Influencing Factors in the Implementation of Green Management Practices
A Qualitative Study regarding Swedish SMEs in Logistics
Abstract

Purpose - The subject of green management is today relatively unexplored in existing literature, especially regarding SMEs in logistics. To bridge this gap this study aims to find what factors influence the implementation of green management for SMEs in logistics. Furthermore, this study aims to address the influential weight of these factors to create an even greater understanding within the topic.

Design/Method - The chosen research method of this paper is qualitative, and the empirical data is collected through semi-structured interviews with Swedish logistic companies who have acquired the environmental management system ISO 14001. Furthermore, the research approach of this study is deductive.

Findings - When implementing green management, this paper has found 4 factors that influence a company in various ways. What also has been found is what factors that have more influential weight and are essential to make such implementation effective.

Research Implications and Limitations – The study provides both theoretical and practical implications. Theoretically it fills a gap current literature and further explains SMEs in logistics use of green management. Practically companies can draw from this study to see if they work effectively with green management or better prepare for a transition. The researchers of this study suggest that the factors of influence that are presented in the empirical findings should be tested in a quantitative study with a larger sample size to better measure the effect of each one in a practical context.
Acknowledgements

First, we would like to extend our sincerest gratitude to our tutor Max Mikael Wilde Björling, for all his guidance during this process. His guidance and knowledge have been invaluable and helped this thesis become what it is today.

Second, we would like to thank all companies that were interviewed. You provided us with insightful and valuable information and this paper would not have been possible without the help you gave us.

Lastly, we would like to extend our gratitude towards all who have supported and helped us through this journey.

Jönköping, 22nd of May 2017

[Signatures]
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1. Introduction

In this section, the background of topics green management, SMEs, the logistic industry, and environmental management systems are presented. The purpose of the thesis is illustrated along with one research question and delimitations.

1.1 Background

With the increasing demand for sustainable practices from consumers, it has become more important than ever for companies to move towards environmental friendly practices or “green management” to reduce their environmental impact. The development of green management or, corporate sustainability (Bos-Brouwers, 2010) or environmental management (Lannelongue, Gonzalez-Benito & Gonzalez-Benito, 2013), have over the years gained interest in academic literature. Some researchers claim that green management is important since there has been an increase from external stakeholders that managers need to take responsibility when handling resources (Alfred & Adam, 2009, Bos-Brouwers, 2010, Dhull & Narwal, 2016), and other researchers show how it also is an economic opportunity and can result in profitability (Bansal & Roth, 2000, Hosseini, 2007).

Green management is the part of Corporate Social Responsibility (CSR)¹ that mainly puts focus on the company's environmental impact, specifically the environmental pillar (Kott & Skibinska, 2010). Kott and Skibinska (2010) further describe green management as an organizations activity that aims for continuous improvement on its environmental activities. It also involves moving responsibility to employees, having structured systems in place, and clear communication, both internally, and externally (Toshiba, 2017). What separates green management from other sustainable development concepts is that it focuses only on what different businesses can do to reduce their negative impact on the environment (Kott & Skibinska, 2010). Standards, like ISO 14000, also exist to assist companies to see over the entirety of its current practices and how it affects the environment (Pokinska, B. et al. 2003, Dhull & Narwal, 2016). ISO 14000 is an environmental management system (EMS) that acts as guidelines for how companies should act towards the environment but also provide them with a stamp that they can use as a tool for competitive advantage. An EMS is a system designed to express goals, the gathering of information, the measurement of progress, and the improvement of that progress (Florida & Davison, 2001).

Looking at change, more companies have pursued these standards and EMSs, especially the ISO 14000 which is the collection name for the standards that regards environmental management. Statistically, there have been a worldwide increase in the acquisition of ISO 14001, a survey made by the ISO (2015) reported an increase from 2014 to 2015 by 7,67 per cent worldwide. From 2000 to 2017 there have been an increase of 724 per cent in companies who have been certified with ISO 14000 in Sweden that are within the requirements of being a SME (certifiering.nu, 2017), so there is an upward trend for companies to move towards environmental practices.

¹ All abbreviations can be found in Appendix 3 (p. 45)
The focus of this research will be towards the logistics industry as the concept of green management has not been thoroughly researched, with regards to SMEs, within this industry, and because it is of relevance as logistic firms have a considerable impact on the environment. In 2015, the amount of carbon dioxide released by land transportation companies in Sweden amounted to a total 2,894,000 tons ("Utsläpp till luft redovisat efter näringsgren SNI 2007 och ämne. År 2008 - 2015-Statistikdatabasen", 2017), and transportation is overall the segment in Sweden that release the most. However, the amount of released carbon dioxide is decreasing and is 25 per cent less than it was in 1990, which also prove that companies are adopting more green practices.

The description of logistics that will be the foundation of this paper builds on a more common definition stated by Christopher, M. (1998):

“is the process of strategically managing the procurement, movement and storage of materials, parts and finished inventory (and the related information flows) through the organization and its marketing channels in such a way that current and future profitability are maximized through the cost-effective fulfillment of orders”.

This also creates a link to green supply chain management (GrSCM), which regards the transformation of inputs into outputs, which then can be re-used at the end of their life cycle (Dube, Gawande & Coe, 2011), which must be apparent as well if these companies implement green management practices. It changes SMEs use of green management to a degree compared to larger companies as they, through the need for competitive advantage might not be able to handle a transformation process throughout their entire supply chain without increasing costs exponentially.

Larger companies have already, in many areas, adopted the concept of green management to create environmental policies that will decrease the organization's impact on the environment (Kott & Skibinska, 2010). Compared to SMEs, larger companies have more resources and purchasing power over suppliers, making the implementation of green management practices throughout the organization, as well as in the supply chain, an easier transition to make (Bos-Brouwewers, 2010). Larger companies are also more prone to pursue green innovations (Lee, 2009) which ultimately lead to them creating an even bigger competitive advantage.

Overall, companies have for a long time been hesitant to pursue green activities as it often requires a larger organizational reform and sometimes create resistance from employees (Kurland & Zell, 2011) but most apparent is the increased costs (Christmann, 2000, Jayant & Azhar, 2014). A great number of companies does not in fact undertake the change towards green management with the notion of it not being profitable (Lee, 2009, Alfred & Adam, 2009). However, broader research has shown that companies implementing and working with green management (Shu, Zhou, Xiao & Gao, 2014, Bansal & Roth, 2000) and green supply chain management (Srivastava, 2007, Dhull & Narwal, 2016) in fact does not hurt performance but rather improves it along with profitability in many instances. Therefore, it becomes clear that further research can be conducted to more elaborately understand what factors come into play.
for SMEs in the logistics industry that are pursuing or have pursued a green management strategy. The will to do so exist with the rising consumer pressure and the competitive advantage it provides (Pokinska et al. 2003).

1.2 Problem

Throughout the academic literature world, little attention regarding green management has been directed towards small and medium sized companies (SMEs) (Lee, 2009), especially towards companies within the logistic industry, who have a big impact on the environment. Most current academic literature put focus on green innovation and how to create nurturing environments for such practice, but not much can be found around SMEs within logistics. The observations made to current literature and its lack of substantial research regarding green management (Srivastava, 2007, Dhull, & Narwal, 2016, Kott & Skibinska, 2010, Pokinska, et al. 2003) for SMEs and the factors influencing its implementation creates a gap which the authors of this paper aim to fill. SMEs are already adopting codes of conduct towards environmental aspects (Cuerva et al. 2014) as the consumer pressure raises the need for company responsibility.

The current trend and focus on green innovation, discussed by Lee (2009), provides useful insights in how companies move forward towards a more competitive advantage, but it is as important to understand why companies hesitate to even pursue environmental practices to begin with. The basic principles of green management provide a competitive advantage (Pokinska et al. 2003), especially within logistics where the environmental impact is more present. Many companies working in logistics, mainly SMEs, are struggling to implement the concept throughout the supply chain as various barriers stand in their way (Mathiyazhagan et al. 2013). So, the identified literature gap is specifically the factors facing SMEs in the implementation of green management within logistics and the supply chain.

Published literature discuss mostly the whole concept that is green management (Pokinska et al. 2003; Skibinska & Kott, 2015; Bos-Brouwers, 2010) but has not given any empirical study of how it can be effectively implemented, and what leads to the implementation beside consumer demand. Many authors have instead focused on the concept of green innovation and its implications (Cuerva et al. 2014) as well as green supply chain management (Srivastava, 2007, Dhull, & Narwal, 2016, Sulistio & Rini 2015). While this is an important topic to discuss as well, it still misses the basis as to why many SMEs are hesitant to pursue green management and what needs to be present when they do so.

This research gap opens room for relevant research that focuses on SMEs in the logistic industry and what factors there are that influence the implementation of green management. What needs to be present for companies to even consider green management? This question has not been fully explored or answered and is of great importance for the future understanding in this subject. It is also important to note that at the time of this paper, newer articles within green management, and research in close relation to it, have not been published. Most of recent research dates to 2014 making the topic both relevant and applicable. Therefore, it is important to create an understanding of what influence and affect SMEs when adopting green
management, and in what way companies implement such practices. This is something that has not been brought up in previous research which makes it a relevant subject to further explore.

1.3 Purpose

This thesis aims to analyze Swedish SMEs in the logistic industry, explore the current situation on the implementation of green management and to identify the factors that have a significant influence during the process. By identifying and explaining factors that are shared across different SMEs in the logistics industry and evaluate their weights, companies can improve their implementation through a general knowledge of what to take into consideration when adopting green management. It can also benefit SMEs who already have adopted green management by combining the practical with theory to improve on their green practices even further. Research will also benefit from this study since it highlights the current need of further understanding green management and how it can be implemented.

