

Customers Perceptions of the EcoCompass Environmental Management System

Case: Helsinki Region Environmental Services Authority (HSY)

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<p>This research based thesis is commissioned by Helsinki Region Environmental Services Authority (HSY). It is the main regional body in charge of providing water, waste and air quality services to Helsinki residents. It operates a product labelled EcoCompass environmental management system which assists small and micro medium businesses reduce their environmental impacts while conducting their operations.</p> <p>This thesis aimed at investigating how beneficial EcoCompass environmental management system is to the customers. This was accomplished by surveying how current and potential customers perceived the overall EcoCompass environmental management system. The results of the thesis enabled the client company to assess the overall performance of the EcoCompass environmental management system and additionally analyse if there was a need to market it even further to more customers in Helsinki, other cities in Finland or internationally.</p> <p>To meet the thesis objectives the author drafted five investigative questions which have been resolved by either the theoretical framework or the questionnaire surveys that were sent to current and potential customers.</p> <p>The theoretical framework consisted of two chapters; the first chapter investigated the hierarchical structure of sustainable supply chain management and how environmental management systems are established. The second chapter conceptualized the overall EcoCompass environmental management system.</p> <p>The empirical study was conducted through quantitative research method. Data was collected via webropol a web administered data collection tool. Email questionnaire surveys were sent separately to 69 current customers and 39 potential customers between (late March 2015 and late May 2015).</p> <p>The research findings demonstrated that current customers are satisfied with the overall performance of EcoCompass Environmental Management System and that potential customers would be willing to recommend it to their subcontractors. This justified that the EcoCompass Environmental Management System is a beneficial product. The results of the findings could not be generalised due to the low response rate. However, they could be utilized as an indicator exhibiting the customer's perceptions of the EcoCompass Environmental Management System.</p> <p>Finally, based on the researched theoretical framework and feedback from the questionnaire surveys, the author listed some recommendations for the case company to take into consideration.</p>	
Keywords Sustainable supply chain management, Green supply chain management, Green design, Environmental management systems, EcoCompass, ISO14001, EMAS,	

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List of abbreviations

BS	British Standard
ECD	Environmental Conscious Design
EMS	Environmental Management System
EMAS	Eco-Management and Audit Scheme
ERDF	European Regional Development Fund
EU	European Union
HSY	Helsinki Seudun Ympäristöpalvelut
ISO	International Organization for Standardization
LCA	Life Cycle Analysis
NEPA	National Environmental Policy Act
OECD	Organization for Economic Co-operation and Development
PDCA	Plan Do Control Act cycle
UNEP	United Nations Environmental Programme
WWF	World Wide Fund for Nature

1 Introduction

This research based thesis aims at investigating how beneficial EcoCompass EMS is to the customers. This is accomplished by surveying how both current and potential customers perceive the overall EcoCompass EMS. The results of the thesis will enable the client company assess the overall performance of the EcoCompass EMS and additionally analyse if there is a need to market it even further to more customers in Helsinki, other cities in Finland or internationally.

In this chapter the author commence by presenting a background of the thesis topic, explains the objectives of the thesis, introduces the case company and highlights how the results of the thesis will be beneficial to the case company and the author.

1.1 Background

Increased demand for resources, global population growth and economic development which leads to lifestyles changes are the key drivers to environmental impacts. The acceleration of environmental impacts not only generates challenges but also creates new opportunities for businesses. Businesses that incorporate green practices into their corporate strategy and plan are likely to minimize risks (UNEP 2013, IV). According to (UNEP 2013, 3) the environmental trends listed below have key implications on businesses:

- Greenhouse emissions are projected to double in the next 50 years leading to a global change in atmospheric temperature from 3 degrees Celsius to 6 degrees Celsius, hence the need for business to use low carbon products throughout their supply chain.
- Increased demand for water to meet economic, industrial and agricultural use has led tripled water withdrawals in the last 50 years implicating conflicts with stakeholders and scarcity of water, thus creating a need for water efficient products.
- Water pollution whereby 90 percent of aquatic water body has chemical pollutants, leading to increased demand for pollution control, water treatment and health care services.
- More than 240000 chemicals that are in use lack data information on their health and environmental effects, thus implicating a shift to greener products and increased pressure for transparency.
- World has an estimated waste of between 20-50 million tonnes per year which has both hazardous and recoverable substances, thus creating an opportunity to recover and re use waste.

The environmental trends key implications on businesses signify a need for urgency in environmental conservation by all concerned stakeholders. Businesses need to perform their part by working together to reduce their environmental impacts for the wellbeing of

future generations. Therefore businesses that turn these challenges to opportunities are likely to thrive and have a competitive edge in the near future.

The case company for this thesis, HSY is the main body charged with providing water, waste and air quality services to the residents of the Helsinki metropolitan region. In 2008 EcoCompass was formed as a less formal environmental project for small businesses operating in the Helsinki region. It assists them reduce their environmental impacts depending on their needs and field of operation. The project was coordinated by the City of Helsinki Environment Centre and funded by the European Regional Development Fund (ERDF) and the Uusimaa Centre for Economic Development, Transport and the Environment.

EcoCompass has definitely been a successful project in assisting small businesses to reduce their environmental impact and is currently being utilised by over 50 companies and partners. However, the case company is seeking to investigate how beneficial EcoCompass EMS is to their customers and additionally analyse if there is a need to market it even further to more customers in Helsinki, other cities in Finland or internationally, thus the need for conducting this research thesis.

