A MULTIFOCAL FRAMEWORK FOR DEVELOPING *INTENTIONALLY SUSTAINABLE ORGANIZATIONS*

Jonathan Pinto
Imperial College Business School
Tanaka Building
South Kensington
London SW7 2AZ

Tel: 0207-594-8543
Email: j.pinto@imperial.ac.uk

Abstract

This paper briefly reviews recent interesting work in the field of sustainable organizations research, encompassing domains such as institutional theory, resource-based view, stakeholder theory, framing, and paradox theory. Drawing on these it develops a *Multifocal framework for developing Intentionally Sustainable Organizations (ISO)*, which, inter alia, incorporates and applies new concepts such as *balanced bifocal stakeholder management* and *paradox approach to organization design* to this field. It makes the case that the Icehotel in Jukkasjarvi, Sweden, is an ISO and presents evidence that it manifests all aspects of the theorizing in this paper.

Key words:
Intentionally Sustainable Organization (ISO), Icehotel, Multifocal framework for developing Intentionally Sustainable Organizations, balanced bifocal stakeholder management, paradox approach to organization design

Please cite as follows:
Pinto, J. (2017). A multifocal framework for developing Intentionally Sustainable Organizations, *Current Opinion in Environmental Sustainability*, 28: 1-7.

Although the origins of the enquiry on the nexus between ecology and organizations can be traced back either to the 1800s (e.g., 1,2), or the mid-1900s (e.g., 3,4), this research stream only began gaining traction and momentum in the late 1980s/early 1990s, with events and developments like the Brundtland Commission Report (1987), the founding of the *Organization & Environment (O&E)* academic journal (1987), the Rio de Janeiro Earth Summit (1992), the establishment of the *Organizations and Natural Environment* interest group by the Academy of Management (1994) and the 1995 special issue of the *Academy of Management Review* on sustainable development (5*). Since there are already several recent excellent literature reviews (e.g., 5*-13), this paper will focus on the more interesting recent theoretical and research developments.

Definition

Almost every managerial decision, whether technical (i.e., design, manufacturing, marketing) or social (i.e., business responsibility toward society, communities, and employees) impacts the natural environment even though the organization may be unaware of what these impacts are (5*, 14). Not surprisingly, a clear and uncontested definition of what is actually included and excluded from the definition of corporate responsibility toward the environment is lacking (15). Further, there are an almost overwhelming number of constructs for sustainability, some of which are more effective than others (16). It appears (9*) that top academic management journals use terms such as *corporate sustainability* (e.g., 17,18), *ecological sustainability* (e.g., 19,20), *sustaincentrism* (e.g., 21), and *sustainable development* (e.g., 22,23), whereas practitioner management journals use terms such as *sustainable organization* (e.g., 24), *'ideal' sustainable organization* (e.g., 25), and *sustainable enterprise* (e.g., 26). In general, practitioner-

focused definitions tend to be more prescriptive whereas academic-focused ones tend to be more holistic, complex, and philosophical (9*).

Whatever the construct or the definition, it is generally agreed that the interdependence between organization and the natural environment is a complex phenomenon, involving multiple - levels, system relationships, stakeholders, temporal aspects, and paradigms – among others. With regard to levels, the Globally Responsible Leadership Initiative delineates three levels, i.e., individual ("I"), organizational ("we"), and systemic ("all of us"). System relationships include inputs, outputs, values, strategies, feedbacks and thought processes. Stakeholders could include customers, suppliers, investors, employees, local communities, society, government, trade unions, trade associations, political groups, competitors, employees of supply chain partners, the poor and disadvantaged, other species, and the natural environment, among others. Temporal aspects include short-term versus long-term and reactive versus proactive. Finally, examples of multiple paradigms include sustainability-related such as technocentrism, ecocentrism, and sustaincentrism (21) or sociological such as functionalist, interpretative, radical humanist, and radical structuralist (27).

A recent conceptualization that reflects this complexity is the *truly sustainable business* construct (28*). Other recent conceptualizations are the Anthropocene, which refers to a new historical phase when natural forces and human forces became so intertwined that the fate of one determines the fate of the other (29), and the Anthropocene Society, which refers to a new form of social structure that accepts and engages this new reality (30). These conceptualizations reframe and expand the discussion in the early days of the field around sustaincentrism as an integrative mechanism between technocentrism and ecocentrism (21).

Key theories: recent developments.

