



**UNIVERSITAT
JAUME • I**

**THEMES: SUSTAINABILITY(DEFINITION, EXAMPLES, PILLARS,
SUSTAINABLE DEVELOPMENT.....)**

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SRO011-MASTER THESIS
ACADEMIC YEAR:2021-2022**

ACKNOWLEDGMENT:

I would like to extend my sincere gratitude to everyone who assisted me in finishing the thesis.

I would particularly like to express my gratitude and regard to my supervisor, Francesc Xavier Molina Morales, who has received numerous notes from me and replied. I'll never forget how patiently and clearly he responded to my questions. Without his help and advice, I would not have been able to finish my thesis.

I have learned a lot while working on this interesting issue, and it will also be useful to me in the future.

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Abstract: The purpose of this article is to analyze the concept of sustainability by emphasizing various facts such as environmental, social, and economic and its development from the perspective of sustainable development. The thesis is divided into two chapters. Chapter 1 is about the definition of sustainability, and in chapter 2, the perspectives on sustainability are discussed.

This thesis analyzes its importance in the business field. The main objective of this thesis is to analyze the sustainability of the Swedish furniture company, Ikea, and to propose a sustainable development strategy for the company.

Design/Methodology: To achieve these objectives, I proposed a research model based on the theoretical and empirical background of Ikea.

Keywords: sustainability, climate change, weak versus strong sustainability, people and planet positive.

Introduction

Sustainability is a relationship between human and ecological systems that allows improving and development of the quality of life, while maintaining, at the same time, the structure, functions, and diversity of the systems that support life (World Commission on the Environment and the Environment).

In recent decades, both environmental indicators and sustainability indicators have experienced a great boom and proliferation. However, to date, there are very few systematic studies of sustainability and environment indicators in terms of scale, understanding by scale the spatial, temporal, quantitative, or analytical dimensions used to measure and study a certain phenomenon. This scarcity affects the international, national, and regional spheres.

The expansion everywhere of the initiatives of administrations, non-governmental organizations, and companies in favor of Sustainable Development has multiplied, and extraordinarily complicated, the understanding of its profuse and ambiguous terminology. For this reason, this publication aims to provide an updated text that guides, synthesizes, clarifies, and compiles the methods and techniques of Sustainable Development metrics, from a multi-scalar approach. Starting point hypothesizes that the multiscale approach is precise and feasible in the study and application of indicators of sustainability and the environment.

And is that each level of organization has different problems, questions to solve, and theories to formulate. For example, in the hierarchy of living systems, each level has given rise to a scientific branch of biology; the molecular level to molecular biology, the cellular level to cytology, the tissues to histology, and so on to biogeography and the study of ecosystems (Mayr. 1982). The decision of scale, its extent, and resolution critically determine the behavior patterns of our study system (Clark C Gibson, Elinor Ostrom, and T.K. Ahn, 2000).

CHAPTER 1. THEORETICAL FRAMEWORK

1.1-History of sustainability

The term sustainability first appeared in the Brundtland report, their Common Future. From that point on, sustainability was a benchmark for development and became a challenge for national, regional, and local governments around the world.

Since the dawn of modern economic thought, economists have been concerned about the scarcity of some factors of production, particularly arable land, and the possibility that economic growth will stall. Classical economists are aware that the availability of natural resources could be a limiting factor in economic growth.

Both Adam Smith (1723-1790) and Malthus (1766-1834) argued that the scarcity of natural resources can be an impediment to growth and emphasized the finite nature of natural resources in the face of an ever-growing population.

They considered natural limits, and in particular those of arable land, and finally wrote that population growth results in a decline in capital and production, and thus in economic growth: not everyone will be able to have their "banquet of nature." It is easy to see that this was already close to a current and modern vision of justice, at least at the level of generations, of development represented by equal access to the "banquet of nature", that is, to a "part" of nature.

The same conclusion was announced by the Club of Rome when the report "The Limits to Growth" was published in 1972, which, under the hypothesis of an exponential increase in population, industrial production, and exploitation of the planet's natural resources, announced the end of growth as the only remedy.

The golden period of the concept of "zero growth" as the goal of humanity was very short because, after the two oil crises (1974 and 1979) and the economic recession, most countries experienced a period of economic growth at levels close to zero, characterized by high inflation, underemployment and an increase in pollution in general.

1.2-Definition of sustainability

Sustainability, by definition, means meeting present needs without compromising the ability of future generations to meet their needs and ensuring a balance between economic growth, environmental protection, and social well-being. This is where the idea of sustainable development is born, as that form of progress maintains this delicate balance today without compromising the resources of tomorrow.

From this, other concepts can be derived, such as the definition of environmental sustainability, which emphasizes the preservation of biodiversity without sacrificing economic and social progress; economic sustainability, which ensures that the activities

that seek environmental and social sustainability are profitable; and social sustainability, which seeks cohesion and stability of the population.

In short, sustainability and sustainable development operate on the principle that available resources must not be exploited indiscriminately, the natural environment must be protected, and all people must have access to the same opportunities.

Sustainable development, therefore, is that form of progress that maintains this delicate balance today without endangering the resources of tomorrow. To achieve the reduction of waste and garbage, with measures like these, they can combat climate change and global warming.

Figure1 Sustainability perspectives



Source: world development sustainability(vol 1,2022)

1.3-Why sustainability is important?

Sustainability has a lot of advantages, both now and in the future. If more sustainable decisions are not taken, they won't be able to protect their planet's ecosystems or carry on as they already do. It's conceivable that humanity will run out of fossil fuels, many animal species will go extinct, and the atmosphere will be permanently harmed if detrimental processes are kept up without any changes. The advantages of sustainability

include the expansion of resources that can be relied upon, pure and clear water, clean air, and nontoxic atmospheric conditions. Being sustainable and green is advantageous for the business and maximises the long-term effects of a concern for the environment. Sustainable packaging can be a good step in helping the efforts to preserve the planet. By living sustainably, they can help reduce pollution and conserve resources like water and energy. Sustainable practices can create jobs and stimulate the economy. And by improving public health, sustainability also saves money.

Reduced pollution and resource conservation are two of the most crucial ways they can attain sustainability, which is essential for protecting their world. Among the many things each of us can do to help, there are water conservation, recycling, and less driving. As more businesses adopt green technologies and business processes, sustainable practices can provide employment and boost the economy. Additionally, by lowering healthcare expenses, they can boost public health and generate savings.

Sustainability is important for economic reasons and can stimulate the economy in a number of ways. One way is by supporting green technology companies, which develop products and technologies that help reduce environmental impact. When companies switch to sustainable practices, they often see an increase in profits due to cost savings. Sustainability is crucial for reasons of public health. By lowering pollutants and saving resources, sustainable practices can contribute to an improvement in public health. Additionally, employing sustainable techniques can boost the economy and produce jobs. As a result, people have more money to spend on nutritious foods and physical activities, which benefits public health.

If there is political and public support, sustainability is possible. When the people and the government work together, they can accomplish things that otherwise would not be feasible.

They can raise their standard of living while protecting the environment for future generations. Every day, they can all do a lot of little things to change the world, and by working together, they can make everyone's future brighter.

1.4-Benefits of embracing sustainability

They all have a moral duty to preserve the world for themselves, their children, and other species, regardless of who they are, where they live, or what they do. Future generations are severely impacted by their current decisions and needs. Making moral decisions that ensure everyone has a safe and livable future by practising sustainability. Future generations will suffer if they exhaust the Earth's resources. For instance, if they overfish their oceans, they take the risk of reducing not only the quantity of fish but also the quantity of all the organisms in the fish's food chain.

Long-term energy expenses are significantly decreased as a result of employing sustainable company strategies. Certain rapid actions like switching to energy-efficient lights save long-term other expenditures. Monthly utility costs are decreased by using energy-efficient equipment and solar and wind power. Saving energy consumption is good for businesses since it makes them more effective all around.

Being committed to sustainability will reduce your carbon footprint and the number of toxins released into the environment, making it safe. In the long term, their society benefits from improved water and air quality, reduced landfills, and increased renewable energy sources. Sustainable actions help make a real difference in society. Encouragement of resource conservation permeates not only your brand and company standards but also the lives of your staff members and their families. You are bringing a critically important conversation to the forefront of consumers if you prioritise sustainability in your company. The societal effects may be broad.

1.5-sustainability in different sectors

Sustainability in Technology

Usage of technology is increasing day by day. Though, gadgets are made of earth minerals ejected through the mining industry. The mining industry can be contaminated. Furthermore, it also leaves an impact on deforestation for building new places. Thus, the tech field has a lot to do with using your gadgets for a long time to be sustainable. So if they want to be sustainable they must resist switching their smartphones every other year! It is also about making sure they responsibly dispose of them as devices can be very harmful if not handled properly.

Sustainability in Fashion

Fashion, particularly fast fashion, is addicted to speed and low cost to meet the expectations of society. Fashion is creating tremendous negative environmental impacts. Fast growing cotton generally requires the use of industrial, toxic chemicals that usually cause pollution. These chemicals also have an impact on soils and water resources. If companies produce clothes made from materials resistant to washing, use sustainably produced cotton and use less toxic chemicals then they can be sustainable.

Sustainability in Transportation

A report from the IPCC says 14% of all greenhouse gas emissions come from transport, especially due to passenger cars. Unless someone is driving a car with 4 or 5 passengers, taking public transportation is a more sustainable choice. Electric cars (or indeed hydrogen cars) or electric bikes are developing at a high rate.

Sustainability in Zero waste

Zero-waste movement encourages people to use all resources circularly, just like the natural world. People must refuse what they do not require, reduce what they receive,

reuse it, and recycle or compost it. The ultimate goal is to prevent resources from taking a linear path and ending up as trash in the oceans or landfills.

Sustainability in Food and Agriculture:

A company that tries to grow its crops without (or with few) toxic pesticides, focusing instead on organic farming and biomimicry practices, is undoubtedly less polluting. If it pays fair wages to its employees while remaining competitive in the market, it is then accountable in terms of profit, people, and the environment.

Sustainability in the workplace

Workplaces can be organised in friendly ways. Companies betting on the latest technologies, going paperless, or providing recycling conditions and training to their employees, for example, are mindful of waste management.

At the same time, not using air conditioners for very high temperatures (which wastes a lot of energy and emits GHGs), opening blinds when there's sunlight, and avoiding plastic cutlery are all good ways to have a sustainable workplace. But nothing beats embedding a sustainability mindset at the heart of an organisation's core operations and developing a sustainability strategy that measures impacts and develops mitigation strategies.

Sustainability cities

Sustainable cities are considered as having strong social, economic, and environmental performance. They score in terms of air pollution, public transportation availability, the number of educated and employed people, the percentage of green space, energy consumption, and access to drinking water.

As society develops and climate change events become more frequent and intense, sustainable cities should be better prepared to face the challenges of urban areas. They are more resilient and adaptable to unforeseen circumstances. The C40 network is the most reputable for fast-growing enable and green cities.