1.2 Thesis Objective

The thesis aims at investigating how much benefit customers as stakeholders attain by implementing EcoCompass EMS. This will enable the client company assess the overall performance of the EcoCompass EMS and analyse if there is a need to market it even further to more customers in Helsinki, other cities in Finland or internationally.

Thesis Topic

Current and potential customer's perceptions of EcoCompass EMS.

Research problem

How much benefit can customers attain by implementing EcoCompass EMS?

Investigative questions

IQ1. What are the impacts of environmental management systems? This will be resolved by having a literature review on all materials concerning general impacts that implementing of environmental management systems have on organizations.

IQ2. What are the perceptions of current customers of the EcoCompass EMS? This will be resolved by a questionnaire survey sent to current customers seeking to assess their views on the overall implementation process and how their organizations have benefited from implementing the EcoCompass EMS.

IQ3. How well the expectations of the current customers are met in implementing of EcoCompass EMS? This will be resolved by a questionnaire survey sent to current customers seeking to assess if their Expectations of the EcoCompass EMS have been met.

IQ4. What are the perceptions of potential customers of the EcoCompass EMS? This will be resolved using a questionnaire survey sent to target potential customers seeking to analyze their views on the EcoCompass Criteria and if they would be willing to recommend it for utilization by its subcontractors.

IQ5. What further can be improved in implementing EcoCompass EMS? This will be an analysis of the researched theoretical framework and feedback from the questionnaire surveys. The author will then list some recommendations to the case company to take into consideration.

The overlay matrix showing how the investigative questions have been answered and how research objectives have been met is illustrated in (Appendix 1).

1.3 Demarcation

The thesis covers the wider topic of sustainable supply chain management, specifically studying the environmental aspect thus excluding the economic and social aspects. Under the environmental aspects the thesis will be examining green supply chain management (environmental sustainability).

Green supply chain management is divided into green design (eco design), green operations and green transports. However, this thesis excludes green operations and green transport. The main focus of the thesis will be on green design (Eco design), exclusively on environmental management systems.

1.4 Anticipated Benefits

The outcomes from the research will demonstrate how much benefit customers attain by implementing EcoCompass EMS. The client company will acquire valuable information on

how current customers have benefited from implementing EcoCompass EMS into their businesses, how potential customers perceive the EcoCompass EMS criteria and if they would be willing to recommend it for utilization by their subcontractors. This is meant to enable the client company to assess the overall performance of EcoCompass and additionally analyse if there is a need to market it even further to more customers both in Helsinki, other cities in Finland or internationally.

This thesis research enables the author to have thorough knowledge of the overall EMS implementation process. The results of the thesis place the author in a better position to work or pursue further studies in the field of Environmental Management Systems. Therefore the author attains both professional and personal skills.

1.5 Key Concepts

Sustainable Supply Chain Management “can be understood as the management of the flows of materials, information, capital, people and intelligence with an economic, environmental and social/societal purpose. As a strategic management approach, it is to be found in the quite deliberate set of intra and inter-organizational connections, with a view to the long-term performance of each company and of its supply chain.” (Morana 2013, 58)

Green supply chain management “is integrating environmental thinking in supply chain management, including product design, material sourcing and selection, manufacturing processes, delivery of the final product to the customers and end-of-life management of the product after its useful life” (Srivastava 2007, 54-55).

Environmental impact “Any change to the environment, whether adverse or beneficial, wholly or partially resulting from an organizations activities, products or services” (Weiss & Benlage 2006, 96).

Environmental Management “is management of organizations activities that have or can have an impact on the environment” (Weiss & Benlage 2006, 19).

Environmental management systems (EMS) “ is a structured system designed to help an organization reduce negative impacts through targeted continuous improvement leading from environmental management to the enhancement of environmental performance

while delivering ‘bottom line’ benefits such as cutting operational costs” (Morana 2013, 60).

1.6 Case company

The case company for the thesis is Helsinki Region Environmental Services Authority (HSY). It started its operations in the year 2010 and has over 800 employees. It is the strongest environmental body in Finland, the main regional body responsible for providing waste, water and air quality services to Helsinki region residents. It also provides necessary information in order to ensure conservation of the environment. (Ekokompassi 2015a)

EcoCompass was formed as a less formal three year environmental project in the year 2008. It was aimed at providing customized environmental services to small companies operating in Helsinki region depending on their specific needs. The project was coordinated by the City of Helsinki Environment Centre and funded by the European Regional Development Fund (ERDF) and the Uusimaa Centre for Economic Development, Transport and the Environment. (Ekokompassi 2015a)

The companies that participated in the project were able to reduce their environmental impact through cutting costs in energy use and waste management. The project met its objectives of providing environmental counseling to the companies and linking them to cities. EcoCompass services include environmental training, environmental counseling and most importantly offering support and tools for developing EcoCompass EMS. EcoCompass provides specific environmental tool cards for SMES operating in the fields of cleaning, offices, transportation, car repair shops, transportation, construction, hairdressing and beauty salons, kiosks and small food shops, restaurants and cafeterias. (Ekokompassi 2015a)

Figure 1 below show the EcoCompass logo that companies which have met EcoCompass criteria are certified to use.



Figure 1. EcoCompass logo (Niinivaara 2015a)

2 Theoretical framework

This chapter studies various theories from books, journals, and articles. The outcome will be secondary data in regards to the thesis focus.

