p>→Past experience in industry because of family business →Use of standards</p>	
<p>Company DB (GER)</p>	<p>→Awareness and knowledge about fashion industry problems</p>	<p>→Certifications</p>	<p>→Experience in engineering →Experience in cotton industry</p>	<p>Human capital and managerial cognition interact, since one builds onto the other one, which leads to identification of the type of social ties the company wants to build.</p>
<p>Company DC (GER)</p>	<p>→Awareness and knowledge about issues in this industry</p>	<p>→Collaborations with other companies and organisations</p>	<p>→Studies at university made firm owner aware of sustainability →Studied fashion design at university →Development of company internal standards that suppliers need to align with.</p>	<p>Managerial cognition and human capital demonstrate a link. One is building knowledge/awareness onto the other, leading to making decisions relating to the</p>

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Company DD (GER)	<ul style="list-style-type: none"> →Personal beliefs influenced by motherhood leading to the idea of developing chemical free products →Awareness of increased number of competitors after Rana Plaza 	<ul style="list-style-type: none"> →Partnership with NGOs to solve social and environmental problems in the industry →Member of the fair wear foundation →Sharing knowledge with suppliers and other companies 	<ul style="list-style-type: none"> →Experience in the industry Development of code of conduct for suppliers 	development of certain types of social ties. In addition, relationships with NGOs and other organisations lead to access of information to companies, which make the company aware of problems and issues in the industry. Thus, a clear interaction between the three elements.
Company DE (GER)	<ul style="list-style-type: none"> →Beliefs and values to do better for society and environment 	<ul style="list-style-type: none"> →Certification Partnership with NGOs →Long-term supplier relationships 	<ul style="list-style-type: none"> →Experience in industry led to focus on sustainability 	
Company DF (GER)	<ul style="list-style-type: none"> →Beliefs and values to do better for society and environment 	<ul style="list-style-type: none"> →Certification →Partnership with NGOs →Long-term supplier relationships 	<ul style="list-style-type: none"> →Experience in industry led to focus on sustainability 	
Company EA (UK)	<ul style="list-style-type: none"> →Awareness of gap in the market →Awareness of reduction of trust by public in large companies →Awareness of the industry's environmental impact →Minimalist 	<ul style="list-style-type: none"> →Local production because firm owner cannot ensure that products are produced in a sweatshop if made overseas. Hence, development of networks with suppliers locally. 	<ul style="list-style-type: none"> →No past experience in fashion industry, was a broker in the financial sector. But through experience in the industry, she recognised a gap in the women's professional clothing market, leading to the development of the business. 	Human capital and managerial cognition interact, since one builds onto the other one, which leads to identification of the type of social ties the company wants to build.

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Company EB (UK)	<ul style="list-style-type: none"> → Awareness and knowledge about industry-related problems → Personal values and beliefs → Motherhood influence 	<ul style="list-style-type: none"> → Support through external organisation - craft central 	<ul style="list-style-type: none"> → Interest during studies in sustainable design Experience in fashion industry 	
Company EC (UK)	<ul style="list-style-type: none"> → Awareness of the need to change how the industry does business → Need for more sustainability oriented practices in the industry → Awareness of Rana Plaza 	<ul style="list-style-type: none"> → Government support 	<ul style="list-style-type: none"> → No experience in fashion industry, but interest through university studies 	
Company FA (SWE)	<ul style="list-style-type: none"> → Personal values and beliefs towards sustainability → Awareness of problems in the industry 	<ul style="list-style-type: none"> → Long-term relationships with customers → Collaborations and partnerships with suppliers → Working together with NGOs 	<ul style="list-style-type: none"> → Company standards - suppliers must align with these standards → University studies on CSR 	
Company FB (SWE)	<ul style="list-style-type: none"> → Knowledge about fashion industry's negative influence on the environment 	<ul style="list-style-type: none"> → Long-term relationships with suppliers, enabling firm to increase traceability - focus also on keeping sourcing as local as possible. 	<ul style="list-style-type: none"> → Experience in the industry - family business 	

