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Sustainable Development in the Surf Industry: Case Study of Mormaii

MARCOS ABILIO BOSQUETTI
marcos.bosquetti@ufsc.br

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Abstract:

The images of 'Nirvana' with beautiful beaches and perfect waves have transformed the surfing in one of the action sports most practiced worldwide and has grown significantly in the last decade. The surfer stereotype as an idle and irresponsible guy and surf as counterculture has given way to appreciation and recognition of the benefits and the economic, social and cultural potential of surfing as a sport and lifestyle. Surprisingly, there is practically no academic research on the surf industry in Brazil, despite its relevance for the economy and the environment. Therefore, this exploratory research investigates the initiatives towards sustainable development at Mormaii – the largest company in the Brazilian surf industry, discuss the key challenges for the transitions to sustainability in the surf industry in Brazil, and suggest future studies for this new field of research. This study highlights the challenge of finding a balance between the three dimensions of the triple bottom line, since the environmental and social pillars need to rely on the financial support of the economic pillar of the sustainable development.

Key words: Sustainable Development, Surf Industry, Mormaii

INTRODUCTION

The images of 'Nirvana' with beautiful beaches and perfect waves have transformed the surfing in one of the action sports most practiced worldwide and has grown significantly in the last decade (Ponting, 2009).

The surfer stereotype as an idle and irresponsible guy and surf as counterculture has given way to appreciation and recognition of the benefits and the economic, social and cultural potential of surfing as a sport and lifestyle (BORNE & POINTING, 2015; NELSEN 2012; LAZAROW et al 2007).

Since 2004, Surfrider Foundation and all surfers and supporters around the globe celebrate, on June 20, the International Day of Surfing. The date was established to celebrate surfing as a sport. Officially, about 300 social and recreational events take place today in over 30 countries bringing along generations and cultures in appreciation of the surf and the environment (Surfrider Foundation, 2015).

According to the International Surfing Association ISA - an organization representing the surfing world - the sport of surfing has been proposed to take part in the Tokyo 2020 Olympic Games, in Japan (ISA, 2013).

The International Surfing Association estimated at 35 million the number of surfers in the world (ISA, 2013). According to the Brazilian magazine AlmaSurf, Brazil is among the countries with large numbers of surfers. Actually, surf is the second most practiced sport in the country, behind football (ALMASURF, 2013).

According to the Global Industry Analysts – GIA, surfing has attracted significant number of new practitioners from broader demographics than just the younger generation and is increasing female participation (GIA, 2011). The popularity of longboard - that makes it easier to learn surfing, the growth of surf schools and surf tourism agencies, the media and social networks dedicated to action sports, the programs and promotional events for attracting new surfers, and the increasing adoption of lifestyle and surf culture is leading to a significant market growth worldwide (GIA, 2011; WAGNER et al, 2011; LAZAROW et al, 2009).

The growing number of surf practitioners and supporters transformed the surf industry into a multi-billion dollar business. Global Industry Analysts estimates that the global surf market will reach 13 billion Dollars in 2017 against 6 billion in 2010 (GIA 2011).

The surf industry is composed of several segments. In addition to the manufacture of equipment and accessories for surfing like surfboards, board bags, fins, leashes, decks, wax, wet suits for the sport in winter, board short for the summer and warmer water, the surf industry also embraces the surf wear fashion such as caps, t-shirts, shorts, sandals, sunglasses, surf watches and many other accessories for surfers and supporters of the sport. Another important segment of this industry is the surf tourism offering surf trips and surf camps that leverage service such as travel, hospitality, entertainment and real estate on the coasts with surf spots in the five continents (GIA, 2011).

The sport of surfing is idealized as a pure and respectful communion with nature. But truth is, many of its elements are contributors to environmental problems. The lifestyle and products involved with surfing are responsible for Greenhouse-gas emissions, toxic chemicals that contribute to air and water pollution, and non-biodegradable materials that crowd landfills (SURFER TODAY, 2010).

From the social perspective, urbanization and tourist exploitation of the aesthetic and sporting value of 'Nirvana' put the native local community in contact with surfers from other parts of the world, impacting directly on their socioeconomic dynamics (PONTING, 2009).

From the environmental perspective, the exploitation of Nirvana may leads to deforestation and pollution. The practice of surfing also stimulates the consumption of surf equipment such as surfboards and wetsuits. The traditional manufacturing of these products

involves the use of petrochemicals that result in dangerous by-products harmful to the environment (SURFERS AGAINST SEWAGE, 2010).