The figure 2 below presents an overall theoretical frame work of the thesis. It illustrates the concepts to be examined in detail and the areas which have been excluded from the research study.

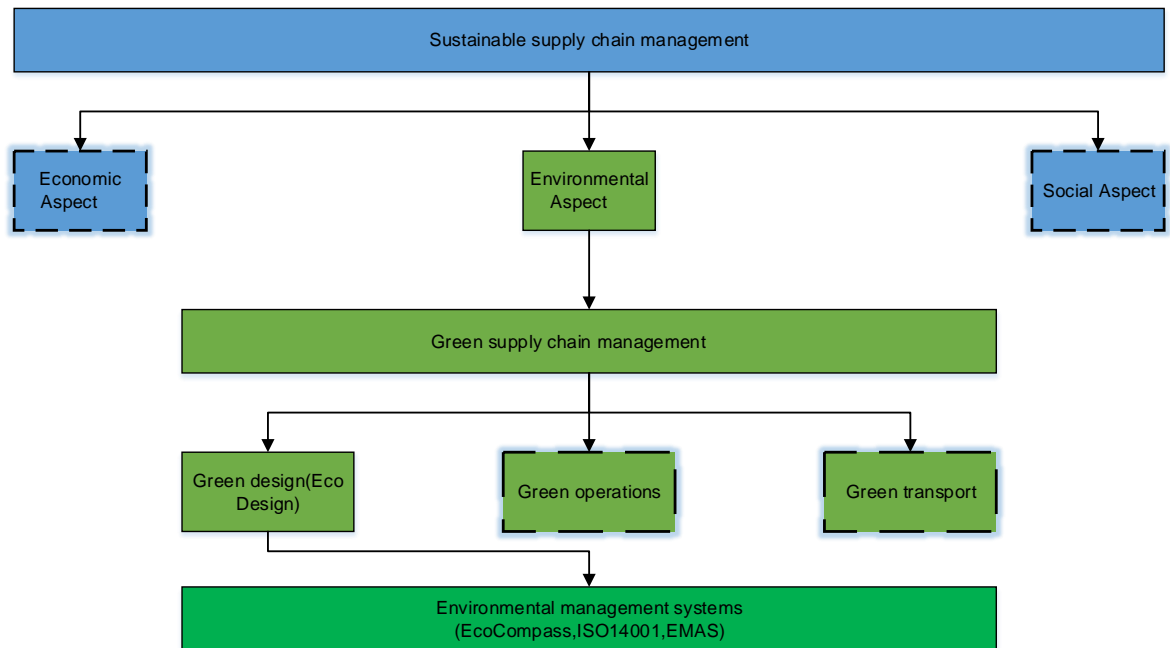


Figure 2. Theoretical framework modified by author, based on Morana's Environmental aspect of sustainable supply chain management model (Morana 2013, 58)

The figure 2 above introduces the main concept which is the sustainable supply chain management. It can be divided into economic, social and environmental aspects. This thesis focuses on the environmental aspect. The environmental aspect illustrates the wider concept which is the green supply chain management.

The green supply chain management is divided into green design, green operations and green transportation. However, the focus will be on green design, the basis from which environmental management systems are established.

2.1 Sustainable supply chain management

Sustainable supply chain management refers to a strategic management approach to how the aspects of environment, economic and social have been incorporated in the management of information, capital, intelligence and flow of materials in an organisations long term goals of its supply chain performance. (Morana 2013, 58)

The flow of information, capital, intelligence and materials can be within or outside the organization. This makes it necessary to have long term plans on how the supply chain should be managed. The overall success of a business depends on the various measures put in place to ensure that the flow of goods from one place to another does so in a sustainable manner. However, for an organisation to have its supply chain goals met, the involvement of the organisation top management should be predominant. The top management should be the core entity setting the policies and the strategies to improve the long term goal of an organisations supply chain.

2.2 Green supply chain management

Green supply chain management is also known to as environmental sustainability which according to (Srivastava 2007, 54-55) involves looking at the overall supply chain management process with an environmental aspect added to it, from manufacturing of a product to its after use. In addition to production of a product, environmental sustainability examines the end life of the product. Therefore all activities in the supply chain management of should have minimal effect to the environment.

Environmental aspects have to be incorporated in the management of people, capital, intelligence, material and flow of information which in the long run will reduce the overall management cost of the organization. According to (Emmett and Sood 2010, 6-7) organizations which have green supply chains attain the following benefits:

- Positive long term impact on the financial performance of an organization.
- Utilization of sustainable resources in the production process to produce desired environmental friendly output.
- Reduced operational costs and efficient utilization of resources.
- Improved brand image through product differentiation and competitive advantage.
- Adaptive utilization of the set regulations hence reducing risks.
- Improved product quality.
- Transparent supply chain that enables effective supplier's management.
- Beneficial utilization waste.

Further from conducting analysis of cost benefits attained by various industries from incorporating the environment aspects into the traditional supply chain management, (Emmett and Sood 2010, 18-22) discovered that profitability can be increased by the following percentages:

- i. Construction industry can increase profitability by 10%.
- ii. Automobile industry can increase profitability by 6%.
- iii. Logistics industry can increase profitability by 10%.
- iv. Consumer goods industry can increase profitability by 4%.
- v. Construction industry can increase profitability by 10%.
- vi. Electronics industry can increase profitability by 4%.
- vii. Chemicals industry can increase profitability by 3%.

