Nils Peters

Inter-organisational Design of Voluntary Sustainability Initiatives

Increasing the Legitimacy of Sustainability Strategies for Supply Chains

With a preface by Prof. Dr. Wolfgang Stölzle



Index

Inde	x			IX
List	of Fig	ures		XV
List	of Tab	les		XVII
List	of Abb	oreviatio	ons	XIX
Zusa	ımmen	ıfassung	<u>z</u>	XXI
Absi	tract			XXIII
1. Introduction			ion	1
	1,1.		ance of this research on the design of voluntary sustainability wes for supply chains and research objectives	1
1.2. Research questions			rch questions	7
	1.3.	Positio	oning of the research within scientific theory	9
	1.4.	Outlin	e of the thesis	15
2. Conceptual aspects of voluntary sustainability initiatives in the context of proactive sustainability strategies for supply chains				
	Conceptual foundation and constituent elements of proactive sustainability strategies for supply chains			
		2.1.1.	The strategic approach of corporate sustainability	18
		2.1.2.	Proactiveness of sustainability strategies	24
		2.1.3.	Sustainability strategies for supply chains	26
		2.1.4.	Constituent elements of proactive sustainability strategies for supply chains	32
	2.2. The objective to retain legitimacy with proactive sustainability strategies for supply chains		33	
		2.2.1.	The legitimising role of strategic stakeholders in the design of proactive sustainability strategies for supply chains	33
		2.2.2.	A process model of involving stakeholders in the design of proactive sustainability strategies for supply chains	40
		2.2.3.	Types of stakeholder relationships in the context of proactive sustainability strategies for supply chains	42

	2.3.	Designs of voluntary sustainability initiatives in the context of proactive sustainability strategies for supply chains and legitimacy		
		2.3.1.	Voluntary sustainability initiatives and proactive sustainability strategies for supply chains	45
		2.3.2.	Legitimising elements of voluntary sustainability initiatives for supply chains	47
	2.4.	Interm volunt	nediary recapitulation: relevance and legitimising elements of array sustainability initiatives for supply chains	52
3.			al aspects of designing voluntary sustainability for supply chains	54
	3.1.	Preser and le	ntation of the theories applied to voluntary sustainability initiatives gitimacy in the literature	54
	3.2.	Institu sustair	tional theory and its contribution to the design of voluntary nability initiatives for supply chains	56
		3.2.1.	Characterisation of institutions in theory	56
		3.2.2.	Voluntary sustainability initiatives for supply chains as institutions	58
		3.2.3.	The emergence of voluntary sustainability initiatives for supply chains in the wider institutional field	60
	3.3.		tional entrepreneurship and its contribution to the design of arry sustainability initiatives for supply chains	62
		3.3.1.	Institutional entrepreneurship as an organisational strategy to influence institutions	62
		3.3.2.	The design of voluntary sustainability initiatives as an institutional entrepreneurship strategy	63
		3.3.3.	The need to specify key resources to design voluntary sustainability initiatives for supply chains	67
	3.4.	The re	source-based view and its contribution to the design of voluntary nability initiatives for supply chains	75
		3.4.1.	The resource-based view and the resources that enable voluntary sustainability initiatives for supply chains	75
		3.4.2.	The need to specify the resources in the context of voluntary sustainability initiatives for supply chains and legitimacy	83

4.	Initial framework: a resource-based view of institutional entrepreneurship in the design of voluntary sustainability initiatives for supply chains			89	
	4.1.	***			
	4.2.	Formulation of a resource-based view on institutional entrepreneurship in the context of the inter-organisational design of voluntary sustainability initiatives			
5.	An exploratory study of the institutional entrepreneur's resources in the design of legitimised voluntary sustainability initiatives for supply chains9				
	5.1.	Resear	rch method applied: exploratory case study research	95	
		5.1.1.	Case selection	95	
		5.1.2.	Data collection	99	
		5.1.3.	Data analysis	100	
	5.2.	Preser	ntation of the case studies: the design of voluntary sustainability ives for supply chains	103	
		5.2.1.	Migros: The Roundtable on Sustainable Palm Oil (RSPO)	103	
		5.2.2.	Axel Springer Verlag: The Tikhvin Chalna project	105	
		5.2.3.	Coop: Basel Criteria and the Roundtable on Responsible Soy (RTRS)	107	
		5.2.4.	Unilever: The Marine Stewardship Council (MSC)	109	
		5.2.5.	Nestlé: The Sustainability Agriculture Initiative (SAI)	110	
	5.3.		esign of voluntary sustainability initiatives for supply chains and stitutional entrepreneur's resources	111	
		5.3.1.	Resources leading to legitimised designs of a voluntary sustainability initiative	111	
		5.3.2.	Complementarities increasing the potential of resources for legitimised designs of voluntary sustainability initiatives	124	

volu	Development of the research model: resources, the design of voluntary sustainability initiatives for supply chains, and legitimacy				
6.1.	Model and fo	of designing voluntary sustainability initiatives for supply chains rmulation of hypotheses	133		
	6.1.1.	Legitimacy in the context of designing voluntary sustainability initiatives for supply chains	134		
	6.1.2.	Resources and complementarities that enable the design of voluntary sustainability initiatives for supply chains	135		
6.2.	Summ sustair	ary of hypotheses on the legitimised design of voluntary nability initiatives	138		
rese	ources	natory study of the institutional entrepreneur's in the design of legitimised voluntary sustainability for supply chains	140		
7.1.	Devel- volunt	opment of the measurement model of the legitimised design of ary sustainability initiatives	140		
	7.1.1.	Measures for key resources and complementarities	141		
	7.1.2.	Measures for voluntary sustainability initiative design (VSI)	147		
	7.1.3.	Measures for legitimacy	150		
	7.1.4.	Selection of control variables	151		
7.2.	Resea	rch setting: online survey with structural equation modelling	153		
	7.2.1.	Unit of analysis	153		
	7.2.2.	Data collection procedure, description of sample, key-informant, common-method and non-response biases	154		
	7.2.3.	Two-step approach of structural equation method	159		
7.3.	Testin sustair	g the measurement model of the legitimised design of voluntary nability initiatives	160		
	7.3.1.	Testing content and substantive validity	160		
	7.3.2.	Testing uni-dimensionality	161		
	7.3.3.	Testing scale reliability	164		
	7.3.4.	Testing convergent validity	169		
	7.3.5.	Testing discriminant validity	169		

Anı	Annendix			
Ref	erenc	es		193
	8.3.	Implic	cations for business practice	188
	8.2.	Limita	ations and further research	186
	8.1.	Concl	usion	181
8.	Conclusion, further research and implications for business practice			
		7.4.2.	Tests for mediation effects	178
		7.4.1.	Testing the research model	174
	7.4.		hesis testing and results: an institutional entrepreneur's resources e design of voluntary sustainability initiatives for supply chains	174
		7.3.7.	Summary of measurement model testing	172
		7.3.6.	Testing predictive validity	171