

A close-up photograph of a person's hands operating a blue sewing machine. The person is wearing a green and white patterned shirt and a red beaded bracelet. They are sewing a piece of blue fabric. The background shows a blue metal frame and some white fabric scraps.

**Manual Intervention:  
A Path-dependency Analysis of the  
Influence of Values in Three Private  
Voluntary Initiatives**

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# Garment Industry Disasters in Bangladesh 1990-2013





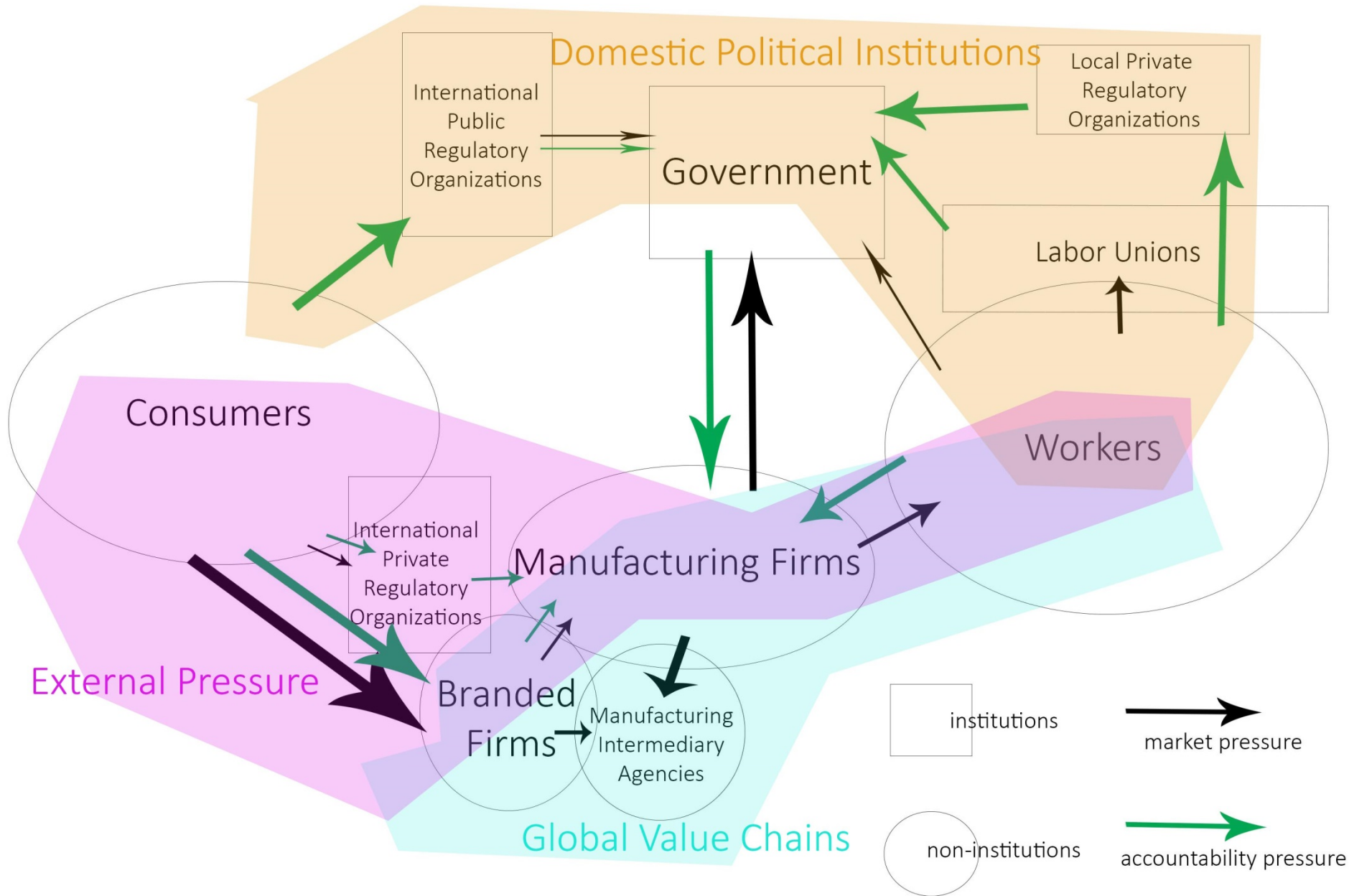


The Puzzle: Private governance without a government



What explains successful attempts to improve labor conditions in the garment industry?







# Significance

- Theoretical
  - “Get inside the black box of firms to better understand how civil regulation has changed behaviors”  
Vogel (2008)
- Practical
  - Development
  - Wages decreased, industry accidents increased
  - Accountability of private governance



# Argument

- Values and norms of private firms have significant influence in improving working conditions in the global supply chain
- Norms have been irreversibly affected by initial decisions and conditions informed by corporate values
- Values of the firm have substantive influence in determining the relative success of the private voluntary initiative



What explains successful attempts to improve labor conditions in the garment industry?