Paradoxically, the economic, social and environmental impacts generated by the surfing industry may threaten the sustainability of the 'Nirvana'. In fact, environmental impacts and consequently the global warming may alter the local conditions of the surf peaks and the quality of the waves for surfing. Therefore, surfers and the surf industry depend on the health of the ocean (MARTING & ASSENOV, 2012; BUTT, 2011; PONTING, 2008).

According to Borne and Ponting (2015), researchers from various fields of academic knowledge, NGOs leaders, professional surfers and the surfing world authorities emphasize the need and importance of discussing the economic, social and environmental impacts generated by the practice of this sport and the transitions to sustainability in the surfing world.

Though the act of riding a wave is environmentally friendly, the industry and the lifestyle associated with surfing are unsustainable at present (BUTT, 2011). While some steps have been taken to reduce the impact of surfing products, and the environmental consequences of the sport are beginning to be acknowledged by the its participants, as a whole the surf world does not seem to be moving towards sustainability rapidly. (BORNE & PONTING, 2015).

Therefore, this exploratory research investigates the sustainability initiatives towards sustainable development at Mormaii – the largest company in the Brazilian surf industry, discuss the key challenges for the transitions to sustainability in the surf industry in Brazil, and suggest future studies on surf and sustainability. Surprisingly, there is practically no academic research on the surf industry in Brazil, despite its relevance for the economy and the environment.

In order to achieve this proposition, this paper is organized as follows: firstly, it presents a brief introduction of the concepts of sustainable development and corporate social responsibility in the literature review. Secondly, it presents the research design and methods. Going further, it presents the case study and the discussion of the main findings, and finally, the conclusion.

LITERATURE REVIEW

The concept of sustainable development emerged during the first discussions in early 70s on the conflict between the goals of economic development and environmental limitations, but it was only in 1987 that the World Commission on Environment and Development, created by the United Nations coined the definition of sustainable development that would become classic: "Economic and social development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs." (BRUNDTLAND, 1987, p.11).

The search for a balance between what is socially desirable, economically viable and environmentally sustainable is described in tripod function of sustainability, which brings together the environmental, social and economic sustainable development. These three pillars together are what Elkington (1997) defined as the triple bottom line.

The question is how business can be mobilized to contribute to sustainable development. This paper introduces the concept of corporate social responsibility (CSR) and argues that it offers some potential contribution to sustainable development because it brings incentives for corporations to act socially responsibly and this includes contributions to the sustainable development agenda.

Moon (2007) argues that the corporate sector has the finances, the technology and the management to make significant progress toward the sustainable development. The author

believes that Corporate Social Responsibility offers some potential contribution to sustainable development because it brings incentives to corporations to act socially and environmentally (MOON, 2007). In other words, CSR can mobilize corporations towards sustainable development.

There are several definitions of Corporate Social Responsibility practices in existing literature. According to Gond & Moon (2011) this is a concept that is still under construction and has several different concepts. There is a common understanding that the CSR approach encompasses several practices and ways of conceptualizing it. In addition to it, this concept is dynamic and contextual, taking different forms in different institutional contexts (MATTEN & MOON, 2008). These authors suggest that, on one hand, there is a whole institutional context where CSR emerges in U.S.A. which makes corporations willing to explicit its sustainability practices. And, on the other hand, European institutional context is more favorable for a more implicit CSR approach. Furthermore, CSR literature has been following a path through several areas. For instance, one of the most widespread discussions in this area is related to the issue of performance increasing defending that CSR must be directly related to income generation activities for the corporation (HUSTED & SALAZAR, 2006).

Although there is this wide subject related to CSR approaches, BarinCruz, Pedrozo & Estivaleta (2006) argue that the common and general guideline understanding of CSR concerns not only social responsibility but also environmental protection. Porter and Linde (1995) argue that companies should consider the environmental issues as competitive advantage, not as CSR additional costs or potential threats.

CSR existing literature points out to two main research streams. The first one is called regulative, which is the one that takes account of accreditations, indexes, norms. Besides that, this regulative stream may be explicit or implicit (MATTEN & MOON, 2008). The second stream is related to a more strategic view. This stream is characterized by using CSR as a strategic asset to pursue competitive advantage, concerning the position of social and environmental goal in the core strategic moves of the corporation (GOND & MOON, 2011).