Drawing on an existing literature review methodology (31) I have identified key theories based on those which have been included multiple times in recent literature reviews (e.g., 5*-13). Only three theories featured more than once in these reviews and are therefore included in this review. These theories are, institutional theory (9*,10), resource-based view (RBV) (9*,10) and stakeholder theory (6,9*,10). The first theory is at the "all-of-us" level, whereas the latter two are at the "we" level. Since no theories at the "I" level were identified through the process, this lacuna has been filled by choosing two related individual-level cognitive theories, i.e., framing and paradox theory (32**,33), that have recently been applied in the sustainable organizations research domain. The five theories are briefly reviewed in the following five subsections.

Institutional theory. Institutional theory explores how social choices are shaped, mediated, and channeled by the institutional environment (34). Its main tenets as applied to the Anthropocene in the domain of organization and the natural environment include the basic principles of institutional theory, the socially constructed nature of the Anthropocene, and institutional change in the Anthropocene (30).

Resource-based view (RBV). RBV emphasizes the role of resources and capabilities as a source of competitive advantage. The natural-resource-based view of the firm (NRBV) was developed because the RBV ignored the interaction between an organization and its natural environment (35). The NRBV posits that there are four key strategic capabilities which are build upon different key resources and provide different sources of competitive advantage: pollution prevention, product stewardship, clean technology, and bottom of the pyramid (23).

Stakeholder theory. This theory argues that all entities with legitimate interests in an enterprise should obtain benefits without prima facie prioritization of one set of interests and benefits over another (36,37). Though not interchangeable, there are several fundamental

similarities between sustainability management and stakeholder theory, in that they both take a view that extends beyond maximizing short-term shareholder value or accounting-based profits to a more holistic understanding of interdependencies and the non-separability of ethical issues from business (38*). Stakeholder involvement was identified as a key ingredient in Patagonia's product stewardship efforts (23,39).

Framing. This is an individual-level cognitive process which involves the assigning and attaching of meaning to external events and organizational initiatives in relation to organizational goals (33). The differences between two cognitive frames - business case and paradox - with regard to managerial sensemaking of sustainability issues have been recently theoretically delineated (32**). Using an instrumental case study it was found that 'frame decoupling', i.e., the identification, separation, and prioritization of frames before a new language or frame was selected for the collective organizational goal helped overcome conflicts due to variation in how individuals cognitively connected different frames together (33).

Paradox theory. A paradox refers to contradictory yet interrelated elements that are logical individually but absurd and irrational when juxtaposed (40). A paradox theory approach suggests a move away from either/or decisions to a both/and approach (41,42). It argues that long-term sustainability requires continuous efforts to meet multiple, divergent demands (32**,43*). Though all four categories of organizational paradoxes (43*), i.e., learning, belonging, organizing, and performing, are relevant, the last-mentioned is particularly important since it emerges from the plurality of stakeholders and the tensions that surface from their differing and often conflicting demands (43*).

Conceptual framework.

I draw upon and integrate these research streams in the '*Multifocal framework for developing intentionally sustainable organizations*' depicted in Figure 1. It depicts the Anthropocene, and the Anthropocene Society (which is also the 'People' aspect of 3BL) which interacts with it and is therefore depicted by a dotted-line sphere. The other two aspects of 3BL, i.e., profits and planet, which are represented in the upper and lower half respectively, distinguished by a dashed line which once again cues interaction and interdependence.

The *intentionally sustainable organization (ISO)* is so-called because, analogous to deliberately developmental organizations (44), it is intentionally created for a particular purpose, i.e., sustainability in this case. The ISO is embedded in the Anthropocene Society and straddles the profits/planet line so that it lies equally in each hemisphere, with its business model and related stakeholders (i.e., customers, suppliers, and shareholders) in the profits hemisphere, and its organization model and related stakeholders (i.e., employees, society/communities, government and trade/industry associations) in the planet hemisphere. The ISO has the sustaincentrism paradigm at its core, with its technocentrism and ecocentrism paradigms in the profits and planet hemispheres respectively. This depiction resonates with that of the systems-based sustainability business model (45). Visually, the framework cues ecology and 'flourishing' (46) through the green colour and the layout which looks like a flower blossoming.

The framework is multifocal for two reasons. Firstly, because no single stakeholder (e.g., shareholders) is the main focus of the firm as indicated by the regular hexagon shape in Figure 1. (Since the framework is already rather complex only six key stakeholders have been depicted.) Secondly, because it takes a bifocal vision (47,48), i.e., both short-term or reactive and long-term or proactive, to managing each stakeholder. The bifocal approach is inherently cognitive because it draws managers away from short-term, linear thinking and myopic decision-making (which

tends to dominate) and toward long-term, non-linear thinking and holistic decision-making. For instance, research based on a sample of 105 firms in Spain found that the firms with the most proactive business strategies employed both traditional corrective and modern preventive natural environmental approaches (49).

