



# **Business Strategy and the Environment Conference 2005**

Incorporating the  
Corporate Social Responsibility  
& Environmental Management  
Conference

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## **CONFERENCE ABSTRACTS**

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**Strategic and Instrumental Sustainability Marketing  
in the Western European Food Processing Industry:  
Conceptual Framework and Hypotheses**

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**Abstract**

Issues such as food safety, health, obesity, the natural environment, child labour, and labour conditions become increasingly important for the European food industry. On the one hand these developments represent risks for brand image and market shares, on the other hand they offer opportunities for food companies (e.g. organic food products, fair trade products, regional products, functional food). There are a lot of anecdotal evidence, illustrative cases and in-depth case studies of how food companies deal with these challenges for marketing. However, an international study focussing on sustainability marketing of food companies is still missing. The Professorship for Brewery and Food Industry Management at the Technische Universität München plans a representative study of the marketing responses to the health, ecological and social challenges in the European food industry. Key questions are:

- To which degree and in which form do European food companies respond to the health, ecological and social challenges in marketing? Which strategies do they follow? How do they implement it? Do they introduce and market sustainable food products? (characteristics of sustainability marketing)
- Why do European food companies take up sustainability marketing? Which are influencing factors? Which factors have a positive and negative influence on the success of sustainability marketing? (influencing factors of sustainability)

During summer 2005 the authors will propose specific hypotheses regarding sustainability marketing of food companies and develop a comprehensive conceptual framework, based on theory and previous empirical research. At the “Business Strategy and the Environment Conference 2005” in Leeds we would like to present the conceptual framework including the underlying hypotheses and discuss it with the participants. Based on the feedback we will modify the concepts. The empirical part of the research project (data gathering, analysis, and interpretation) will be conducted in early 2006.

**Social Responsibility Issues in Small and Medium-Sized Enterprises:  
Evidence from Cornwall**

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**Abstract**

The research project to which this paper relates seeks to identify the advantages and disadvantages to non-urban communities of the adoption by SMEs (Small and Medium-sized Enterprises) of policies which explicitly address issues of social responsibility, especially in terms of community development and social exclusion. Policies promoting social responsibility are examined through a series of case studies of SMEs in Cornwall, one of the most deprived rural areas in England. The research has identified that social responsibility can be a positive force for business growth in terms of engaging the community, forming business networks and promoting local employment growth through the application of diversity in the workplace, particularly in the inclusion of part-time, female and disabled employees. It is found that in rural pockets of population where a sense of community is strong, local business reputation is consistent with long-term growth. Examples include the willingness of construction firms to prioritise affordable homes for local people rather than pursuing the lucrative second home market, and the opening of retail outlets where the initial goal is social, e.g. the support of the local town, rather than short-term business profitability. It is argued that policies of social responsibility, explicitly defined by larger corporate bodies, are implied in the context of relationships between SMEs and their stakeholders in such communities.

## **The Strategic Approaches to CSR by Large Companies: A Contingent Model**

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### **Abstract**

Corporate Social Responsibility is an issue which is on the corporate agenda of most top managers. Its strategic importance comes from its pervasiveness (since it impacts on almost all functions and activities of a business organisation), and from the possible relevant impacts on a firm competitiveness and market value.

After introducing a rationalisation of the fundamental concepts related to CSR, this paper illustrates the results of a research project, aimed at analysing the determinants of the different CSR strategies adopted by firms.

The research has been structured in three steps:

- Analysis of existing literature;
- An empirical analysis, consisting of a series of case studies of large multinational companies operating in Italy;
- The elaboration of an interpretative framework, which links the different implemented CSR strategies to some context variables, with a focus on the oil and gas sector.

The results of the case study research show that there are some industry specific aspects which influence the behaviour of firms. Moreover, some differences can be justified by the history, the culture and the value systems of a company (the “corporate DNA”), as well as by its size, its degree of globalisation, and, finally, by the degree of vertical integration.



## **Sustainable ‘What’?**

### **A Cognitive Mapping Approach to Understanding Sustainable Development**

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#### **Abstract**

This paper employs a cognitive mapping technique to explore the meaning of sustainable development held by twenty-one New Zealand ‘thought leaders’ and ‘influencers’ promoting sustainability, business or sustainable business. These participants’ maps illustrated disparate levels of detail and complexity, with from 3 to 51 concepts generated and sorted into a variety of structures. Participants promoting business generally held a technocentric approach to sustainable development emphasising the economic domain and the present, and accepting economic growth and development as the key to sustainable development. An ecocentric approach to sustainable development with an emphasis on the environmental domain, the future, limits to the Earth’s resources, and achievement through various radical means, was more commonly articulated by those promoting sustainability. Those participants promoting sustainable business held elements of both technocentric and ecocentric worldviews, combining emphasis on the environmental domain, focus on the present, and achievement of sustainable development by various reformist means. These results led to two key observations. First, such divergence of opinion as to what connotes sustainable development across even a small sample does not bode well for its achievement. Second, a clearer elucidation of the worldview of the promoters of sustainable business points to the need to consider more carefully the origins and implications of environmentalism and other aspects of sustainability integrated into a business agenda.

## **Business Sustainability Maturity Model**

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### **Abstract**

This conceptual paper in sustainable business research introduces a business sustainability maturity model as an innovative solution to support companies move towards sustainable development. Such model offers the possibility for each firm to individually assess its position regarding five sustainability maturity levels and, as a consequence, build a tailored as well as a common strategy along its network of relationships and influence to progress towards higher levels of sustainable development. The maturity model suggested is based on the belief that business sustainability is a continuous process of evolution in which a company will be continuously seeking to achieve its vision of sustainable development in uninterrupted cycles of improvement, where at each new cycle the firm starts the process at a higher level of business sustainability performance. The referred model is therefore dynamic to incorporate changes along the way and enable its own evolution following the firm's and its network partners' progress towards the sustainability vision.

The research on which this paper is based combines expertise in science and technology policy, R&D and innovation management, team performance and organisational learning, strategy alignment and integrated business performance, knowledge management and technology foresighting.

## **Environmental Management: Uncertainty and Competitiveness**

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### **Abstract**

This paper has as its aim to analyse managerial perceptions about the role played by the environment as a competitiveness factor in an uncertainty context. In order to achieve our objective, we have carried out a multiple case study of eight enterprises with a high level of environmental excellence, which belong to the primary, secondary and tertiary sectors in Spain. The results indicate that, according to managers, the incorporation of environmental issues into the organisation must be regarded as a good competitive opportunity, in spite of the high uncertainty level. This situation of uncertainty is provoked by the slow, still very limited development of environmental legislation, by the lack of information in the sector and by the doubts about the response of domestic consumers. Besides, the results of the environmental practices focused on prevention activities or the changes that these practices have generated on the environment itself eventually become visible, this being an element that characterises the perception of uncertainty about the whole process. Moreover, in sectors with scarce valuable natural environment resources, the survival of the enterprises themselves depends on these resources, which makes competition more intense. If, besides, there is no control over these resources, the organisation's environmental actions will be performed under uncertainty conditions.