Sustainability in waste management

A factory that treats its industrial waste properly and does not dump it in a nearby river or on land is acting sustainably. This factory is responsible for avoiding the short-term costs of damaging disposal, which could have costly and long-term environmental consequences.

At the same time, businesses seeking less polluting packaging alternatives are good sustainability models to emulate. Because plastics pollute the land and seas and harm ecosystems and biodiversity, businesses should invest in new designs that allow products to be more resistant and even re-manufactured. Furthermore, if biodegradable materials are used, all the better.

Figure2 sustainability in different sector



Source: own elaboration

1.6-Pillars of sustainability

The three pillars of sustainability are crucial to understanding sustainability which are the Economics, environmental, and social pillars. The system could collapse if even one of the supporting pillars becomes weak.

1.6.1-Environmental sustainability

Environmental sustainability requires maintaining natural resources and protecting global ecosystems in order to support health and well-being now and in the future. Natural capital is "those elements of the natural environment that provide valuable goods and services to people, such as the stock of forests, water, land, minerals, and oceans." (NCC,2017). Natural capital benefits both people and the economy. It serves as a framework for the global economy. Many examples show how other pillars are affected by environmental conditions and natural capital, illustrating the dependency of the other two Pillars, economic and social, such as:

- The services and goods to which people access, such as water supply or food supply, provide people with a healthy and more fulfilling life in abundance, and they underpin the overall economic system's operation.
- The quality of air, food, and water, as well as other environmental factors, influence the social conditions in which people live and, as a result, social welfare.
- The global economy, and thus the economies of all countries, is highly reliant on environmental conditions. Worsening Environmental issues, such as climate change or biodiversity loss, not only limit economic options and resources but

also pose a higher risk to business survival. Manufacturers require access to water, oil, and raw materials to produce.

The agricultural industry largely depends on available land, clean air, and water, and biodiversity loss, such as a reduced bee population, raises the necessary cost of growth. Even financial institutions are affected by environmental factors when they insure or invest in a company. However, as demonstrated in the previous examples, Environmental conditions and natural capital play a dominant role in determining the development and characteristics of the economy and society.

1.6.2-Social sustainability

Social sustainability is the process of developing effective, long-term settings that promote well-being by understanding what people require from the areas where they live and work. Environmental justice, human health, resource security, and education are all aspects of social sustainability. Efforts to promote social sustainability should aim to support economic and environmental benefits according to the three pillars concept.

- Businesses can generate social sustainability by focusing their efforts on retaining employees rather than economic priorities. For instance, Employee well-being investments are likely to generate economic benefits for the company by increasing employee motivation.
- Efforts to improve social sustainability can benefit the environment as well. For example, People's diet choices can have a significant impact on human health and environmental health, so advocating for healthier eating can benefit both.

1.6.3-Economic sustainability

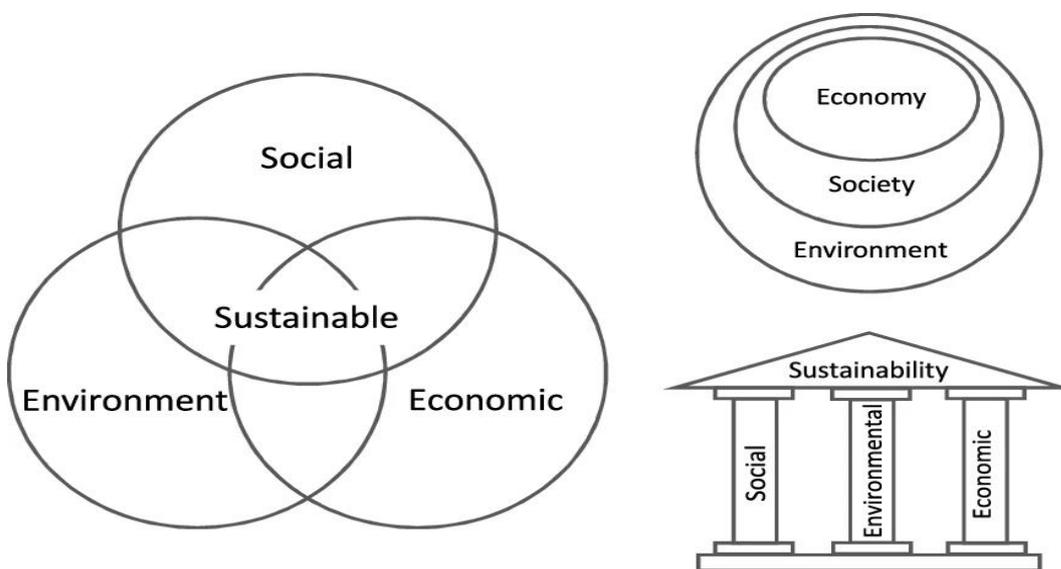
Economic pillar acknowledges how people interact with the economy and its environment, and how natural resources are used to produce more commodities and services. In this pillar a major element is manufactured capital. "Another aspect of economic capital is financial capital which represents a means for acquiring needed resources for further processing and it is measured in terms of money" (Goodwin,2003). The development of jobs, financial success, and accurate accounting of ecosystem services for the best cost-benefit evaluations are all aspects of economic sustainability. Research on the labour market discloses that, because of the resource stability that employment offers, high rates of employment are beneficial for both the economy and social welfare. Thus, if jobs provide individuals with safety, the economic forces that force businesses to need employees and people to need jobs can also promote social sustainability.

Although, the gig economy of today keeps social and economic sustainability at odds with each other. Due to the gig economy, many people contribute to the financial sustainability of firms without being compensated with the social safety nets that are

usually given by employment. The economic sustainability of an organization can also benefit from efforts to be more environmentally sustainable. For instance, recycling valuable materials like textile and electronic waste can reduce operational expenses and the depth of resource extraction needed to keep enterprises operating.

“Economic sustainability implies a system of production that satisfies present consumption levels without compromising future needs”(Basiago, 1998).The Brundtland Report emphasises how dependent the economic system is on natural resources and land. The economy must take into account the capacity of resources and the ability of the environment to handle waste disposal.(WCED, 1987)

Figure 3 Pillars of Sustainability



source:(Purvis, B., Mao, Y. & Robinson, D. (2019))

1.6.4-Why are three pillars important?

One pillar at a time is the focus of most national and international problem-solving activities. For instance, the environmental pillar is a priority of the United Nations Environmental Programme (UNEP), numerous countries' EPAs, and environmental NGOs. The Organization for Economic Cooperation and Development (OECD) and the World Trade Organization (WTO) both prioritize economic growth, while the OECD also pays attention to social sustainability issues like justice and the end of violence.

But as the Great Recession of 2008 showed, the environmental pillar can be negatively affected by weaknesses in the other pillars. Since their resources are in deficit, a lot of countries and governments are reducing or delaying expenditures or more strict environmental regulations. Many environmental NGOs are experiencing a decline in revenue. You might anticipate that the environmental pillar would receive significantly

less attention if the Great Recession got significantly worse and turned into another Great Depression because eating now is more important than protecting the environment.

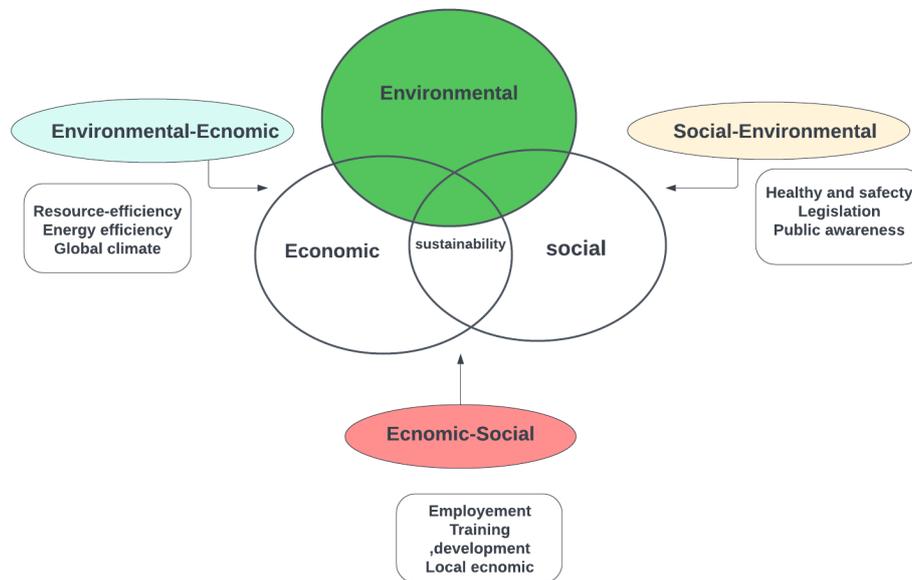
The social pillar is also very important. Environmental sustainability is not a concern until war breaks out. When a country suffers from extreme poverty, the environment is destroyed without much concern for the future. Making these three pillars sustainable is a necessary component of any solution to the sustainability issue.

1.7-Model of sustainability

The "Venn diagram," a standard tool to show a relationship between multiple classes of concepts, is the most popular visual depiction of sustainability. It is significant to note that, despite being the most prominent in the literature, this Venn diagram representation of sustainability is incorrect based on the original idea. It also enables comprehension of how the three pillars overlap and relate to each other. The graphic has circles that are overlapping, and the area that is crossed reflects concept elements that fall under more than one category. To establish sustainability, all three pillars must overlap; the overlapping of simply two pillars does not reflect sustainability. As a result, the only worldview that covers all three pillars simultaneously is truly sustainable.

Many different models can capture this incredibly complicated idea and a new way of thinking about sustainable development. The three components of sustainability (economic, social, and environmental) are depicted either as pillars, embedded circles or in the well known Venn diagram of three overlapping circles, according to the World Conservation Union (IUCN, 2006). This last model emphasises how crucial it is that the three areas intersect. Although these models explicitly highlight the necessity for an interdisciplinary and transdisciplinary approach to understanding sustainability (e.g. Marinova and McGrath, 2005), their explanatory power is substantially weaker than the other four criteria proposed by Boulanger and Bréchet (2005).

Figure 4 Model of sustainability



Source: own elaboration

1.8-weak versus strong sustainability

The interpretation of sustainability is the subject of intense debate among economists. The focus of two main perspectives on sustainability is divided between economic growth and the environment. These two perspectives are known under the terms "weak" versus "strong" sustainability. Strong and weak sustainability is where it is possible to demonstrate the biggest change from what was originally intended.

Weak sustainability

Essentially, weak sustainability (WS) assumed that there was little difference between manufactured and natural capital, viewing them as replacements. Consequently, the two capitals are comparable options for producing well-being.(Pelenc & Ballet, 2015). Therefore "it does not matter whether the current generation uses up non-renewable resources or dumps CO2 in the atmosphere as long as enough machinery, roads, and ports are built-in compensation" (Neumayer, 2003).