- - - - - - - - - - - - - - - - - -

Insert Figure 1 about here

- - - - - - - - - - - - - - - - - -

An ISO is one which: (a) is conscious of its embeddedness in the Anthropocene Society (b) and its interdependence with the ecosystem; (c) engages actively with its natural and (d) social environment; (e) encompasses multiple paradigms; (f) has sustainability at its core; (g) catalyses change toward more sustainable policies and practices by working across organizations and across levels (individual, organizational, systemic); (h) takes a balanced and bifocal approach to stakeholder management; (i) is built on deliberately constructed, enshrined and managed paradoxes (represented by the paradoxical triangles); and (j) measures its contribution to solving social, environmental, and economic issues.

The Icehotel – An Intentionally Sustainable Organization (ISO).

An exemplar of an ISO is the Icehotel, the world's first and largest hotel to be constructed entirely of ice and snow (50**). It was founded by Nils Yngve Bergqvist, a tree-hugger (51) and an environmental engineer by training (52) and encompasses technocentrism, ecocentrism, and sustaincentrism (50**). The Icehotel is consciously embedded in the Anthropocene Society located as it is in Europe's last wilderness (53) where its construction and operation are directly impacted by ecological factors (50**). The Icehotel exemplifies the NRBV approach because its competitive advantage *is* the natural environment, such as the extremely pure water of the Torne

river (53) and the *aurora borealis* (50**). It adopts a balanced bifocal approach to stakeholder management, as substantiated in Table 1 with regard to eight key stakeholders.

- - - - - - - - - - - - - - - - - - -

Insert Table 1 about here

- - - - - - - - - - - - - - - - - - -

The Icehotel is an ISO because it provides evidence for all the clauses in the ISO definition, as presented in Table 2, despite being a relatively small organization. Further, the Icehotel's spectacular architecture (54) and artistic ice scenography (53) exemplifies *environmental aesthetics*, which promotes corporate sustainability by focusing on the aesthetic value of the natural environment through an engagement with and sensory immersion in it (55).

- - - - - - - - - - - - - - - - - - -

Insert Table 2 about here

- - - - - - - - - - - - - - - - - - -

Limitations.

The definition of ISO is long and has multiple clauses which could be perceived as limitation. However, as mentioned earlier, the phenomenon is complex and multifaceted and therefore each of the clauses listed is essential for the definition. Indeed, one of the key factors that has led to environmental degradation is the oversimplication of organizational and business models and with excessive focus on the short-term and/or shareholder value.

Some might argue that the Icehotel is engaged in eco-tourism and is thus exploitative of the environment. However, the Icehotel is an example of sustainable tourism, not eco-tourism. The former requires multifocal stakeholder management because otherwise over-exploitation and over-commercialization could cause tourists to stop visting and also have lasting adverse effects

on the locale and its inhabitants. Tourism is a business and needs to be economically successful, but at the same time, the culture and wildlife of the region must be maintained and protected – a balance the Icehotel has maintained over 25 years. Also, I believe the Icehotel fulfills the six principles of Sustainable Arctic Tourism (56) which are as follows: (1) supports the local economy; (2) operates in an environment-friendly manner; (3) suppports the conservation of local nature; (4) respects and involves the local community; (5) ensures quality and safety in all business operations; and (6) educates visitors about local nature and culture. Finally, although every effort has been taken to rely only on objective and academic sources of information about the Icehotel, company-provided information has been relied on in some cases. And though there is no reason to doubt the veracity of the latter, future research could validate some of this data.

Conclusion.

The comprehensive conceptual framework and definition of ISO introduced in this paper integrates some of the recent work in the corporate sustainability field. It introduces new constructs such as the *balanced bifocal stakeholder management* and the *paradox approach to organization design* to this field. The theorizing in this paper could provide a blueprint for creating sustainable organizations and facilitate the development of a comprehensive dashboard that could help practitioners measure and monitor their organization's *sustainability quotient (SQ).*

REFERENCES

1. Emerson, R. 1836. ***Nature***. James Munroe and Company: Boston.

2. Marx, K. 1867. ***Capital Volume 1: A Critique of Political Economy***. Penguin Classics: New York.

3. Carson, R. 1962. ***Silent Spring***. Houghton Mifflin: Boston.

4. Ellul, J. 1954. ***The Technological Society***. Vintage Books: New York.

5. Etzion, D. 2007. Research on Organizations and the Natural Environment, 1992-Present: A Review. ***Journal of Management***, **33**: 637-664.*

This paper provides an excellent review of the literature on organizations and the natural environment at three levels of analysis – firm, industry, and organizational environment. It covers several key constructs at each level of analysis.

6. Chang, S.J. 2016. Sustainable evolution for global business: A synthetic review of the literature. ***Journal of Management and Sustainability***, **6**: 1-23.