Therefore it can be observed that green supply chain management eventually has long term benefits. In the long run businesses merely need to seize the opportunity and commit to green practices in the conducting of their operations.

2.3 Green Design (Eco Design)

Green design examines both lifecycle analysis (LCA) and environmental conscious design (ECD) of a product. It emphasises on the development of understanding on how design decisions affect a products compatibility with the environment. Lifecycle analysis evaluates a product from the raw material stage through to when it is disposed off to the environment as waste. (Srivastava 2007, 58-59)

The designing aims at reducing waste, encouraging recycling and eliminating hazardous materials in a product. This is facilitated by measuring of a products environmental performance (Morana 2013, 56). The EU Eco design directive provides rules for improving environmental performance of products by setting out the minimum mandatory requirements for energy efficient products. This translates into the following benefits (European Commission 2015b):

- Helping in optimising of energy and resource consumption of business goods and household appliances while at the same time maintaining competitiveness.
- Fostering innovation as set regulations force business to venture into manufacturing energy efficient products.
- Helping specialised sectors to be more competitive.

In European countries, products and services that have a reduced environmental impact throughout their lifecycle are often recognised by the EU eco label. The environmental impact reduction should be observed from production, to use and finally disposal. (European Commission 2015a)

Therefore a business should have a green design in its strategic plan as a first step to incorporating green thinking in the operation of its business. This is usually done by having an environmental management system in place. Green Design should additionally factor in issues such as risk management, safety, water pollution, conservation of resources and management of waste. (Morana 2013, 56)

2.4 Environmental management systems

Environmental management refers to how organizations manage activities that have an impact on the environment (Weiss & Benlage 2006, 19). Therefore organizations need to have a system set in place that manages and eliminates the risk of organizations activities having an effect on the environment.

Furthermore, (Weiss & Benlage 2006, 19) state that an environmental management system is a continuous cycle of planning, implementing, reviewing and improving the processes and actions that an organization undertakes to meet its environmental targets and requirements.

Environmental management systems according to (Morana 2013, 60) are the measures taken in place by an organisation to reduce effects to the environment while conducting its activities. It is definitely important to incorporate both internal and external benefits to different groups of people.

Therefore, environmental management systems are continuous measures undertaken by organizations to reach the set environmental goals. These continuous measures can be beneficial internally to the organization or externally to parties that might be interested in how an organization manages its environmental impact. Stake holders are groups of people and organizations that are interested to know how the environment is managed and protected. The stakeholders can be categorised as follows depending on their roles (Vaiskunaite 2009, 14-18):

- Customers: - Who demand for a sustainable environmental usage.
- Communities and Public Policy: - who are the international and local communities, government bodies and other businesses.
- Biosphere: - who are plant, animals and humans in need of food and shelter
- Financiers:-who are the financial shareholders of the business.
- Internal: - who are the employees and management of the business.

Management of these stakeholders is very important for the success of organisations. Their perceptions and expectations are incorporated into the overall implementation of the environmental management system. According to (Weiss & Benlage 2006, 19) the following steps should be followed in the management of stakeholders:

- Setting up a strategic position.
- Reflecting stakeholder's interests in the environmental policy.
- Setting environmental objectives and targets that meet stakeholder interests.
- Performance measuring and monitoring.
- Reviewing and improving of the environmental management system.

2.4.1 Impact of environmental management systems

Environmental impacts are changes in the environment which can be negative or positive due to activities, products or services of an organisation (Weiss & Benlage 2006, 96). This indicates that the whole or part of the environment might be affected as a result of an organizations action. Therefore an organization needs to know its environmental impacts, how they come about and how its activities, products or services interact with the environment. This enables an organization to be able to plan and control its environmental impact.

Every environmental management system must have a procedure to identify and assess environmental impacts. In addition it should identify which impacts are significant so that an organization can effectively identify, control and influence its impact. (Weiss & Benlage 2006, 39)

An Environmental management system should have a clear scope of what it covers since while undertaking its activities an organization cannot be responsible for every environmental impact of its products as it would be hard to control how the end users utilize the products or be in control of all the activities undertaken by its the suppliers.

2.4.2 Benefits and Challenges of implementing Environmental Management systems

Incorporation of EMS has several benefits to an organisation. According to (Vaiskunaite 2009, 23-24) the benefits can be dived as follows:

- Internal benefits to an organisation such as: - reducing environmental risks, efficiency cost and material utilization and improved environmental performance.

- External benefits to an organisation such as:- Good public image, more Financial market access due to increased investor confidence, regulatory relief since most of the environmental regulations are complied with, expression of due diligence in commitment to good environmental management and third party assurance and recognition through issuance compliance certificates.

Therefore successfully implementing environmental management systems can have both short-term and long-term benefits to an organisation depending on its set environmental goals.

According to (Weiss & Benlage 2006, 52) problems and challenges that may occur in the implementation of environmental management systems can be summarised as follows:

- Challenge in obtaining resources since processes of implementing the environmental management system are expensive. These costs include consulting an environmental expert, training staff and third party environmental audit for accreditation.
- Communicating with the staff, management and other stakeholders might prove challenging especially if the targets are not understood by everyone.
- Setting the environmental objectives and measuring progress might prove challenging especially if an organisation lacks clear goals.
- Integrating the environmental management system with other management systems in place.
- Interdepartmental support in working together especially in organisation that does not have a clear formal system.

However, small organisations face major challenges of resisting change, not perceiving the long-term benefits and also viewing numerous documentations as unnecessary due to too much repetition of the same issues.