In the World Series of Corporations (WS), the total value preserved for future generations is defined as the aggregate stock of capital. In WS, the environmental problems caused by disturbing the balance between manufactured and natural capital are assumed to be solved by technological progress and generated technical solutions. (Elkington, 1997)

Strong sustainability

On the opposing side, strong sustainability understands that although social, economic, technological, and environmental capital might be complementary, they are not interchangeable. It upholds the value of maintaining healthy ecosystems and does not place a higher priority on financial gain than the welfare of people and the environment. According to (Gowdy 2000), "Sustainability is not only an economic problem, but also one of maintaining essential, non-replaceable, and non-substitutable environmental features." This statement effectively calls for a new way of thinking about the principles and motivations behind the economic system. There are two key phenomena that SS is related to. The first phenomenon is irreversibility, which states that the extinction of an animal species or the total depletion of an unavoidable resource are both unstoppable processes. The ecosystem's irreversible breaking point is the threshold phenomena, which is the second factor. Policies, incentives, and technologies that concentrate on minimising environmental impacts, such as by reducing material or energy requirements, while concurrently enhancing, or at least maintaining, human well-being, are examples of strong sustainability.

1.8.1-Main differences between strong versus weak sustainability

This table summarises the difference between strong and weak sustainability.

Table 1 strong versus weak sustainability

	STRONG SUSTAINABILITY	weak SUSTAINABILITY
Key point	The substitutability of natural capital by other types of capital is severely limited.	Natural Capital And manufactured capital are perfect substitutes and presume that there is no significant difference between different types of capital.
Sustainable perspective	The importance is put on the protection and preservation of natural resources. The future generation should have access to the same amount of natural resources.	Any negative consequences caused by human activity can be compensated by technological innovations.
Main pillar	Environmental and natural capital	Economy and manufacture capital
Consequences	Certain human actions can entail irreversible consequences.	Technological innovation and monetary compensation for environmental degradation.
Definition of threshold and environmental norms	Scientific knowledge as input for public deliberation(procedural rationally).	Technic/scientific approach for determining thresholds and norms(instrumental rationality)

Source: own elaboration

1.8.2-Evaluation of sustainable development from SS to WS

SS does not imply that WS is irrelevant, although some writers appear to think this. In addition to, SS is needed because a situation in which natural capital is preserved but other forms of capital are allowed to decline could hardly be called sustainable development (it might be survivable but even that seems very unlikely). SS implies WS, but WS does not imply SS. Some writers have criticised the weak sustainability approach because it assumes substitution (see for example, VICTOR et al., 1994).

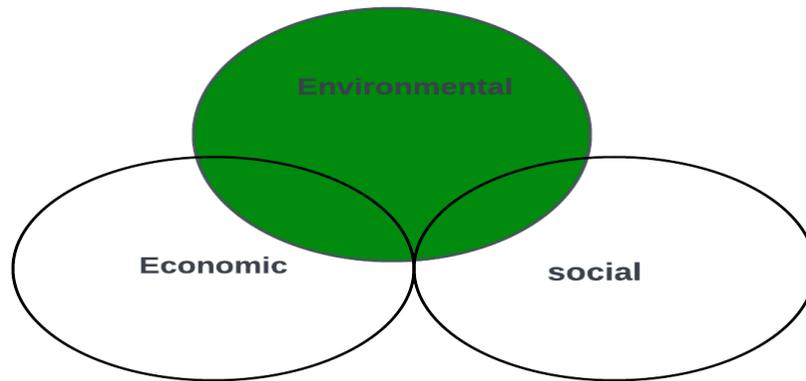
First, they suggest that one should not focus on weak sustainability because it creates a sense of comfort to the effect that the environment can be dispensed with, but it is hard to understand why such a discussion should preclude advocacy of strong sustainability by those who believe in it. More to the point, the preliminary evidence on weak sustainability indicators shows the potential for a surprise: a large number of economies fail the weak sustainability test and if they fail that they are likely to fail any strong sustainability test (although not necessarily so) (ATKINSON 1997).

Second, it is suggested that monetary indicators of constant capital fail because they use market prices rather than externality-adjusted prices. But the whole point of valuing capital is to value the externalities. Whether this is done by applying shadow prices to marketed outputs or by valuing the externality, eg air pollution, directly, is immaterial. Moreover, if prices are irrelevant, constant natural capital has no meaning either since it is unclear what numeraire would be used to «value» the stock of natural capital.

Triple bottom line

Triple Bottom Line is a strategy for sustainable development that serves as the foundation for the majority of discourse and policy-making in areas including economic development, environmental preservation, and sustainable society. According to the model, there is a suitable balance between economic, environmental, and social outcomes. But it turns out that the only place where the three circles might be sustainable is their (modest) intersection. The ultimate constraints placed on an economic and social activity by the environment (biosphere) are disregarded. As a result, this paradigm ultimately produces a weak sustainability model. Ecological sustainability is seen as a widely accepted goal during the implementation of this model.

Figure 5 Triple bottom line



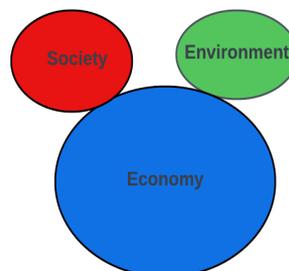
Source: own elaboration

Mickey mouse model

The design is referred to as Mickey Mouse. The model symbolizes WS, and the analysis' primary pillar is the economy. The two other pillars, society and the environment, play supporting roles and rely on the economy.

Currently, it serves as the foundation for the majority of global economic and political decisions. This paradigm is not sustainable because the three facets of sustainability—the economy, society, and environment—do not intersect. Weak sustainability models go beyond the environment to include humans and extend their concern for economic success. The reality is that society and the economy are interdependent with the environment. Therefore, economic and social activities should be conducted within the context of the environment.

Figure 6 Mickey Mouse model

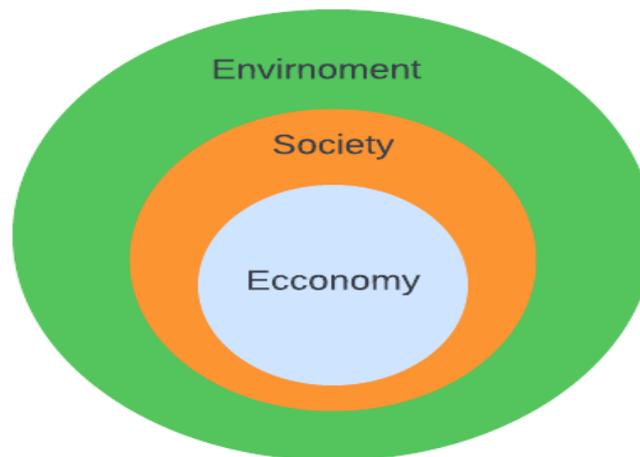


Source: own elaboration

3 Nested dependencies

1. In the three intersecting dependencies model, the three sectors are interdependent: While the three intersecting circles imply that the economy can exist without the environment, the three intersecting dependencies recognize that the economy is a wholly-owned subsidiary of society, which in turn is a subsidiary owned by the environment. They not only coexist but interact.
2. The model of three intersecting dependencies reminds us that there is no Planet. Society and the economy cannot exist without the environment. The three interlocking interdependencies remind us that they must manage their resources or they face environmental (and later social and economic) collapse.
3. In the context of the three interlocking dependencies, the economy is the tail and society is the dog: since the economy is a wholly-owned subsidiary of society, they decide which economic model to use. They also can change their existing economic model to improve their quality of life. I mean, they have agency.

Figure7 3nested model



Sources: own elaboration

1.9-The business of sustainability

More companies are managing sustainability to improve processes, pursue growth, and add value to their companies rather than focusing on reputation alone. Many businesses are actively incorporating sustainability principles into their operations, and they are doing so by pursuing objectives that go far beyond earlier concerns for reputation management, such as energy conservation, the development of environmentally

friendly products, and retaining and motivating staff members, all of which assist businesses in capturing value through expansion and return on investment.

But in the past only focused on reputation and gaining profit. Fewer respondents state that their companies are investing in R&D to develop sustainable products or using the sustainability of current products to discover new opportunities.

Table 2 Business of sustainability



¹ Respondents who answered "don't know" or "none of the above" are not shown.

Source: Mckinsey sustainability (october 1,2011)

1.9.1 Why is sustainability becoming more important in the business field?

The idea of sustainability is becoming a more and more well-known topic in the business world. There can be numerous reasons for a company's desire to go sustainable or green. Business today needs to prioritise sustainability more than ever. To "adapt," traditional company structures have to respond to changing consumer demands. Demand for sustainable goods and services from around the world has significantly increased as a result of the worldwide trend toward green consumption. Sustainability is a competitive advantage in the business sector that further leads to cost effectiveness, scope economy, opportunities for innovation, or many other advantages that ultimately contribute to business success.

Companies all over the world are working toward using only renewable energy for all of their activities. The technology and equipment for manufacturing lines have been carefully invested in by many businesses. Along with adopting environmentally friendly

packaging and materials, stores and supermarkets have made it a priority to produce and promote "green" goods.

LEGO is a great example of a sustainable company. Their main sustainable goal is to have entirely sustainable products by 2030 and sustainable packaging by 2025. In 2019, 3 years ahead of their schedule, the company started to run 100% on renewable energy. With their sustainable strategy and their vast investments in their sustainable goals, LEGO continues to grow and profit. And the other example of sustainability is Patagonia company. Patagonia is an outdoor clothing shop founded in the 1970s. The company is well known as one of the first companies focused on environmental activism. The company strongly propagates environmental awareness and tries to educate its clients about environmental issues. 100% of the company's sales from Black Friday 2016 to 2020 will be donated to an environmental organisation.

There are a huge number of businesses that practise sustainability. These examples can demonstrate that becoming a sustainable firm is not easy. It demands investments, change of strategy and policies, and commitment to long-term sustainable goals. There are other forms of capital which need to be considered and other factors which influence the profit of a company.

Challenges to Improving Sustainability in Business

- Lack of Resources
- Unengaged personal
- Inability to assess success
- Lack of focus

1.10-Sustainability Isn't Enough: they Need To Regenerate

Bill Reed defends sustainability as a concept that attempts to decrease the harm caused by excessive natural resource use. "Instead of doing less damage to the environment, it is necessary to learn how one can participate with the environment by using the health of ecological systems as a basis for design" he claims. (Bill Reed 2009)

In his book *Designing Regenerative Cultures*, Daniel Wahl declares that the term "ecosystem services" should be replaced with "ecosystem functions." According to Wahl, putting nature at the service of humanity, is meant to control it for its pleasure and needs. He explains that they are a part of nature, not separate from or superior to it. "They need to pay more attention to systemic relationships and interactions, to aim to support the resilience and health of the whole system, to foster diversity and redundancies at multiple scales, and to facilitate positive emergence through paying attention to the quality of connections and information flows in the system," the German biologist opines.

The process of designing this regenerative world begins with taking the time to understand how the systems of life work in each unique location and observing the many

different natural variables that lie behind complex ecosystems. Learning from natural design (biomimicry), asking many questions before rushing to find solutions to improve life, and having the *precautionary principle* in mind are also part of Wahl's regenerative vision.

