

Index

- AB Anders Löfberg, 5–6, 48
 actor-network theory, 31
 Adams, J. S., 125
 Aguinis, H., 18–19
 Alexander, J., 42–43
 Allard-Poesi, F., 28
 Allen, D. B., 18
 aluminium-free material, 84–85
 Alvesson, M., 10, 28–29
 Andersson, Thomas, 71, 81–83, 100
 Andrew, K., 16
 Anthropocene era, 49–50
 Appelqvist, Lars, 71–72, 80, 96–97
 coffee certification comments of, 83
 first commercial entry point and, 69–70
 good-will values of, 68–69
 Löfberg legacy and, 98
 Löfbergs, Anders, values comments of, 100
 Löfbergs coffee comments of, 81
 Löfbergs Group and, 48, 51
 Löfbergs life comments of, 105
 sustainability and, 51–58, 64–65
 Aristotle, 34–36, 115–16, 122
 Arrow, K., 17–19
 Augustine, 37

 Bakhtin, M. M., 8
 Balogun, J., 3–4, 22–23, 26–27, 29, 122
 Barnard, C., 16
 Bauman, Z., 3
 bean-to-cup chain, 9–10, 67–68, 108–9
 Beech, Nic, 3–4, 29, 122
 Bentham, J., 38–39
 Better Tomorrow Plan, 85
 Bevan, D., 19–20, 112
 Bhaskar, R., 23–24
 Blom, M., 10
 Blombäck, A., 21–22
 Bohm, D., 8, 119
 Boman, Pontus, 90
 bounded moral rationality, 17

 Bourdieu, P., 23–25, 44–45, 91–92
 Bouty, I., 24–25
 Bowen, H. R., 52
 Bowie, N. E., 18
 Brammer, S., 62–63
 BrödernaLöfberg AB, 93–95
 Broman, Tony, 70, 73, 77
 Brundtland Report, 50–51
 Brytting, T., 17
 business activities, 18–19, 95–97, 99–100
 business ethics, 17–18
 Byers, D., 117–18, 123–24

 Café Orgánico Marcla (COMSA), 71
 cafés, 10–11, 89–91
 Çalişkan, K., 30, 92
 Callon, M., 30, 92
 Carroll, A. B., 52, 58–59, 62–63
 Cartesian view, 38
 Chan, A., 29–30
 Chan, K. C., 18
 Chapman, C. S., 30
 Chia, R., 120, 122
 Chrisman, J. J., 125–26
 Christians, C., 8–9
 Chua, W. F., 30
 Cicero, 41
 citizenship, global, 57–58, 62
 Clegg, S., 3, 27, 31–32, 122–23
 climate change, 51, 70–77
 Cochran, P. L., 59
 Code of Conduct, 61–62
 Codling, B., 23–24
 coffee, 1, 9, 48–49, 67. *See also* Löfbergs
 coffee
 cafés for, 89–91
 certification, 81–85, 92–93
 climate change and, 70–77
 competition in, 78–81
 cooperatives buying, 71–72
 family business in, 55
 farmers, 109–10