Ch.3: Historical Context

Prevalence of Private Voluntary Initiatives



Ch.4: Mechanisms - Path Dependency Analysis

Ch.5: Influence - Cross-Case Comparison of Values

Historical Data

Variables

Antecedent Conditions

**Values**

Institutionalization  
(Critical Juncture)

Organizational Structure  
Corporate Culture

Legacy

Degree of Success

time  
↓

Commitment  
↓



Ch.6: Implications of Values for Understanding Private Voluntary Initiatives



2014	Eileen Fisher	Adidas	Knights Apparel
# Direct Suppliers	34	952*	29
% Long term Suppliers	50%	50%	48%
# Employees in CSR	6	69	unknown
# MSI	7	8	2
Price of basic cotton T-shirt for women	\$78.00(eileenfisher.com) 	\$23.00 (adidas.com) 	\$19.99(Brown University bookstore) 

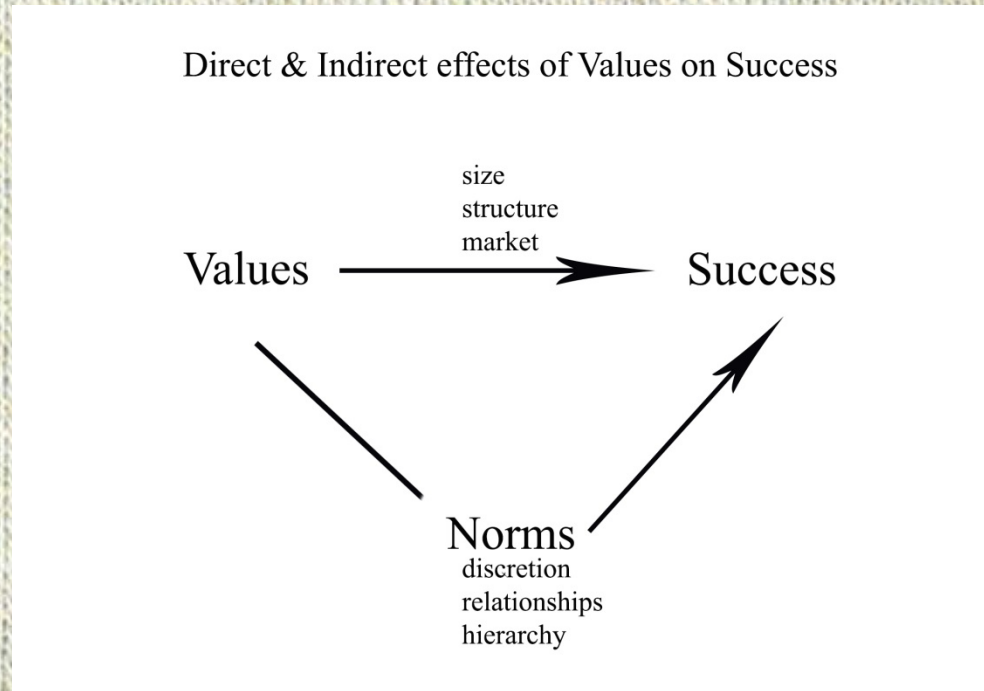


		Eileen Fisher	Adidas	Knights Apparel
Values	Aesthetic	Simple Aesthetic Ease of Dressing	Authentic products, Innovation	Efficiency in production
	Core Mission or Philosophy	Leadership, Sustainability, Simplicity	Commitment to shareholders, Competition	People, Honesty, Integrity, Accountability, Humility
Crisis		Internal organization	Public image	Personal crisis
Critical Juncture		People & Culture department	Social & Environmental affairs	Alta Gracia Project
Institutional Type		Cultural	Structural	Relational
Characteristics of Critical Juncture		Proactive	Reactive	Creative
Legacy		Collaboration within teams	Bureaucracy	Close collaboration with WRC, USAS



# Findings

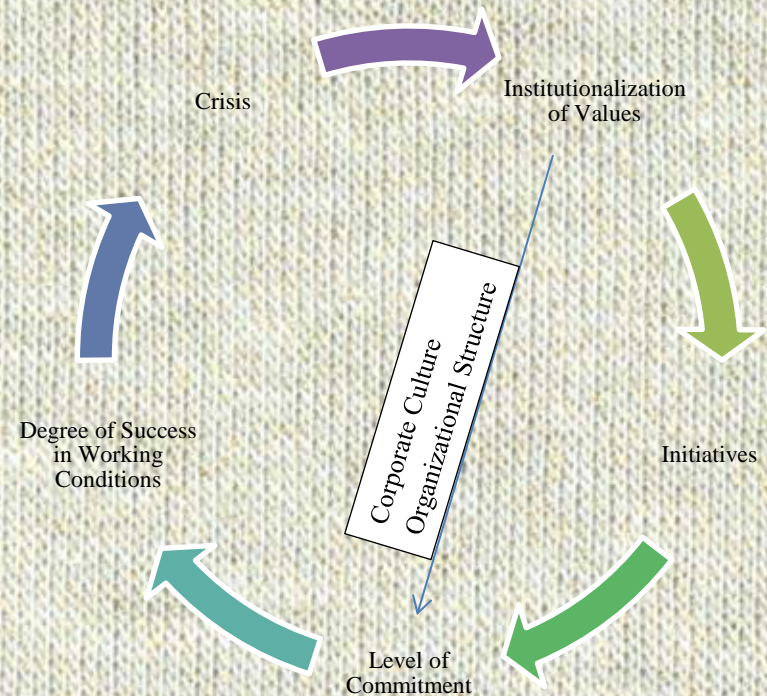
- Period of crisis is critical for reorganizing corporate norms
- Values determine successful voluntary initiatives





# So What?

- Corporate culture
- Global governance (Locke, Oka, Fung, O'Rourke, Sabel)
- Path Dependence to study private firms
- Firms must change norms in order to change practices





# Future Research

- How do human resources policies affect corporate social responsibility strategies?
- How does corporate social responsibility inspire employee morale?
- How can transparency be fostered in industrial analysis?
- How are producers or contractors for normative organizations (government agencies, educational institutions, and religious institutions) affected by issues in supplier compliance?