7. Johnson, M.P., & Schaltegger, S. 2016. Two decades of sustainability management tools for SMEs: How far have we come? ***Journal of Small Business Management***, **54**: 481-505.

8. Lueg, R., & Radlach, R. 2016. Managing sustainable development with management control systems: A literature review. ***European Management Journal***, **34**: 158-171.

9. Montiel, I., & Delgado-Ceballos, J. 2014. Defining and measuring corporate sustainability: Are we there yet? ***Organization & Environment***, **27**: 113-139.*

The aim of this excellent literature review is to throw light on the 'corporate sustainability' construct with regard to its definition and measurement. Quantitative data has been compiled to provide support for the conclusions. The authors also briefly review some of the key organization theories that have been applied in this field.

10. Sarkis, J., Zhu, Q., & Lai, K.H. 2011. An organizational theoretic review of green supply chain management literature. ***International Journal of Production Economics***, **130**: 1-15.

11. Salzmann, O., Ionescu-Somers, A., & Steger, U. 2005. The business case for corporate sustainability: Literature review and research options. ***European Management Journal***, **23**: 27-36.
12. Batch, J., Homer, D.H., Broadbent, A., & Fish, D. 2014. Towards a theoretical integration of sustainability: A literature review and suggested way forward. ***Journal of Sustainability Management,*** **2**: 35-42.
13. Alhaddi, H. 2015. Triple bottom line and sustainability: A literature review. ***Business and Management Studies,*** **1**: 6-10.
14. Hoffman, A.J., & Ventresca, M.J. 2002. Introduction. In A.J. Hoffman & M.J. Ventresca (Eds.), ***Organizations, policy and the natural environment: Institutional and strategic perspectives***; 1-38. Stanford, CA: Stanford University Press.
15. McGee, J. 1998. Commentary on corporate strategies and environmental regulations: An organizing framework by A.M. Rugman and A. Verbeke. ***Strategic Management Journal***, **19**: 377-387.
16. Townsend, A.K., Meima, R., & Starik, M. 2016. Envisioning, enacting, and enjoying sustainability: Three unique sustainability academic/practitioner perspectives, one emerging reality? ***Organization & Environment***, **29**: 255-263.
17. Neubaum, D.G., & Zahra, S.A. 2006. Institutional ownership and corporate social performance: The moderating effects of investment horizon, activism, and coordination. ***Journal of Management***, **32**: 108-131.
18. Sharma, S., & Henriques, I. 2005. Stakeholder influences on sustainability practices in the Canadian forest products industry. ***Strategic Management Journal***, **26**: 159-180.

19. Shrivastava, P. 1995. The role of corporations in achieving ecological sustainability. ***Academy of Management Review***, **20**: 936-960.
20. Starik, M., & Rands, G.P. 1995. Weaving an integrated web: Multilevel and multisystem perspectives of ecologically sustainable organizations. ***Academy of Management Review***, **20**: 908-935.
21. Gladwin, T.N., Kennelly, J.J., & Krause, T.S. 1995. Shifting paradigms for sustainable development: Implications for management theory and research. ***Academy of Management Review***, **20**: 874-907.
22. Banerjee, S.B. 2003. Who sustains whose development? Sustainable development and the reinvention of nature. ***Organization Studies***, **24**: 143-180.
23. Hart, S., & Dowell, G. 2011. A natural-resource-based view of the firm: Fifteen years after. ***Journal of Management***, **37**: 1464-1479.
24. Funk, K. 2003. Sustainability and performance. ***MIT Sloan Management Review***, **44**: 65-70.
25. Marshall, R.S., & Brown, D. 2003. The strategy of sustainability: A systems perspective on norm thompson outfitters' environmental stewardship initiatives. ***California Management Review***, **33**: 404-424.
26. Hart, S.L., & Milstein, M.B. 2003. Creating sustainable value. ***Academy of Management Executive***, **17**: 56-67.
27. Burrell, G., & Morgan, G. 1979. ***Sociological paradigms and organizational analysis***. London: Heinemann.
28. Dyllick, T., & Muff, K. 2016. Clarifying the meaning of sustainable business: Introducing a typology from business-as-usual to true business sustainability. ***Organization & Environment***, **29**: 156-174.*

This paper introduces a potentially powerful typology of business sustainability. Taking business-as-usual as the base, it defines three levels of business sustainability, from the lowest, i.e., refined shareholder value management, to the middle, i.e., managing for the triple bottom line, to the highest, truly sustainable business.

29. Zalasiewicz, J., Williams, M., Steffen, W., & Crutzen, P. 2010. The new world of the Anthropocene. ***Environment Science & Technology***, **44**: 2228-2231.