Index

151

- Karlstad destination of, 74–76
 Löfberg, Anders, and, 81–84, 95
 Löfberg, K., and passion for, 119
 Löfbergs Group and, 6, 48–49
 roasting beans of, 75
 from South America, 69–70
 sustainability aspect of, 4–5
 taste evaluation of, 76
 Coleman, J. S., 42–43
 collaboration, 99
 commitment escalation, 113
 companies, global, 19–20
 competition, in coffee, 78–81
 COMSA. *See* Café Orgánico Marcla
 Connelly, B., 51
 consumption, 78, 88–91
 Cooper, R., 3–4, 13
 cooperatives, 71–73
 Cordasic, Zeljko, 69
 Cornelissen, J., 26
 corporate social performance (CSP), 59, 62–63
 corporate social responsibility (CSR), 1–2, 16, 48–49, 52–57
 business decisions and, 18–19
 descriptive dimensions of, 19–20
 good social force and, 58
 ISO standards and, 62–63
 Löfberg, K., and, 52–53
 Löfbergs Group and, 64–65
 stakeholders and, 19–22
 strategic, 20–21
 corruption, in corporations, 2–3
 cross-fertilization, 31–32
 cross-functional teamwork, 86
 CSP. *See* corporate social performance
 CSR. *See* corporate social responsibility
 CSR Sweden, 53
 Cunliffe, A. L., 28–29
 Czarniawska, B., 29
- Dameron, S., 28–29
 De La Ville, V-I., 123–24
 Dehli, Cathrine, 85
 deliberate acting, 26
 Delors, Jacques, 53
 Descartes, René, 36–37
 descriptive dimensions, 19–20
 dialogue, 8–9
 Dilthey, W., 6–7
 discourse agency, 25–29
 discursive practices, 30–31
 Donaldson, T., 19–20, 123
 double sympathy, 42
 Dunne, S., 18–19
- Eco Receipt, 74
 economic responsibility, 58–59
 electricity, green, 76
 Elkington, J., 57–58
 Elkjaer, Micheal, 69
 Elms, H., 17–19, 31–32, 122
 Emirbayer, M., 43–47, 109, 122
 empirical material, 9
 empirical-theoretical focus, 6
 energy efficiency, 84
 enlightenment, 36–37
 Enron, 2–3
 entrepreneurship concept, 114
 episteme, 120
 Erfahrung, 6–7
 Eriksson, Eva, 54–55, 63–64, 84, 86, 105–6
 Eriksson, Helena, 102–3
 Eriksson, Johan, 74–75, 101, 103–4
 Erlebnis, 6–7
 ethical aim, 4, 34
 ethics, 2, 17–20
 business, 17–18
 good-will and, 116
 responsibilities of, 59
 values and, 2–4
 Etzioni, A., 113
 European Commission, 19
 exit-voice phenomenon, 17–18
 Ezzamel, M., 28–29
- face-to-face dialogue, 73–74, 92, 99
 language used in, 11
 with Löfbergs Group, 10
 with practitioners, 9–10
 fair trade, 71
 Fairclough, N., 27
 fairness, 117–18
 family business, 3, 12, 99–100
 in coffee, 55
 Löfberg, Anders, and, 97
 otherness and, 12–13
 research on, 124–26
 Feldman, M. S., 23, 91–92
 field-level micro, 24–25
 first commercial entry point, 69–70
 Förpacknings-ochTidningsinsamlingen (FTI), 56
 Forsberg, Björn, 79–80, 99–101
 fossil fuels, 84
 Foucault, M., 28, 123
 Franck, H., 4, 34
 Fredrico, Don, 73, 77
 Freeman, R. E., 19
 Friedman, M., 52