**Keywords:** environmental management, uncertainty, competitive, managers, life cycle analysis

## **The Influence of the Environmental Regulation on Environmental Management in Spain**

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### **Abstract**

Although most of the literature related to the environmental regulation stands out the effect of the legislation in the managers' attitude about the environment as a competitive opportunity, there isn't strong empirical evidence supporting this argumentation. For that reason, the aim of this work is to test this affirmation, distinguishing between environmental legislation and voluntary normative. The first phase of the study involve comparative case studies of different sectors through indepth interviews in eight firms in Spain. This study is intended to examine the linkages between environmental normative and manager's interpretation by sectors, and understand the nature of the relations. The second phase involve testing the propositions emergent in the first phase through a structural equation model of the 239 hotels and 208 enterprises affected by IPPC law in Spain. The results show that in both samples the voluntary normative has a positive and a significative influence in the generation of the managers' interpretation about the environment as a competitive opportunity. The impact of the environmental legislation is negative and significative in the hotel sector. On the contrary, it does not happen in the enterprises of the sector affected by IPPC law.

**Environmental and Financial Performance:  
Do Industrial Sectors Differ In Their Ability To Derive Financial Benefits From  
Environmental Actions?**

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**Abstract**

This paper is based on our study (Darnall & Ytterhus 2005), which evaluates the link between facilities' environmental and financial performance and controls for endogeneity associated with improved environmental performance. These relationships were considered by relying on survey data from manufacturing facilities operating in Canada, France, Germany, Hungary, Japan, Norway and the United States (<http://www.oecd.org/env/eipc/resource/firm>). In addition to the "win-wins" analysis we also raised the question: Do industrial sectors differ in their ability to derive financial benefits from environmental actions? We made three types of comparisons:

First we compared the financial performance of facilities operating within low polluting industries or "clean sectors" to facilities operating within high polluting industries or "dirty sectors".

In the second stage of our sector analysis, we assessed whether facilities operating within two "dirty" sectors differed in their environmental performance and whether these differences were related to their financial performance (Hart & Ahuja 1996).

Finally, we considered whether companies operating in "high growth" industries differed from companies operating in "low growth" sectors in whether they derived positive financial benefits from their environmental actions (Russo & Fouts 1997).

To assess the statistical relationship between facilities' financial and environmental performance among the sector comparisons, we relied on chi-square tests. With respect to our sector analyses, facilities that operated in dirty and clean sectors, and in early mover and later mover sectors did not differ in whether or not they earned positive profits from their improved environmental performance. Low-growth sectors that accrued positive profits had more often reduced their use of natural resources and global pollutants than facilities in the same sector that did not accrue positive profits. However, these differences were modest, and for this reason, our overall conclusion therefore is that, based on the facilities in this sample: There is no empirical support to suggest that there are differences among industry sectors. These results are further corroborated by the lack of statistical significance found in our bivariate probit regression models when evaluating the links between firms' environmental and financial performance.

## Towards Sustainable Business Improvement in the Precast Concrete Flooring Industry

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### Abstract

The manufacture of precast concrete flooring products is part of a £2bn precast concrete industry sector employing 22,000 people and accounting for nearly 28% of the total cement and concrete market in the UK. This sector has always been keen to improve its environmental performance and reduce the levels of its emissions, but this agenda has broadened in response to government and consumer demands and interest in sustainability principles. Of the triple bottom line components, environmental protection and business imperatives are closely linked within the precast manufacturing process, particularly with the sector being a core user of both primary energy and Portland cement. In this context, research is underway to identify the short and long-term environmental impacts of precast flooring products.

The BRE Life Cycle Assessment (LCA) methodology was used in five precast pre-stressed concrete flooring factories to identify the main environmental impacts directly or indirectly associated with production. The study explored 12 environmental impacts, including energy consumption and concrete waste generation. Energy use, cement consumption and waste emerged as key issues, these were found to be affected with specific production systems and techniques (such as accelerated curing, or bespoke product design) employed by manufacturers to maintain workability and increase profits. These have been explored subsequently through a series of focus groups. A range of research methods has been employed to further explore the outcomes of the LCA, with a view to mapping the operational decision making behind the data. This paper reports on all of these aspects and will be of interest to researchers, academics and industrialists.

**Keywords:** Precast concrete; Life cycle assessment; Business improvement; Environmental impact, decision making.

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**Sustaining Unsustainability:  
The Performance of Disconnection in Food Industry Supply Chains**

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**Abstract**

This paper draws on research that explores the ways in which food manufacturers in the UK experience and respond to pressures to attend to environmental issues in the industry. Qualitative interviews with food manufacturers, retailers and policy actors suggests little perceived external pressure (beyond legislative) and a generally reactive approach to dealing with environmental issues in the industry. Environmental initiatives are focused very much on legislative compliance, which directs attention chiefly to the efficiency of utilities at factory sites. Consideration of wider environmental issues in supply chains or the environmental sustainability of current systems of food production, distribution and consumption are framed by research participants as ‘interesting macro debates’ that are seen to be largely beyond their remit or capacity to influence. This raises important questions about perceptions of agency in food supply chains. The paper draws on John Law’s modes of ordering concept to examine the performance and maintenance of organisational practices and relationships in the food manufacturing sector. In particular, I want to suggest that, in a variety of ways, the performance of the mode of enterprise appears to generate a series of disconnections in food chains that present a barrier to acknowledging the interdependence of practices from ‘farm to fork’ and encourages the delegation of responsibility, both up- and down-stream, in food supply chains.

## **Corporate Social Responsibility: Differing Definitions and Practices?**

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### **Abstract**

In recent years, the corporate policies and actions of several of the largest, most well-known and respected business organisations in the world have come under the spotlight of critical attention. One of the criticisms levelled at them is an alleged failure to behave in a ‘socially responsible’ manner. Business managers have found that they disregard their corporate social responsibilities at their peril. This has become especially vital as key stakeholders including consumers, employees, national government bodies and international organisations such as the European Union (EU) increasingly demand that businesses behave in a (more) socially responsibly manner. Nevertheless, Corporate Social Responsibility (CSR) remains an elusive concept, as evidenced by the lack of consensus about what it is and why it might be a worthy objective. This paper contributes to the debate by exploring CSR (or CR) definitions and practices adopted by selected firms located within the Europe, namely pharmaceutical firms registered in the United Kingdom (UK), Germany and Switzerland. The paper presents preliminary findings from the study and makes proposals for further research.



## **Critical Review of Certification and Accreditation in Sustainable Tourism Governance**

Xavier Font

### **Abstract**

The purpose of this paper is to inform discussions with regards to the feasibility and desirability of using agency funds for certification and accreditation as tools for sustainable development, with particular emphasis on developing countries. This paper aims to demonstrate that it is necessary to undertake a cost-benefit analysis of certification as a sustainable development tool in developing countries.

For the last two decades, certification has been a voluntary mechanism to show high standards of performance beyond legislation. It has been thought to be a source of competitive advantage that allows a small number of firms to stand out from the average. Certification is a valid instrument to gather local stakeholders around the common purpose of defining standards to improve the contribution of tourism to sustainable development. It is also valid to develop structures to encourage and support improvement of business units, working to a standard that will give them peer recognition, staff morale, eco-savings, peace of mind from beyond legislation compliance, all of which make firms more competitive in the medium term.