Thus, this research paper will contribute to further knowledge and possible future research of the factors that affect the implementation of green management for SMEs in the logistics industry. It will provide an understanding as to what the different factors are, both internal and external, and if some factors have a greater effect than others. It will make way for future research within green management and how companies can effectively implement and maintain it. To clarify this, and to help the thesis to attain the information, the following research question has been asked:

- **RQ:** Which factors influence the implementation of green management in SMEs within the logistics industry.

Hence, answering this research question will provide a clearer understanding on what the current factors SMEs are influenced by in the logistic industry. Interviewing companies who already have implemented green management practices will also contribute to this as they have experience and a better understanding than those companies yet to obtain it.
2. Frame of Reference

This section presents the frame of reference for the thesis. The frame of reference includes existing research within the fields of green management, green supply chain management, environmental management systems, and corporate green sustainability.

2.1 Small and Medium-Sized Enterprises

To guide the understanding of what companies this paper will pursue so that the result from the empirical findings will align with this thesis purpose, a definition of SME is necessary. In 2009, around 99 percent of the trading industry in Sweden consisted of SMEs (Svenskt Näringsliv, 2009). The commission of European communities define SMEs as “made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding EUR 50 million, and/or an annual balance sheet total not exceeding EUR 43 million” (Official Journal L 124, 20/05/2003 P. 0036-0041, 2017). This is a generalization which covers many different types of companies under the definition of SME. Under SMEs, three different types of companies exist; micro companies, small companies, and medium-sized companies.

Micro Companies

If a company has below 10 employees and has a turnover that does not exceed EUR 2 million than it is what is called a micro company ("Official Journal L 124, 20/05/2003 P. 0036-0041", 2017). Micro companies will not be used in this thesis since the size of the company is to small and will not generate as good information as bigger companies would. It is the belief of the researchers that a company of this size would not have implemented green management to the same extent as a bigger company would have as the systems and procedures are better developed for a bigger company who has been in business for a longer period.

Small Companies

Defines a company/enterprise with between 50 and 10 employees and has a turnover that is below EUR 10 million ("Official Journal L 124, 20/05/2003 P. 0036-0041", 2017). Similarly, to the micro companies, a small company will not be considered due to its small size. In short, these two types will not generate as much relevant information as bigger companies will.

Small and Medium-Sized Company

Is our main target group and is defined as a company/enterprise with under 250 employees with a turnover below EUR 50 million ("Official Journal L 124, 20/05/2003 P. 0036-0041", 2017). The chosen category will be small and medium sized companies and will provide a larger group of companies to choose from, which is one of the reason as to why it has been chosen. The second reason is related to the organizational structure and its processes. A small and medium sized company has already established systems and procedures in how it works, which creates a more suitable environment for the implementation of green management.
2.2 Green Management

The concept of green management is a new organizational strategy which aims to achieve green and sustainable practices throughout an organization with visible result, both financially and in the impact towards the environment (Skibinska & Kott, 2015). Shu, Zhou, Xiao, & Gao (2014) defines green management as:

“a firm’s systematic managerial practices for addressing environmental issues through environmental protection and minimizing the negative environmental impact of the firm’s products throughout their life cycle”.

They also present two major practices that green management include. These are: (1) environmental management, which refers to the protection of the environment as well as its resources. (2) operational effectiveness in a company's energy consumption and other activities related to its processes. Alfred and Adam (2009) further builds on this definition and goes into more depth on how different companies have adopted green management. They argue that it can be through new products and services, developing control systems to monitor and measure performance, or meeting and maintaining government regulations.

The involvement of managers is another essential part of the implementation of green management and they need to, in an early stage, establish core values (Kurland & Zell, 2011) and green competencies (Alfred & Adam, 2009) to best succeed. The core values should be clear and communicated in such a manner that it is comprehensible to all stakeholders of the organization. It is important that all stakeholders believe and follow these values, otherwise it would prove difficult to create green competencies, which is the next step according to Alfred and Adam (2009). Green competencies are essentially a knowledgeable and flexible workforce who understands and work actively to follow the company's code of conduct (Alfred & Adam, 2009; Kurland, & Zell, 2011). This is the core of what research has defined green management as and represents the essential practices that need to be in place for it to work effectively.

Motivations for pursuing green management differ. Bansal and Roth (2000) present 3 major motivators for companies to go green: competitiveness, legitimation, and social responsibility. Competitiveness is the goal to create a competitive advantage through a company's environmental initiatives. Green management is in this sense seen as a business opportunity. They argue that the goal is to increase profits and market share from the value created when the company reduces its environmental impact. Legitimation regards acceptance and compliance. A company is motivated by survival and to follow the general norms and legislations from company stakeholders and governmental agencies. A lot of its efforts is aimed to satisfy major stakeholders in order prove legitimacy, so there is no tendency for these companies to go the extra mile but rather to do what is needed. The more ethical motivational factor is social responsibility which is described as companies pursuing green management because it is the right thing to do. Companies can of course be motivated by one, two, or all factors depending on what their values are.
2.3 Green Management Principles

Kurland and Zell (2011) developed 10 managerial principles by interviewing 30 different sustainable managers from 20 different industries. From this they developed 10 principles that in their mind, a sustainable manager must undertake to reach the environmental goals of the company. While all the principles are important to possess as a sustainable manager the research paper will only focus on, and further explain three of these: (1) Managers should establish their company’s green values (2) Managers should formulate and execute green goals (3) Managers should establish metrics to ensure compliance. These principles were chosen due to them being the most relatable to SMEs and that they are strongly connected to each other. While these principles are directed to a more general audience, it can still be applicable to companies in the logistic industry since they describe what is necessary to have a strong foundation to applying green practices and setting green goals.

2.3.1 Principle one: Managers Should Establish their Company’s Green Values

This principle regards the implementation of green values in the company’s core values. Kurland and Zell (2011) highlight the importance of not only having green core company values, but also green personal values. They mentioned that this can be achieved through having a mental model that has environment and sustainability as a focus. Through setting personal values regarding environmental friendly practices they argue that managers can more easily implement it further into the corporation if they stand with these values. This can make the company’s green goals become clearer and therefore be easily transmitted through the entire organization.

2.3.2 Principle two: Managers Should Establish and Execute Green Goals

This principle ties in well to the first one that has been selected. By clearly stating the company’s green values, the next step would be to create green goals for the company to reach. Here Kurland and Zell (2011) bring up that managers responsible for the sustainable development must be involved in the goal setting. These goals must cover certain areas such as how to make their operations, products and services green. This can be done through the installation of certain energy saving devices through the company’s facility, reducing the waste, and removing the use of certain materials that generate substantial emission (Kurland and Zell, 2011).

2.3.3 Principle three: Managers Should Establish Sustainability Metrics to Ensure Compliance

This principle is in a sense needed for the second principle to be as effective as possible. Kurland and Zell (2011) identified several key points that managers can follow to ensure that they follow this principle. The first one was to think of the product in terms of its life cycle. By considering what exactly goes into their value chain and measure every step of its environmental impact. Through this companies can identify several factors that might have a larger influence and find ways to reduce it. The second point that they bring up is to know what can be measured in the organization to fulfil environmental goals. By looking at actual factors that can be used as metrics gives the company a more realistic goal. The third point is directed
to ask the company regarding their appetite. The authors mean that companies need to identify exactly where their environmental impact comes from. By knowing the source, the company can easily set up goals to lower its environmental impact.

2.4 Two conceptual models for pursuing green management

Ali Hosseini (2007) created two models that identify factors which can assist companies in the adoption of green management systems. His theoretical framework is related to two aspects: environmental systems and management systems. One of his research goals was to create a clear framework for companies to follow to implement an environmental management system, not unlike green management. While his empirical findings were mostly based on the transportation industry, he still argued that this framework could be applied to any company within the logistic industry with some minor alterations to fit their business focus. From his empirical findings, he created two different models: the first one was a process model and the second was a goal-oriented model. Both models will be used in this thesis and are thoroughly explained below.

2.4.1 Process Model for Green Management and Productivity

The first model (shown in figure 1) focuses on three major areas: Environment Consideration, Voice of Customer, and Profitability. The environmental consideration brings up factors such as standards, government regulations, and regional and international regulations. These factors are important because these are some of the base rules that the company must follow, but it is also important to know that doing more than what is required can also be beneficial to the company. The second area, which is the voice of the customer, revolves around how the company can be more environmental friendly in the eyes of customers. By having clear information that can be communicated well can reassure externals that the company is doing what is necessary, and even more, to reduce their environmental footprint. The last area displays the importance of also having profit, which is the primary driver for companies. This part ties in with the principles that will be used in this thesis. By looking at the different factors that goes into creating a product or conducting business operations, companies can identify sunk costs or just unnecessary inputs that creates costs and have a heavier impact on the environment.
2.4.2 Goal-Oriented Green Conceptual Model

The second model created by Hosseini (2007), is designed with a focus on reaching goals for green management. The model has four levels with the core focus being optimization and productivity as shown in figure 2 below.

The first level regards the inputs on a basic level for the company. The different inputs are: raw material, energy consumption, information, data, knowledge, manpower, and ergonomic machinery and equipment and tools. The overall theme of the first level regards to how exactly some of the basic properties of a logistic company needs to use effectively. It underlines the importance of proper raw material use to make sure that by handling certain operations efficiently could potentially reduce both waste and costs, which would increase a company's profits and reduce the environmental footprint that the company has. The second level is regarding processing and operations which includes: designing, material handling, mismatched facilities, safety performances, proper techniques and coordinated work, good utilization of facilities. This level focuses more on a proper utilization of the facilities that the company uses. It highlights the importance of coordinating the work in those facilities and using effective techniques to reach maximum productivity. The third level consists of outputs, which are: planned rendering services, high services quality, information and knowledge, security and healthy for citizens and customers and for line and staff employees. The fourth and final level is about other affected variables. The factors on this level are: green culture, use of green
techniques and tools, external and internal recovery, and international regulations, value systems.