2.5 Overview of Environmental Management Systems

Since prehistorical time's humans have always devised ways of dealing with environmental changes to sustain their livelihood. However advancement in development in the twentieth century has brought about great challenges in dealing with issues like urban growth, massive pollution, loss of bio diversity and soil degradation. Therefore dealing with these issues needed urgent adoption and utilization of some form of environmental management. (Barrow 2002, 2)

According to (Weiss & Benlage 2006, 19) the following is a chronological list of events that led to the establishment the of current environmental management systems:

- **1962:** Environmental Awareness through publications as people started recognizing the impact of their activities to the environment.
- **1970:** End of pipeline approach through formation of bodies that deal with environmental matters namely NEPA (National Environmental Policy Act) in 1969 and UNEP (United Nations Environmental Program) in 1972.
- **1975:** Process integrated approach as organization started integrating environmental issues with matters such as quality and work safety.
- **1980:** Environmental Coordinators were now introduced to manage environmental matters in an organization.
- **1985:** Environmental management systems and auditing were introduced as concepts.
- **1995:** Environmental management standards such as BS7750 AND ISO 14001 were introduced.
- **2000:** Sustainable approach was introduced as organizations stakeholders started demanding for environmental reporting and certifications.

Several countries have introduced their own environmental standards commencing with British who had the BS7750 in the early 1990s. Currently, ISO 14001 which was introduced in 1996, later updated in 2004 and the latest update expected in September 2015 is the leading global standard. European Union member states utilize the Eco management and Audit scheme (EMAS). It is a European Union environmental regulation which emanated from the ISO 14001.

2.5.1 ISO 14001

ISO 14001 is an improvement of the world's first EMS, BS 7750. It is derived from the ISO 14000 series, which is a series of internationally recognized standards for structuring an organizations EMS and managing the environmental performance of the system to induce environmental improvement and cost savings. (Weiss & Benlage 2006, 27)

ISO 14001:2004 outlines the framework that an organization can utilize to set up and implement an effective EMS, which can be certified regardless of its activities or sector (ISO 2015). It has five main sections which according to (Weiss & Benlage 2006, 29) are divided into the following:

- i. Environmental policy has only a single principle.
- ii. Planning is divided into environmental aspects, legal requirements, objectives and environmental management programme.
- iii. Implementation and operation section which is divided into structure and responsibility, training awareness and competence, communication, Environmental management documentation, document control, operational control and emergency preparedness.
- iv. Checking and corrective action section which is divided into monitoring and measurement, nonconformance, preventive and corrective actions, records and Environmental management systems audits.

- v. Management review section has a single principle like the environmental policy section.

2.5.2 EMAS

Eco-management and audit scheme (EMAS) “is a management instrument developed by the European Commission for companies and other organizations to evaluate, report, and improve their environmental performance.” (European Commission 2015)

It can be used voluntarily by both private and public organisations that are keen to control their environmental impact. Organisations need to follow the following step to receive EMAS certification (European Commission 2015):

- i. Conduct an environmental review to examine initial environmental aspects and impacts.
- ii. Develop an environmental policy that covers all the required environmental legislation and continuous improvements in the performance of the environment.
- iii. Develop an environmental programme that’s contains the environmental targets and objectives.
- iv. Establish an environmental management system using results from the review
- v. Conduct an internal environment audit to counter check conformity with to organisations policy, programme and all the required environmental legislation.
- vi. Develop an environmental statement which shows the results matched against the set environmental targets and objectives.
- vii. Reviewing is done again.
- viii. An accredited verifier checks the Environmental review, auditing, Environmental management system after which a validated statement is sent to a competent EMAS body for registration and made publicly available after which an organisation can use the EMAS logo.

ISO 14001:2004 requirements establish the basis for EMAS formation. However EMAS has additional elements which help in improving organisations environmental performance.

The figure 3 below illustrates the additional elements in the EMAS plan, do, control and act cycle model:

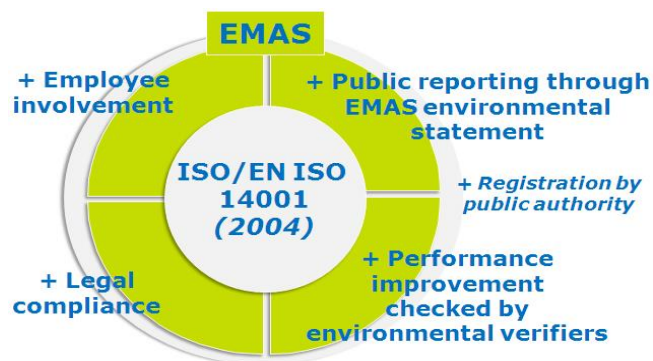


Figure 3. Additional elements in the EMAS PDCA cycle (European Commission 2015)

2.5.3 Nordic Environmental management systems

These are the environmental management systems utilized across Nordic countries such as Denmark, Sweden, Norway and Finland. Below the various Environmental management systems used in the mentioned Nordic countries are introduced briefly:

Eco-Lighthouse

Eco-Lighthouse is a Norwegian industry custom-made EMS utilized as the certification scheme for organizations seeking to document their environmental efforts and demonstrate social responsibility. (Eco-lighthouse 2015)

The steps followed in the implementation of the eco lighthouse environmental EMS include (Eco-lighthouse 2015):

- i. Following new green routines daily.
- ii. Internal training.
- iii. Preparing a communication plan.
- iv. Submitting annual environmental plan.
- v. Creating environmental criteria for your subcontractors.
- vi. Setting higher goals for own environmental performance.
- vii. Networking with other Eco-lighthouse enterprises.
- viii. Recertification every three years.