There are also challenges in certification and accreditation. Early evidence suggests that certification is most suited to those countries with well-established infrastructures and the finances to support industry to reduce its negative impacts. It is also a tool for financially sound firms that have their basic needs covered and feel the need or desire to be more sustainable, and get recognition for it. It is not the best tool for livelihood-based economies or sectors, be it tourism, forestry, agriculture or any other at the center of attention of certification today.

Increasing the number of companies that meet these standards allows in the medium term to reach the economies of scale to produce better training for applicants, and marketing of their products. The key challenge is the potential impact this can have on those firms that are not suited to it, if it becomes a powerful tool for increased trade, or if governments and industry associations aim to enforce compulsory standards.

**Do Firms Adopt Lower Standards in Poorer Areas?  
Corporate Social Responsibility and Environmental Justice  
in the EU and the US**

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**Abstract**

Within the context of broader debates on Corporate Social Responsibility (CSR) and Environmental Justice (EJ), this paper examines three key questions: first, how the standards that corporations adopt at the global scale trickle down into local site-level practices; second, whether levels of corporate environmental performance vary from place to place; and third whether any variations in corporate environmental performance relate to the principles of EJ. To do this, the analysis draws upon recently disclosed data to evaluate variations in the environmental performance of oil refineries across the US and the EU. It finds significant variations in emissions of some key pollutants. These exist both across the range of refineries, with dirtier refineries emitting at least five times as much as cleaner refineries, and between the EU and the US, with refineries in the EU emitting more than twice as much as refineries in the US. At the local level, it finds that there are correlations between higher levels of emissions from refineries and lower levels of income, employment and population density. Although these findings provide support for some of the contentions of the EJ movement, they do not say anything about causality, and as a result we cannot say definitively that companies adopt lower standards in poorer areas.

**Key words:** European Union, United States, Corporate Social Responsibility, Environmental Justice, Oil Refineries

## **Supply Chain Collaboration for Sustainability**

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### **Abstract**

Corporations have recently started to acknowledge that they cannot tackle their social and environmental responsibilities alone. Concepts such as extended producer responsibility and life cycle assessment approaches have drawn attention to the product chain beyond immediate buyer-supplier interfaces. In fact, consumers and end users hold a corporation liable even for the actions of its suppliers. At the same time, approaches based on stakeholder theory and industrial ecology extend the boundaries of a sustainability network beyond the supply chain. Companies can employ different environmental strategies also within their supply chain. This paper proposes a framework of environmental strategies, and links this to alternative approaches in supply chain collaboration. From an environmental demand perspective, the focus is on the communication of expectations and demand for corporate environmental responsibility toward the corporation, and from the corporation to its suppliers. The paper concludes with guidelines for environmental supply chain management.

## **Different Types of Approaches to Corporate Sustainability among German Companies - Evidence from an Online Survey**

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### **Abstract**

We present the results of an online survey on the state of corporate sustainability in German companies. The survey focused on the meaning and relevance of sustainability to German companies, the motivations behind their commitment to sustainability, and on the use of different management tools to implement sustainability in corporate practice.

Although the majority of the companies declared that sustainability plays an important role our analysis reveals considerable differences between these companies' approaches to corporate sustainability. A cluster analysis enables us to distinguish between three significantly distinct types of approaches to corporate sustainability among the respondents: Sustainability Leaders, Environmentalists and Traditionalists.

These three types are characterised and discussed against previous research. The results suggest that there are substantial differences with regard to the motivation for and the implementation of corporate sustainability that are covered behind the corporate rhetoric of a high commitment to sustainability.

**Keywords:** corporate sustainability, typology, corporate social responsibility, corporate social performance, sustainable development, corporate sustainability policies and strategies

## **The YTV Waste Prevention Strategy 2007**

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### **Abstract**

In 2002, the Board of Directors of the YTV accepted the Waste Prevention Strategy. The target is to utilise advice and guidance, so as to motivate the residents, enterprises and the public sector to avoid waste production, so that less waste will be produced per resident and per workplace in 2007 than in 2000.

The main parts to include:

Waste prevention in companies, concentrating on co-operation networks to be formed for different sectors and on information acquired and distributed with them, on the use of the waste benchmarking system maintained by YTV.

The waste prevention in public administration covers offices and acquisitions. The process started by ecologising YTV's own operations, and proceeds towards waste reduction models to be prepared and introduced in co-operation with the municipalities of the region.

The information service and awareness education is directed towards households and schools. Awareness campaigns have and will be arranged for households in order to spread information on the reduction of waste. Education material and methods will be produced to schools and to vocational institutions together with the authorities.

## **Organizational Determinants for the Development of Environmental Management in the Dutch Agri-food Industry**

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### **Abstract**

This paper aims at investigating the organizational determinants for the development of environmental management (EM) in the Dutch agri-food industry. For sustainability enhancement and public-private policy purposes, it is of vital importance to know how organizational opportunities and barriers relate to the development of EM. The results from a questionnaire survey, focusing on medium-sized and large sized agri-food companies, show that the development of process-oriented EM (focusing on the internal organization of environmental management) depends primarily on external demands (e.g. environmental legislative requirements). In contrast, the development of product-oriented EM (focusing on the governance of supply chain and network) seems to depend largely on various general and environmental organizational characteristics (e.g. corporate culture, influence of the environmental coordinator, internally imposed environmental requirements). Governmental interference seems to stimulate primarily process-oriented EM, whereas product-oriented EM seems largely determined by internal company characteristics.

**Keywords:** Environmental strategy, structure, culture, Dutch agri-food industry

## **Sustainability Reporters**

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### **Abstract**

Sustainability Reporting has become an emerging issue and the number of companies producing sustainability reports is increasing (e.g. GRI 2002; WBCSD 2002; SustainAbility / UNEP 2004). However, empirical studies (e.g. ECC Kohtes Klewes 2003) indicate that the effects of offering this information do not live up to expectation. One reason is, for instance, that the topics of sustainability reports do not always meet the stakeholders' information needs (lack of target group orientation). Current debates focus mainly on the development of guidelines, regulations and the measurability of the quality of reports, saying that information has to follow basic principles such as transparency, inclusiveness, completeness, relevance, sustainability context, accuracy, neutrality, comparability, clarity, timeliness, and auditability (cf. e.g. GRI 2002). The necessity of sustainability reporting and accompanying support in form of guidance documents, standards or regulation is not questioned against this background in this discussion paper. Rather the position is taken that there is a need for qualification on the part of those writing these reports. The challenge of sustainability reporting probably cannot be met successfully without investing in those who will be the authors of these reports in the future – sustainability reporters who are able to understand, and manage to combine, the complex content of sustainability with high standards in terms of communication in media-conform ways.

## **Business Perspectives on Environment in Turkey**

Kalaycıođlu Sema and Gnel Feride

### **Abstract**

It is critical to appraise the role of business interests in environmental policy making and implementation in Turkey since private business sectors have become the most important source of economic growth and employment for the last two decades. It is also important to find out how ready and willing the private sector is to pursue environmental objectives in Turkey, in addition to their actual or potential participation in environmental policy making.