From this goal-oriented model, Hosseini (2007) draws on three different dimensions and their factors which are:

- **Environmental considerations**: Environmental standards, government policies, and international policies
- **Productivity** (reducing costs): raw material, energy, information, material handling, usage technology and procurement
- **Voice of customer**: ergonomic (anthropometry and physiology), communication and interaction, aesthetics, securities and healthy, designing.

These dimensions are inspired from the process model for green management and productivity and covers the three areas that are significant to have in consideration when pursuing green management through goals. The focus on goals in relation to these dimension is what separates the conceptual model from the productivity model.

![Figure 2 - Goal-oriented green management conceptual model](Hosseini, 2007)
2.5 Green Supply Chain Management

Srivastava (2007) describes green supply chain management (GrSCM) as supply chain management with the consideration of the relationship between its actions and the natural environment. It ranges from procedures, practices and how the company monitors the impact it has through various Rs (Reduce, Re-use, Rework, Reclaim, Recycle, Remanufacture, Reverse logistics, etc.) (Dube, Gawande & Coe, 2011). It also involves setting demands toward suppliers, ensuring that they take responsibility towards environmental issues and produce products in a green manner (Sulistio & Rini, 2015). Sulistio and Rini (2015) have visualized the approach of GrSCM and all its aspects which is shown in Figure 3.

![Figure 3 - GSCM Process & Execution](Sulistio & Rini, 2015)

Two keywords explain how the general practice of GrSCM should be handled to be implemented effectively; control and relationship. Control refers to the monitoring and evaluation of the processes and activities related to GrSCM while relationship is directed to the suppliers (Sulistio & Rini, 2015). To set certain demands on suppliers, and to make sure that they follow the same code of conduct as the company, a strong relationship between the company and the supplier is essential.

Since the relationship between green management in logistics is closely related to that of GrSCM, these two approaches will in this thesis be highly integrated. Overall it creates a more detailed explanation on how companies within logistics work with green activities. Green management explains the management side and the possible strategies they should consider reducing their environmental impact, while GrSCM further explains the activities and practices directly related to logistics.

2.6 Environmental Management Systems

EMSs have proven to be of great assistance for companies in all sizes. The most used EMSs in Europe are the ISO and EMAS standards (González, Sarkis & Adenso-Díaz, 2008). Although
EMAS tends to be more specific with what is monitored, and what data it will need to best evaluate the performance, the thesis will use ISO, more specifically ISO 14001, since it is the most favorable option for Swedish companies today. EMAS is also primarily based on the ISO 14001 standard ("EMAS – ett ambitiöst system för miljöledning", 2017) which show the validity of the standard.

Published in 1996, the ISO 14000 standard shows that the company is actively working sustainable and takes responsibility with environmental issues related to their practices ("Certifiering ISO 14001 - miljöcertifiering", 2017). This involves a more effective use of materials such as waste management energy usage etc. which in turn reduces cost. It involves employees, making them part in the more environmental friendly activities through training and information. This ultimately lead to a more motivated and knowledgeable staff ("Certifiering ISO 14001 - miljöcertifiering", 2017). ISO 14000 is the collection name for the standards that concerns the environment. These standards then create EMSs, like ISO 14001 that can be integrated into an organisation ("Detta är ISO 14001 - SIS.se", 2017). ISO 14001 recently got updated which changed how the system is used. It was released in early 2015 and in Sweden, companies that currently have the older standard are required to change to the more updated version latest 2018. The most notable difference is that it has become easier to integrate the new system and increases the involvement of management (Rydell, 2014).

Companies generally pursue ISO 14001 for two reasons. Either they have a natural engagement from the start, or they want to have the ability to set demands against their suppliers (Marie Ring, personal communication, 2017). It has also become a symbol for many companies and a great number acquire the standard as a diploma while overlooking the practical side of it (Rydell, 2014). One of the bigger advantages is the ones companies gain towards the market. Certified companies get higher customer satisfaction as well as a competitive advantage over non-certified companies, and a certification provide a very useful marketing tool as well (Marie Ring, personal communication, 2017). However, Poksinska et al. (2003) argues that ISO 14001 has become more of an image building and public relations tool for Swedish companies more than a practical system for them to use, so the use of the EMS in this moment of time differs.

2.7 Corporate Green Sustainability Strategy Matrix

This model (shown in figure 4), configured by Lee (2009), is an updated version of Harts (2005) model for corporate green sustainability strategy that takes SMEs into account. Both versions of the model will be explained, however the focus will lie on the newer version by Lee (2009). Hart (2005) connects his model mainly in relation to how the different aspects affect the company's shareholders. However, as this thesis mainly focuses on SMEs who are not as dependent on shareholders, that aspect will be less of a focus. The model, as shown in figure 4, is a 2-by-2 matrix that focuses on two axes. The first axis is regarding whether the green activity is meant to be for short-term or long-term. The second axis is with regards to whether it is directed towards internal activities or external entities. It has been reworked by Lee (2009) by combining two separate models by Hart (2005) to further clarify the specific approach needed and the payoff that it brings.
Hart (2005) discussed that if companies focus too much on the future goals without taking the internal capabilities into account, it might lead to creative destruction. Since working towards the long-term goals needs internal development and the acquisition of new capabilities and has a much heavier focus on the innovation side with new investments and technology.

![Corporate green sustainability strategy matrix](image)

*Figure 4 - Corporate green sustainability strategy matrix (Lee, 2009)*

The model shows the importance of short-term as well as long-term planning to most effectively move towards sustainability while increasing shareholder value. The investments companies do today may have present or future value (Lee, 2009) both internally and externally, so the model suggests that integrating sustainable practices into the organization's strategies, there will be an increase in shareholder value, and hopefully profitability.

The left side represents the short-term effects through various internal initiatives such as waste reduction in relation to a company's operations. It is focused on a company's resources, capabilities, and how the organization thinks. The external approach is more concerned with extending the reach of the firm (Hart, 2005) to the entire product life cycle and how firms can minimize their environmental impact with every action. This puts demand on suppliers as the focus of accountability becomes more apparent.

In the long run (future), innovations through new clean technologies and internal capabilities come into play to attain long-term sustainability. Lee (2009) also argues that although many larger firms today seek out new innovations to further enhance their sustainability, many opportunities can be seen in existing operations such as pollution prevention and fixing possible sustainability inefficiencies. To create the desired shareholder value more than just cost and...
risk reductions need to be done. Legitimacy as well as a good reputation is just as important and is also considered in the external approach. As the future approach concerns innovation and new skills as well as capabilities, this paper will focus on the present since it is more applicable to SMEs and corresponds with the asked research question. The model can be incorporated with both GrSCM (external) and green management (internal) for logistics firms since it covers both the monitoring of the supply chain as well as the internal organizational sustainability.
3. Method

This section includes the explanation regarding the choice of research philosophy, and research approach. Furthermore, the process of gathering data and analyzing empirical findings is outlined.

3.1 Research Purpose

Saunders, Lewis and Thornhill (2009) argues that researchers should classify their research in three different studies based on the research question: descriptive, explanatory, and exploratory. Descriptive studies are research that has the aim to describe a situation and not go so much in-depth of analyzing that data. Therefore, the risk of following such a study might not provide any satisfactory answers to the research question. Since this study focuses on identifying factors that can influence the implementation of green management in the logistics industry, the descriptive study will not suffice for this research. This is because to identify these factors, which have not been elaborated on in previous research, it becomes clear that the empirical findings need to be analyzed.

Explanatory studies are studies that seek to find relationships between variables by statistical data (Saunders et al. 2009). By collecting quantitative data and locating any correlation that support the researcher's question. This type of study will not be used since the method of collecting data in this thesis is with qualitative studies and has a smaller pool of empirical data. A common theme or a red thread might be found, however it is still too small of a sample to be able to define it as a correlation between the samples or any variables/factors.

Exploratory studies seek to clarify the problem regarding a subject that is not clear from the start of the research (Saunders et al. 2009). There are three ways to conduct an exploratory study: (1) a search in current literature (2) interviewing experts in the subject (3) conducting focus group interviews (Saunders et al. 2009). One important thing to note regarding this type of study is that it needs to be flexible since the researcher does not know the exact reasons behind the problem that they are researching so it needs to be flexible.

An exploratory study will be done since the research question is about identifying the factors that affect the implementation of green management in SMEs within the logistic industry. As mentioned previously in the thesis, the area of identifying factors within SMEs in the logistic industry is quite limited and therefore the authors have chosen to follow this type of study since it is unclear what kind of factors might affect the implementation of green management. This is because companies are different by having other capabilities and therefore have certain strength and weaknesses that other companies have and have not.

3.2 Research Approach

There are two primary approaches to conducting a research: deductive or inductive approach (Saunders et al. 2009). Inductive approach mainly revolves around building a theory through collecting data first and then develops the theory further. It is primarily adopted if the research
topic or researchers have limited knowledge in the subject and is more favorable towards qualitative data (Saunders et al. 2009). However, since the researchers of this thesis have chosen to identify what factors influence the implementation of green management within SMEs in the logistic industry, the research topic is clear.

Deductive approach is almost the opposite of the inductive approach. Here the focus lies in developing a theory from the start and collect data surrounding that topic or theory. This approach is more favorable towards quantitative data; however, qualitative data is still an option to this approach (Saunders et al. 2009). One characteristic of this approach is to be objective towards the data collected and the conclusion that it provides with the assistance of the previously researched secondary data (Saunders et al. 2009). This thesis will adopt the deductive approach since the topic was chosen before the research was done and has been adopted to fit the topic.