Miljöbas

Miljöbas (Swedish environmental base) is a Swedish based nonprofit organization association. It brings together both public and private organization seeking to improve of environmental performance. Different requirements are set for issuer, auditor and business. (Miljöbas 2015)

Miljöbas is based on both ISO 14001 and EMAS with emphasis on what the business is doing on continuous improvement and employee environmental awareness training. The following are the steps followed in the implementation of Miljöbas EMS (Miljöbas 2015):

- i. Documenting the environmental impacts.
- ii. Planning and implementing environmental improvements.
- iii. Training employees.
- iv. Monitoring and improving environmental work.

Green network

Green network is a Danish member based nonprofit organization that provides its members with tools and knowledge for corporate social responsibility. Organizations are cate-

gorized into areas of climate change, traceability, recycling and environmental conditions. (Green network 2015)

The following are the steps followed by business in the setting up of the green network EMS (Green network 2015):

- i. Setting up of a systematic environment effort that reduces costs and complies with the various environmental laws.
- ii. Committing to actively participate in environmental improvement.
- iii. Provision of environmental tools and link up with other business to share ideas and experiences.
- iv. Members participating on free courses therefore learning how to prepare environmental statements and action plans for implementation.

Key2Green

Key2Green is a Danish based voluntary partnership between the Danish environmental networks. It provides organizations with tools and skills to control their general environmental impact. (Key2Green 2015)

The following are the steps followed by a company in order to reduce their environmental impact (Key2Green 2015):

- i. Project planning that should include SWOT analysis, agreement signing, employee involvement and a communication plan.
- ii. Surveying to assess the company's initial environmental impact.
- iii. Setting up an environmental policy.
- iv. Assessing and prioritizing the most significant environmental impacts.
- v. Setting up the environmental statement.
- vi. Implementation of the action plan depending on the industry specific needs.
- vii. Certification awarding to companies that meet the set environmental statement, renewable every two years.

PlanMiljø

PlanMiljø is a Danish consultancy firm providing organization both public and private with assistance in the areas of energy, environment, organization and management (PlanMiljø 2015).

Key issues included in the PlanMiljø EMS include (PlanMiljø 2015):

- i. Proactive approach to help organizations check on pollution through Environmental inspection.
- ii. Provision of information on how to conduct sustainable consumption and production.
- iii. Preparation of waste management plans and policies.

- iv. Evaluation of environmental plans and equating them with principles set by OECD and EU.
- v. Sustainability streamlining.
- vi. Programs and projects development to meet set environmental targets and objectives.
- vii. Capacity building through training.

WWF Green Office

WWF Green Office is a Finnish based practical Environmental management system designed for offices in public or private organization. It assists both large or small organizations reduce greenhouse gas emissions and ecological footprints in their offices. (WWF Green Office 2015)

Steps followed in the implementation of WWF Green office include (WWF Green Office 2015):

- i. Signing of a contract which signifies a collaborative agreement with WWF Green Office upon payment of an admission fee.
- ii. A company takes one year to create an environmental management system utilizing available web tools provided by Green Office.
- iii. Inspection to verify if the created EMS meets Green Office set criteria. The companies that meet the set criteria are awarded a diploma which enables them to utilize the Green office logo, upon payment of an annual fee which will be charged annually.
- iv. Annual reporting of the EMS performance.
- v. WWF inspection of the offices every 3 years to verify if they meet the WWF green office set criteria.

These Nordic Environmental management systems are similar in one way or another since they are based on ISO 14001 and EMAS. The following are the similar characteristics exhibited by the environmental management systems:

- Initial reviews have to be done to assess the current environmental impacts.
- Have to follow set environmental laws depending on their location,
- Involve training of employees on how to reduce the environmental impact.
- Have an environmental plan on what, when and where something is to be done.
- Periodic auditing of the EMS and recertification's if set criteria's are met.

However, it can be noted whereas the other Nordic environmental management systems are used across all sectors WWF green is specifically meant for offices and in addition it is worth observing how it has been adopted for utilization by other countries outside of the Nordic region.

3 EcoCompass

This chapter is the main thesis focus which is a continuation of chapter 2; it studies both secondary data from internet sources and primary data from case company representative. The author commence by introducing EcoCompass as an environmental management system, general criteria, implementation process, benefits and end with a summary of challenges faced during it implementation.

Eco Compass is a practical environmental toolkit designed for small and micro medium businesses that enables them reduce their overall environmental impact and meet their customer's environmental requirements. The businesses attain competitive advantage by employing efficient environmental management practices, cost reduction through waste management and energy efficient practices. EcoCompass has been built from international standards such as ISO 14001 and EMAS. It has also been made to match other Nordic environmental standards such as Eco lighthouse from Norway, Miljödiplom from Sweden, Green Network, Key2Green and Planmiljo all from Denmark. (EkoKompassi 2015a)

3.1 The EcoCompass system general criteria

The environmental criteria act as a guideline that companies must follow to meet its set environmental objectives. Below are the set guidelines that companies must follow to be certified as EcoCompass compliant (Ekokompassi 2015b):