The private sector in Turkey often faces domestic micro and macro economic constraints when running their activities. These constraints constitute a great challenge for their commitments to environmental standards, as they must abide by environmental regulations and standards imposed upon them by local and/or central authorities. As the private sector has followed the footsteps of the outward-oriented growth strategies of governments since the early 1980s, it has also faced external economic constraints and environmental challenges: International trade can be considered as an engine for environmental awareness for a sector that is the engine of growth in Turkey. Squeezed between domestic and external economic constraints, but lured by the opportunities of opening itself to the world at the same time, the private sector often positively reacts to adopting environmental standards. However, adopting environmental standards comes with additional costs and when the economy is unstable it is not easy for companies to meet additional costs.

This study aims to provide a comprehensive review of the role of private sector in environmental policy making in Turkey. In the first part of the study, we try to determine the characteristics of the business sectors in Turkey and their impact on the economy as well as on the environment.

**Key Words:** Purchasings and Supply Chain, Stakeholders, Ethics



**Waste Management in Large Corporations:  
Reality vs. Rhetoric**

Kefala Anna and Romano Cristina

**Abstract:**

In the past years, environmental challenges have become too important to ignore. Businesses are affected by environmental issues and this has been reflected in the formulation of environmental policies. The aim of this paper is to examine the waste management strategies of large corporations as part of these environmental policies and to identify whether their implementation has had any financial implications.

The design, conduct and analysis of the results of the case studies in this research have enabled an in-depth investigation through extensive interviews and resulting in multi-perspective conclusions. For all the companies observed environmental issues have been part of their policy for a few years now. Companies were purposefully selected on the basis of the monitored data obtained from environmental management systems. Companies interviewed belong to different sectors, thus offering a wide overview of the issue.

The fact that all companies seem to have experienced financial benefits makes waste management a promising business feature as part of the environmental agenda in which businesses of any size can invest as a step closer to sustainability.

**How Do Current Purchasing And Supply Chain Methods In Large International Companies Affect Stakeholders? Research To Investigate The Effect Of Purchasing And Supply Trends And Practises On People And The Planet. The Analysis Contrasts Stakeholder And Green Economics Approaches And Takes An Holistic Perspective.**

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**Abstract**

The objective of the study is to investigate how current procurement, practices and structure affect a range of stakeholders. The research questions who are the relevant stakeholders and then analyses methods, tools and data to explain the effects of the practises on the stakeholders as defined by the study and the literature. The hypothesis examined by the study is that current procurement methods contribute to globalisation and have a detrimental effect on some stakeholders. The UK Chartered Institute of Purchasing and Supply is currently focusing on Corporate Social Responsibility and the study goes further to examine the duties of the procurement specialist as agent and the effects on and rights of stakeholders who have no direct contract with the company. The scope is global and international companies with branches or headquarters in Europe.

The initial findings of this study, which should be regarded as work in progress, are that two parallel developments are distinguishable at the supply chain level. The first, which is accelerating the contraction of the supply chain and its transaction costs and its practise can more correctly be called sourcing. It involves outsourcing, off- shoring and reduction supplier base, transparency, market opportunity for smaller and more diverse players and even to dump any kind of social or environmental responsibility. The second, on the other hand is working in the opposite direction: this impetus is seeking to “green” the supply chain, to avoid child labour, to implement corporate social responsibility, democracy, accountability and diversity within the supply chain.

## **A Hypothetical Corporate Responsibility Emphasis Model**

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### **Abstract**

Corporate responsibility research has made major advances in mapping the area both in theory and practice. However, CR studies have so far paid little attention to the variations in the CR emphases between different business areas and between companies within the same business areas. This paper presents a CR emphasis model, which pinpoints the different approaches to corporate responsibility different kinds of companies adopt.

Eight different CR emphases are introduced: (1) suicidal, (2) ideal, (3) plutocentric, (4) anthropocentric, (5) biocentric, (6) patriarchal, (7) technocentric and (8) matriarchal.

It is possible for companies with different CR emphases to move towards ideal responsibility if they continue to increase their social and ecological responsibilities while holding onto the necessary level of economic responsibility. Of course pioneers will reach the ideal state first, but one should not give up with the followers either, because they will toddle behind and sometimes even stride along once they realize the image benefits or their real responsibilities in this world. Those companies that lag behind the general responsibility trend are a worry. They do not voluntarily take any responsibilities. Laws and market instruments, which compel business to bear economic, social and ecological responsibilities, are meant for these companies.

**FROM 7 DWARFS TO 4 LOST BOYS:  
10-year Follow-up Study of the Largest Oil Companies'  
Environmental Policies**

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**Abstract**

A decade ago the environmental policies of the Seven Sisters were dwarfish. None of them dared to use entrepreneurial environmental strategies or threatening environmental moves. This paper compares those findings to the current environmental policies of the Sisters.

Little has changed. Only the number of Sisters has decreased to four: BP(Amoco), Chevron-Texaco, ExxonMobil and Shell. The goals of their environmental policies are still reactive or anticipatory, not entrepreneurial or creative. Their means to achieve these goals are still co-operative, not threatening. Hence their environmental policies have not kept up with their business environment, which has become discontinuous. The Four Sisters could with their organisational capabilities pull up their policies to match their business environment, but they have chosen to lag behind in order to prolong the fossil fuel age because oil and gas give them huge revenues and power.

The Four Sisters have become lost boys who follow the irresponsible Peter Pan to the horrible world of Neverland resulting from unsustainable economic growth. The Sisters could grow up by reconsidering their economic, social and ecological responsibilities in this world, and by switching over to sustainable renewables.

## **Sustainable Energy Consumption: The Sufficiency Approach**

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### **Abstract**

In certain industries it is common that companies have to deal with excessive demand. Different strategies are applied in such situations in order to secure long-term development of the companies. Typically, the companies tend to respond with two types of behaviour: either by restraining the production (increasing it only up to a certain point), or by resisting the pressure imposed on them by their customers. Both restrain and resistance represent reactive strategies, while there exists an alternative of proactive behaviour. One of the options for proactive strategy would be motivating consumers to act according to the principle of sufficiency in order to prevent excess in demand. Even though the idea of companies motivating their customers to consume less of their product might seem unrealistic, there are several examples of such behaviour, energy industry being the most obvious one. The purpose of this paper is to present a research proposal aiming to explore the relationship between energy providers and their residential customers through the perspective of sufficiency. A two-sided approach to the issue is proposed, first researching sustainable energy companies' perception of sufficiency promotion (unnecessary activity, responsibility, business opportunity, etc.) through thematic interviews, and secondly, researching the attitude of residential customers towards sufficiency promotion campaigns conducted by their energy providers through focus group interviews.

**SWOMM (sustainable ways of making money) Approach:  
Entrepreneurship Education for Sustainable Development  
Sustainable Enterprise and Entrepreneurship**

Lourenço Fernando, Jones Oswald and Walley Liz  
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Centre for Enterprise  
(2005)

**Abstract**

This paper explores the integration of the discipline of ‘entrepreneurship education’ and ‘education for sustainable development’ and offers a new perspective to practice sustainable development in the arena of business and entrepreneurship (called the ‘SWOMM’ approach – sustainable ways of making money). As a way to explore such integration, three sets of literature review were conducted and explored: the areas of UN and UK governmental strategies for sustainable development, education for sustainable development and entrepreneurship education. This subsequently discovered that research which promotes sustainable development in entrepreneurship is lacking, particularly with respect to educational provision. This paper therefore offers a process model for educationalists to facilitate their venture of integrating ‘entrepreneurship education’ with ‘education for sustainable development’ and argues for its importance.