152 Index

- FTI. *See* Förpacknings-
 ochTidningsinsamlingen
 Fung, H-G, 18
 future-oriented activities, 91
- Gadamer, H.-G., 6–7, 13
 Garrick, J., 29–30
 Gavarrete, Maurico, 72–73
 Geist, 6–7
 geisting, 15, 126–27
 Ghoshal, S., 2
 Giddens, A., 23, 44–46, 91–92
 Glavas, A., 18–19
 global citizenship, 57–58, 62
 global companies, 19–20
 Global Reporting Initiative (GRI), 61
 Golsorkhi, D., 120
 Gomez, M-L, 24–25
 good social force, 57–60
 Goodenough, O. R., 112
 Goodpaster, K. E., 60
 good-will, 10–11, 67–68, 78
 ethics and, 116
 Löfbergs coffee and, 68–69, 104–6
 for moral agency, 126
 morality associated with, 9, 15, 112–15,
 126–27
 values of, 68–69, 102–4, 115–19
 Grahn, Per, 82–84, 99, 103–4
 Greatest Happiness Principle, 39–40
 green electricity, 76–104
 green organization theorists, 62–65
 GRI. *See* Global Reporting Initiative
 Group level, 65–66
 Gruter Cheney, M., 112
 gypsum, 72–73
- habitus, 24–25, 44
 Haga Initiative, 54–55
 Hall, A., 124–25
 Hartley, C., 116–17
 Hartman, E. M., 18
 head status, 31
 health care, 54
 Heidegger, 6–7, 32
 Helin, J., 29–30, 65–66
 Hemphill, T. A., 59
 hero-identity, 29–30
 heteroglossia (*raznorečie*), 29–30
 Hofer, C. W., 17–19
 homo economicus models, 2
 Hosmer, L. T., 17–19
 hub, 1, 12–13
 human agency, 3, 30–31
 human beings, 3–4, 38, 40–41
 human in-betweenness, 65–66
 human science, 6–7
 Husted, B. W., 18
 Hutcheson, F., 39–42, 122
- ICP. *See* International Coffee Partners
 Industrial Revolution, 49–50
 inside-out linkages, 20–21
 instrumental dimensions, 19–20
 integration, 86–88
 interdiscursivity, 27
 International Coffee Partners (ICP), 55, 70,
 73, 109
 International Safety Equipment Association
 (ISEA), 64
 interpreters, translation by, 11–12
 interrogative space, 8
 intertextuality, 27
 ISEA. *See* International Safety Equipment
 Association
 ISO standards, 62–63
 iterational dimension, 43–44, 109–11,
 116–17
- Jackson, G., 62–63
 Jarzabkowski, P., 22–23, 120
 Jennings, D. P., 62–63
 Joas, H., 44–45
 Johnson, G., 23–24
 Johnson, P., 3–4, 29, 122
 Jonas, H., 119
 Jones, T. M., 19–20
 justice, sense of, 117–18
- Kang, Y. C., 59–60
 Kant, Immanuel, 39–43
 Kaplan, S., 30, 46–47
 Karlsson, Tord, 90–91
 Karlstad, 74–76, 98
 Kärreman, D., 28–29
 Ketchen, D. J., 51
 King Creole café, 90
 Kornberger, M., 3, 27, 31–32, 122–23
 Kramer, M. R., 20–21
 Kristensson, Eva, 85
- Langley, A., 27, 120
 language, 11, 27
 Lê, J., 30
 Lee, M-D L., 52
 Leonardi, P. M., 31
 Levinas, E., 112, 117–18, 123–24
 Levy, D., 64
 Lindqvist, Asa, 86–87
 lived experience, 6–7, 32

- local micro, 24–25
 Locke, John, 38
 Löfberg, Åke, 94–95
 Löfberg, Anders, 5
 Appelqvist comments on values of, 100
 BrödernaLöfberg AB and, 94–95
 business activities of, 95–96
 business influence of, 99–100
 business values from, 96–97
 cafés for coffee and, 89
 coffee and, 81–84, 95
 coffee certification by, 81–84, 92–93
 face-to-face dialogue and, 99
 family businesses and, 97
 good-will values and, 115
 purple colour and, 111
 relational activities of, 114
 three-unit structure and, 104–5
 Löfberg, Kathrine, 55, 57, 68–70, 87–88
 business activities of, 96
 coffee passion of, 119
 collaboration and, 99
 CSR and, 52–53
 Löfberg Group and, 48
 market changes and, 80–81
 meetings explained by, 89
 purple question, 101
 sustainability and, 49–52
 Löfberg, Martin, 63–64, 69–74, 77
 Löfberg, Niklas, 69
 Löfberg family, 93–96, 105, 127
 strategy practising of, 118
 sustainability work of, 114
 value chain activities of, 106–7
 Löfbergian, 127
 Löfbergs coffee, 1–2, 5
 Appelqvist comments on, 81
 bean-to-cup chain of, 67–68
 cafés offering, 10–11, 89–90
 certification and, 84
 consumers of, 78
 future-oriented activities of, 91
 good-willed and, 68–69, 104–6
 as hub, 12–13
 Karlstad and, 98
 meetings for, 89
 moral direction for, 114–15
 passion involved in, 104–5
 purple and, 101
 recruitment process of, 102–4
 taste evaluation of, 76
 Löfbergs Group, 9, 14, 46–47, 108
 Appelqvist and, 48, 51
 bean-to-cup chain and, 9
 coffee and, 6, 48–49
 CSR and, 64–65
 face-to-face dialogues with, 10
 global citizenship of, 62
 as good social force, 57–60
 morality focus and, 12–13
 strategic-oriented activities and, 5
 subject–object understanding and, 49
 sustainability and, 6, 49–53
 Löfbergs Lila AB, 48–49
 Löfbergs Luxury Blend, 101
 Löfbergs Scraper, 75
 logic of management, 17–18
 long-term sustainability, 113
 Lusiani, M., 27