Regarding the strategic view of CSR Porter and Kramer (2011) argue that companies must get involved in the ever growing relationship between business and society. The authors point out that business has been criticized as a major cause of social, environmental, and economic problems. They go further arguing that a big part of the problem lies with companies themselves, which remain trapped in a narrow approach to value creation. According to the authors, because of the focus on optimizing short-term financial performance, companies overlook the greatest unmet needs in the market as well as broader influences on their long-term success (PORTER, KRAMER 2011).

In order to revert this vicious cycle Porter and Kramer propose a new business model called Creating Shared Value (CSV). This concept means that the company must create economic value and also create societal value by attending or focusing on the solution of major problems and challenges.

METHODOLOGY

In order to contribute to the purpose of this study a qualitative research based on case study methodology was adopted to explore sustainability initiatives in the Brazilian surf industry. The case study methodology is defined as an in-depth description and analysis of a single entity or phenomenon – the case (YIN, 1984). It can be either descriptive or explanatory, using any manner of data collection procedures (EISENHARDT, 1989).

The case selected for this exploratory study is the Brazilian company Mormaii – the largest brand of wetsuits for surfing and water sports in Latin America and the largest brand of surfwear in Brazil.

The primary data included in this research was collected through semi-structured qualitative interviews with the Founder & CEO of Mormaii and 2 executive directors at the company headquarter in Garopaba and also 2 managers of the Mormaii retail stores in Florianópolis, Santa Catarina. The semi-structured interviews investigated the history of the organization, the business model, the meaning of sustainability and the main initiatives towards sustainable development in the organization, and the key challenges for the transitions to sustainability in the surf industry.

The company's sustainability initiatives were briefly described and classified according to the three pillars of the sustainable development: economic, social and environmental.

Information was also collected from secondary data available at websites, articles, news, reports, etc. of the studied organization.

This study applied content analysis and data triangulation techniques to analyze and validate the research findings.

PRESENTATION AND DISCUSSION OF FINDINGS

Mormaii was established in 1976 at the garage of Marco Aurélio Raymundo. "Dr. Morongo", as he was known at that time, graduated in medicine in Porto Alegre and decided to move to Garopaba – a fishing village in Santa Catarina, southern Brazil, where there were no doctors. Morongo says that settled there as a way to help the needy village and enjoy that surfing paradise in a hippie lifestyle (MORMAI, a).

The company started its activities informally, when the surfer doctor felt the need to keep his body warm in the cold water of Santa Catarina Winter in 1974. By that time there was no access to wetsuits in Brazil so Dr. Morongo worked in the health center of Garopaba and in his spare time began to design and sew his own wetsuits. Soon he started making wetsuits for friends, which also felt the need to heat the body for surfing during the winter. Dr. Morongo installed a little factory in the garage of his house and began manufacturing wetsuits and thus was born Mormaii (MORMAI, 2015b).

In the 1980s, surfing has become a prestigious sport along the Brazilian coast. At the same time, other water sports have emerged in Brazil, such as windsurf and kitesurf. Mormaii had grown into a national reference in wetsuit for water sports.

Mormaii entered the XXI century owning and operating several factories with hundreds of employees manufacturing all the company's products. Because Mormaii was growing too fast, Dr. Morongo changed the Mormaii business model inspired by biology and the symbols yin yang – the starting point for change.

They started to license manufacturers that had no brand or needed a strong brand. Morongo points out that they made a kind of symbiosis (a close and long-term interaction between two different biological species) and argues that this is part of *yin* – the cooperative world. As explained by the founder and CEO, instead of competing, Mormaii started to cooperate, make other players win as well. With this new business model in place, Mormaii could expand, become more organic and focus on innovation, new product development, quality control and branding.

Economic Pillar

Nowadays Mormaii has 46 licensed manufacturers producing more than 2,500 items under the Mormaii brand and a franchise network with 35 stores in Brazil. The Mormaii products are also available in more than 20,000 multi-brand retail stores in Brazil and 80 countries oversea. With its roots in the surfing world and the Dr. Morongo's premise to provide quality of life to people, today Mormaii is dedicated to several sports categories, such as skate, mountain bike, motocross, and triathlon (ÉPOCA, 2015).