- i. Company operates in accordance with set environmental laws and regulations.
- ii. Person(s) appointed as the environmental coordinator by the company.
- iii. Company conducting environmental review which examines the initial environmental management state and assessing company's most significant impact.
- iv. Company employs an environmental policy which forms the basis for its environmental targets.
- v. The appointed environmental coordinators participate in the EcoCompass environmental training and pass on the learnt knowledge to other company employees.
- vi. Company has in place a waste management plan in accordance with the local waste management regulation.
- vii. Company records and safely keeps its hazardous waste before forwarding it the appropriate end processing facility.
- viii. Company has a list of all utilized chemicals, readily available material safety data sheets to employees on how to safely use chemicals and the chemicals stored according to set regulations.
- ix. Company prepares and updates an annual environmental programme. The company has two areas from which it selects and defines goals in the environmental programme which must be based on significantly reducing the company's most significant environmental impacts. The different set of areas which must be selected every year include the following:-
 - a) Waste volume reduction
 - b) Use of green electricity and energy saving.

- c) Acquiring an environmental friendly location.
- d) Checking environmental impacts of its subcontractors.
- e) Improving material in the service process or product development or manufacturing.
- x. Increase in the efficiency of logistics and commuting.
- xi. Annual company report on realization of set goals and key indicators in regards to environmental impact. A follow up report should additionally be available.

3.2 Process of implementing EcoCompass EMS in a company

Appendix 2 illustrates the EcoCompass implementation process. It is divided into three parts namely: first counseling meeting, second counseling meeting and third counseling meeting. Below are the steps followed in the Implementation of EcoCompass EMS (Ekokompassi 2015b):

- i. Ilmastoinfo organizes a presentation event to inform companies of the EcoCompass criteria and how it is implemented in practice.
- ii. The Company's register with HSY ilmastoinfo, undertaking to pay membership and annual fees depending on the field of operation.
- iii. The first counseling meeting is held, it involves an initial survey form filling to determine current environmental status, goals and check where improvements can be made. The end result is a EcoCompass environmental plan and appointment of environmental coordinator(s).
- iv. The Environmental coordinators undergo EcoCompass training and intern share the learnt knowledge and instructions to company employees.
- v. Second counseling meeting is held, it involves environmental impact assessment to identify most significant environmental impacts from the initially filled survey.
- vi. Environmental programme is set with the help of the environmental counselor; it includes commitment policy by both top management and staff to reduce environmental impact. In addition it contains set environmental goals, waste management plan, list of chemicals, hazardous waste records and list of rules and regulations.
- vii. The third counseling meeting is held, it involves identifying key performance indicators to be reported depending on the areas which the company has the most significant environmental impact.
- viii. Implementation of the environmental programme for 6 months with the aim of achieving the set environmental goals
- ix. After a period of between 6-12 months the company indicates readiness for an external audit and then makes a follow up report of progress made and measurements of the key performance indicators. If the results are satisfactory the company is awarded an EcoCompass certificate for its efforts in reducing environmental impact.
- x. Every year a follow up report is submitted and environmental programmes updated. Auditing is done every three years; HSY Ilmastoinfo also continues to advice and organizes seminars every year for the company's.

3.3 Benefits of Eco Compass EMS

The following are the benefits which companies attain by utilizing EcoCompass EMS (Ekokompassi 2015):

- Enhancing eco efficiency through use of less material and energy to create more products.
- Enhancing cost efficiency through optimizing resources and processes thus leading to savings.
- Increase in predictability of operations by easily managing information.
- Management and staff are more aware of environmental management practices.
- The company is able to decrease its environmental impact.
- The company gains a competitive advantage through better management of environmental risks.
- The company is viewed as an environment champion thus differentiating it from others.
- Good public image which can make a company market itself even further.
- The company supply chain relationships are strengthened.
- The environment is better managed for the good of the company, customer and environment.

3.4 Challenges of implementing Eco compass

According to (Niinivaara 2015b) the following are the challenges the customers face during the implementation of Eco compass EMS. They have been gathered from a previous customer survey and daily interaction between the counselors and the customers:

- i. Identifying which are the most important significant environmental aspects.
- ii. Finding better ways to improve environmental performance.
- iii. Documentation problems such as repetition of same information in different forms, required information might not be relevant to the customers, difficulty in gathering information and easily mixing up of different documents.
- iv. Difficulty in following indicators of data due to lack of data or use of estimated figures.
- v. Engagement problems such as personnel to change old problems, partners support and maintain high customer satisfaction.
- vi. Building not allowing for changes needed to improve.
- vii. Communication problems with partners, personnel and clients.

EcoCompass EMS has been constructed from ISO 14001 and EMAS international standards. It therefore exhibits more or so similar features to these other Nordic environmental management systems. EcoCompass EMS has a well packaged system, detailed criteria and implementation process, which when followed correctly will produce the desired results in the reduction of the environmental impact. However, like every other environmental management systems meant for small businesses, it has its own challenges which this thesis is seeking to solve.

4 Research Method and Results

This chapter introduces quantitative research as the research method utilised in this thesis and also presents an analysis of the gathered results.

4.1 Research Method

Quantitative research “is based on the quantity or the amount. The outcome of the study is presented through monetary or numerical terms” (Krishnaswami & Satyaprasad, 2010). Data collection is conducted through a questionnaire survey which according to (Burns & Bush 2014,171) is descriptive research method tool used to gather information about individual’s attitudes, impressions, interests, opinions, satisfaction levels, behaviour etc.