3.3 Data Collection

3.3.1 Sampling Method

Given the specific requirements mentioned throughout the thesis and the proposed research question, the researchers have chosen to collect data through a non-random sampling method. This is due to that the researchers have chosen to follow an interpretivist paradigm, which means that the data collected was not analyzed statistically and avoided generalization towards the entire population (Collins & Hussey, 2014). Under an interpretivist paradigm with a large population, a sample is satisfactory (Collins & Hussey, 2014). Since the researchers have chosen to follow an exploratory study, experts or people with knowledge regarding environmental practices and quality control should be interviewed for the primary data to be credible and useful when reaching a conclusion. Therefore, the researchers have chosen to use convenience sampling to collect the necessary data. Collins and Hussey (2014) explain this type of sampling as one where the researchers should choose people or employees that are involved in that specific area of research and that researchers have limited control over the chosen sample.

To select the sample, the researchers chose to search for companies that have the EMS ISO 14001. Therefore, the companies have been carefully selected by putting them through the website certifiering.nu that tracks and record companies that have attained different certifications such as ISO 14001 and similar. The other main criteria for finding the companies was to also put them through the website allabolag.se that tracks financial statements and company information. This was necessary since this makes sure that the selected companies are considered as a SME by the European commission standard and are relevant for answering the research question. So, by using this as a guide, finding relevant data that contributed towards answering the research question became easier.

However, there was not only a focus on interviewing companies within the logistic industry. Another part of the gathering of empirical data also consisted of interviewing a CSR/sustainability consultant. The reason for this was to gather a general and professional view
of how smaller companies in the logistics industry implement green practices. However, it is important to note that to make the interviews with the consultant relevant towards the research, the focus was to only extract the information that is about green management and avoid reaching into the larger perspective of CSR. Since green management is a more in-depth part of CSR (Babiak & Trendafilova 2010), it was important that there was a difference between them. So, the target here was a consultant working within the field CSR or sustainability with a focus on logistic companies and with some knowledge over ISO 14000. This brought another perspective when gathering information from the companies that was then used in the analysis of the companies.

The way that the companies and the consultant were approach was done through calling them and clearly introducing what the thesis goal was and some information regarding the interview that they would be a part of. As the companies are SMEs and have limited time due to their smaller size it was necessary to suggest a date and time for the interview quickly and make the interview short in order not to discourage them. Another fact that was important was to send them the questions before the time of the interview to make sure that they read through the questions and could prepare themselves properly. A short description of green management was included to give them a better understanding of the concept (see appendix 1 and 2) and relate it more to their business.

3.3.2 Primary Data

The primary data was collected from non-standardized interviews with CEOs, as well as environmental managers, from eight different companies and one consultant which represent the core data of this research. It was important to get in touch with the person that had the most involvement in the company's environmental management. Eight interviews were conducted as telephone interviews as it was the most convenient way for both the companies and the interviewers. One interview was conducted at Science Park in Jönköping with an environmental consultant who also had a position in a logistic firm. All interviews were conducted in Swedish as all participants had the language as their mother tongue which created a more engaging discussion. Questions as well as a short introduction to the subject matter was sent beforehand to the interviewees so that they had the time to prepare themselves for the interview (see Appendix 1 & 2). This led to a more informative discussion between both parties which ultimately led to more relevant information being extracted. Each interview was recorded with the permission of the participants in order to transcribe everything that was said and took approximately 15-20 minutes each.

3.3.2.1 Interviews

The chosen method of collecting the primary data as discussed previously was through non-standardized interviews, which is the collection name for semi-structured and unstructured interviews (Saunders et al. 2009). Since this thesis is conducting a qualitative study, the type of interview most applicable was a semi-structured interview. Semi-structured interviews can be used in an exploratory study according to Saunders et al. (2009), which is the study that this thesis is following. They are constructed in a way that allows the researcher to explore the topic
Further by having themes and questions that allows the interviewee to speak more freely regarding the topic (Saunders et al. 2009). They argue that it is important when using a semi-structured interview that the questions have the ability change or be altered to adapt if something new is brought up. This was essential for this research since the subject is relatively unexplored making it more difficult to create questions solely based on theory and previous research. Therefore, follow up questions were asked when certain subjects that had relevance to the purpose of the research came up. While Saunders et al. (2009) emphasized that an unstructured interview is more frequently used for an exploratory study; the use of a semi-structured interview can still be applicable.

An important thing to have in mind when conducting interviews is to consider interviewee biases. Saunders et al. (2009) argues that this can be an issue if some of the questions brought up in the interview may go into areas that is sensitive to the interviewee and they might answer the questions in a way that makes them more “socially desirable”. Since the purpose of this thesis is to gain an understanding of what influences companies there was no need to extract what can be considered as sensitive information so avoidance of bias was done in a good manner.

List of Interviews

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Company</th>
<th>Title of interviewee</th>
<th>Name of Interviewee</th>
<th>Length</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAB</td>
<td>Goodpoint AB</td>
<td>Sustainability Consultant</td>
<td>Karolina Rosenberg</td>
<td>14:03</td>
<td>2017-04-25</td>
</tr>
<tr>
<td>MIMA</td>
<td>MiMa Skepps och Industriservice</td>
<td>Manager of Quality &amp; Environment</td>
<td>Dennis Alfredsson</td>
<td>12:04</td>
<td>2017-04-25</td>
</tr>
<tr>
<td>MTS</td>
<td>Malmö Transport och Spedition</td>
<td>Quality &amp; Environment Manager</td>
<td>Bo Singman</td>
<td>13:55</td>
<td>2017-04-25</td>
</tr>
<tr>
<td>FC</td>
<td>First Cargo</td>
<td>CEO</td>
<td>Tomas Lindström</td>
<td>25:24</td>
<td>2017-04-26</td>
</tr>
<tr>
<td>AQM</td>
<td>Alfa Quality Moving</td>
<td>External Environmental Coordinator</td>
<td>Jörgen Johansson</td>
<td>27:43</td>
<td>2017-04-26</td>
</tr>
<tr>
<td>CO</td>
<td>Cityordonnansen</td>
<td>CFO</td>
<td>Louise Kärle</td>
<td>12:23</td>
<td>2017-04-26</td>
</tr>
<tr>
<td>NB</td>
<td>Nordic Bulkers</td>
<td>Quality Manager</td>
<td>Johnny Karlgren</td>
<td>13:17</td>
<td>2017-04-27</td>
</tr>
<tr>
<td>APC</td>
<td>APC Logistics AB</td>
<td>CEO</td>
<td>Tomas Hammar</td>
<td>9:12</td>
<td>2017-04-27</td>
</tr>
<tr>
<td>FM</td>
<td>Freightman</td>
<td>VP</td>
<td>Willhelmina Lund</td>
<td>14:22</td>
<td>2017-05-03</td>
</tr>
</tbody>
</table>

Table 1 - List of Interviews

3.3.2.2 Interview Questions

To best follow and apply the theory presented in the frame of reference and to be in line with this thesis purpose, the interview questions have been formulated into 3 segments; general
questions, questions directed to green management and the corporate sustainability matrix, and questions directed to ISO 14000/14001. There were several benefits for interviewing companies who have, versus do not have implemented the concept of green management. First, it provided insights to what it required to receive the standards and what their values were regarding the whole concept of green management.

**General Questions**

The first segment consisted of three general questions to find out, how the companies view green management, how they view their impact towards the environment, and what they believe was the main driving force as to why they implemented more sustainable and environmentally friendly practices. This was included to get an understanding of what managers think regarding green practices in general.

**Green Management and Corporate Green Sustainability**

This segment served as a start of each interview and focus on the managerial side of the implementation. What affect managers to go green? Do they consider and agree with any of Kurland, & Zells (2011) principles? The questions in this segment revolved around the principles as well as Lees (2009) revised model of corporate green sustainability and Sulisto, & Rinis (2015) GSCM model. The goal of these questions was to see if factors change depending on what type of manager the company has and what the company itself values. A big emphasis was put on goals and how these goals are followed up as it is an essential part in green management practices (Alfred & Adam, 2009). This also included questions related to processes and possible instruments that companies might have to monitor the set-up goals. The more control a company has over its practices the easier it can find where improvements can be made, and it also relates to how engaged a company is. A more motivated manager and staff ultimately leads to better implemented green management practices (Bansal & Roth, 2000), so to find possible differences in this area was of relevance to the analysis and discussion.

**ISO 14000/14001**

The ISO standard is well known and covers the essentials in systematic and productive processes related to a company's environmental impact (Poksinska, B. et.al, 2003) and is by far the most popular EMS in Sweden (certifiering.nu, 2017). However, the goal of the questions in this segment is not to evaluate the ISO 14000/14001 standard and how it works for different companies but to see what effect an EMS has on green management. So, the questions in relation to this were based on two goals set up by the researchers. First, what an EMS in general have for implications in a company, both as a motivator and as a tool. An EMS usually helps smaller companies to gain a more structured way of working and allow them to better control their activities, so to find out what these companies think of EMSs and how it have helped, helped to gain an understanding as to how essential it is in implementing green management practices. Second, what does companies believe help the implementation of an EMS? These questions had the aim to find further internal and external factors that affect the implementation
of green management since an EMS is in most cases the best way for smaller companies to implement green management practices in an effective manner.

3.3.2.3 Transcription of the Interviews
All the interviews were recorded on a separate device to ensure that the information gathered was authentic and that there were no room for falsifying or mishearing any of the information gathered. The interviews were done in Swedish for the participants to be able to express themselves in the clearest way as possible. They were translated with the assistance of the online tools to translate the quotes and the text in a way that did not cloud the message that they were delivering.

3.3.3 Secondary Data
Saunders et al. (2009), argues that most research questions can be answered through a combination of both primary data and secondary data which in turn provide a more dependable result. This paper mainly use secondary data collected from previous scientific, peer-reviewed, research from journals relevant to the topic. This was done by using various keywords related to the topic; for example: “green management”, “green supply chain management”, “environmental management”, “green management factors”, “environmental management systems”, and “SME”. The search generated a broad result of articles which had to be filtered according to relevance. This resulted in articles both directly connected to the specific purpose of this paper, but also other research that was used to support the main data that was collected. The gathering of these articles was done through the websites Web of Science, Google Scholar, and Researchgate as well as the Jönköping University database.