Chapter 2. EMPIRICAL FRAMEWORK

2.1-Vision and mission statement of Ikea

Motto of Ikea :

"IKEA's motto is "Together throughout the world."

Ikea's vision statement:

"To create a better everyday life for many people". (IKEA Sustainability Report 2009)

All Ikea concept is summed up in the vision statement. Ikea depends on the excellence of its goods and how the product can benefit the people and environment. And also contributed to the improvement of the planet. Ikea's perspective is to make a better home because a better life will follow. And now Ikea completely focuses on the circular and climate positive. The Ikea company's goal is to use only recycled or renewable resources.

Ikea mission Statement:

Ikea "to make products which have minimum impact on the environment and to manufacture them in a socially responsible way".(EuropeanFoundation for the Improvement of Living and Working Conditions 2008) .

Core value

- Togetherness
- Caring for people and planet
- Simplicity
- Cost conscious
- Renew and improve
- Different with meaning
- Give and take responsibility
- Lead by example

2.2-History of Ikea

In 1943, Ingvar Kamprad established Ikea in Sweden. He was born in Smaland, a region in southern Sweden, in 1926 as the son of a farmer. He wanted to introduce a business. When Ingvar Kamprad is five years old, he starts selling matches to his neighbours, at seven he begins selling matches farther out while riding his bicycle.

He determines that he can purchase matches in large quantities at a low price, offer them individually for a very cheap cost, and still generate capital. Then he moves to sell Christmas accessories such as cards, flowers and eventually pencils and ballpoint.

In 1943, he chose to start his own business, establishing Ikea. In 1951 Ingvar Kamprad recognized the market need and sold the furniture globally. A crucial turning point in the evolution of the Ikea concept occurred in 1953 when a furniture store opened in Sweden. For the first time, buyers could view and experience Ikea home goods without placing an order. Consumers carefully select the items that offer great quality because of the achievement of the invention. Ikea started to think about the flat package in 1955.

Table 3 Innovations and Expansion through the 1960s-1970s

In the 1960s	The first IKEA restaurant started in 1960 in Almhult, Sweden, IKEA shop.
In 1961s	IKEA started quality testing its items in 1961, utilising Swedish testing standards.
1962s	Marian Grabinski created the MTP bookcase in 1962. In the 1960s, IKEA and Polish producers built strong ties through the use of the development of this and other wooden items. These connections still exist today, which is a key factor in IKEA's decision to keep costs low so that many people may buy their products.
1965s	The self-serve warehouse, a key component of the IKEA model, opened in 1965 as a result of the store's success. The opening of Accenten allows clients to purchase high-quality cooking supplies at reasonable prices.
1975s	The Testament of a Furniture Dealer, which Ingvar Kamprad wrote in 1976 and had its publication the following year, documented IKEA's mission and business concept and had a significant impact on the growth and vibrancy of the company's culture.

Source: Own elaboration based on Zhi li (june 2010)

IKEA expanded into new markets in 1980, including the USA, Italy, France, and the UK. The Stichting INGKA Foundation is a Dutch foundation that owns the Ikea Group, it was founded in 1982. The new customer club, IKEA FAMILY, was created in 1984. IKEA FAMILY has over 167 locations worldwide with more than 15 million members as of today. Ikea catalogues are printed in nine different languages which are 45 million editions. The IKEA Group, which was formed in 1985, today they have 10,000 employees and 60 outlets globally.

In 1991 Ikea established an industrial firm which made wood-based furniture and wooden components. The opening of Children's IKEA occurred in 1997 and the decision to create a collection of goods just for kids. In 1998, IKEA was introduced in Shanghai, China. And in 1999, 50,000 employees were working for the IKEA business, which had 158 shops around 29 nations.

Table 4 History of Ikea 2000s

In 2000	The IKEA Way of Purchasing HomeFurnishing Products (IWAY) is introduced as a code of behaviour. It outlines what suppliers can anticipate from IKEA and what IKEA requires of its suppliers in terms of statutory obligations, working conditions, actively preventing child labour, the external environment, and forestry management. In addition, IKEA launches The IKEA Way of Preventing Child Labor to guarantee that suppliers and their subcontractors do not use child labour. Denmark and Sweden have both introduced online shopping. Since then, numerous other retailers have begun offering IKEA online shopping.
In 2001	Through IKEA RailAB, the IKEA Group tests operating its own rail business. The IKEA goal to encourage sustainable transportation of IKEA materials and products continues to include the use of rail heavily.
In 2002	More than 100 IKEA stores in Europe have adopted a new product-recovery strategy to ensure that returned goods are, whenever possible, fixed rather than destroyed.
In 2005	Under one roof, all you need for the bedroom. IKEA consumers assist underprivileged kids.
In 2006	In 44 countries, the IKEA Group employs more than 100,000 people.

Source: own elaboration based on Zhi li (june2010)

Now one of the most recognizable furniture brands in the world is IKEA. Ikea is known for having a unique brand reputation and a good sense of fashion. At the present time, people can easily buy products online at the cheapest price. Ikea 433 shops they are open worldwide in 2019.

2.2.1- ikea logo over the years

IKEA is an acronym that celebrates Swedish history. I acronym for Ingvar, the founder of IKEA. K stands for his last name, Kamprad. E stands for Elmtaryd, the farm where Ingvar was raised, and A stands for Agunnaryd, the parish in Samland, Ingvar's hometown.

Figure 8 Ikea logo over the year

1951	
1954	
1967	
1981	
1983	

Source: Own elaboration

2.3-Challenges faced by Ikea when penetrating the markets

Ikea's biggest failure was the Japanese market twenty years ago. Because of the massive difference between European and Japanese culture while Japanese houses are usually smaller. Between 1974 and 1986, Ikea tried miserably to inspire the nation with its brand, but it had a tough time connecting with the people and eventually had to shut down its stores entirely.

In 2006 Ikea re-entered the Japanese market. In Asia, China and India are the two largest consumer markets after Japan. The markets in China and India could not support the prices that have been low in Europe and America and comparatively higher in India and China. The other difficulty was the placement of Ikea's signature huge stores. Ikea was forced to place its store on the city's outskirts, which are interconnected by rail and metro systems.

Table 5 Ikea strategy different in europe and china

EUROPE	CHINA
<p>Value Proposition</p> <ul style="list-style-type: none"> • Good Quality • Stylish Furniture at low price that everybody can afford 	<p>Value Proposition</p> <ul style="list-style-type: none"> • Good quality • western styled aspirational brand for the middle class citizens
<p>Valued Network</p> <ul style="list-style-type: none"> • Product Stylish, functional product and home furnishings. • Store Location The suburbs, next to the highway that is accessible by car. • Price Cheapable price • Promotion Ikea catalogue is the main marketing tool. • Logistics Products are sourced and made in developing nations like China, and Malaysia and then shipped to Europe. 	<p>Valued Network</p> <ul style="list-style-type: none"> • Product To suit the local market and reflect Chinese apartment sizes. • Store Location The outskirts of cities as customers use public transport. • Price Affordable • Promotion Advertising in Chinese social media and micro-blogging websites. Logistics Raw materials and products are sourced locally. ikea also built two factories in shanghai to avoid high import taxes.

Source: own elaboration

2.4- The Global strategy of ikea

The business strategy of Ikea is to offer low-cost, high-quality, easily assemblable furniture. Although not everyone likes its designs. The main focus of Ikea is to present a smart and modern image to the world and differentiate itself from its competitors. Products of Ikea are mostly 30%-50% below as compared to competitors.

2.4.1.Value chain analysis

Inbound Logistic

Inbound logistics is a significant source of value creation for Ikea. Ikea's inbound logistics involves sourcing goods from over 1220 suppliers worldwide, which are spread across more than 55 countries, for use in manufacturing raw materials and ready-made products. IKEA purchases 89 per cent of its goods from independent vendors throughout the world. The top five suppliers of IKEA are China, Poland, Italy, Sweden, and Germany.

Operations

IKEA manages its international operations using a decentralized business strategy. It is the world's biggest producer of wooden furniture. Along with two factories that make furniture parts such as (screws, plugs, etc.) the Group also owns 40 IKEA furniture production units. IKEA operates its stores through franchise agreements in 30 different nations around the world. In more than 50 regions, IKEA stores are run by 11 franchisees. The largest IKEA franchisee is Ingka Group, which once operated 367 IKEA shops in 30 markets and employed 158,500 people. The main source of value in IKEA operations is cost savings.

Outbound logistics

The biggest furniture retailer in the world is Ikea, which runs 28 distribution centres and 11 customer distribution centres throughout 16 different nations. Ikea provides two types of delivery services, the first one is parcel delivery which delivers small items. The company charge 12\$ and it depends on the location of the store and how far it is. And the other type of delivery is truck delivery. If the weight is more than 25 kg then the company charges 50\$ and it also depends on the outlet. The major sources of value in IKEA's outbound logistics are direct deliveries to clients without the use of any brokers.

Marketing and sales

IKEA uses print media for direct marketing, public relations, events, and sales promotion strategies. IKEA also uses an online sales platform. 95% of IKEA's sales were made in its traditional stores.

Services

The main task in the value chain is providing customer service. And Ikea Offers refunds and exchanges of goods by customers' feedback on the product, also offers telephone customer care, which means Customers don't need to visit the IKEA store if they forget a piece of furniture because they can obtain assistance by calling.

2.4.2-Marketing mix(4P)

Product

Ikea offers a wide range of products which satisfy the customer's needs. Ikea provides many offers and styles of furniture at a reasonable price. The following items are part of the IKEA product line

- Furniture (outdoor, indoor, storage)
- Baby & children's products
- Bathroom and kitchen appliances
- Technological products
- Tools & hardware and safety products
- Home decor
- Textiles & Rugs
- Cooking
- Decoration and lighting products

Every year Ikea introduce the new product roundabout 2000, and every range of the product which is 10,000.

Price

Ikea has used its unique pricing method because of the quality that is offered to them, customers are satisfied even though they must pay higher costs. While IKEA products are affordable but they are also not cheap.

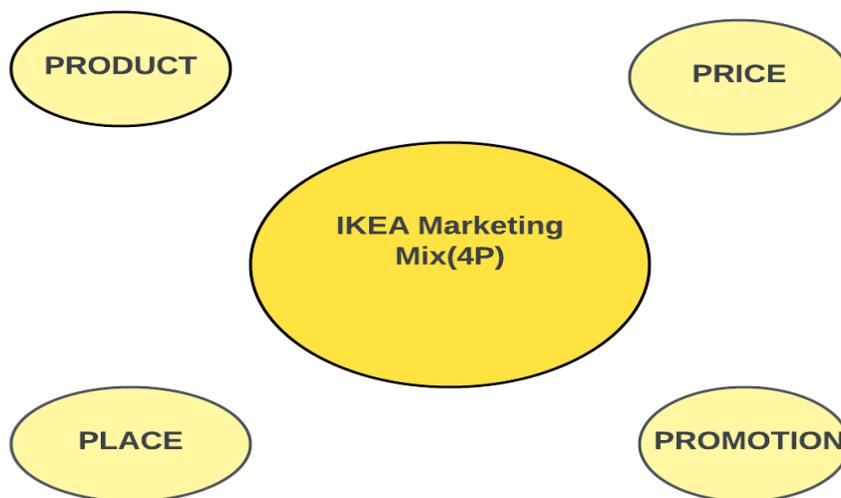
Place

IKEA operates more than 415 retail locations worldwide. Ikea implemented the strategy which is two new shop models. The first one is a smaller shop which is inside the town offering limited products. And the other one is a bigger shop that offers a large range of products. Also, people order products online.