30. Hoffman, A.J., & Jennings, P.D. 2015. Institutional theory and the natural environment: Research in (and on) the Anthropocene. ***Organization & Environment***, **28**: 8-31.

31. Pinto, J. 2014. Expanding the content domain of workplace aggression: A three-level aggressor-target taxonomy. ***International Journal of Management Reviews***, **16**: 290-313.

32. Hahn, T., Preuss, L., Pinkse, J., & Figge, F. 2014. Cognitive frames in corporate sustainability: Managerial sensemaking with paradoxical and business case frames. ***Academy of Management Review***, **39**: 463-487.**

This conceptual paper, published in the leading management theory journal, addresses the heart of the 'sustainable organizations' issue – the role of cognition and framing. It skilfully conducts a theoretical comparison of the implications of using either a business case frame or a paradoxical frame.

33. Meyer, M.A., Cross, J.E., & Byrne, Z.S. 2016. Frame Decoupling for organizational change: Building support across divergent stakeholders. ***Organization & Environment***, **29**: 231-251.

34. Hoffman, A.J. 1999. Institutional evolution and change: Environmentalism and the U.S. chemical industry. ***Academy of Management Journal***, **42**: 351-371.

35. Hart, S.L. 1995. A natural-resource-based view of the firm. ***Academy of Management Review***, **20**: 986-1014.

36. Donaldson, T. & Preston, L.E. 1995. The stakeholder theory of the corporation: Concepts, evidence, and implications. ***Academy of Management Review***, **20**: 65-91.

37. Freeman, R.E. 1984. ***Strategic management: A stakeholder approach***. Boston, MA: Pitman.

38. Horisch, J., Freeman, R.E., & Schaltegger, S. 2014. Applying stakeholder theory in sustainability management: Links, similarities, dissimilarities, and a conceptual framework. ***Organization & Environment***, **27**: 328-346.*

Stakeholder theory is one of the most useful approaches to managing sustainable organizations and this paper does a solid job of reviewing its key tenets and delineating its similarities and dissimilarities with sustainability management.

39. Fowler, S.J., & Hope, C. 2007. Incorporating sustainable business practices into company strategy. ***Business Strategy and Environment***, **16**: 26-38.

40. Lewis, M.W. 2000. Exploring paradox: Toward a more comprehensive guide. ***Academy of Management Review***, **25**: 760-776.

41. O'Driscoll, A. 2008. Exploring paradox in marketing: Managing ambiguity towards synthesis. ***Journal of Business and Industrial Marketing***, **23**: 95-104.

42. Ozanne, L.K., Phipps, M., Weaver, T., Carrington, M., Luchs, M., Catlin, J., Gupta, S., Santos, N., Scott, K., & Williams, J. 2016. Managing the tensions at the intersection of the Triple Bottom Line: A paradox theory approach to sustainability management. ***Journal of Public Policy & Marketing***, **35**: 249-261.

43. Smith, W.K., & Lewis, M.W. 2011. Toward a theory of paradox: A dynamic equilibrium model of organizing. ***Academy of Management Review***, **36**: 381-403.*

There have been several papers on paradox starting from the late 1980s but this paper is the one that is the most comprehensive from a theory development perspective. It provides conceptual clarity (distinguishing between similar constructs), categorizes organizational tensions comprehensively yet parsimoniously, and develops a dynamic equilibrium model of organizing.

44. Kegan, R., & Lahey, L. L. (2016). *An everyone culture: Becoming a deliberately developmental organization*. Harvard Business Review Press.

45. Stubbs, W., & Cocklin, C. 2008. Conceptualizing a "Sustainability Business Model". ***Organization & Environment***, **21**: 103-127.

46. Ehrenfeld, J. R., & Hoffman, A. J. (2013). ***Flourishing: A frank conversation about sustainability***. Greenleaf Publishing.

47. Albrecht, K. 1994. The power of bifocal vision. ***Management Review***, **83**: 42-46.

48. Harari, O. 1997. Looking beyond the "vision thing". ***Management Review***, **86**: 26-29.

49. Aragon-Correa, J.A. 1998. Strategic proactivity and firm approach to the natural environment. ***Academy of Management Journal***, **41**: 556-567.

50. Pinto, J. 2016. 'Wow! That's cool!' The Icehotel as an organizational trope. ***Human Relations***, **69**: 891-914.**

This paper introduces the Icehotel, which has sustainability at its core, to the academic literature. The Icehotel exemplifies the paradox approach its usefulness in developing truly sustainable organizations.

51. Read, S., Sarasvathy, S., Dew, N., Wiltbank, R., & Ohlsson, A. V. (2010). *Effectual entrepreneurship*. Taylor & Francis.