**Keywords:** entrepreneurship education; education for sustainable development; social business; green business; sustainability; sustainable development; entrepreneurship

## **Environmental Implications of a Structural Change in the Commercial Property Sector**

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### **Abstract**

Most buildings will exist 20 years from now (Persson 2002) and their operating phase accounts for 85 % of their environmental impact (Swedish Environmental Protection Agency 2003). Changes in property management may thus have large impact on environmental performance. A change is taking place in the commercial property sector in Sweden and elsewhere. From consisting of property owners and tenants, companies specialized in facility management have entered the sector. This leads to a more complex structure with some owners, only seeing properties as real assets, hiring facility-managing firms to manage both buildings and tenants. More actors in the sector lead to a more complex incentives situation. For example, arguments motivating investments that reduce environmental impact and cost with some financial pay-off time are often based on the traditional owner-tenant structure. These arguments are becoming invalid as the structure is changing.

This paper discusses environmental implications and obstacles to environmental improvement by comparing the two types of property management in commercial buildings. The study goes beyond environmental management systems and analyses how and to what extent the organizing of property management impacts environmental performance. The structural change on the property market is likely to stay and develop even further; the need for knowledge about environmental implications of such structural changes is therefore obvious.

## **Why We Need To Support the Environmental Compliance Needs of European SMEs**

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### **Abstract**

An eighteen-month study of 66 small and medium sized-enterprises (SMEs) in four European Member States demonstrates that regulatory compliance drives environmental behaviour. It shows that SMEs are governed by the need to comply with, and that their actions are frequently a response to, environmental regulations. It also shows that SMEs in each member state show similar patterns of behaviour since they all tend to respond in the same manner. The authors argue that EU policy should therefore focus on helping SMEs comply with environmental regulations and that support mechanisms need to address the compliance needs of European SMEs.



## **The Social Role of Accounting: Views and Perceptions of the Accounting Community in Libya towards Corporate Social Responsibility and Accountability**

Mashat Adel Abdulhamid, Professor Ritchie Bob, Lovatt Chris, and Dr. Pratten John,

### **Abstract**

The paper explores views and perceptions amongst members of the accounting community in Libya regarding the perceived basic features of the current corporate reporting and disclosure practices of the Libyan Business Organisations (LBOs). Extending these practices to embrace reporting and disclosure of social and environmental related information (CSR), and the extent to which notions of corporate social responsibility and accountability are acceptable in Libya are examined.

Five groups of users of published accounts in Libya participated in the study, including academic accountants, financial managers (or accountants), government officials, bank credit officers and external auditors. A questionnaire survey of the 438 participants, drawing on the Al-khater and Naser (2003) study, was employed as the main data collection method.

The findings demonstrate that currently most LBOs communicate limited information to a limited set of stakeholders. The disclosure of more social and environmental information was widely accepted and viewed as potentially leading to some beneficial socio-economic effects at the macro level. There was general agreement that the LBOs' annual reports should reflect the interaction between their operations and the society in which they operate, recognizing the right of different stakeholders to information about the actions for which LBOs could be held responsible. The Law was viewed as the key source of establishing such responsibilities rather than professional guidelines.

## **The Cost-Benefit Analysis and the Environment in Community Structural Funds in Italy**

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### **Abstract**

This work aims to analyse how the application of the Cost-Benefit Analysis (CBA) in the Community Structural Funds helps the implementation of the horizontal principle of environmental sustainability in Italy.

Reg. 1260/1999 on Structural Funds for the cycle 2000-2006 requires a CBA for the so-called major projects – i.e. exceeding €50million. What stands out is that to appraise these projects, environmental components are scarcely considered, even if they are supposed to be a typical feature of a CBA. Nevertheless, the requirement for a CBA was relevant for the allocation of the 4% Community performance reserve in the Objective 2 regions.

The role of the European Investment Bank will be also checked: in the framework of the Community cohesion policy, the Bank has built an appraisal procedure that is reserved to co-financed interventions, which can be substantially considered equivalent to a CBA.

Finally, the impact of the provisions for the next programming cycle 2007-13 will be seen: the current proposal still provide for a CBA, but adds a financial distinction in terms of issues covered by the project, i.e. major projects are those whose total cost exceeds €25 million in the case of the environment and €50 million as for other fields.

This research activity was presented in occasion of the OECD Workshop on recent developments in environmental CBA, held in Rome, Italy, on 14-15 October 2004.

**What Drives Environmental Innovation?  
Empirical Evidence for a District-Based Manufacturing System**

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**Abstract**

Technological innovation is a key factor for achieving a better environmental performance of firms and the economy as a whole, to the extent that helps increasing the material/energy efficiency of production processes and reducing emission/effluents associated to outputs. Environmental innovation may spur from exogenous driving forces, like policy intervention, and/or from endogenous factors associated to firm market and management strategies. Despite the crucial importance of research in this field, empirical evidence at firm microeconomic level, for various reasons, is still scarce. Microeconomic-based analysis is needed in order to assess what forces are lying behind environmental innovation at the level of the firm, where innovative practices emerge and are adopted. The paper exploits information deriving from two surveys conducted on a sample of manufacturing firms in the Emilia Romagna region -Northern Italy- in 2002 and 2004, located in a district-intense local production system. New evidence on the driving forces of environmental-related innovation is provided by testing a set of hypothesis, concerning the influence of: (i) firm structural variables; (ii) environmental R&D; (iii) environmental policy pressure and regulatory costs; (v) networking activities, (vi) other non-environmental techno-organizational innovations and (vii) quality/nature of industrial relations. We estimate various input and output-based environmental innovation reduced form specifications in order to test the set of hypothesis. The applied investigation shows that environmental innovation drivers, both at input and output level, are found within exogenous factors and endogenous elements concerning the firm and its activities/strategies within and outside its natural boundaries. In the present case study, structural firm characteristics appear to matter less than R&D, induced costs networking, organisational flatness and innovative oriented industrial relations. Environmental Policies and environmental voluntary auditing schemes exert some relevant direct and indirect effects on innovation, although evidence is mixed and further research is particularly needed. Although this new empirical evidence is focusing on a specific industrial territory, results concern a large set of hypothesis on potential driving forces of innovation. We thus provide food for discussion on firm environmental innovation strategies, and research suggestions for further empirical works.