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Company G (FRA)	→Awareness and knowledge about Rana Plaza	→Long-term relationships with suppliers →Collaboration with NGOs →Certification	university studies increased interest in sustainability and fashion industry	the company aware of problems and issues in the industry. Thus, a clear interaction between the three elements.
Company HA (AUS)	→Beliefs and values based on sustainability	→Artist hub supporting artists - community of sharing information and supporting one another.	→Studied at university fashion design and focused on sustainability	Human capital and managerial cognition interact, since one builds onto the other one, which leads to identification of the type of social ties the company wants to build.
Company HB (AUS)	→Industry has been changing/shifting - more competitors →Awareness about environmental concerns	→People are willing to share information within slow fashion community →Government support →Certification	→Previously worked for companies in the industry	
Company HC (AUS)	→Values and beliefs towards sustainability →Inherent interest in CSR →Motherhood influence in decision-making	→Membership in B Corp enabled company to create a network of companies supporting one another →Certification →Long-term supplier relationship	→Experience in a different industry - motherhood led her to change industries	Managerial cognition and human capital demonstrate a link. One is building knowledge/awareness onto the other, leading to making decisions relating to the development of certain types of social ties. In addition, relationships with NGOs and other organisations lead to access of information to
Company HD (AUS)	→Lack of availability of organic clothing in market →Awareness of issues in the industry.	→Collaboration with NGO - ethical clothing Australia →Certification →Partnership with suppliers	→Pattern making course →No previous experience in industry, but identified gap in the industry through unrelated work experience	

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Company IA (NZ)	→Anti-consumer Personal consumption attitude - focus on reducing consumption - values and beliefs	→Collaboration with Red cross shops and other charities	→Experience in the industry - ran her own boutique in Canada.	companies, which make the company aware of problems and issues in the industry. Thus, a clear interaction between the three elements.
Company IB (NZ)	→Values and beliefs towards sustainability - Yoga →Awareness about environmental problems in the industry	→Membership in B Corp, →Certification →Long-term relationship with suppliers	→University education enabled her to learn about UN goals with resulted in the start up of the business	
Company IC (NZ)	→Knowledge and awareness of fashion industry	→Long-term partnerships with suppliers →Certifications	→Studied at university fashion design and focused on sustainability	Human capital and managerial cognition interact, since one builds onto the other one, which leads to identification of the type of social ties the company wants to build.
Company ID (NZ)	→Awareness and knowledge about consumption pattern changes →Awareness about increases in waste also resulting from fashion	→Supported through university →Partnerships with companies that are not related to the fashion industry - aim to reduce waste by taking used clothes back from firms	→Studied at university fashion design and focused on sustainability	
Company IE (NZ)	→Awareness of industry-related problems; →Awareness of competitors	→Collaboration with other companies →Long-term relationships with suppliers	→No work experience in the industry, but is working with the animals creating the fiber	

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Company IF (NZ)	<p>→Awareness of problems in the industry →Values and beliefs driven to create a better environment for manufacturers of clothing</p>	<p>→Collaboration with NGO →Certifications</p>	<p>→Personal experience and exposure of waste creation in the industry</p>	<p>Managerial cognition and human capital demonstrate a link. One is building knowledge/awareness onto the other, leading to making decisions relating to the development of certain types of social ties. In addition, relationships with NGOs and other organisations lead to access of information to companies, which make the company aware of problems and issues in the industry. Thus, a clear interaction between the three elements.</p>
Company IG (NZ)	<p>→Values and beliefs towards longevity and bringing fashion back to NZ →Awareness of industry-related problems</p>	<p>→Long-term relationships with suppliers - certifications</p>	<p>→Previous work experience in hospitality →Studied for a diploma in fashion design</p>	
Company JA (IND)	<p>→Inherent interest in sustainability</p>		<p>→Self-taught fashion design</p>	<p>Relationship between managerial cognition and human capital is based on interest in sustainability and awareness that market has very limited availability of sustainable clothing in India. Experience of</p>