52. Sarasvathy, S. D. (2010a). ***Cold Opportunity (A): The Nils Bergqvist Story***. Charlottesville, VA: Darden Business Publishing, University of Virginia.

53. Stromberg, P. (2009) Arctic cool: Icehotel and the branding of nature. In: Hansson, H. and Norberg, C. (Eds.) *Cold Matters: Cultural Perceptions of Snow, Ice, and Cold*. Umea: Umea University and the Royal Skyttean Society, 223–240.

54. Robles, E., & Wiberg, M. (2011). From materials to materiality: Thinking of computation from within an Icehotel. ***Interactions,*** **18**: 32-37.

55. Waistell, J. 2016. Can Environmental Aesthetics promote corporate sustainability? ***Organization & Environment***, **29**: 175-193.

56. The Sustainable Model for Arctic Regional Tourism, i.e., SMART, Project. (2006). Report retrieved from https://oaarchive.arctic-council.org/handle/11374/33 on May 2, 2017.
57. Nordin, S., & Hjalager, A-M. (2013). Doing, Using, Interacting: Towards a new understanding of tourism innovation processes. In "***Driving tourism through creative destinations and activities***", A. Kiralova (Ed.), 165-181.
58. Janhunen, J. (2014). *Stakeholder approach to tourism product development: a Nordic perspective*. Master's thesis, University of Lapland.
59. Kulluvaara, C., & Tornberg, J. (2003). Integrated marketing communication and tourism: A case study of Icehotel AB.
60. Sarasvathy, S. D. (2010). ***Cold Opportunity (C): The Absolut Icebars Story***. Charlottesville, VA: Darden Business Publishing, University of Virginia.
61. Robles, E., & Wiberg, M. 2010. ***Texturing the material turn in interaction design***. Proceedings of the Fourth International Conference on Tangible, Embedded, and Embodied Interaction (pp. 137-144).
62. http://www.icehotel.com/about-icehotel/sustainability/ Information retrieved on May 2, 2017.
63. Strömberg, P. (2007). ***Upplevelseindustrins turistmiljöer: Visuella berättarstrategier i svenska turistanläggningar 1985-2005*** Doctoral dissertation, Uppsala University.
64. http://www.icehotel.com/wp-content/uploads/ICEHOTEL-Press-Information_The-story-how-it-all-began.pdf Downloaded on May 2, 2017.
65. http://www.icehotel.com/about-icehotel/ Information retrieved on May 2, 2017.
66. Pinto, J. 2017. Multiple paradigms and the Icehotel: A case study of a 'good organization'. Paper presented at EGOS annual conference, Copenhagen, July, 2017.

67. Icehotel Environmental Press Kit: http://www.icehotel.com/wp-content/uploads/ICEHOTEL-Press-Information_Environmental-Work.pdf Downloaded on May 2, 2017.