The current Mormaii lines of products includes surfboards and all the surfing equipment and accessories, surfwear and beachwear apparels, skate boards, kite surf, mountain bikes, helmets, watches, sunglasses, electronic gadget accessories made of neoprene, backpacks, travel bags, camping tents and gears, sandals, trekking shoes, music instruments such as guitars and harmonicas, sunscreen lotions, beach umbrellas, inflatable swimming pools, diving gears, and even off-road motorcycles. All this products carry the Mormaii brand and design (MORMAII, 2015d).

The licensed manufacturers pay around 6% royalties for the use of the brand Mormaii. In 2014 Mormaii generated US\$ 190 million in revenue growing more than 10% from last year. Besides the Brazilian economic crises Mormaii estimates to generate US\$ 200 million revenue in 2015. (ÉPOCA, 2015).

According to the interviewees, Mormaii is the largest brand of wetsuits for surfing and other water sports in Latin America and the largest surfwear brand in Brazil. Therefore, regarding the tripod of sustainability business model, Mormaii has built a solid economic pillar.

Social Pillar

In terms of the social pillar of the triple bottom line, it is safe to say that Mormaii put Garopaba on the map and helped to shape the face of the city. As soon as Dr. Morongo realized that would help the village more as an entrepreneur than as a physician, he started focusing on growing his wetsuit business at the same pace as the development of the surf and emerging water sports in Brazil. The surf tourism shaped the growth of Garopaba that still keeps the village charm and filled it with shops and restaurants identified with the surfing lifestyle. Garopaba has a modern tennis club and even a helipad built by Mormaii. Many top executives live in Garopaba because of the quality of life but go to São Paulo to work during the week. Garopaba, that small fisherman's village has become a 20 thousand-inhabitant city holding one of the highest Human Development Index HDI in Brazil (ÉPOCA, 2015).

Regarding the Mormaii - Employees relationship, the managers pointed out in the interviews the informal relationship style of the company and the Mormaii's motto: *liberdade com responsabilidade* (freedom with responsibility) which means that employees have the freedom to go surfing during the work to enjoy a swell as long as they are committed to the company's goals. They also states that the company encourages employees to cooperate with each other, not compete. The vice-president pointed out that the relationship with employees is open and friendly, with no formality in their way of being, dressing and enjoy our work.

According to Morongo, during the 4-decade history of Mormaii they had more than 500 hundred employees but only six labor claims in court, coming from the licensed manufacturers. The founder argues that people working for Mormaii are inspired by what the company stands for – quality of life to people. The majority of employees are sport practitioners and involved in the company efforts to help make the world a better place.

According to Você S/A (2013) the Mormaii organizational culture has attracted young talented professionals from São Paulo to work in the company and live in Garopaba.

Following company's route to provide quality of life and still expanding its market share, the company developed in 2012 the project Mormaii Fitness with the goal to improve sports performance and provide the best experience to people, whether they are professional athletes or beginners looking for innovative ways to get fit. To do so Mormaii launched a unique fitness training methodology called *Método Integrado Mormaii Fitness* and a new line of personal fitness equipment for the practice of pilates, functional, cardio and yoga at home, including exercise bikes and treadmills as well as an innovative franchise model of studios for physiotherapists and physical education professionals called Mormaii Fitness Studio (MORMAII, 2015e). In 2013, Mormaii launched a product line of food supplements such as cereal bars, protein bars, isotonics, energy drink, and spring water. The company also developed a blog focused on Health & Nutrition full of hits, recipes and updated news (MORMAII, 2015f).

Mormaii sponsors some cultural and social events such as the Festivalma Music Festival, organized by Almasurf Magazine and the Brazilian Minister of Culture (ALMASURF, 2015); the Aragua Social – surfing lessons for public school students; the *Destino Azul* (Blue Destination) – adventure trip around the world in a sailboat; and TV shows like *Nalu no Mundo* (travel) at Multishow Channel and *Na Onda* at Off action sport channel (MORMAII, 2015f).

According to the founder, the inner power of Mormaii is not the logo or marketing. Its strength lies in the history of the company, the relevance it has to its employees, local community, and the action sports practitioners. This view, based on business impact in people's lives, has worked and made the company flourish and prosper.

The Environmental Pillar

Mormaii has implemented some initiatives regarding the environmental dimension of the triple bottom line. The company has not self-declared as a green organization, neither the executives during the interviews, but a brief overview of the company's initiatives allows for an assessment of the direction the organization is headed in this important dimension of sustainability for the practice of water sports. This case study presents the 3 initiatives in terms of environmental approach to production of sandals, sunglasses and surfwear apparels.