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				being disappointed by partners. Thus, has not built long-lasting partnerships with other organisations, except suppliers
Company JB (INDGER)	<ul style="list-style-type: none"> → Awareness of industry-related problems; → Awareness of negative influence of wearing clothing on skin 	<ul style="list-style-type: none"> → Certifications → Long-term relationships with suppliers → Collaborations with NGOs 	→ Studied at university fashion design	Managerial cognition and human capital demonstrate a link. One is building knowledge/awareness onto the other, leading to making decisions relating to the development of certain types of social ties. In addition, relationships with NGOs and other organisations lead to access of information to companies, which make the company aware of problems and issues in the industry. Thus, a clear interaction between the three elements.
Company KA (NET)	→ Values and beliefs towards solving problems in the fashion industry	<ul style="list-style-type: none"> → Long-term relationships with suppliers → Collaboration with NGO - Made by Certification 	→ Experienced bad conditions of fashion industry in South East Asia	
Company KB (NET)	<ul style="list-style-type: none"> → Inherent interest in sustainability in sustainability when growing up → Awareness of changes in industry 	<ul style="list-style-type: none"> → Membership in fair wear foundation → Certification 	<ul style="list-style-type: none"> → Studied fashion design at university → Experience in industry 	
Company KC (NET)	<ul style="list-style-type: none"> → Awareness of industry problems → Fatherhood - being a role model for children 	<ul style="list-style-type: none"> → Member in B Corp and Fair wear foundation; → Certification → Long-term relationships with suppliers → NGO collaborations 	→ Experience in industry through working in the industry in the past	

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Company KD (NET)	<ul style="list-style-type: none"> → Values and beliefs towards sustainability → Became aware of what customers want Rana Plaza 	<ul style="list-style-type: none"> → Support from customers - crowdfunding 	<ul style="list-style-type: none"> → Experience in marketing 	
Company L (HUN)	<ul style="list-style-type: none"> → Rana Plaza Interest in sustainability - → Values and beliefs → Environmental consequences of industry 	<ul style="list-style-type: none"> → Collaboration with manufacturers 	<ul style="list-style-type: none"> → Experience in the industry → Studied design at university 	
Company M (ITA)	<ul style="list-style-type: none"> → Values and beliefs - anti-consumer- VS → Awareness of industry problems → Developed comic to create awareness 	<ul style="list-style-type: none"> → Collaboration with NGO 	<ul style="list-style-type: none"> → Studied fashion design at university → Experience in industry working for other large fashion labels 	
Company N (CHIGER)	<ul style="list-style-type: none"> → Motherhood experience resulted in greater awareness of waste and the need for more organic products → Awareness of environmental problems in the industry 	<ul style="list-style-type: none"> → Collaboration with universities, suppliers and NGOs to develop fiber 	<ul style="list-style-type: none"> → Work experience in IT, not related to fashion industry 	

Appendix I: Summary of propositions for future research

Propositions	Link to literature
Proposition 1: External factors, such as consumer consumption behaviour (e.g. AC), impact firm development and deployment of DCs.	AC influence on DCs and DMCs
Proposition 2a: Executive decision-makers exhibiting AC values in personal consumption, are exhibiting AC in firm decision making and the development of strategies.	Firm owner/CEO AC values visible in decision-making
Proposition 2b: AC influences executive decision-making visible through (1) decisions in supply chain, (2) development of company internal standards, (3) strategies developed and (4) messages to customers and other stakeholders.	AC at a firm level – strategies
Proposition 3: Commercial firms use organisational activism to disrupt industry, shock stakeholders and to shift industry standards.	Commercial firm activism – link to global activism and competitive positioning in the IB literature
Proposition 4: Commercial firms develop partnerships with NGOs to solve societal and environmental problems as well as to position themselves competitively in the market.	NGO- business partnerships – link to network literature in IB
Proposition 5: Executive decision-makers engaging in sustainability and ethical practices incorporate values in their decision-making that are AC-oriented.	AC at a firm level
Proposition 6: Executive decision makers identify emerging shifts, develop networks and social ties as well as learn about the industry they operate in concurrently. Thus, sensing, seizing and shifting is shaped by managerial cognition, social capital and human capital.	DMCs and DCs literature – implications to IB literature – networks, strategies (local vs off-shore production) and identification of opportunities