3.4 Credibility
Credibility concentrate on the subject matter of a research and that it is correctly identified and described (Collins & Hussey, 2014). To ensure the credibility of this thesis, validity has been used. Validity shows the degree to which the test of this thesis measures what the researchers want it to measure and that the results reflect the phenomena of the study (Collins & Hussey, 2014). To assess the validity of this thesis, face validity has been used which is to ensure that the measures or tests represent what they are supposed to and in turn increase the credibility.

To ensure the face validity of this thesis two direct actions have been taken: (1) The interview questionnaire was first tested by sending it to two persons with long working experience within interviewing in various areas. After the test, the questions along with information regarding the subject matter was sent out before hand to the interviewees to ensure that all participants were prepared. (2) The analysis and conclusion of the thesis were both thoroughly examined to make sure that the presented material made sense and accurately represented what is currently happening in the companies as well as the theory.
3.5 Analysis of Data

To be able to extract useful and relevant information from the interviews and to ensure that the results stay reliable, tools, frameworks, and models regarding green management systems (Hosseini, 2007), green management principles (Kurland & Zell, 2012), corporate green sustainability (Lee, 2009), and GrSCM (Sulisto & Rini, 2015) were used. Using the collected secondary data, keywords were identified throughout the interviews that was connected to factors that were analyzed. The analysis has been divided into two parts to best utilize the chosen theories, frameworks. One part uses the frameworks to identify internal factors such as company goals, managerial engagement, economic gain, and EMS. The other puts more of a focus on external factors as for example customer pressure and supplier relationship. Thus, dividing the analysis provided an opportunity to go into more depth in each segment and put the selected frameworks to a better use as well as being able to better distinguish the weights of the dominant factors found.

3.5.1 Frameworks for Analyzing Internal Factors

The analysis of the empirical data collected from the interviews were partly based on the principles that Kurland, & Zell (2011) discussed. The overall aim of using these principles in the analysis was to extract and analyse information regarding how they structured their goals, both long term and short term, and other factors that had influence on the overall success of the set goals. The principles were utilized to identify the level of commitment and the engagement that managers had towards green values and how well constructed they were. This was also incorporated with the external part of the corporate green sustainability strategy matrix by Hart, (2005) and Lee, (2009). An important note here was to understand what factors that might affect the long term external approach of the matrix which often are harder for SMEs to reach.

Hosseinis goal-oriented green conceptual model (2007) was also incorporated as the there are several parts of the model that relates to Kurland and Zells principles (2011) as well as Lee’s revised matrix (2009). This is done through focusing mostly on the third and final area of the process model which focuses on achieving profitability through looking at the operation and reducing unnecessary inputs that are both an environmental and economic strain. This was strengthened with Lee’s revised matrix (2009) by focusing in the left corner of the matrix that also focuses on reducing costs but also on the upper right corner, which focuses on long term investments that can improve on the internal capabilities. The aim was to mainly focus on how the companies work effectively with green management through goal setting and whether the attitude of the managers played a role which relates to Kurland and Zells principles (2011). So, the main dimension of the model that was used is productivity. It was used in conjunction with Kurland and Zell (2011) second principle to see how the companies handled their waste and resources in ways that are environmental friendly and reducing costs.

3.5.2 Frameworks for Analyzing External Factors

To be able to identify the external factors that have implications on the implementation of green management, the frameworks and models of Hosseini (2007), Lee (2009), and Sulisto, & Rini (2015) was used to both identify the factors and analyze them.
The process model (Hosseini, 2007) was applied to the companies to determine which of the areas that they have covered. The first area, which is the environmental consideration was not as heavily implemented since it is something that companies have already taken into consideration. The second area has importance, since it focuses on the way that external people view the company’s efforts to be more environmental friendly and can be combined with other frameworks to locate factors of motivation to pursue green management. The third area touches on an important factor for companies wanting to implement green management, namely profitability. This area became important to have in mind when analyzing the interviews since it can be in most cases a deal breaker for managers wanting to adopt and maintain green management in their company.

Using the four levels of the goal oriented model by Hosseini that the model is built upon and its more detailed factors involved in each of the levels resulted in a guide of which factors might have the most significant effect on the implementation of green management. Since the model clearly states the different factors that might have an effect, locating factors that all the individual companies have will prove simpler to identify and analyze in the discussion. Sulisto and Rinis model (2015) was used to complement Hosseinis model (2007) to analyze the company's supply chain management and logistics in more depth. The keywords control and relationship was included in the analysis to see if these correspond with the model or if differences can be seen in SMEs. These two models provided necessary information to which factors in the operation of logistic companies affect the efficiency of maintaining green management.

The reworked matrix for sustainability presented by Lee (2009) was used as presented in the frame of reference above. By looking at the present axis at the external factors, short-term factors in relation can be identified. The long-term axis will be used to see if the importance of transparency and accountability is of importance to the interviewed companies.
4. Empirical Findings

In this section, the collected empirical data is presented. The empirical findings start with the findings of the consultant and then moves to the findings from the companies. The results of each segment are presented through the found influencing factors.

4.1 Findings from Consultant

The interview with GAB generated useful information that corresponded with the findings from the companies. The external viewpoint that the consultant has provided two factors that according to them is essential to implement green management, namely goal setting and managerial ambition which will be further discussed in this segment.

4.1.1 Goal Setting

The consultant pointed out the importance of having clear, relevant, and measurable goals which many companies today according to them lack. She specifically said that:

[...]

“companies lack the ability to set realistic goals that are measurable and reachable within the area of green practices”. (GAB)

A part that influence this factor according to them is the importance of a clear plan of action that everyone can follow but also that the correct resources are allocated towards these goals. Also, that the plan of action is relevant to the type of operation that the companies deal with every day and that they can easily track them to see if they are able to reach that specific goal. To successfully reach a goal, they highlighted the importance of time planning. By this she meant that companies need to allocate the right amount of resources into projects but also know the workload that comes with reaching these set goals.

In terms of setting goals in the long run and short run, the consultant pointed out that for goals to have a greater chance of success, the goals should come in a package. This means to bundle the short-term goals and the long-term goals for the short goals to lead to the long-term goals. She also notes that it is important to always take in new information and look at the goal in a critical manner to evaluate if they are still relevant in both current and future time for their operation and sometimes be flexible to be open for changing the already set goals.

4.1.2 Managerial Engagement

Another important factor that the consultant brought up was regarding the attitude and ambition that managers have towards implementing green practices or implementing a certain EMS such as ISO 14000. She mentions that for the company to have a success in implementing these new structures into their organizations, managers need to have a certain level of interest and ambition and can pass it on towards the employees with clear guidelines. Strong managers who can inspire the employees and include the entire organization can effectively implement green changes, but also general changes much easier. This can be done through having established a strong management system that everyone can follow with ease. Another important thing that she highlights is if the managers do not share that ambition towards implementing green practices or EMS the transition might be ineffective or even fail. She puts it into perspective by
providing an example if managers give the task to implement these new changes to a single individual and let them work separate from the organization.

4.2 Companies

Many companies saw green management as a part of sustainability and say that they believe that these activities are directly related to one another. Throughout the interviews, key words became apparent and were both brought up and discussed by the companies which is shown in figure 5. The figure also shows the level of these factors and how many companies that were the same.

<table>
<thead>
<tr>
<th>Influencing Factors</th>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
</tr>
</thead>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Managerial Engagement</td>
<td>3</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Financial</td>
<td>5</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>EMS</td>
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<td>2</td>
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</tr>
<tr>
<td>External</td>
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</tr>
<tr>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Supplier Relationship</td>
<td>6</td>
<td>2</td>
<td>-</td>
</tr>
</tbody>
</table>

Table 2 - Dominating Factors of Influence

4.2.1 Managerial Engagement

After several interviews, it has become clear that the engagement of a manager is essential for an effective implementation of green management and a difference could be seen in those companies who had one. A more engaged and interested managerial team motivates the co-workers and becomes more involved with the implementation of new processes and systems for long-run gain.

“What really made work easier was that the managers and other key persons in the company has been engaged and interested in these questions” (AQM)

“We had a few people in the company that really pushed the importance of green thinking which really helped the transition” (APC)

What really stands out in a more engaged firm is how they more actively discover new smart solutions to reduce their environmental impact. A few companies increased the truck drivers’
involvement, making them more actively involved in the company's sustainable activities. Malmö Transport & Spedition has a bonus system which rewards their drivers the less fuel consumption they have which act as both a motivator for the drivers but also as a control system to monitor the company’s overall CO\textsubscript{2} footprint. MiMa and First Cargo have a collaboration with Circle K and Preem respectively since they have a Svanen certified diesel and provide reports that help the companies to monitor how much and how often their drivers refuel at these gas stations. First Cargo have implemented a system that forces all trucks to refuel at least one time in Sweden when they drive outside of Sweden which saves around one-hundred-ton carbon dioxide. They are also involved in an organization with around 80 companies where their representative only has a focus on environmental issues.

A clear indicator for the level of engagement of a company was how much information they had to share during the interviews since they had a lot of systems already in place as well as ideas how they want to work in the future. The companies with a high level of engagement all viewed sustainability in a broader context than “just” the carbon footprint their trucks leave but thought a lot on the future;

“To us it means to be responsible towards the future. This regards the planet, the environment, nature, and the people in it and that we give finite resources a chance to recover. This is with regards to our environmental impact as well and that we make sure that it is as low as possible” (FC)

“It regards using resources in a smart way so that they don't disappear for future generations. So not overuse anything and be economical with resources as much as possible” (APC)

These managers also want to further convey this way of thinking to others both internally, and externally. A difference became apparent from the interviews as these people had a lot more insight within the subject of green management and had more ideas on how the company could change for the better in the future through new processes and technologies.