Promotion

IKEA invests thousands of dollars in the promotion. And also create a top-of-mind recall in the minds of its customers. However, Ikea uses traditional and digital channels for the promotions like televisions, and newspapers. Ikea's print advertisements are famous because of being smart and clear, which attracts customers' interest.

Figure 9 Marketing Mix (4P)



source: own elaboration

2.4.3-Swot analysis

Strength

According to Interbrand, IKEA is the most valuable furniture retailer in the world, valued at nearly \$ 12.8 billion in 2012. Ikea ensures the uniqueness of furniture products through creativity and innovation while specialising in products which are affordable, functional, good quality, and easily assembled.

Its affordability gives a competitive advantage to other stores that sell similar products at higher prices. Ikea operates 332 stores in 38 countries. Ikea is a famous market in the world. Every year, more than 600 million people visit IKEA stores.

weakness

People who live far from the Ikea outlets are disadvantaged because most stores are located out of the cities or towns. The main source of IKEA's competitive advantage is its cheapest prices. Ikea has frequently come under fire for mistreating its staff and using questionable advertising tactics. There are numerous large and small firms offering reasonably priced furniture in the Asian markets.

Opportunity

In previous years, Ikea grew 5% in the emerging market and is the best opportunity for Ikea to grow its revenue. With more than 870 million visitors to its website, Ikea takes advantage of this chance and gains from higher sales and decreased costs. This expansion potential would fit in well with the current operations since the company already manages its food outlets successfully.

Threat

The furniture market is getting more competitive as more businesses compete to sell expensive furniture at low costs. Other firms that provide expensive furniture at a reasonable cost are clogging up the market. As incomes rise, fewer people will not buy at Ikea and more will shop at stores that provide higher-quality goods.

Table 6 Ikea swot analysis

Strengths	weaknesses
<ul style="list-style-type: none">• Affordability• Unique products• Variety of products• Global Presence and Brand image	<ul style="list-style-type: none">• Limited physical outlet• weak position in Asia market• Negative publicity• Standard product
Opportunities	Threats
<ul style="list-style-type: none">• Growing online sales• Global expansion• Expansion to the growing grocery market	<ul style="list-style-type: none">• Aggressive competition• Growth of average consumer income

Source: own elaboration

2.4.4-Five forces analysis of Ikea

Bargaining power of suppliers

The bargaining power of suppliers is low in Ikea. The supplier has not gotten any bargaining from Ikea. Since IKEA is a well-known brand that is present all over the world, even suppliers want to build strong ties with it. IKEA has introduced IWAY, a code of ethics for its suppliers.

Bargaining power of buyers

Customers has a lot of bargaining leverage because IKEA has to compete with other businesses or regional manufacturing. They must be aware of their client's requirements and desires, particularly in nations where the population is highly price-sensitive.

The threat of new entrance

The threat of new entrants is low since it is well-established as a global market. Customer loyalty has helped in improving this competitive advantage in the retail market. It is not particularly difficult for new furniture makers to enter the market because IKEA must

complete them. Smaller-scale entry by new companies is possible, but they won't have a significant impact on IKEA's operations. When a new brand enters the market, it will require time, effort, and expenditure for it to develop into a global brand.

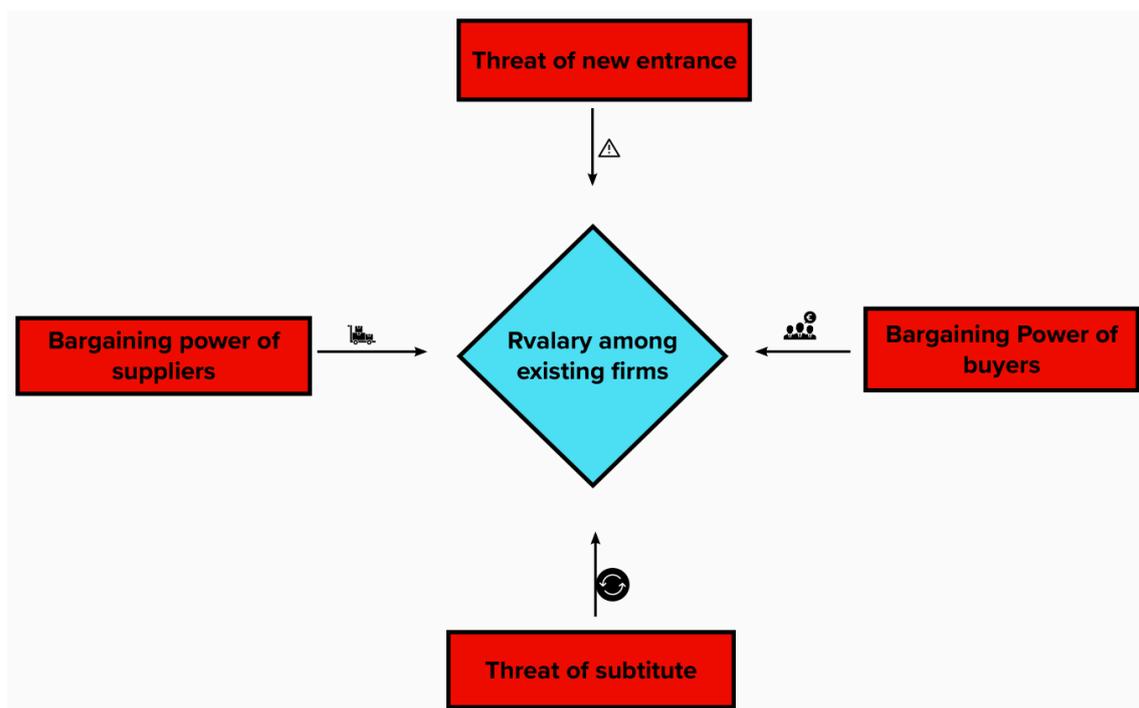
The threat of substitutes

The threat of substitutes is low or moderate in Ikea. IKEA offers good quality product and services. IKEA has developed a trustworthy brand image over the years, and there is a high level of customers that's why it decreases the chance of success among other substitutes.

Rivalry among existing market

Ikea has the highest competition in the market. Although the competition for market share is not high as in some other industries, IKEA faces a huge number of competitors. The company faces a competitive threat from hypermarkets and name-brand stores. Therefore, the level of rivalry among competitors rises to a high level.

Figure 10 Five forces analysis of Ikea



source: own elaboration

2.4.5- Pestle Analysis

PESTLE is an acronym that stands for political, economic, social, technological, legal, and environmental. It is an analytical technique that businesses can use to assess how outside influences affect their operations and increase their level of market competition (Hall, 2020).

Figure 11 Pestle Analysis

Political	Exporting foreign goods in friendly/unfriendly and stable/unstable countries; countries attitude towards the foreign brands, corruption levels, bureaucracy, decision-making process and decision maker's mind-sets and political events and initiatives. Examples are Taiwan and china political issues, Indian approach "make in India" for foreign investors and BREXIT.
Economic	Exporting foreign goods in friendly/unfriendly and stable/unstable countries; countries attitude towards the foreign brands, corruption levels, bureaucracy, decision-making process and decision maker's mind-sets and political events and initiatives. Examples are Taiwan and china political issues, Indian approach "make in India" for foreign investors and BREXIT.
Social	Products can be standardized but culture can't; standardised culture cannot be forced to other cultures. Issue like homosexuality acceptance, using women in marketing in Islamic countries and marketing materials translation issues are serious matters to be considered.
Technological	Demand for online sales and customers interaction platforms, mobile applications, artificial Intelligence, cognitive Intelligence, robots, to core businesses.
Legal	Each country has its own unique laws and legal system with different levels of global integration of common interest subjects like safety, labour laws and human rights in countries laws and legislations. Things like the Indian regulation to source 30% of originations inventories from local sources, bad labours working conditions must be considered.
Environmental	Environmental challenges and sustainability are contemporary hot topics for all businesses. People awareness is increasing and their demand to change organizations behavior and account them for more responsibility towards the environment especially pollution, climate change, the use of recycled materials and renewable energy sources.

Source: Mohammed Al-Zghool,2022

2.4.6-Ikea competitor Analysis

IKEA is the largest furniture company in the world, and it is well-known for its high-quality, inexpensive furniture, kitchenware, and home decor. Ikea faces stiff competition from several companies e.g: Walmart, Amazon, American woodmark, home depot, Tesco, and Wayfair.

Walmart is a San Francisco-based company that provides a wide range of quality products such as home and office furniture etc.

Amazon is the world's largest online retailer. Amazon provides online services and offers a wide range of furniture under the name "Amazon Home".

American Woodmark is a US company that focuses on the manufacturing of kitchen and bathroom cabinets.

Home deposit Convenience of home deposits Customers can purchase goods for home improvement and renovation from a wide selection of kitchen cabinets, bathroom vanities, faucets, appliances, and more.

Tesco is considered the largest retailer in England and the world. Tesco's stores are distributed over seven countries and their employees reach more than 476,000. Due to

its expansion and products, Tesco is among the strongest IKEA competitors. (Evans & Mason, 2018)

Wayfair is an E-Commerce company that specializes in selling furniture and household goods online. Customers are encouraged to prefer their products over those of IKEA by their distinctive user experience and free shipping.

Figure 12 Competitors of IKEA



Source: own elaboration

In the retail furniture sector, IKEA is a major industry. Its ability to satisfy client needs with a wide range of products and creative design ideas gives it a competitive advantage. The company uses simple but classy designs to keep costs low and pass those savings on to its customers. It is among the few companies that offer customers the ability to customise products before purchasing them.

2.5- sustainability of Ikea

Ikea wants healthier and more sustainable living to be an easy option. However, it's about much more than just offering smarter products, it wants to create a movement for better and more sustainable daily living. It's about inspiring and encouraging as many people as possible -their customers, employees, suppliers and even other businesses - to join the effort and make more sustainable choices every day.

Unsustainable consumption and climate change remain among humanity's greatest challenges. With their size and equipment, they can make a big contribution to a more sustainable world.

"A sustainable way of life has to be simple and the most natural option."(Malin Pettersson-Beckerman, Director of Sustainability Communications, Inter IKEA Group)

Everyone has a role in creating a sustainable reality. For Ikea, it starts with some big and small changes. These include developing smarter products made from renewable or recycled materials, providing healthier and more sustainable food, and easier and more

affordable ways for people to reduce their waste, use less energy and water in their homes, and make that energy cleaner.