 Mahama, H., 30
 management, 17–18, 60–62, 86–87
 Mannin, S., 64
 market changes, 80–81
 marketization, 92
 Matten, D., 62–63
 McPhee, W., 64–65
 Mead, G. H., 43, 45, 106–7, 109–10
 meetings, consumer, 88–91
 Melin, L., 124–25
mesotēs, 116
 micro-strategizing activities, 16
 Mill, J. S., 38–39
 Mische, A., 38, 43–47, 109, 122
 modus operandi, 24–25
 moral agency, 5, 14, 122–24, 126
 moral human agency, 1
 bean-to-cup activities and, 10
 focus of, 31–33
 geistig and, 15
 practitioners and, 12–13
 temporal-relational agency and, 15,
 108–9
 unfolding, 76–78, 91–93, 106–7
 morality, 3–7
 code of, 37
 defining, 4
 discourse on, 17–18
 ethical aim in, 4, 34
 good will and values in, 9, 15, 112–15,
 126–27
 of human beings, 3–4
 Löfbergs coffee direction in, 114–15
 Löfbergs Group and focus of, 12–13
 in practice-based strategy, 3–4
 Ricoeur on, 4, 120
 in strategic-oriented activities, 11
 strategy practitioners and, 22–23
 in strategy-as-practice, 2
 understanding, 13

154 Index

- Möttönen, Jan, 76
 Mounoud, E., 123–24
 multi-fiduciary stakeholder, 60
- narratives, 29–30
 Näsström, Moa, 90–91
 nature, 4, 38–39
 Neruda, Pablo (pen name), 29–30
 non-human agency, 30–31
 Nordic Choice Hotels Sustainability Award, 85
 Nordqvist, M., 124–25
 Nordström, Anna, 76, 87, 99, 104–5
 Norén, Björn, 80, 87–88
 normative ethics, 18–20
 normative judgment, 109–10
 Nyström, Gun, 90
- Oanh, Mr., 73
 open case, 12–13
opus operatum, 24–25
 Örebro, Filippa Löfgren, 90–91
 Orlikowski, W. J., 31, 46–47
 Othaya (cooperative), 73
 otherness, 4, 12–13
 outside-out linkages, 20–21
- Painter-Morland, M., 112
 Pälli, P., 27–28
 paralysis, 75
 parrhesia, 123
 Parson, T., 42
 passage of time, 3–7
 passion, 104–5, 113, 119
 Pentland, B. T., 23, 91–92
 performative aspects, 23, 27–28, 31–32
 Pētersonne, Maija, 69
 Pettersson, Kent, 78–79, 102
 philanthropic responsibilities, 59
 phronesis, 35–36, 115
 Plato, 34–36
 political corporate social responsibility (PSCR), 64
 Porter, M. E., 19–21
 practical-evaluative dimension, 45–46, 77, 92, 109–11, 116–17
 practice-based strategy, 3–4, 121
 practitioners, 8–11
 absorbed involvement in world of, 8–11
 face-to-face dialogues with, 9–10
 human agency and individual, 3
 micro-strategizing activities of, 16
 moral human agency and, 12–13
 relationships with, 13
 as storyteller, 29
 strategy, 22–23, 108–9, 118, 127
 strategy-as-practice and, 21–22
 Preston, L. E., 19–20
 problematization, 45–46
 professionalism, 83–84, 97, 114–15
 projective dimension, 76–104, 109–11
 projectivity, 45
 PSCR. *See* political corporate social responsibility
 purple intention, 106–7, 111
- quality management systems, 86–87
- Rasche, A., 120, 122
 rational self-interest, 37–40
 Rawls, J., 29–30, 40, 116–18
raznoročje (heteroglossia), 29–30
 reason, 35–36, 38–39
 reciprocity, 70–77
 recruitment process, 102–4
 Reinecke, J., 64
 relational activities, 114
 relational reality, 8–9
 repertoires of contention, 45–46
 Rescher, N., 126
 research, 7–8, 119–22, 124–26
 retail markets, 79
 Rhodes, C., 3, 31–32, 112, 117–18, 122–24
 Ricoeur, P., 34, 67–68, 106–7, 116, 122–24
 ethical aim from, 4, 34
 living together and, 116–17
 on morality, 4, 120
 Rockström, Johan, 54–55
 Rouleau, L., 26
 Rousseau, Jean-Jacques, 39–40
- Sandberg, J., 32
 SCAE. *See* Specialty Coffee Association of Europe
 Schendel, D., 17–19
 Schildt, H., 26
 Scott, S. V., 31
 Seidl, D., 22–23, 120
 self-consciousness, 40
 sensemaking, 25–29
 sensitivity, 118
 Serkland, Mette Nyegaard, 69
 Shafer-Landau, R., 39–40
 Sharma, Paul, 86, 125–26
 Shore, T. H., 125
 Shotter, J., 8, 13, 119
 SIDA. *See* Swedish International Development Cooperation Agency
 Simon, H., 17–19
 Sinnott, K., 69–70