JEL: C21, L60, O13, O30, Q20, Q58

**Keywords:** environmental innovation, environmental R&D, manufacturing sector, local system, environmental policy, networking

## **Ecological Footprint Analysis of SMEs Within the Mid-West Region of Ireland**

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### **Abstract**

This project aims to identify the scale of SMEs environmental impact and to demonstrate how this information can be used to calculate the ecological footprint of an individual SME. The ecological footprint will then be used as an indicator of sustainability. The concept and methodology of the ecological footprint is a mechanism for SMEs to develop an environmental management information system that will aid in the measurement and assessment of their environmental performance. An ecological footprint can represent simply and communicate effectively issues of environmental impact and sustainability. It will highlight how SMEs can contribute to the objectives of sustainable development. There are twenty SMEs from a variety of sectors involved in this research; one of the SMEs ecological footprint will be presented here. The diversity of companies involved in the overall project allows comparative studies between sectors to be carried out as well as identification of possible synergies. Through the application of the ecological footprint on an annual basis an SME can develop, identify and illustrate its progress towards sustainability over time. Upon the successful completion of this project it is expected that the ecological footprint will be accepted as a valid and worthwhile sustainability indicator for SMEs.

**Corporate Responsibility in Various Cultural Settings:  
An Empirical Study of the Pulp And Paper Industry**

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**Abstract**

Many business enterprises have recently integrated the concepts of social responsibility and performance into their policies, but this rapid adoption has meant that the content has remained relatively loose in practice. This paper analyses and structures the concept empirically by quantitative and qualitative methods, employing the acceptability of operations as an indicator. The data were gathered at four mills belonging to a Scandinavian-based pulp and paper company located in four countries: China, Finland, Germany and Portugal. Tentative technical-financial, social and environmental acceptability criteria are used in the quantitative analysis. The qualitative analysis produces an experimental acceptability model covering technical, financial, economic, natural resource, environmental, social, societal, cultural, organisational, institutional and ethical issues. The results are developed further as a proposal for a concept of empirical corporate responsibility having four major elements: economic, environmental, social and organisational responsibility. Comparison of the qualitative and quantitative results demonstrates that although it is difficult to formulate a set of criteria which are simultaneously general, flexible and detailed enough for the purposes of a globally operating company, it is extremely important to define the concept in order to guarantee efficient allocation of resources both in companies and in society at large.

## **Organizational Learning and Organizational Knowledge Theories**

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### **Abstract**

The aim of this research is to provide answers to some of these questions, based on empirical work with SMEs that have participated in a waste minimisation project in the UK. A total of 20 managers from 19 companies were interviewed, representing at least two companies each selected from 5 waste minimization projects. The co-ordinator of each project was also interviewed. This paper considers the concepts in organizational learning, in order to identify their usefulness in terms of evaluating waste minimization projects to understand their potential to move from small changes towards more significant environmental improvement in SMEs. Firstly, the main concepts behind eco-efficiency and the main developments in waste minimization projects in the UK will be presented. Secondly, particular issues relating to SMEs are considered. Organizational learning and organizational knowledge literature will be discussed in an attempt to identify the main useful concepts which will help in evaluating waste minimization projects. Finally, the paper will put forward some preliminary ideas on how to analyse waste minimization projects to understand how they are useful in promoting organizational knowledge development and learning among SMEs, which may facilitate the move from small environmental improvements towards more significant change.

## **Exploring the Structuration of Corporate Responsibility: Current Ideas From An Action Research Study.**

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### **Abstract**

There is wide agreement that business should play a significant role in moving towards sustainable development. By operating in a responsible way, business is following the broad principles of corporate social responsibility (CSR) or corporate responsibility<sup>2</sup> (CR). The business case, or 'why', of CR has been discussed in great detail within both academic and industry literature. However, there has been much less written about 'how' CR can be implemented into an organisation and thus, put into practice.

This paper outlines the findings of research in progress. The study is based on action research within a large UK-based Plc operating in the aviation sector. A range of barriers and drivers are identified and these allow the suggestion of a number of critical success factors (CSFs) that may exist in the implementation of a CR programme across an organisation. The organisational change required for a company to genuinely embed CR in their mindset and actions means that barriers and drivers include practical, cultural and political factors. Drawing on structuration theory these factors have been organised into a framework that consists of three areas, 'emphasised agenda items', 'patterns of resource allocation' and 'dominant norms'. By placing current findings into this framework and considering the extent to which agenda items and resource allocation do, or can, challenge dominant norms and sanctions, a framework for illustrating processes of change as well as a framework for facilitating change, are simultaneously created.

**Key words:** Corporate responsibility, corporate social responsibility, critical success factors, organisational change, action research, participatory action research, structuration theory.

## **Deriving Competitive Advantage from Environmental Regulations**

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### **Abstract**

Stringent environmental regulations can be a source of competitive advantage for firms with advanced technologies, superior management, or cost efficiencies. A firm may make the strategic choice to introduce a more costly yet environmentally higher-performing technology in anticipation of future environmental regulation, which will add value to its investment. Such a first-mover firm can actively influence environmental regulation because government regulators use evidence of the technical and cost feasibility of existing or developing technologies to set future standards. Instead of opposing or waiting passively for the next set of standards, first-mover firms compete based on their demonstration of higher environmental performance, while the public benefits from higher environmental quality.

This paper presents two cases from the heavily regulated auto and fuel industries, where first-mover firms introduced cleaner technologies – diesel particulate filters and ultra-low sulfur diesel fuel – ahead of environmental requirements. Documentary research and semi-structured interviews indicate that firm characteristics, industrial structure, industry associations, NGO and public awareness, and regulatory receptiveness have significant impact on first-mover behavior and regulatory influence.



**Can A Market Based Generative Learning Management Style Explain the Conditions Or Characteristics That Make an Organization More Likely To Commit To, and Perform On, Environmental Issues?**

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**Abstract**

The purpose of this study was to test the hypothesis that the interaction between a manager's ability on Goal Setting on Environmental Issues (GSEI) and his/her ability on creating a climate or Parallel Knowledge Distribution within the organization (PKD), also called 'Market based generative Learning Management style', can predict organizational Performance on Environmental Issues (PEI), mediated by employees Decision Commitment on Environmental Issues (DCEI) and Symbolic Convergence (SC). The preliminary result of the study is two folded. First, no effect was found for communication (PKD), Symbolic Convergence (SC), or participation in the decision making process (DCEI). Second, even if the path analysis showed strong significance between the four variables in the study, the mediating variables together with LCT could not out rule the single effect of LCT.

**Key words:** Life Cycle Thinking, Goal Setting on Environmental Issues, Commitment on Environmental Issues, and Organizational Performance on Environmental Issues.

## **A Value-based Model of Sustainable Enterprise**

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### **Abstract**

Researchers and practitioners alike are in need of an operationally useful, and theoretically sound, model of sustainable enterprise. This paper synthesizes insights from systems theory and value theory to construct such a model, which allows for the formulation of descriptive and imperative statements. This value-based model provides a method of conceptualizing sustainable enterprise that incorporates spatial and temporal scales, social and ecological well-being, and conflict and concord among choices and perspectives. Results from this analysis provide useful insights both for future directions in sustainable enterprise research, and for those entrepreneurs dedicated to making the sustainable enterprise a reality.

## **Environmental Management - Progress at the University of Leeds**

Dr Keith Pitcher, Environmental Officer, University of Leeds

### **Abstract**

The University of Leeds is one of the largest in the UK, with over 33,000 students and 7000 staff. It adopted its environmental policy in November 2001 and its environmental programmes commenced 2003 with the appointment of an Environmental Officer and a Transport Co-ordinator. The paper summarises the strategy employed and prioritisation of programmes to begin to deliver an environmental culture change of staff and students and improvements in performance. Areas discussed will include a carbon dioxide reduction strategy, a transport plan, waste management & recycling programmes, energy efficiency and usage, installation of renewable energy technologies and sustainable procurement. Key aspects to success have been the establishment of environmental management groups, setting targets, appointment of environmental co-ordinators in departments and environmental training programmes for staff. A summary of the University's externally assessed overall environmental performance will be given.