They are transforming the way they work in the IKEA value chain from a linear to a circular business. This means that they have to design all products from the start to be reusable, repairable, resellable and recyclable, and to generate as little waste as possible. However, circular business means that they must work beyond their company with their suppliers, governments, customers and others to achieve this. They are optimistic about the future. They know that through collaboration, curiosity and entrepreneurship, amazing things are possible.

2.5.1 Three Pillars of sustainability in Ikea

The **environmental dimension** of IKEA's sustainability plan is reflected in a variety of projects and activities, including the provision of wood from selected sources for the manufacture of furniture. Over 22% of the timber utilised in 2012 came from FSC-certified (Forest Stewardship Council) sources. The long-term strategy also predicts that by the end of 2017, this number will have risen to above 50%. Additionally, the cotton used to make furniture is grown in accordance with the Better Cotton Initiative.

In order to guarantee that the problems are solved at their very root, the company also makes investments in the sustainability training of farmers and foresters. Production and utilisation of renewable energy from the wind, sun, and biomass are other environmental projects. A quarter of a million solar panels installed on the firm's premises and 83 wind turbines that were operational in 2012 allowed the company to create 34% of the total energy it used from renewable sources.

IKEA also addresses the **social** aspect of sustainability. The company is dedicated to creating furniture that will enhance the quality of life for all of its customers, but it also goes above and above to protect the rights and welfare of all of its employees. Additionally, the business demands that all of its suppliers adhere to IKEA's personnel approach. The adopted UN Guiding Principles on Business and Human Rights serve as the foundation for this approach. To secure the protection of children's rights, the firm also promotes the best interests of all children and adheres to Children's Rights and Business Principles throughout all aspects of its operations. Last but not least, it must be said that the firm's sustainable strategy includes making sure that 70% of all customers, 95% of all suppliers, and 95% of all workers view the company as being very socially and ecologically responsible.

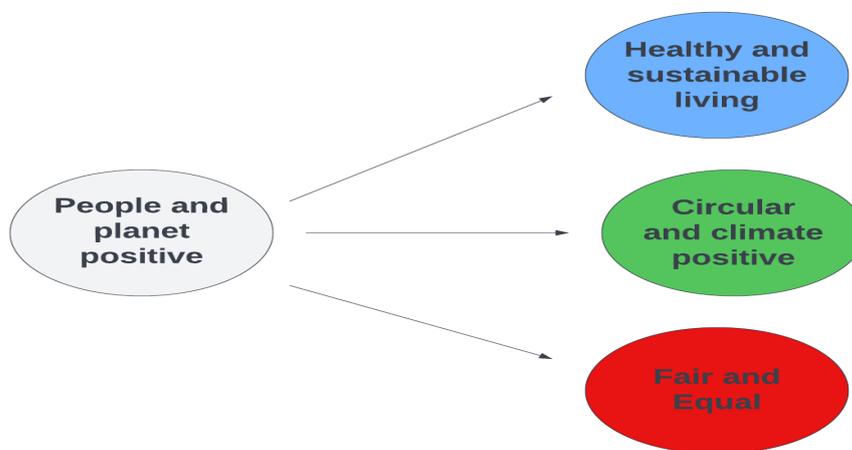
Both the company's short-term and long-term strategies include representations of the **economic** aspect of sustainability. IKEA has established many objectives for its economic performance and growth, among them is to double the production and sales of its goods by 2020. IKEA is currently concentrating on achieving short-term objectives,

sales, and growth. These objectives they are met in 2011, for instance, when the business launched locations in many new nations, ending the year with 287 locations across 26 nations, and was able to boost its worldwide net earnings by about 7%, totalling 24.7 billion Euros. This shows the company's continued importance in focusing on the economic side of sustainability.

2.6-Ikea Commitments to become people plant and positive

IKEA's overall goal is to improve people's lives and the environment while inspiring and enabling as many people as possible to live better lives on a daily basis while also protecting the environment. Ikea strategy is to motivate, engage, and make decisions and establish goals .

Figure 13 Ikea Commitments to becoming people plant and positive



Source: own elaboration

2.6.1 Healthy and sustainable living

Ikea's goal for 2030 is to encourage and provide 1 billion people with the means to live better lives within the limits of the planet.

Ikea wants to encourage and empower individuals to make healthier and more environmentally friendly decisions. IKEA explains what it means by sustainable consumption. IKEA's democratic design process and circular design concepts will be used for the creation of all goods. It will collaborate with others to increase the lifespan of products and resources, fostering a sharing and circular economy in the process. The IKEA company will make it possible for individuals to produce renewable energy, use less energy and water, purify their indoor air and water, reduce waste, and help adapt their houses to the effects of climate change.

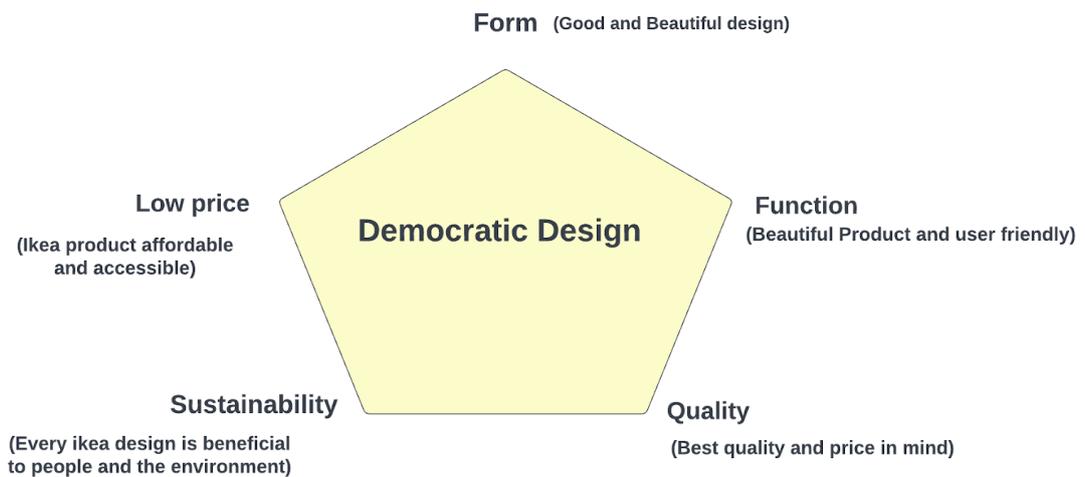
Ikea makes choosing to live a healthy, sustainable lifestyle an attractive, cost-effective, and feasible option. Natural resources are currently being exploited at an unsustainable rate, which has a rising negative impact on individuals, communities, and ecosystems.

The long-term success of the IKEA company is also impacted. Although most people do want to live more sustainably, they don't want to sacrifice affordability, quality, or convenience.

Sustainability is one of the IKEA Democratic Design principles along side form, function, quality, and a low price. Ikea helps all the customers to enjoy a sustainable and healthy life at home. It is also good for the Ikea business, good for the planet, and good for many people. According to Kamprad, "was not just good, but also adapted to machine production and thus cheap to assemble."

IKEA's Democratic Design incorporates the idea that everyone has the right to obtain high-quality, environmentally friendly, and well-designed items at the lowest possible cost into its business practices. This objective fits with IKEA's sustainability plan to make every house environmentally friendly by conserving energy, reducing waste, and depending on recycled and renewable materials.

Figure 14 Democratic Design



source: Own elaboration

Commitments

- Creating a movement in society around better living.
- Promoting circular and collaborative consumption.
- Enabling and inspiring people to live healthier, more sustainable live.

2.6.1.1 Creating a movement in society around better living

Globally, people are becoming more concerned with both their own health and the health of the environment. Younger people have a greater than average desire to live healthy, environmentally friendly lives. Involving as many people as they can, they will use their scale and reach to lead the movement towards a healthy and sustainable future.

- Testing approaches to sharing knowledge and enabling behavioural changes
- Phasing out non-rechargeable alkaline batteries
- Removing all single-use plastic products

2.6.1.2 Promoting circular and sustainable consumption

Ikea examines what it sells, how it sells it, and how it encourages and supports more sustainable and circular attitudes and behaviours in society. Ikea is always enhancing its methods of dealing with sustainability in order to satisfy the needs and aspirations of people today without compromising those of future generations. Additionally, it uses Democratic Design and the circular product design concepts from IKEA while creating all of its items.

Ikea's goal is to develop goods that are 100 percent circular through designing for circularity, increasing the amount of renewable and recycled materials, improving production and material efficiency, and facilitating reuse, refurbishment, reprocessing, and recycling.

2.6.1.3-Enabling and inspiring people to live healthier, more sustainable live

Ikea creates and spreads information about inexpensive, full home furnishing solutions with the main goal of enhancing people's daily health, wellness, and capacity to live within the limits of the planet. Ikea main focus is on solutions related to the following:

- Clean energy, air, and water.
- Resource-efficient living and reducing waste.
- Healthy eating, sleeping, and exercising.

2.6.2 Circular & Climate Positive

In connection with COP25, the Inter IKEA Group announces the decision to invest 200 million euros to accelerate its transformation into a "positive climate" company. The investment will focus on two portfolios: one to convert the IKEA supply chain to renewable energy and one to remove carbon from the atmosphere through reforestation, restoration of damaged forests, and better forest management practices.

Climate change and the increasing global use of natural resources are already impacting IKEA's business and, more importantly, the lives of people and wildlife. To positively impact people and the planet, they must continue to develop responsible sourcing

programmes, improve resource use and dramatically reduce their greenhouse gas emissions (in absolute terms, in line with the 1.5°C target), regardless of how much they grow the IKEA business. And by transforming into a circular company, they aim to bring about systemic change for the entire value chain. Materials make up the largest part of IKEA's climate footprint. By extending the life of products and materials and accelerating the transition to 100% renewable energy, they can significantly reduce their climate footprint. The goal is to end their dependence on new fossil materials and fuels.

Commitments

- Transforming into a circular business
- Regenerating resources, protecting ecosystems and improving biodiversity
- Becoming climate positive

2.6.2.1 Transforming into a circular business

Transforming into a circular company impacts every aspect of what they do - from how and where they meet their customers, to how and what products and services they develop, to how they source materials and develop the IKEA supply chain. The circular IKEA company will be built on renewable energy and regenerative resources.

They know that lifestyles and behaviours are changing and that there is a growing awareness of the impact humans have on the planet. Many people are moving into smaller spaces and have fewer things they value more. No one wants to be wasteful, but people are having a hard time passing on things they believe still have value.

Current linear business models will create an estimated total gap of about 80 billion tonnes of natural resources by 2050, putting significant pressure on the planet and denying many people access to affordable solutions for basic needs like food and housing.