### 4.2.2 Goal Orientation

Another internal factor that was brought up throughout all the interviews was revolving around goal orientation. Without set up relevant measurable goals that are followed up and reviewed will hold the business down. This factor is closely related to managerial engagement and it was noticed that when speaking with the different managers, the ones that was more engaged had more clear and structured goals. However, this does not mean that the enthusiasm of the managers determines the level of goal orientation but it seems to have some connection.

Throughout the interviews, it became clear that several of the companies had thought about and created clear goals, both in the long run and in the short run. However, it became apparent that they had a different focus on the short-term goals and long term goals. Some of the companies had put more time and focused heavier on the short term since in their business operations, that was the better option for them to reduce their effect on the environment. MTS for instance had a much larger focus on following their goals monthly whereas MiMa chose to do it yearly,
despite them having similar goals in terms of checking up on how their drivers are performing. MTS had also other environmental goals that put focus on the other aspects in their day-to-day operations that influenced the environment such as the heating of the building they worked in. Alfa Quality Moving on the other hand were the ones that had chosen to use the short-term goals as milestones that would assist in reaching the long-term goal. This allowed them to be more flexible if they would run into any unexpected changes that would affect their set goals. What many companies had that made setting their goals easier was having identified the areas in their operation that had an effect on the environment.

“It is difficult to always estimate exactly what is realistic and doable goal so you have to have a dialog around this” (AQM).

One thing that seemed to assist many of the companies to be able to measure and follow-up on the progress of their set goals was with both managerial systems and IT systems. Both MiMa and MTS utilized IT systems to track their progress on their drivers to ensure that they followed the goals that they had set. AQM uses several management systems to measure, follow-up on several of their different operations as well as using an IT system to collect important information.

Another thing that was made clear through the interviews and seemed to be a recurring theme was the troubles of being able to keep up with the goals that are in line with the EMS. It seemed that companies had an easier time to keep track on the goals that themselves had put up but when it came to goals that are from an external source they seemed less willing to pursue them, something that has been mentioned previously and is also connected to other factors that will be mentioned.

4.2.3 Financial Situation

The economic benefits and disadvantages of pursuing green management also became apparent in the interviews although the subject was not directly discussed in a big extent. Overall, many companies implemented green management similar activities with the mindset of doing it in a resource efficient way or not at all. Cityordonnansen believe that economic stability is a big part in their sustainable work and MiMas way of perceiving environmental impact is directly related to their profits:

“We only think of environmental impact, so sustainability for us is means to reduce our impact per earned SEK” (MIMA).

This is also like Malmö Transport och Speditions goal:

[…] “the financial part controls everything, so if we for example would want to fully use environmental friendly diesel for all our trucks it wouldn’t be feasible since it is more expensive and not economically motivated as we in turn will not be able to compete with other companies” (MTS)
MTSs statement highlights the difficulty for many SMEs in logistics that was brought up in the interviews, namely the risk of losing a competitive advantage. The environmentally friendly option is often more expensive which lead to higher prices. However, a few companies found ways to benefit from the implementation and used it as a selling argument and a competitive advantage. First Cargo for example have an option for their customers where they can purchase space on a truck that already is loaded with other cargo. The customer saves money by not having to rent an entire truck for a small delivery and First Cargo makes money while reducing their short-term environmental impact.

The other side of these discussions highlighted some disadvantages that can be after these interviews seen as SME related. Cityordonnansen explained that due to the lack of financial strength, it became difficult to make investment towards more environmental friendly vehicles to their operations. Another issue that some companies brought up was the fact that maintaining ISO 14001 had a strong economic strain on them and felt that those resources could be allocated to other parts of the operations that could improve them further. On the flip side, the implementation of ISO 14001 was still a deciding factor for several companies to both get new customers but also to keep their old ones which in turn have a financial impact both long and short-term. Contradictory to the purpose of the EMS which, beside of easier prospecting,

### 4.2.4 Customer Influence

The biggest external factor was customer pressure, or customer demand, and it was apparent for all companies when it came to why they implemented an EMS or not. Acquiring an EMS acts as a stamp of approval for customers and suppliers even though it is not reflective to a company’s actual activities. The most common reason is that the customer has ISO 14000 or 14001 and therefore demand that the supplier has the same standard. This is arguably more apparent for SMEs in logistics as they are often heavily dependent on large customers and cannot afford to not adapt. First Cargo brought up that their customers had set up demands that they could only work with other certified companies. They are also making sure that they work closely with their customers to ensure that they can improve on their green practices.

The other side of the customer factor proves more of a challenge for some companies. In many cases the companies must show and convince the customers to take the more environmentally friendly option. An example of this was MiMa who had to show that they presented a more environmental friendly, but costlier, option to their customers. Other companies also stated that it can be difficult to show the importance of their environmental activities:

“We feel that customers should be a little more focused on the environmentally friendly options which they are not always unfortunately. On the one hand, they demand that we should do one thing but without following it up which is something we need to work on of course” (NB)

A few number of companies said in the interviews that a part of their green activities was to convey what they are doing to others and offer the customers an option that is both
environmentally friendly and economical. The challenge seems to lie in displaying the benefits and why the extra cost is worthwhile and further convey this to all parties in the company network. MTS brought up that now they deal contracts with their customers on a yearly basis which puts a pressure on them to further work towards green management and make sure that they priorities every job they have.

4.2.5 EMS

The procurement of ISO 14000/14001 or similar standards has as mentioned become almost a must have for logistic companies today. The interviews showed that it can act as both a motivational factor for companies to pursue green management. However, some of the companies saw little use of it due to them already having established similar standards but were forced to adopt it since their clients demanded them to. This made companies a bit more hesitant and sometimes less engaged towards adopting it. The motivation is of course how recognizable the standard ISO 14000 has become and the competitive advantage it brings, especially for small and medium sized companies. Prospecting as well as claims becomes easier if both companies are certified. It also brings structure to companies who have not worked within green management or management systems before so that they easier can work effectively and set up relevant attainable goals.

“The transition to ISO 14000 was good for us since we were not so structured and well documented before” (CO).

“The competitiveness in logistics forces us to get certifications on quality and environmental impact to get jobs” (MTS).

This is also what can become troublesome for companies as well who feel that the administrative burden is too much. ISO 14000 requires a lot of documentation and was viewed as quite bureaucratic by many companies. Certain processes must be put into place as well as documented so that it can be presented in an understandable way for ISOs consultants. A few companies even felt that the ISO standard was unnecessary and that they could work just as well without it, it is just that they lose business if they do not have it. A big factor for small and medium sized companies that makes an EMS troublesome is also the cost. However, the newly updated ISO 14001 seem to make it easier for companies to acquire the standard and many companies were excited for the change.

4.2.6 Supplier/client relationship

The final identified external factor was the relationship that the companies had with their suppliers but also with their clients. It was noted that some of the companies chose to include their whole supply chain to get feedback and increase their reach of reducing the effect they had on the environment. By including other external stakeholders and keeping an open mind allowed some of the companies to receive confirmation that they are doing what is needed to effectively reduce their environmental footprint. This type of work seemed to have influenced many of the companies to improve their green practices but also to have their efforts validated
by others. Cooperations and collaborations between company and supplier have also become popular for a couple of firms which help them to move forward with their “green” efforts:

“We encourage both our suppliers and customers to come up with suggestions of what we can do to achieve more sustainable transportations” (FC).

[...] “we have a couple of projects with one of our big customers that have resulted in us reducing CO₂ emissions by almost half the amount”. (NB)

Another example of this is MTSs work with putting pressure on their suppliers to make sure that all their drivers are educated and that all trucks that are being used are environmental friendly. Both MTS and First Cargo have put pressure on their suppliers to make sure that the drivers refuel at certain gas stations to choose the environmental stamped fuel. First Cargo has also implemented a type of communal transport where they combine several orders into one truck that are all going to places in the same direction to make sure that there are no unnecessary transports and that they provide their customers with a more environmental option to make them more aware. They also have conversations with suppliers, road carriers, and customers as the statement above says to find new and environmentally friendly ways to improve their current operations and improve on their existing technology. Alfa Quality Moving mentioned that they also have set plans with their suppliers to create a better effect. This was mostly since this has become a necessity since they have little control over the people who drives their trucks and it is not in their area they still have this cooperation to reduce costs and the environmental impact.

“It is the road carriers that handles these questions and therefore it has to be run by the road carriers. But we can have wishes or consensus about it” (AQM).

Thus, having a good relationship with suppliers are essential and especially important with regards to the logistics industry. It is not only important to maintain control but also to improve one’s environmental activities along with them.
5. Analysis

This section analyses how the presented factors influence the implementation of green management both internally and externally. Furthermore, the weights of these factors are analysed in relation to SMEs in logistics. The analysis is based on the presented empirical findings and supported by the frame of reference.

From the collected empirical data, factors that affect the implementation of green management can be categorized and explained. The factors have been categorized into segments of internal and external factors and then further broken down to better understand what effect each factor have and to what extent. The analysis is structured so that first the internal and external factors are analyzed respectively incorporated with Hosseinis (2007) model along with the frameworks from Lee (2009), and the managerial principles put together by Kurtland & Zell (2011).

5.1 Internal Factors

5.1.1 Managerial Engagement

As discussed by Kurtland & Zell (2011), the role of managerial action in the implementation of sustainable practices is bigger than many might believe, and a more engaged manager leads to effective results which also reflects towards the empirical findings of this paper. They also argued that for managers to be able to effectively implement green practices they need to establish green values in the company’s core values as one of their principles. This separate some of the companies from each other, while some already had a green thinking in their operation, others had not given to much thought regarding this and only adopted green management due to external reasons (mostly from customers). By already having established some green values, companies can more easily adopt a larger green organizational change (Kurtland & Zell, 2011).