## **Accounting for Health and Safety Costs: Review and Comparison of Selected Methods**

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### **Abstract**

A part of the emerging sustainability management accounting is corporate health and safety performance. One performance dimension is the costs of occupational accidents in companies. The underlying logic for calculating these costs is that if occupational accidents are prevented then these costs could be avoided. This chapter presents and discusses selected methods for calculating the costs of occupational accidents. The focus is on presenting the characteristics of each method and disclosing the benefits and drawbacks of each method.

## **Corporate Social Responsibility, Contract Caterers and Public Sector Food Procurement**

Rimmington Mike , Smith Jane Carlton and Hawkins Rebecca

### **Abstract**

Leading contract caterers are adopting corporate social responsibility as an important part of their operational approach, and sustainability is accepted as being integral to their operations. DEFRA's Public Sector Food Procurement Initiative aims to use public sector catering to support the UK Government's policy for Farming and Food. However, research amongst public sector catering providers in Berkshire, Buckinghamshire and Oxfordshire found only limited evidence of current sustainable practice.

Leading contract caterers worked with the Centre for Environmental Studies in the Hospitality Industry at Oxford Brookes University to develop principles and indicators which will provide specific operational and measurement guidelines to encourage and monitor further progress in sustainable food procurement.

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**Key words:** sustainability, food, public sector, contract catering

## **Exploring The Relationship Between Corporate Social Responsibility (CSR), Social Capital And Economic Capital Through A Corporate Case Study**

Rotheroe Neil

### **Abstract**

This paper seeks to examine links between the notions of corporate social responsibility and social capital. Stakeholder theory is addressed. A brief review of the theoretical context is carried out. Connectivity between the building of social capital and the building of capital in the economic sense are investigated, in the business context, through case studies of Electrolux, the international corporate white goods manufacturer and one of its key suppliers. This research was carried out as part of a wider project addressing social capital and economic development in the North East of England. While still at the early stages of understanding insights, regarding the building of social capital and the connectivity of this to economic value at the level of the individual enterprise, are made.

## **Establishing an Eco-Industrial Network for SMEs within the Mid-West Region of Ireland**

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### **Abstract**

It is estimated that SMEs are responsible for 70% of industrial pollution across the EU. This project aims to enhance and improve the environmental performance of SMEs in the Mid-West region of Ireland through the development of an eco-industrial network. The establishment of such a network through information and resource sharing, waste minimisation and reuse, water and energy conservation, shared transportation, centralised waste collection and treatment as well as increasing the influence of SMEs within regional planning through better communication with policy makers and the local community would have a positive outcome for the companies involved, the environment and society as a whole within the region.

Since January 2005, 20 companies have committed to this project. Environmental audits and waste inventories have been completed on most of these companies. Researchers are also examining material flows and waste inventories of the participants to identify potential environmental and economic linkages. The successful completion of this project will result in a best practice blueprint for the development of eco-industrial networks in Ireland.

**Some Considerations Regarding the Ecological  
Sustainability of Marketing Systems**

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**Abstract**

Sustainable development is perhaps the most significant and yet the most difficult problem that marketing – and human economic activity in general – face at the beginning of the third millennium. The paper starts by charting the state of affairs for marketing and sustainability so far. It then uses the analogy of a living system to explore the requirements for a sustainable marketing system and barriers to sustainability. Proponents of living systems theory argue that a systemic understanding of life can be extended to the social domain and social systems be considered as living, autopoietic systems, with self-regulatory functions that allow them to adapt to environmental change. A sustainable marketing system would have to be flexible, decentralised, and open to learning from environmental cues. Experiments to deal with these environmental changes would emerge in various forms and at various places and multiple feedback loops would help to identify viable solutions and spread them. However, there seem to be continuing barriers to such changes that would make the marketing system as a whole more sustainable. The biggest of these barriers may be the requirement for growth in a capitalist economic system. This is discussed in the final part of the paper.

**Keywords:** sustainable marketing; green marketing; living systems theory; sustainability and growth



## **Communicating CSR : Brand Management**

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### **Abstract**

The interaction of corporations with different groups of stakeholders is not a new topic, but the question of what kind of responsibility a corporation really has toward its stakeholders is a topic for current discussions. Child labour, environmental disasters and ethical dilemmas – these are all problems that bring the discussion about the need for communication of corporate social responsibility, CSR, to the agenda.

CSR is all about how a company chooses to run its business i.e. in which way business is done. A company with a serious CSR intention is likely to gain a competitive advantage, while a company with a neglecting attitude might face overwhelming problems. The discussion about CSR and communication of CSR shows that CSR should be an important part of a corporations' brand management. Communicating positive CSR is a way of strengthening a brand, while neglected or negative CSR news can lead to dramatic consequences.

**Key words:** CSR, brand management, communication, generalization, construction business

## **Sustainable Supplier Development in the UK Tour Operating Industry**

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### **Abstract**

This paper presents the theoretical basis of a conceptual framework designed to study Sustainable Supplier Development (SSD) in the UK tour operating industry. Three key areas are identified for examination within this framework: activities, processes, and influences on decision-making. The framework is grounded in literature on Supply Chain Management (SCM), Supplier Development (SD), organisational purchasing, organisational behaviour, inter-organisational relationships, sustainable development, environmental management, corporate social responsibility and tour operations.

## **Project Evaluation for the Accommodation Industry in a Sustainable Development Context**

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### **Abstract**

Environmental, social and cultural preservation of the host region makes the sustainable development for tourism a pressing necessity. This aspect is unanimously pointed out as crucial for the prosperity of the industry itself. In Portugal, the role of public institutions concerning the investment in lodging units is exerted at two levels: (i) licensing by the local government and (ii) investment incentives given by governmental agencies. However, in none of the situations the component of sustainable development is evaluated. This leads to the implantation of units with a weak compliance in environmental and social terms. On the other hand, investors need fast decision processes not compatible with an EIA, at least in small/medium size investments located in non-restricted areas.

The research deals with two main questions:

In an ex-ante situation, which criteria must be applied to the evaluation of the investment in accommodation units, regarding the achievement of sustainable tourism?

What type of decision model is better fitted to the evaluation process?

Sustainable tourism indicators and tourism ecolabels are reviewed, and single-criteria (with special emphasis on CBA) vs. multicriteria approaches are compared. Finally, it is proposed a multicriteria evaluation model based on a checklist of environmental, social and economic criteria, in accordance with eco-efficiency and Corporate Social Responsibility.

**Keywords:** sustainable tourism, accommodation, project evaluation, eco-efficiency, CSR, multicriteria.

## **The Increasing Use of Tools in CSR Analysis**

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### **Abstract**

CSR is about to celebrate a decade of exposure to the global business community. In that decade the perceptions of what is CSR, how it relates to on-going business viability and what role will it play as we move further into the 21<sup>st</sup> century have changed considerably. This is not surprising as individuals who have expounded the virtues of CSR derive from a wide variety of backgrounds (sometimes with their own specific agendas) and be those individuals responsible for CSR in-house or as out-house consultants it has taken their activities some time to reach the radar of the Boardroom.