In 2008 Mormaii and Grandene, one of the world's largest synthetic footwear manufacturer, launched the first Brazilian campaign to recycle wetsuits: *Neocycle - Recicle e Ganhe*. All surfers who purchase a new Mormaii wetsuit and give their old ones - in any condition and from any brand - for recycling would receive a special NeoCycle gift kit from Mormaii that includes eco-friendly t-shirt, beach towel, tote bag, keychain, and the first Mormaii's eco-sandals (MORMAII, 2015d).

The NeoCycle sandals and slippers are made of recycled neoprene scraps aggregated from Mormaii's wetsuit manufacturing operations and recycled neoprene from wetsuits used by some of the most celebrated professional surfers such as Heitor Alves, Neco Padaratz, and Marco Giorgi who donated their used wetsuits to be a role model for the surf community.

In the first year of that campaign Mormaii and Grandene recycled 38 tons of neoprene. This campaign to collect wetsuits has been going on sporadically, but the four styles of their eco-friendly NeoCycle sandals have been produced since the first campaign, reducing factory waste and helping to preserve the environment (UNICAMP, 2009). NeoCycle is the only eco-friendly line out of five lines of sandals offered by Mormaii.

In 2011 Mormaii launched the other two eco-friendly lines of products: the Fenix sunglasses and the Mormaii PET Recycled boardshort. Mormaii Fenix is the first sunglasses developed with Neocycle technology. The frame of these glasses is made of recycled raw material exclusively for Mormaii - neo.grid (crilamid and castor oil); painting is done with a water based ink; and the neo.vision lenses comes from renewable vegetable sources. This is to minimize as much as possible the environmental impact during the manufacturing of the product. The Fenix glasses production process received the CarbonOK label of sustainability. The carbonok is a project developed in partnership with Ambiens, an environmental consulting company to neutralize the emission of greenhouse gases by planting native trees (AMBIENS, 2015).

The Fenix sunglasses packaging was also designed and built to be environmentally sustainable. The traditional plastic protective glasses was replaced by neo.bag that, in addition to protecting the sunglasses, replaces ordinary rags, improving and facilitating daily cleaning of the lenses. The neo.bag is manufactured through the reuse of PET bottles fiber. All material for the product release was developed on paper or recycled fabric, certified by FSC seal of reforestation wood. The kit, along with the glasses, has a neo.life tag information made of seed paper that can be still germinate after the paper making process and they can sprout when the paper is planted in soil resulting in vegetables, tea, ornamental plants and fruit trees (AMBIENS, 2015).

In 2011 Mormaii released the its first surfwear 100% made out of recycled PET bottle, the *Mormaii Pet Recycled Boardshort*. Its performance fabric is ultra light, soft and quick drying and was developed for surfers. In 2014 Mormaii released a new line of clothes, the *Mormaii Eco Vibe Collection*, which is a collection of male and female garments such as t-shirts, shorts and dresses 100% made from a mix of fibers from PET bottles and defibered yarn fabric from colored cotton trim. The Eco Vibe Collection line does not represent the Mormaii entire clothing selection (MORMAII, 2015d).

Regarding innovation on wetsuits – the first product manufactured by Mormaii, the founder points out that the company is studying a new eco-friendly material for the manufacturing of wetsuits called geoprene which is made from limestone, not petroleum.

Mormaii is the first company in the surf industry to use wind power. The two small wind turbines (2,4 kw power) installed in 2011 supplies around 8% of the electricity consumed and reduce CO2 emissions from the company's headquarters in 4 tones per year (ENERGIA PURA, 2011).

Mormaii launched in 2010 the *Projeto Amazonia* with a new line of sunglasses that bears the same name of the Brazilian forest. The idea behind the project is to turn the Amazon sunglasses into a socio-environmental tool aimed at preservation of the species in the Amazon forest. Part of the funds collected from the sales of Amazon sunglasses is intended for sponsoring the research project called *Dinâmica Biológica de Fragmentos Florestais*, which aims to understand the consequences of further increasing forest fragmentation and support new researchers. This research project is led by INPA the National Institute for Amazonian Research (PROJETO AMAZONIA, 2015).