Through having a strong engagement and having clear green values does not only affect the managers but also the employees who sometimes are the ones that are going to put these values in effect. These values and engagements should be passed down to all stakeholders of the organization which then creates the green competencies that Alfred and Adam (2009) discussed. A few companies created these competencies through various motivators like MTSs reward system for their drivers, or First Cargo who encourages the road carriers they cooperate with to refuel with Svanen branded diesel and pay them more if they do so. Beside economical motivators, companies motivated their co-workers by setting up goals and clearly communicate them as well as the direction they want to move in. Two managers also questioned ISO 14000 as an effective standard in the way it wants you to work and said that they might work just as well if even better without the standard. They felt that the extra focus and resources that they had to allocate towards auditing their environmental performance to the ISO made them worse in being able to increase their performance in other areas. This is arguably a trait within Kurtland and Zells (2011) first principle as the manager in this instance have strong green values that collide with ISO 14000s way of working.
The more engaged managers were also more prone to consider future improvements which correspond to the revised corporate sustainability matrix by Lee (2009). These companies would talk get into all segments of the matrix in some way which prove that even SMEs can have the capability to effectively attain long-term sustainability in similarity to bigger companies who generally are more capable. Short term they did not only think of how they could prevent pollution but also how to use these activities to create a competitive advantage and therefore increase their accountability. First Cargo provided for example customers to load their shipments together with other ones to increase the number of products they ship at once. It becomes profitable as well as more convenient for the customers who in this instance only need to pay for the room they use on the truck.

5.1.2 Goal Orientation

Looking at what the consultant said about the importance of having a clear structure in their environmental work puts a certain emphasis on it. Kurland and Zell (2011) argued that when companies set their goals there needs to be certain level of managerial engagement in order for the goals to be relevant and reachable. They point out that these goals need to be relevant and reachable in their current state and not be set to be achieved in the long future. By combining short term and long term goals companies can see a higher success rate in reaching their set goals which is displayed in Lees corporate green sustainability matrix (2009). This is also something that GAB pointed out when a company is creating a plan of action to follow. This factor seems to vary between some of the companies during the interviews.

While some managers talked about them having clear goals in both the short and long run others were more focused on the short term. An example of this was the way in which they measured the emission from their drivers and evaluated them. One company had these checks once a year while another had it monthly. While the result was never shared, one can argue that having these monthly checks could improve the reduction of emission and fuel waste even further. However, it is important to note that since these companies are SMEs, their capacity to allocate resources are limited compared to other larger companies and therefore should allocate resources and time properly. Other companies had goals set up in a way where the focus was on the long term and had short term goals that functioned as milestones to reach the goal that was set for the future.

This type of action plan gives the company more flexibility and room to adapt, should something unexpected happen and the goal would require a change. Hart (2005) argued that companies should be careful when focusing on long term goals if they lack the internal capability necessary to do so, or else it would lead to creative destruction. However, it seems that the companies have taken steps to make sure that they are not overwhelmed by the goals that they have set. The depth and detail of the set goals can be connected back to the level of engagement that managers have.

Kurland and Zell (2011) also argued the importance of managers needing to clearly state the company's corporate green goals and being able to set these goals in a way that they can be
accurately measured. When establishing these goals, they further argue that managers need to know exactly what parts of their operations have the largest impact on the environment and create a plan of action to reduce their emission and effect in this area. This part seems to be widely accepted by many of the companies as they have all identified the parts of their operations that have a negative impact on the environment. However, some of them have taken another step and set up goals regarding the smaller parts of their daily operations that affect the environment. While these areas have a much smaller impact on the environment it still shows that some of the managers have chosen to see it in its entirety and is looking to reduce their impact in all areas and not only in their main business operation.

5.1.3 Financial Situation

The evolution of new technologies has clearly made it easier for companies to be more environmentally friendly in various areas based on the gathered empirical data. When companies talked about the future and investments to adapt and prepare for that future, different approaches and more environmental friendly solutions were discussed. Many trucks for example exist today that releases less carbon dioxide with better engines and automatic gear systems to a reasonable price. but for SMEs it still becomes a problem with the cost of some of those options.

[...] “We do many smaller deliveries in the city so to have an electric car would be perfect in those situations for example. If we would have had stronger economic muscles, the procurement of such an alternative would have been excellent” (CO).

Hence, the greatest challenge in many SMEs, especially in logistics, is to balance the cost of the necessary green technologies and the profit of doing so. This is directly related and discussed in the corporate green sustainability strategy matrixed revised by Lee (2009). The matrix shows that in the long-term, future investments and new technology are required which here pose as a problem for many SMEs based on the findings. While some of the companies with a strong economy could pressure their suppliers to change their trucks to more environmentally friendly one’s issues still exist for the ones that are not in this position and must therefore adopt other types of green activities. All companies thought in a cost-effective manner regarding material and waste handling which is essential according to Lee (2009), Hosseini (2007), and Kurtland and Zell (2011). While some of the companies with a strong economic situation could put more pressure towards their suppliers to change their trucks to more environmentally friendly one’s issues still exist for the ones that are not in this position and must therefore adopt other types of green activities.

What is interesting and to note are the smart solutions that some companies came up with to profit from activities which in turn would in the future lead to the possibility for investments. It changes the influence of the financial factor to a more positive one. It is however directly related to the managerial engagement as well as goal orientation which needs to be in place for it to achieve any results. An important fact to highlight and that companies should see is that moving towards green management often results in profitability (Lee, 2009, Hosseini, 2007).
5.1.4 EMS

The role of an EMS in the implementation process plays a bigger part than anticipated as it is almost a must have for companies. And the view of the effectiveness of an EMS, especially ISO 14001 is mixed throughout the interviews. Gonzalez et.al (2008) found in their research that an EMS, more specifically, ISO 14000 have a positive relation with eco-management. Poksinska et.al (2003) builds on this conclusion and show that based on their research, that the benefits that are perceived when implementing ISO 14000 are environmental improvements as well as improved relations with stakeholders. However, they also state that:

“For Swedish companies ISO 14001 certification seems to be merely an image-building and public relations tool” (Poksinska et.al, 2003).

This reflects on the empirical findings of this paper as the main reason for the majority of interviewed companies why they implemented the ISO 14000 standard was because of its well-known name and because their customers demanded it. Thus, the researchers of this paper argue that the procurement of an EMS is in fact an influencing factor and not just a mean to increase a company's environmental work. When it came to the impact it had on the environmental impact of the companies the answers were mixed and a few companies even felt that they could possibly do better without it. But for customers, the standard is the best, and sometimes even the only way, of showing that your company is working with green management. This is arguably what makes an EMS a big factor in the implementation of green management, especially for SMEs since they have little, or no choice but to acquire the ISO 14000 standard to really create a big effect.

Furthermore, the ISO 14000 standard is not only a factor with positive results. The administrative burden that many companies feel is a clear obstacle and it seems like many companies also feel like the format of the documentation process has is confusing. But a lot of positivity was shown towards the newly updated ISO 14001 which companies currently holding the ISO 14000 standard need to switch to in the coming year. It has adapted to the change in demand and focus of environmental activities and puts now more focus on integrating the environmental perspective into a company’s strategy and leadership ("ISO 14001", 2017). This will possibly mean that acquiring the standard could change into a more positive thing for a company and help them in their green management activities which would mean that the weight of this as a factor would increase.

5.2 External Factors

The decision was made to combine the consumer pressure and supplier/client relationship factors due to them being closely related to each other. Through combining them and analyzing them as one factor generates a clearer understanding of their effect on the implementation of green management.
5.2.1 Relationship

One of the dominant external factors that affect the effectiveness of green management implementation was the relationship between company, suppliers, customers, and other cooperative companies. Sulisto & Rini (2015) discusses how the relationship between company and supplier is essential when creating a green supply chain. They also discussed that the importance of a strong relationship which makes it easier for companies to make their suppliers work in line with their own values. Only a few number of companies interviewed had their own trucks and in general this is the case of many SMEs within logistics based on the empirical findings, so the relationship factor becomes even more important as a lot of the responsibility lies in the supplier’s hands. A good relationship creates possible collaborations as well as the control of a company’s supply chain more efficiently which is essential according to Sulisto & Rini (2015). A few of the companies had collaborations with Swedish gas stations as well as the road carriers so that they would refuel their trucks at those stations which then could easily be monitored through reports generated from the gas stations. A strong relationship also makes it easier for companies that collaborate with external road carriers to acquire better, more environmentally friendly trucks as well as adjusting the routes and planning for fuller loaded trucks. Many of the interviewed companies confirmed how a good relationship with suppliers made it easier for them to implement more sustainable practices since it enables them to set demands on how they should work.

Hosseini (2007) shows in his process model the area of voice of customer how important it is to show the customers what you are doing in the right way. It regards communication of information and overall how appealing they make their environmentally friendly options. This was a big challenge for many of the interviewed companies since their customers generally have a lot of bargaining power and can more easily switch to a similar solution from other companies. An example is MTS who confirms how much customers affect them and explains that many of the procurements today occurs only on a yearly basis, and sate: “every job counts” (MTS).

Thus, having a good relationship with customers can really create positive consequences as collaborations becomes a trend even in this area. Nordic Bulkers for example had a couple of projects in collaboration with one of their bigger customers which had led to them reducing their carbon dioxide emission by almost half the amount. When it comes to communication almost all companies brought up how important it is to convey the green way of thinking towards customers who does not always realize what the company does, and how it affects the environment. This also relates to the present axis in Lees corporate green sustainability strategy matrix (2009) which discusses how accountability and transparency should be attained for companies to reach legitimacy and a good reputation.
6. Conclusion

This section provides a conclusion of the analyzed empirical data as well as an answer to the research question.

The findings of this paper suggest that while the factors mentioned have different implications and are weighted differently in the eyes of the companies, they are still connected to each other and influence the other's effect. The findings of this paper suggest the dominant factors that influence the implementation of green management are: managerial engagement, goal orientation, financial situation, EMS implementation, and relationship with customers and suppliers. These factors can act as motivators but they can also prove to be obstacles depending on a company’s internal capabilities and knowledge. Furthermore, to implement green management effectively the findings of this thesis show that managerial engagement and goal orientation have the biggest weight of the found influential factors.