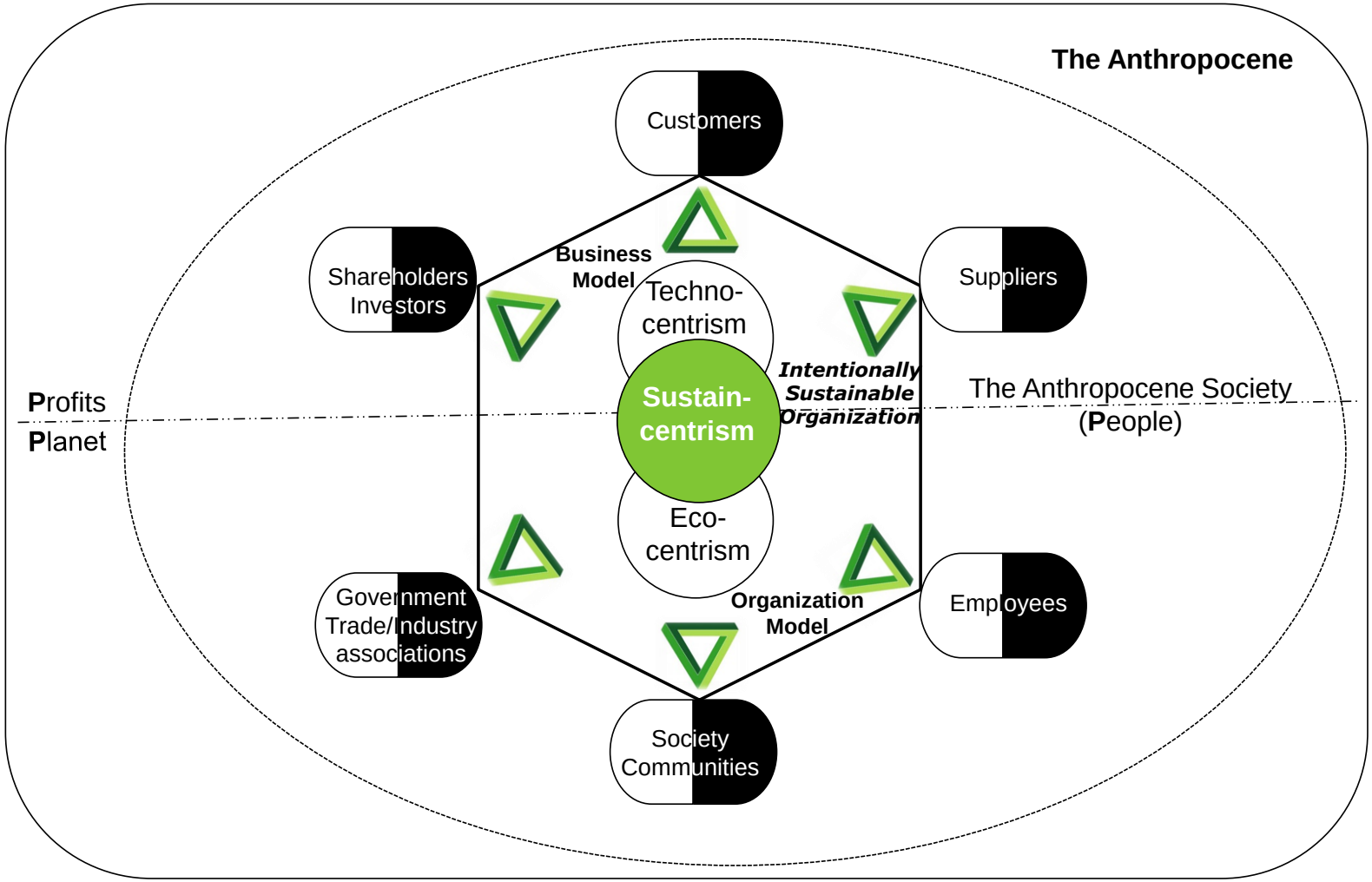
Table 1: The Icehotel's balanced bifocal approach to stakeholder management.

	Short-term/Reactive	Long-term/Proactive
Shareholders	Being closely held is able to set its own goals for profitability which allows it to take risks and experiment (*57*).	Consistent increases in revenue growth every year, as both the Icehotel (increased in size from 40 sq. mts. criginally to > 5,500 sq. mts. currently) and Icebar chain (present in >30 countries) have grown in scale and scope, e.g., Icehotel 365.
Customers	Provides something new for the guests every year (*50**,58*). Process for responding immediately to customer complaints (*59*).	The Icehotel is unique and creates life-long memories for its customers (*50**,59*).
Suppliers	Several partnerships including Absolut Vodka, Fritz-Hansen, Saab, Philips, S-J rail service, and SAS (*60*). Every year international teams of artists, designers, architects, and engineers convene at the site to realize a creative project (*50**,58*). Some participants come for the first-time, others come every year (*61*).	In 2008 Icehotel joined forces with Gavle Energi which Greenpeace has called one of "Sweden's most environment-friendly companies" to supply it with renewable energy (*60*). The Icehotel has built a strong brand identity and image through its choices of collaborators, all of whom have similar brand images (*59*).
Employees	The company is a team who work together with different knowledge and experience bases (*58*). The team has accomplished things considered impossible (*58*).	Employee turnover is low (*58,59*). The senior leadership has been stable over the years thereby providing consistent direction *(* *57*).
Local community	Provides employment for the local populace during the long winter months (*50***). Values its partnership with the local church in Jukkasjarvi as much as does with Absolut (*60*).	Genuineness is one of the Icehotels' four core values. It implies: a feeling in the stomach, the village Jukkasjarvi, the Sami people, the culture and history of the land one is standing on (*59*).
Society/Nation	Ice from the Torne River has become Swedish Lapland's most successful export goods (*60*). Listed as one of the Seven Wonders of Sweden (*50***).	Has become one of Sweden's strongest brands, which Saab has attempted to leverage by associating with it (*50**,53*). It has helped bolster Sweden's strong reputation for environmental care (*53*).
Government, Trade/Industry associations	Part of the Kiruna Lapland Economic Association which is a local tourism organization in the municipality (*58*). During the Swedish presidency of the EU in 2001, the Icehotel produced blocks of ice for the conference rooms which were decorated with the logo of the Swedish presidency (*53*).	The Icehotel became the figurehead of the experience economy in Sweden in the 1990s (*53*). It won Signum Prize for Top Nordic brand, 2014. Won World Travel Awards in 2012, 2014, and 2015. Founder Bergqvist has also received several honours including, Swede of the Year, 2002 and Travel News' Grand Travel Award, 2003.
Nature/ Ecosystem	Stormwater used to save fawcett water. Excess steam from washing facilities re-used. Excess water from ice storage cooling system re-used. Laundry handled on-site to eliminate transport. Road transport coordinated with grocery deliveries to Kiruna, using empty return transports headed south. (*62*)	Since 2008 Icehotel has been working towards its goal for it and its Icebars to be CO_2 negative (*60*).