Mormaii also supply wetsuits for the operation of the Karumbé program for investigation and conservation of the sea turtles in Latin America. The company also supports some small and sporadic social and environmental campaigns taking place in the community (MORMAII, 2015f).

Challenges for the Sustainable Development in the Surf Industry

The founder of Mormaii argues the sustainable development must be achieved by the balance among the pillars of the triple bottom line. He uses the Taoism as metaphor to explain that the corporate world seems to be more Yang than Yin and explains that the Yang is about competitiveness, win-lose game, while the Yin is about collaboration, cooperation, win-win game. The Yang behavior is more driven by the short-term view and the economic pressure. However he highlights that without the support of the economic pillar the other two pillars – environmental and social – will not stand-alone. He points out that reaching the balance among the three pillars is a big challenge for the leaders.

As mentioned at the interview with the executives, the dependence on technological innovation is also considered a big challenge for the transition towards sustainability in the surf industry. Technological innovation is at the same time a hope for reducing the environmental impact of the surf equipment and accessories such as surfboards, wetsuits and surfing apparel.

CONCLUSION

This paper presented the case study of Mormaii's sustainability initiatives along its four-decade history using the triple bottom line model of sustainable development. According to this approach, this paper briefly described the main sustainability initiatives regarding the economic, social and environmental dimensions of Mormaii – the largest brand of wetsuits for surfing and other water sports in Latin America and the largest surf brand in Brazil. This study, allows for an idea of the direction the company is headed in and some reflections about sustainability in the surf industry.

This case study shows that Mormaii is a company founded by a surfer doctor with entrepreneurial spirit that anticipated a market demand, which was the need for wetsuit for surfing in cold weather in southern Brazil. He went on to produce and sell his solution promoting a real leap forward in the wetsuit market as a whole. Through innovation, Mormaii taught the southern surfers to demand one new product for surfing. The study also highlights the shift toward a more organic organization focus on design and marketing was essential to reach its current position in the surf industry and strength the economic pillar of the triple bottom line. Regarding the social pillar, the study shows that the Dr. Mormaii's premise to provide quality of life to people, not only as a physician but also as entrepreneur helps to consolidate this pillar naturally.

In terms of the environmental pillar, the study presents some initiatives to reduce the environmental impact of the company's products. The company doesn't market itself as green organization, neither the executives suggested it during the interviews, but these initiatives are usually attached to the launch of new lines of products labeled green (Ecocycle, EcoVibe) due to the use of alternative materials like recycled wetsuit and PET bottle, which tend to lead to a natural association of the brand with a green company. The new lines of products labeled green do not represent the Mormaii entire clothing selection. According to Elliot (2007) it would seem that the industry is coming around to the reality of the situation, but it may be difficult for consumers to distinguish any real environmental benefits. Elliot raises an important issue for further studies. However, it's not the purpose of this study to measure or judge the level of sustainability at Mormaii. Furthermore, the lack of studies doesn't allow comparing sustainability initiatives in the Brazilian surf industry.

This study highlights the challenge of finding a balance between the three dimensions of the triple bottom line. As mentioned at the interview, the environmental and social pillars of the sustainable development rely on the financial support of the economic pillar.

This case study may give the readers a general understanding of where the largest Brazilian player in the surf industry stands on sustainability, but must take into account the following limitations of this paper –as this is an exploratory study: i) the research findings cannot be generalized to other companies in the surf industry based only in a single case study; ii) weak support for the discussion due to the lack of studies and information on this industry, and iii) lack of access to the licensed manufacturers for collecting primary data to compare and contrast the issues from different perspectives. In this sense, the main contribution with this article is to point out the need of more research.

Considering these limitations, this paper highlight the importance of future research on this subject and suggest the following future studies: i) single case studies of other brazilian companies such as Tropical Brasil (SC), Pró-Ilha (SC), Hang Loose (SP), Maresia (CE); ii) cross case studies among these Brazilian companies; iii) single case studies on multinational corporations operating in the Brazilian market such as the Australian Rip Curl, Quiksilver, Billabong and the North American O’Neill, Hurley, Rusty and Volcom; iv) map the best practices of sustainability initiatives in the surf industry; conduct comparative studies among the national and the multinational companies operating in the Brazilian surf industry; v) analyze the sustainable development in the surf industry from the entrepreneurship, innovation, and stakeholder theories; and vi) develop theories and models to understand sustainability in the surf industry and help the organizations in this transition.

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