Managerial engagement proved to be essential in an effective implementation and is directly related to all other factors as a foundation for an effective transition. It also became apparent that a more engaged manager will be more likely to turn the other factors into motivators rather than obstacles. This was shown by incentives and smart solutions to make their environmental practices profitable and under close control. This is where goal orientation shows its importance in this thesis. It is the next step to fulfill the ambition that managers have when implementing their vision for any kind of organizational change. Another essential part of the design of the goals is to make them relevant towards the operation, something that has been discussed in this paper. It is also important to note that it is not only the shaping of the goal that is important but also the execution, measurement, and follow-up of the set goals.

Another important finding from this thesis was how the role of an EMS plays a bigger part than expected. The interviews conducted proved that the procurement of an EMS, more specifically ISO 14001, is more of an actual factor rather than a mean to achieve green management. An issue that seemed to be limiting the companies was the administrative burden and financial strain that ISO 14001 put on them. This fact, according to the researchers, is an obstacle and dismay managers to continue to work with such a system. It also connects to the financial factor where the extra allocated resources to maintaining the EMS is preventing many companies to make the appropriate investments to match and stay ahead of competitors.
7. Discussion

This section discusses the outcomes of the study. Thus, its theoretical implications, practical implications, limitations, and future research suggestions.

7.1 Implications

From the empirical findings collected in this thesis it provides several practical as well as theoretical implications. The study provides an understanding of green management which few studies have researched before with its focus on influencing factors for SMEs in logistic.

Theoretical Implications

This research provides current literature with a deeper understanding as to what factors influence SMEs in logistics when implementing green management and thus fill an important research gap. While previous research discusses what practices and procedures needs to be in place for effective results, this paper highlights what influence these practices and procedures and therefore provide an understanding to what companies and managers should consider and prepare for when implementing green management. With the lack of published literature in green management towards SMEs and logistics, the findings also provide with a basis for future research in this topic.

Furthermore, this research has found factors that are of more importance towards an effective implementation of green management that directly affect all other influential factors. It is of great importance as it complement as well as strengthens current literature within this subject. This study also argues that SMEs in logistics have greater possibilities to work with green management in a broader context than current literature have expected. These findings can provide current literature with an opportunity to further test these factors to better understand the actual effect in a general context.

Practical Implications

The goal of this thesis was to gain a deeper understanding to what influences companies when implementing green management, so the result proposes several factors that is of high importance. Strategically it can help companies to evaluate their current practices to gain a better understanding as to how they stand in comparison to these factors and in turn find possible improvements. The empirical findings suggest that there are two factors that companies need to pay attention to, namely managerial engagement and goal orientation. An engaged manager will in turn help the company to handle all other factors, through the creation of relevant goals, both internally and externally. Thus, companies should evaluate how managers act and work to see if possible improvements can be made.

The findings of this thesis can also prove to be useful for companies yet to pursue green management as well. It will help those companies to set up their own values by knowing what factors that would possibly affect just their business beforehand. What is known for a fact based on the empirical findings is that the key for many companies was to have internal engagement
beforehand to better be able to implement relevant goals and procedures. What will make such a transition easier still is also the updated ISO 14001, which seems to correct previous issues that the old system had. Using the knowledge from this thesis can be of great assistance for companies in need of creating a structure to implement green management.

7.2 Limitations

The study, due to its nature and topic have encountered limitations. Due to the chosen method of convenience sampling additional factors that have implications on the implementation of green management might not have been identified. Since this is an exploratory research, the researchers aimed to understand the topic rather than explain it, so an explanatory research with a larger sample could provide additional factors that this study might have missed.

Another important limitation is that the researcher only interviewed companies who already had the ISO 14000 standard. This means that the findings cannot be generalized to companies who does not have such standard as the mindset and way of working possibly differ. Furthermore, this study is a qualitative study with a relative small sample size, preventing the empirical findings to be generally applied. This also involves possible data loss during the transcribing process. With the interviews being conducted in Swedish, possible translation issues could possibly have occurred. Non-verbal aspects of the interviews can also result in data loss as it is hard to put into text.

Further limitations to consider is the fact that the concept of green management is at this point quite underdeveloped and there has been limited previous research done regarding the subject of green management. This resulted in the use of a limited number of models and frameworks that had a higher relevance towards green management. Therefore, other types of frameworks have been included into the research, but only parts of these frameworks have been added due to their relevance. Another important fact to know is that the theories and frameworks that exist are vague and does not fully explain the implications that the factors have and should be handle.

7.3 Suggestions for Future Research

Due to the limitations of this research, there are several suggestions that would be relevant for future research. The researchers of this study suggest that the factors of influence that are presented in this thesis should be tested in a quantitative study with a larger sample size to better measure the effect of each one in a practical context.

Another important part to focus on would be to conduct a study that would aim at studying an SME in the logistic industry throughout the phases of implementing green management. This would put the factors to the test to truly see their relevance. It would be beneficial for both practical and theoretical implications to study the transition throughout the organization and measure the result. This study could also aim to find possible differences between companies and distinguish if SMEs within logistics share similar traits. Since this study solely aims to gain an understanding through the use of an exploratory study, an explanatory study with a larger sample size would provide further insights and practical implications for companies to use.
List of References


Appendix 1

Interview Questions for Consultant

Intervjufrågor till C- uppsats

Datum

Intervjun hålls utav: Oliver Cronstam & Jacob Grönberg
Intervjutid: ca. 15 minuter

Om Ämnet:

Green Management är ett relativt nytt koncept med målet att uppnå gröna och hållbara arbetssätt genom hela organisationen. Det är definierat som ”ett företags systematiska aktiviteter för att adressera den negativa miljöpåverkan de har” Detta innehåller två huvudsakliga arbetssätt:

1. Environmental Management vilket är relaterat till att skydda miljön och dess resurser
2. Operational Effectiveness som rör vid ett företags energikonsumtion och andra aktiviteter relaterat till företagets processer

Frågorna ni kommer att besvara är baserat till viss del utav teoretiska modeller och teorier samt ISO 14000/14001 relaterad information tagen från svensk certifiering. Målet vi har med vår uppsats är att ta reda på vilka faktorer som påverkar implementationer av hållbart och grönt arbete hos små och medelstora logistikföretag.

Detta är som sagt ett kort intervju och kommer främst relatera till vad som får mindre företag att röra sig mot ett mer grönt tänkande. Vi har försökt ställa så öppna frågor som möjligt för att ge plats för diskussion och för att det är ni som trots allt har den information vi letar efter.

Tack för att ni vill medverka!

Intervju Frågor

Vad innebär hållbarhet för er?

I vilka områden ser ni att företag oftast behöver förbättra sig i? (I Relation till miljöpåverkan och hållbarhet)

Vad tror ni är den största drivkraften till att implementera hållbara och gröna arbetssätt i ett företag? Baserat på vad ni sett i tidigare fall.

Hur viktigt är det med miljömål när företag går mot hållbarhet?

Hur bör man följa upp dessa mål?

Finns det mål man bör lägga större fokus på?

Är det viktigt att tänka kortsiktigt och/eller långsiktigt gällande hållbarhet?

Finns det särskilda instrument eller processer för att mäta resultatet av dessa uppsatta mål?
Vid implementationer av ISO 14000, finns det några interna egenskaper som gör övergången lättare?

Finns det någon/några faktorer som gör övergången till ISO 14000 svårare?
Appendix 2
Interview Questions for Companies

Intervjufrågor (företagsnamn) Datum

Intervjun hålls utav: Oliver Cronstam & Jacob Grönberg
Intervjutid: ca. 15 minuter

Om Ämnet:

Green Management är ett relativt nytt koncept med målet att uppnå gröna och hållbara arbetssätt genom hela organisationen. Det är definierat som ”ett företags systematiska aktiviteter för att adressera den negativa miljöpåverkan de har” Detta innehåller två huvudsakliga arbetssätt:

1. Environmental Management vilket är relaterat till att skydda miljön och dess resurser
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Frågorna ni kommer att besvara är baserat till viss del utav teoretiska modeller och teorier samt ISO 14000/14001 relaterad information tagen från svensk certifiering. Målet vi har med vår uppsats är att ta reda på vilka faktorer som påverkar implementationer av hållbart och grönt arbete hos logistikföretag.

Intervju Frågor

Vad innebär hållbarhet för er?

I vilka områden har ni en påverkan på miljön?

Vad var den största drivkraften till att ni implementerade hållbara arbetssätt i ert företag? (interna och externa)

Följande frågor är baserade på några principer som ofta kopplas till green management:

Har ni satt upp mål i förhållande till hållbarhet?

Om ja, hur följer ni upp dessa mål? Har ni riktlinjer anställda kan stödja sig på för att arbeta mot målen?

Vilka mål lägger ni störst fokus på?

Om nej, varför har ni inte det?

Har ni instrument eller processer för att mäta resultatet av dessa uppsatta mål?
Tänker ni kortsiktigt och/eller långsiktigt gällande hållbarhet?

**Relaterat till ISO 14000 & 14001**

Varför valde ni just ISO 14000 som ett certifieringsorgan?

Vid implementationen av ISO 14000, fanns det några interna egenskaper som gjorde övergången lättare?

Fanns det något/några faktorer som gjorde övergången till ISO 14000 svårare?

Skulle ni säga att ni idag jobbar så effektivt som möjligt med att reducera er miljöpåverkan?
Appendix 3

Abbreviations:

Corporate social responsibility = (CSR)

Environmental management systems = (EMS)

Small-medium sized enterprises = (SMEs)

Green supply chain management = (GrSCM)

International Organization for Standardization = (ISO)

Eco-Management and Audit Systems = (EMAS)