Table 2: The Icehotel as an Intentionally Sustainable Organization (ISO).

Definitional clauses: An ISO	Icehotel evidence
Is conscious of its embeddedness in the Anthropocene Society and…	Both the Anthropocene and the Icehotel are temporal constructs. Whereas the Anthropocene is a linear time construct, an epoch marking the commencement of significant human impact on the Earth's geology and ecosystems, the Icehotel encompasses both cyclical time and linear time (*50***). Further, the key Anthropocene issues of global warming and climate change directly affect the construction and operation of the Icehotel (*50***).
Its interdependence with the ecosystem	The Icehotel is the 'branding of nature' (*53*). The Torne river is the most important partner, its water is everything for the company (*58*), the origin of the whole business (*53*). The water is a loan that is finally 'respectfully returned' to its source each spring (*53*). The connection to the Sami people and culture is regarded as an integrated and natural part of the Icehotel's local context (*63*). The Icehotel manifests Bergqvist's motto - "dig where you stand" (*64*).
Engages actively with its natural environment	Only Torne river ice is used for the construction of the Icehotel and Icebars all over the world, the transportation costs of which are minimal, according to Bergqvist (*60*). What makes the Icehotel extraordinary is the way it concentrates thinking about the transformation of a single, mundane material, i.e., ice (*61*).
Engages actively with its social environment	Jukkasjarvi is a small community, which makes the contact between the employees more personal and genuine, and results in seasonal workers returning to work in the company (*59*). It is emphasized to the employees that they represent the company in person and thus are a part of the Icehotel's image (*59*).
Encompasses multiple paradigms	Drawing from the name Jukkasjärvi (Sami word for "meeting place by the water"), at Icehotel, too, meetings take center stage – the meetings between Jukkasjärvi residents and visitors, between different cultures, between people and nature, and between ice and creativity. (*65*). The Icehotel could belong to or symbolize each of four sociological paradigms (*66*).
Has sustainability at its core	Founded by Nils Yngve Bergqvist, a tree-hugger (*51*) and an environmental engineer by training (*52*). The Icehotel's slogan is "nature is life enriching moments" (*58*). "The nature and environment are not only a huge source for inspiration for Icehotel, but also a necessity to create the hotel year after year" - Bergqvist (*62*). The Icehotel represents 'eco-coreness' (*50***).
Catalyses change toward sustainable policies and practices by working across organizations…	Cross-sectoral cooperation is recognized as highly important (*58*). Icehotel favor partners and suppliers with sustainable practices. Icehotel donates to water conservation project Älvräddarna and maintains a dialogue with Sami villages and local landowners. (*62*). The company has developed several partnership projects to promote sustainability and protect the local environment over the years, e.g., with Gavle Energi and the Swedish University for Agricultural Studies (*67*).
… and across levels (I, we, all of us)	Bergqvist has an extended network within the business community ranging from individual independent experts to the Swedish Tourist Council or regional tourist councils (*59*). The Icehotel Art Centre participates in a wide range of projects and exclusive events both within Sweden and internationally (*59*). Staff is trained in sustainbility and efficient energy use (*62*).
Manages stakeholders in a balanced and bifocal manner	See Table 1
Is built on deliberately constructed, enshrined, and managed paradoxes	The Icehotel is not only paradoxical at its core but also incorporates four other paradoxes such as (1) evolutionary yet revolutionary; (2) negative as a positive; (3) different yet similar; and (4) unsustainably sustainable (*50***).
Measures its progress to solving social, environmental, and economic issues	In 2008 the goal was set for the Icehotel and the Icebars to become CO_2 negative (*60*). 100% renewable energy since 2007. Renewable materials are recycled and waste is weighed. 20% of restaurant produce are organic and/or locally sourced. Energy consumption is monitored continuously. Travel is monitored and measures taken to be reduced. (*62*)

Figure 1: A multifocal framework for developing Intentionally Sustainable Organizations (ISO).



Bifocal, i.e., both short-term /reactive and long-term/proactive, approach

Deliberately constructed, enshrined, and managed paradoxes