- Designing circular product

One of the most important factors in extending the life of products is the ability to repair, upgrade and customise furniture at different stages of its life. The modular products in their range, such as the IVAR and BROR storage systems, are made of wood and can be easily treated or repaired and, if necessary, supplemented with additional parts. They are practical solutions for the dormitory or the first flat and also work in other spaces such as garages and closets as people's lives and preferences change.

- Aiming to use only renewable and recycled materials

60% of IKEA's product range is made of renewable materials such as wood and cotton, and 10% contains recycled materials.

IKEA's materials agenda is gathering momentum and continues to bring new and exciting changes in areas such as increasing the recycled content. For example, Ikea continues to invest in the development of recycled wood processing facilities, equipment and logistics to increase the use of recycled material in particleboard. Today, 25% of their particle board contains recycled material. Some aspects of recycled materials are particularly challenging in terms of availability, quality, technical issues during production, and end-of-life take-back. For example, for some materials, such as carbon steel, there are not enough recycled volumes on the market to meet increasing demand. For other materials, such as glass, float glass, and ceramics, there may be quality and technical issues with using high percentages of recycled content.

- Recycling mattresses

Together with Dutch recycling company RetourMatras, they are in the final stages of testing recycled polyol, which has the potential to save 3 million mattresses a year from incineration or landfill. They also continue to use renewable polyols made from soy. They have been using this material for six years in North America and are now introducing it in Europe. Innovations to reduce foam in future comfort products are underway. They are also investigating alternative materials and end-of-life solutions.

2.6.2.2-Regenerating resources, protecting ecosystems and improving biodiversity

They rely on raw materials and food ingredients to create their home furnishings and culinary products, so they are constantly looking for innovative ways to economise.

The goal for 2030 is to expand the IKEA business while regenerating resources. In order to ensure that they have a beneficial influence by replenishing resources, safeguarding ecosystems, and enhancing biodiversity, they only want to utilise renewable or recycled materials that have been ethically sourced. They'll keep establishing and securing standards for ethical sourcing that take into account factors affecting human, animal, and environmental welfare. The primary goal is, of course, to constantly limit the consumption of materials, particularly virgin materials.

The work involves a wide range of materials, intricate supply systems, and several environmental considerations.

- Forestry (wood)

Wood is appealing, durable, recyclable, and regenerative. Wood is the material that is most frequently utilized in the IKEA home furnishings industry and is crucial to their attempts to combat global warming. Currently, more than 98% of the wood used in IKEA products originates from greener sources. Most of the wood comes from Poland, Russia, Sweden, Italy, and Lithuania. Wood also has the ability to take in and store carbon from the atmosphere.

- Agriculture (plant & animal)

Agriculture's usage of animals and plants results in the production of food and renewable resources that can assist in the development of a circular economy and a stable environment. However, globally resource-intensive agricultural systems have negatively impacted farmers and communities and have increased greenhouse gas emissions, soil depletion, biodiversity loss, deforestation, and water scarcity. To address these challenges, they have been developing standards and acquiring products from more environmentally friendly sources for many years. They now combine the agricultural goods in an effort to look ahead and speed the shift to regenerative agriculture by adopting a thorough landscape approach

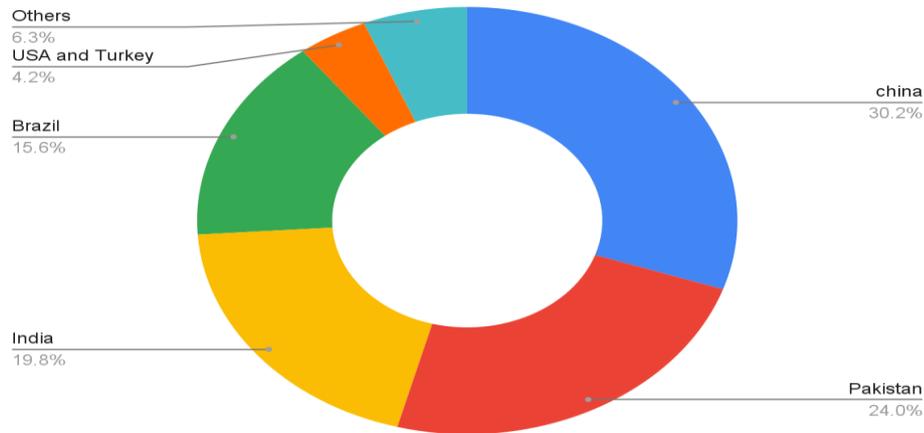
- More sustainable cotton

Since 2015, only cotton from more environmentally friendly or recycled sources has been utilised to make IKEA home furnishings. The Better Cotton Initiative (BCI), of which the IKEA company is a founding member, is the source of one of their certification programs. IKEA can help to improve the livelihoods, yields, and incomes of farmers while reducing harmful environmental effects since they have phased out all conventional cotton from their supply chain and only use cotton from more sustainable and recycled sources. The effort to create even more sustainable methods is still ongoing.

They have a significant influence as a sizable company. In all product categories combined, IKEA products contained 128,662 tonnes of cotton. This makes up around 0.5% of the cotton produced worldwide.

The IKEA company is constantly looking for more environmentally friendly methods and supplies to use as substitutes in order to better balance the world's material usage. China and Pakistan produce the majority of the world's cotton.

Figure 15 sustainable cotton



Source: own elaboration based on (sustainability report of Ikea of 2020)

- Food ingredients: responsibly sourced and more plant-based

They are striving towards more environmentally friendly food systems. This covers a lot of the responsible sourcing agenda's points as well as their goals for widespread access to healthy, sustainable living. Better nutrition, better packaging, better proteins, reduced food waste, and responsible agriculture, production, and supply are the main areas of concentration right now. As part of their goal, they'll keep expanding the variety with healthier, more plant-based foods while continuing to source ethically.

- Inorganics & virgin fossil page

By 2030, IKEA will phase out the use of virgin fossil resources and inorganic raw materials, both of which are associated with extractive industries. Virgin inorganic raw materials will be replaced with recycled materials or renewable alternatives in order to meet the goal of using solely renewable and recycled materials by 2030. The IKEA company is working toward ethical sourcing of certain raw materials up till that goal is attained.

- Recycled

A circular society requires the utilization of recycled materials. They want to move toward a circular economy, where nothing is wasted and used items are recycled to produce new resources, in a world where resources are limited. By increasing their need for recycled materials and responsibly acquiring waste material, they want to drastically minimize material pollution.

- Preventing ocean plastic pollution

They are dedicated to the objective of gradually eliminating single-use plastic products, and by the first of January 2020, they had done away with all of them from their selection of home furnishings. All of the product kinds are not currently being replaced, however, they are constantly looking for new items and solutions. For instance, depending on the market, they have switched out the plastic drinking straws for paper, bamboo, and metal ones.

- Recycled polyester

They rely on raw materials and food ingredients to create their home furnishings and culinary products, so they are constantly looking for innovative ways to economize.

The goal for 2030 is to expand the IKEA business while regenerating resources. In order to ensure that they have a beneficial influence by replenishing resources, safeguarding ecosystems, and enhancing biodiversity, they only want to utilise renewable or recycled materials that have been ethically sourced.

2.6.2.3- Becoming climate positive

By reducing greenhouse gas emissions in absolute terms by more than the IKEA value chain emits while expanding the IKEA business, IKEA plans to become climate positive by 2030. By doing this, they help keep the rise in global temperature to 1.5°C by the end of the century.

The following strategies will be used to accomplish this:

- Promoting sustainable lifestyles and becoming a circular business.
- Working to use only renewable energy throughout the whole IKEA supply chain.
- Expanding their product line with additional eco-friendly materials and food ingredients.

Using natural mechanisms to remove CO₂ from the atmosphere is the second stage in having their climate impact.

This will be accomplished by better managing the forest and agricultural sectors of the IKEA value chain to store CO₂ in the soil, plants, and goods. They will ensure that carbon is kept for a longer period of time in their products and materials by implementing a circular economy.

They will go beyond IKEA and help society make greater reductions in order to finally become climate positive and decrease by more than they emit. To do this, they will make it possible for consumers to produce renewable energy at home and convert all of their suppliers' operations—not just the portion utilised in IKEA productions—to renewable energy.

- Goals to drastically reduce greenhouse gas emissions

The ultimate objective is to grow the IKEA business while reducing the absolute GHG emissions from the IKEA value chain by at least 15% by 2030 compared to 2016. This is equivalent to reducing the average climate footprint per product by an estimated 70% when taking into account the expected growth over the same time period. Sub-goals are also established for various IKEA value chain segments.

- Goals to store carbon in land, plants and products

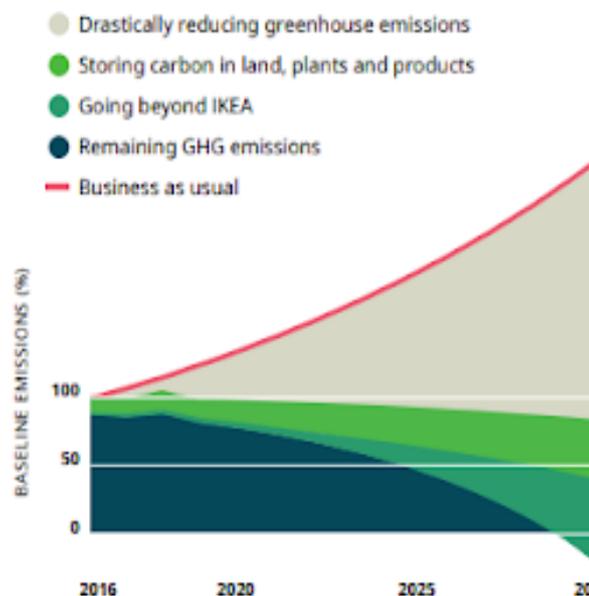
There is currently no international accounting standard for calculating the effect of carbon sequestration and storage on the climate. Inter IKEA Group is supporting and participating in a global project run by as a way of contributing to this work.

- Going beyond the IKEA value chain

Give clients access to IKEA's home solar offer and other clean energy services so they may produce and use renewable energy at home.

Support and collaborate with their almost 1,000 direct suppliers of home furnishings to lessen the overall environmental impact of their facilities. Their ability to address a footprint that is roughly four times larger than that of their own manufacturing will be made possible by this.

Figure 16 IKEA value chain



Source: Ikea sustainability report FY19

2.6.3-Fair and equal

IKEA is building an equitable society for all people. The IKEA business is expanding in an even more inclusive manner, recognizing and supporting diversity as well as promoting fair and rewarding employment throughout the IKEA value chain, enabling individuals to support themselves and their families with a good quality of life. Being inclusive means being involved in other people's work and asking them to engage in theirs.

commitments

- Providing and supporting decent and meaningful work across the IKEA value chain
- Being an inclusive business
- Promoting equality

2.6.3.1-Providing and supporting decent and meaningful work across the IKEA value chain

According to the International Labour Organization (ILO), decent employment entails a safe and healthy working environment as they'll as freedom from discrimination and the right to organize. It speaks of training, stable finances, consistent work schedules, and job security.