- Slater, S. F., 51
 Slussvaktens' café, 89–90
 Smith, A., 35, 39–41, 116–17, 122
 Smith, S., 23–24
 social construction, 26–27
 social force, 57–60
 social-harmony strategy, 20
 solar panels, 76, 114
 Solomon, R. C., 116–17
 Sonesson, Göran, 79, 99–102, 104–5
 Sorsa, V., 27–28
 South America, 69–70
 Specialty Coffee Association of Europe (SCAE), 87–88
 Spee, P., 30, 120
 Splitter, V., 120
 stakeholders, 18–22, 60–61
 Stefanovic, I. L., 7
 Stenson, Charlotta, 84, 89
 stockholders, 60–62
 Stora Coop, 89–90
 storytelling aspects, 29–30
 strategic CSR, 20–21
 strategic-oriented activities, 5, 10–11, 17–19
 strategy language, 27
 strategy practitioners, 22–23, 108–9, 118, 127
 strategy-as-practice, 1–2, 28
 moral agency and, 5, 14
 morality in, 2
 narratives in, 29–30
 practitioners and, 21–22
 supplementing research on, 119–22
 temporal-relational concept and, 121–22
 structuration, 23–25, 46–47
 subject-object understanding, 49
 sustainability
 Andersson's comments on, 83
 Appelqvist and, 51–58, 64–65
 coffee aspect of, 4–5
 for coffee farmers, 109–10
 energy efficiency and, 84
 Eriksson, E., comments of, 105–6
 GRI and, 61
 Löfberg, K., and, 49–52
 Löfberg family work toward, 114
 Löfbergs Group and, 6, 49–53
 long-term, 113
 nature as Other and, 4
 practitioners reference, 10–11
 quality management systems and, 86–87
 reciprocity and, 70–77
 value chain activities and, 85–88
 Sustainability Director, 113
 Sustainable Food Chain, 56
 Sweden, 4–5, 11, 53, 79
 Swedish Environmental Management Council, 54
 Swedish International Development Cooperation Agency (SIDA), 53
 Swedish Leadership for Sustainable Development, 53
 Swenströmskas Stone Oven Bakery, 90–91
 Taschian, A., 125
 taste evaluation, 76
 Taylor, C., 4, 37–38, 40
 teamwork, 86, 88
techné, 115, 120
 telecommunications, 28
 temporal-relational agency, 13, 15, 108–9, 120–22
 ten Bos, R., 18–19, 112
theoria, 35–36
 three-unit structure, 104–5
 time, passage of, 3–7
 Torset, C., 28–29
 translation, by interpreters, 11–12
 Tsoukas, H., 26, 31–32, 77–104
 United Nations International Children's Emergency Fund (UNICEF), 53–54
 Vaara, E., 27–28
 value chain activities, 85–88, 106–7
 values, 96–97
 Appelqvist commenting on, 100
 ethics and, 2–4
 good will and, 68–69, 102–4, 115–19
 Löfberg, A., and, 115
 morality associated with, 9, 15, 112–15, 126–27
 values-based service quality, 20
 variables, 7
 Wartick, S. L., 59
 Weick, K. E., 26
 Weik, E., 24–25, 44
 Werhane, P., 19–20, 112
 Whittington, R., 23–24, 27–28
 Wigren-Kristoferson, C., 21–22
 Wik, Elisabeth Ringdahl, 90
 Wild, A., 4–5
 Willmott, H., 2–3, 28–29
 wind power, 76
 Wittgenstein, L., 8
 Wood, D. J., 59–60, 62–63
 Yau, J., 18
 Zandbergen, P. A., 62–63