The issue that now exercises senior executives of many companies is their inability to appropriately align CSR, Corporate Governance, business risk management processes and purely corporate philanthropic activities. CSR as originally conceived was an attempt by western business school academics to articulate how companies would need to conduct themselves, their activities and corporate reporting in the 21<sup>st</sup> century. The basis was financial stability aligned to appropriate environmental footprint aligned with socially responsible behaviour towards your people, your neighbours and society in general.

However, as CSR expanded into a global subject so local and regional variations started to occur, and to take account of these variations there developed a CSR culture of attempting to divorce CSR activities from mainstream business processes. In some instances this led to some organisations and consultancies articulating a world where financial and non-financial reporting became separate activities, as if the two could exist alongside one another in some form of parallel universe.

Alongside the debate of the role of CSR within a company it soon became clear that CSR practitioners were making increasing use (almost becoming reliant upon) a burgeoning number of CSR best practice guidance manuals, self-appointed pseudo-codes of practice, indexation organisations, and self-assessment tools whose outputs could be manipulated virtually at will. In all cases these documents and tools came from a similar perspective, they were specifically derived to promote the organisation that compiled them. This is particularly true of the various indexation organisations such as FTSE4Good, Dow Jones Sustainability Index, Business in the Community and companies were deliberately choosing to join an Index, or use a particular tool, that made them look good rather than address their real CSR challenges.

**Exploring the Potential for the Commercial Application of Ecological Footprinting  
Analysis: An Airport Case Study.**

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**Abstract**

In recent years there has been an increase in the number of companies attempting to quantify their environmental impacts in support of external publications such as corporate environmental and corporate sustainability reports, and as part of environmental management systems. However, whilst the use of quantitative indicators of environmental performance has increased and allowed companies to assess progress against internal benchmarks, there has been a distinct lack of inter-company comparisons and certainly few attempts to benchmark performance against any absolute measure of environmental sustainability.

Key reasons for this lack of benchmarking have been the difficulties encountered in establishing consistent accountancy frameworks and acceptable aggregation metrics. This paper explores the potential of applying an emerging aggregation tool – Ecological Footprinting Analysis (EFA) – to the business context. To date, EFA has largely been used to assess the aggregate environmental impacts of national populations and to compare this with the global supply of environmental goods and services as expressed in ‘global hectares’ per capita. This has served to illustrate the extent to which many economies are exceeding their ecological carrying capacity. In partnership with Manchester Airport plc and Best Foot Forward Ltd. the research presented here sets out to identify some of the challenges and opportunities inherent in the application of this technique to a new business sector, with the aim of demonstrating its utility to airport managers charged with controlling future environmental impact and contributing to more sustainable development in the sector.

**Local-level changes resulting from fair trade and ethical trade:  
The application of an “impact assessment” tool in coffee producing regions of Nicaragua.**

Utting Karla

**Abstract**

This paper presents the design of an “impact assessment tool” proposed to adequately evaluate changes promoted by fair trade and ethical trade interventions at the local-level. The research instrument proposes a research framework that can be applied to organise collected information for a more coherent evaluation of impacts and a variety of research methods that can assist social researchers to adequately gather data and enhance the research experience. The main aim of the research tool is to help document the extent to which changes brought about by any formal standards and codes formulated to regulate the social and environmental dimensions of international trade are conducive to poverty alleviation and rural development by exploring 5 crucial issues relating to:

- livelihood impacts of primary stakeholders,
- socio-economic impact on communities,
- impact on civil society organizations and institutions
- concerns about future prospects and,
- conflicts and trade-offs at the producer and organizational level.

The paper looks into the application of the impact assessment tool in coffee producing areas of northern Nicaragua. It uses the proposed framework to evaluate information on impacts resulting from two “responsible trade” initiatives, including: i) the fair trade coffee system and ii) certified large commercial coffee farms.

The tool has been designed in such a way which can be transferable to other areas of similar research. Although, initially put together by combining different component parts of previous research studies and formal frameworks, the final modifications of the tool were made after a testing period of 8 months using two specific, context-dependent case studies. The different sections comprising the tool proved to be crucial areas of inquiry for a comprehensive evaluation of “impacts” for these areas in Nicaragua. However, considering the difference in social, environmental, economic, political and institutional context of each case study and the difference in the underlying objectives of the initiatives, it is recognised that the application of the tool may not be as effective when applied to other case studies. Nevertheless, the tool possesses a number of useful characteristics (innovative and adaptable, dynamic, comprehensive and systematic) which, if applied correctly, can become flexible enough to accommodate for differences in context and contribute significantly to any empirical study on impacts of responsible trade initiatives.

## **An Assessment of Attitudes to Biodiversity within Company Supply Chain Management**

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### **Abstract**

Biodiversity provides industry with the means to develop new products and technologies. However natural resources, which underpin sustainable business, continue to be used unsustainably or degraded by development. Businesses invariably have an impact through their supply chains with direct, indirect or cumulative local, national or international effects on biodiversity. The way companies deal with these impacts down their supply chains varies and may often depend on the industrial sector, knowledge of biological diversity, or level of understanding of the interdependence between biodiversity, economic growth, and social issues. A review of the literature on defining biodiversity and sustainable development is made along with current thinking on biodiversity decline and what may be driving and influencing attitudes to change in business. An example of best practice in company biodiversity policy in regard to suppliers is taken from three companies. This study will inform the development of a methodology to incorporate biodiversity impact assessments in company supply chains into their environmental management systems.

**Keywords:** biodiversity; ecosystem services; sustainable development; supply chain; management systems; impact management.

## **EnviroHelp: A Support Package for EU Member States**

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### **Abstract**

EnviroHelp is a support package for European small and medium-sized enterprises (SMEs). It is the outcome of a three year research and development project that examined the environmental support needs of SMEs in the United Kingdom, Greece, Ireland and the Czech Republic. The research shows that European SMEs are compliance driven and that they urgently need regulatory compliance support. In responding to this identified need, EnviroHelp demonstrates that member states can provide valuable and user-friendly support to SMEs. It is argued that there is a pressing requirement to extend this service to all member states and that the EU should provide resources and assume responsibility for the on-going provision of this much needed service.



## **Drivers of and Barriers to Supplier Diversity Initiatives: A Cross-National Study**

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### **Abstract**

As organisations face increased pressures to act in a more socially responsible way, the notion of ethical sourcing has moved up both the public and corporate agenda. One strand of this debate has been the issue of promoting greater diversity in the supply chain by providing opportunities for traditionally underrepresented suppliers (e.g. small firms; ethnic minority businesses; women-owned businesses) to engage with large purchasing organisations. In examining the concept of ‘supplier diversity’, this paper draws on interview and source material from both the United States and the UK. Utilising a case study approach, it focuses on the key drivers of and barriers to corporate involvement in initiatives which are aimed at increasing the number of ethnic minority businesses in the supply chain and looks at the merits of the ‘business case’ for more socially responsible procurement.