- Ikea Always be sure to maintain safe environments that support employees' healthy growth.
- Making sure that everyone has access to competence and skill development, allowing them to develop and realise their full potential.
- Ensuring and promoting regular, dependable, and stable work.
- Ensuring that everyone involved in the IKEA value chain may have a fair income by defining what a fair wage is along with others.
- Making sure everyone throughout the IKEA value chain has a voice, is involved, and has the power to take an active part in their workplace.

2.6.3.2-Being an inclusive business

Ikea's primary concept is equality. IKEA wants every employee to experience respect and understanding. Individual diversity and the right to be oneself are respected. Equal opportunities and community are sought through an inclusive culture and their ongoing efforts to promote diversity. Ikea is aware that in order to achieve the diversity, inclusiveness, and equality that are at the heart of their principles and culture, it always pushes themselves to grow and improve.

- Human rights

Processes, guidance documents, and working methods need to be regularly examined and followed up on in order to guarantee that human rights are maintained throughout the IKEA business operations.

- Children's rights

The world's most important people, according to IKEA, are children. Ikea is dedicated to ensuring that children's rights are included into all they do in order to make the home a place where families with children enjoy to play more and fulfil their aspirations together.

2.6.3.3-Promoting equality

To accomplish the Ikea mission, equality is vital. A fair and equitable world is strengthened through the company's support of people's aspirations, values, and beliefs. Ikea promotes and supports equality along the whole value chain.

A better life may be created on a base of equality. It works for equal rights for men and women, as well as for the rights and opportunities of ethnic minorities, LGBTQ+ populations, and individuals with disabilities.

2.7-Positivity in a world that is changing quickly

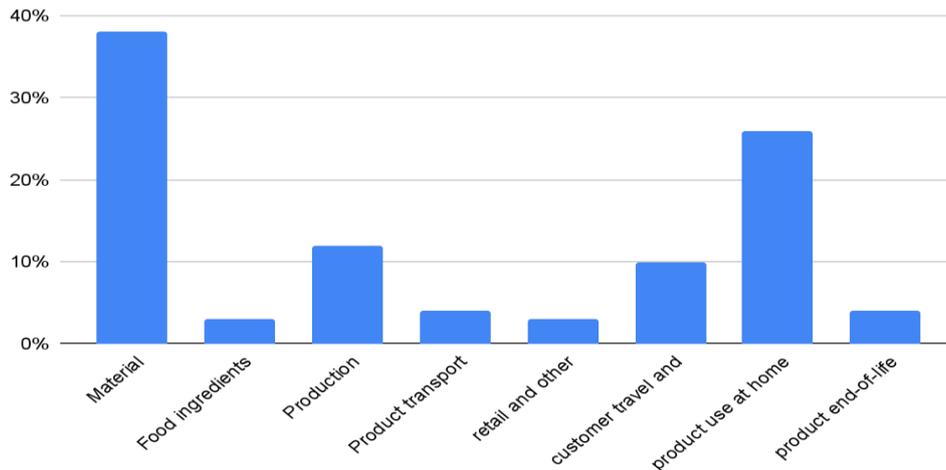
In many aspects, the world is changing quickly, and Ikea believes that over time, more and more people will be able to and will have better lifestyles. To create the quality of life for the majority while ensuring IKEA's continued success. Ikea has recognized three key issues that are very important to its business: inequality, unsustainable consumption, and climate change. People's health and wellbeing are directly impacted by these three problems.

Climate change

One of the major problems facing humanity is climate change. The previous six years have been the hottest on record in terms of temperature. The serious impacts that climate change is having on people, the environment, and business.

Ikea's environmental impact is present throughout the full lifespan of its goods, from the gathering and processing of raw materials to the usage and disposal of their items. The IKEA value chain dramatically lowering GHG emissions and eliminating atmospheric carbon that is used as a storage resource. The material used to make the product has the most impact on the environment at Ikea.

Figure 17 climate change



Source: own elaboration based on (Ikea sustainability strategy 2020)

Sustainable consumption

Unsustainable consumption and climate change continue to be some of humanity's great challenges. This means that more and more people they will have a chance at a better life.

But, in a world where they consume so many resources that it would take more than a planet, these millions of new consumers still exert pressure greatest on the planet. in many parts of the world, consumption is growing at unsustainable levels. And, although many people are getting out of poverty, many lack access to food affordable and healthy. To this day, it calculates that the world must produce 70% more food by 2050 by the population growth, but also due to the increased consumption of meat and dairy products, as they'll as current loss and disposal of one-third of all food produced.

Resource scarcity and pollution of air, water and land is highly visible due, in part, to consumption and waste untenable.

Inequality

Every year, some people escape poverty, while regrettably, others relapse. The difference between the richest members of society and the rest of the population is growing, contributing to the world's rising degree of inequality.

The majority of those at risk are children and young people, who make up 10% of the global population and struggle to meet even the most basic needs including health, education, and access to water and sanitation, according to the most recent estimates from 2015.

Despite the economic expansion, some people have experienced stagnant wages and increased job insecurity. And when the rate and impact of technological development quicken, some are left behind and find it difficult to adjust to a brand-new world. Finding

meaningful and stable employment is becoming more difficult for young people. Despite tremendous advancements in several sectors, gender equality is still a long way from becoming a reality. Elderly persons, members of minority groups, LGBTQ+ individuals, and people with disabilities still do not enjoy equal rights and opportunities.

Over 100 million people have now left their native nations in search of work and a better life for their families. Finding work can occasionally result in significant debts from recruitment costs and, in the worst situations, forced labor, and human trafficking. There are more than 20 million refugees and over 79 million internally displaced people in the world today.

2.8-IWAY – the IKEA supplier code of conduct:

Ikea firmly believes that they have a duty to improve people's lives, society, and the environment via all they do. However, they can only succeed if their business associates share their mission and dedication to sustainability. IWAY, the IKEA code of conduct for suppliers, was created for this reason.

The IKEA code of conduct, or IWAY, was initially presented in 2000. It outlines the demands they set on service and product vendors as they'll as what they might anticipate in return from IKEA.

IWAY stands for the IKEA way of ethically acquiring goods, services, supplies, and parts. It establishes standards and procedures for all IKEA suppliers and service providers in terms of the welfare of animals, the environment, and social and working circumstances. IWAY lays the groundwork for ongoing advancement in the direction of an IKEA value chain that is more sustainable.

They commemorated the 20th anniversary of IWAY's introduction to IKEA suppliers. They have developed a reliable and strong system over the past 20 years that they can rely on to assist, test, and actively collaborate with their suppliers and service providers. IWAY is frequently updated and amended to reflect changes and difficulties in both the global and IKEA value chain.

COVID-19-related travel and safety restrictions, which have restricted their capacity to conduct routine audits at their suppliers to the same extent as before, remained the biggest difficulty. When physical audits could not be conducted, they carried out online verification tasks. Although remote audits are preferable to having no compliance or monitoring operations at all, they have several drawbacks, such as the inability to reach out to employees and hear their opinions and ideas in a fully impartial manner. Throughout order to support them, they continue to have frequent conversations with their suppliers. The IKEA commitment to human rights and decent and meaningful work in the IKEA value chain is more crucial than ever.

What does IKEA demand of its suppliers?

Suppliers are one of the most crucial components. IKEA specifies in IWAY what it expects of its suppliers in terms of employment, legal concerns, social duty, and environmental responsibilities.

These include:

- No child labour
- No forced or bonded labour
- No serious environmental harm
- No serious safety risks
- Obligatory records of working hours and wages
- Obligatory accident insurance for workers

What may suppliers anticipate from IKEA?

They can anticipate the company to be dependable, modify its products to suppliers' production processes, care for the environment and support resource and energy-saving techniques, assume a clear stance on working conditions, respect cultural differences, and offer clear and mutually agreed-upon commercial terms.

2.9-Stakeholder engagement

Together, IKEA is pursuing its sustainable goals. Building enduring and significant relationships is crucial. Together, they can create and promote change, educate and motivate one another, and identify the greatest solutions.

Co-workers: A unique set of principles and a mission to help people live better, more sustainable lives every day are shared by the 225,000 IKEA co-workers worldwide. They come together in IKEA spaces that are inclusive, varied, and open so that everyone may contribute their individual skills. Every employee contributes to building a stronger company, including their families.

Communities: Ikea participates in the areas in which it operates to learn and exchange ideas while collaborating to improve the local economy, quality of life, and environment.

Suppliers: IKEA has more than 1,600 direct suppliers and service providers in the areas of transportation, logistics, distribution services, components, and food. Millions of individuals find, manufacture, and transport their items and component parts, get food for their restaurants, and offer necessary services to IKEA enterprises. Ikea aims to reduce the environmental impact of the supply chain and beyond while improving working conditions.

Customers: IKEA wants to interact with clients in a variety of ways, including in-person, online, over the phone, and through IKEA FAMILY. Over 53,000 house visits throughout the world have given us insights so far. They've also been conducting an annual international poll regarding domestic life since 2016.

Partners and collaborators: IKEA partners and collaborators are crucial in addressing significant, complex issues that have an influence on the IKEA company and in bringing about the essential systemic change. Businesses, governments, institutions, and NGOs are among their partners and collaborators.

2.10-Financial performance

Ingka Centres: A major developer and manager of retail centres in Europe, China, and Russia is Ingka Centres. The business has been growing in China, concentrating on mixed-use projects that include an IKEA store, retail, and other elements like offices, apartments, hotels, etc.

IKEA Retail: IKEA Retail had a 5.0% increase in sales at constant currency and a 5.6% increase when currency impacts are taken into account. Germany, Russia, France, the UK, and Poland are the key drivers of their overall IKEA Retail sales growth. Romania, Hungary, and Russia are the nations with the quickest economic growth.

Taxes: Ikea has a strong commitment to conducting business responsibly and improving the communities in which it operates. Ikea wants to build long-term value through expansion, an outstanding customer experience, and a favourable effect on people and the environment. The economic and social impact of Ikea's tax payments is significant. Wherever Ikea is located, Ingka Group, as a retailer, pays taxes in line with the law.

Conclusion:

In conclusion, Sustainability is the ability to satisfy the requirements of the present generation without compromising those of future generations or their ability to satisfy their own needs. To address global difficulties in a world of uncertainty, complexity, and volatility, a certain amount of sustainability is required.

A corporation pursuing growth must include sustainability as a key component of its strategy. One of the primary ways they can get better benefits is through responsibility and value creation, which is accomplished through the establishment of sustainable development models.

Given the current situation, having a sustainability strategy should be obvious to any company, but the truth is that many businesses from around the world lack this type of strategy, which would enable them to make sustainability an essential component of their performance in an environment where the public is becoming more concerned about this issue.

To sum up, I want to say that in this thesis I have analyzed the sustainability of a company in all possible ways. I have made several tables and figures with the information I found from various sources. And everything that affects a company in a negative and positive way. And I have also added everything that benefits. A service organization can be ambidextrous and needs the strategic flexibility to create an environment in which both can grow, we can say after so much time and years of battling market issues.

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