According to (Burns & Bush 2014, 173) use of survey gives five advantages over other methods namely: Firstly, the questions asked and response outcomes are all uniform. Secondly, respondents are able to read and answer the questions easily and faster. Thirdly, it has the ability to acquire deep understanding of issues by capturing beneath the surface. Fourthly, ease in doing analysis by use of a computer and finally, ease in doing comparisons as the respondents can be grouped. Therefore, the author chooses qualitative research method because:

- i. The design strategy focuses on specific measurable elements which require respondents to provide information on opinions, attitudes, impressions, interests and satisfaction levels on how they perceive the EcoCompass EMS.
- ii. It enables the author to get ‘under the surface’ to the questions which the respondents would be uncomfortable or not willing to answer if asked directly.
- iii. It enables the author collect more data cheaply and quickly. This saves time and money since the predesigned questionnaire was sent to a large number of respondents.

The questionnaire was targeted for two groups namely:

- i. Current customers of EcoCompass who are 69 in number including individual correspondents.
- ii. Potential customers who are large organisational that are partners of HSY, who are 39 in number.

4.1.1 Data collection process

Data was collected via webropol a web administered data collection tool. It facilitated sending of the questionnaire as an email web link and collected the results in a statistically tabulated format.

Data collection was carried separately for current and potential customers between (late March 2015 and late May 2015):

- The current customers first received an announcement of an upcoming survey in the EcoCompass newsletter on (25.3.2015), then the web link was sent via customer email list on (2.4.2015) and finally a reminder email was sent on (16.4.2015).The data collection ended on 24.5. 2015.
- The potential customers received the questionnaire web link on the HSY newsletter on (31.3.2015) followed by two email reminders between Mid-April and Mid-May. The data collection ended on 22.5.2015

Guaranteed respondents anonymity, careful questionnaire design, email reminders and offering incentives (chance to participate in a lottery to win a huili lifestyle magazine) were employed as a means of avoiding data collection errors.

4.1.2 Questionnaire design and testing process

The questionnaires were designed separately for potential and current customers focusing on the following themes:

- Perceptions: - which would present the current and potential customers views regarding EcoCompass.
- Expectation: - which would present how well expectations of the current customers have been met
- Recommendations: - which would be a feedback as provided by current and potential customers.

The questionnaire flow had an introduction which focussed on background questions, a body which formed the main component of the questionnaire having the questions dealing with research objectives(perceptions and expectations questions) and a conclusion part which mainly had willingness to recommend and general feedback questions.

some of the questions utilized in the questionnaire for the current customers had already beenutilized in a survey which had been conducted previously.

The questionnaire had measurement questions which had liker scale questions.

According to (Burns and Bush 2014, 312) liker scale is a scale response form in which respondents are asked to indicate their degree of agreement or degree of disagreement scale for each of a series of questions.

The netpromoter score was utilised to analyze the questions of likelihood to recommend. It categories the outcomes into the following (netpromoter 2015):

- **Promoters** (score 9-10) are loyal enthusiasts who will promote growth by purchasing more and referring to others.
- **Passives** (score 7-8) are satisfied but unenthusiastic customers who are can be lured by other competitive offers.
- **Detractors** (score 0-6) are unhappy customers who can impede growth by bad mouthing thus affecting brand name.

The questionnaire was first designed in English with help of company representative Irina Niinavaara. Then it was translated to Finnish, and after that Niinavaara finalized the questionnaire to correspond the right Finnish environmental terms (Appendix 3-6). The questionnaire was pretested with a friend for flow and understandability from a layman point of view and then with Niinavaara for functionality, workability and correct utilization of environmental terms from an expert point of view.

4.1.3 Data analysis process

The data analysis was done using SPSS whereby the collected data set from webropol was coded with defined variables and variable labels for easy analysis. According to (Burns & Bush 2014, 461) data analysis serves the functions such as summarising the whole dataset values, conceptualization of the data in form of graphs or words that are easy to relate to, communication of underlying patterns or relationships and generalization of how sample finding relate to the whole population.

Descriptive analysis was employed as it utilises mean, mode, standard deviation and range to describe the sample data matrix so as to portray the typical respondent and to reveal the general pattern of responses (Burns & Bush 2014, 461).

Data analysis is done separately for current customer questionnaire and potential customer questionnaire. The response rate was as follows:

- The current customer's response rate was at 39% whereby 27 out of the 69 targeted participated in the survey. Therefore a general statistical analysis is done for each question to guarantee the promised respondents anonymity.
- The potential customer's response rate at 5% whereby 8 out of 39 targeted participated in the survey. Since the response rate is very low doing a statistical analysis is impossible while at the same time maintaining the respondent anonymity. Therefore a general summary is given in this case.

4.2 Results

The results of the survey are collection via Webropol and analysis performed via SPSS. The results are presented below in the order of their investigative questions.

4.2.1 Impacts of environmental management systems

This question is answered by chapter 2 and chapter 3; it provides the general theoretical framework and guideline for developing the questionnaire. The theory commenced with an explanation of the main concepts on how environmental systems are established. It commenced by conceptualizing sustainable supply chain management, then green supply chain management, then green design, then environmental management systems and finally EcoCompass is introduced as an environmental management system.

4.2.2 Current customers perceptions of the EcoCompass EMS

To investigate how the customer perceives EcoCompass EMS, background questions are outlined, followed by important benefits and usefulness of report certain aspects of the EcoCompass EMS questions as follows:

Figure 4 below illustrates the position the respondents of the questionnaire holds in the company.

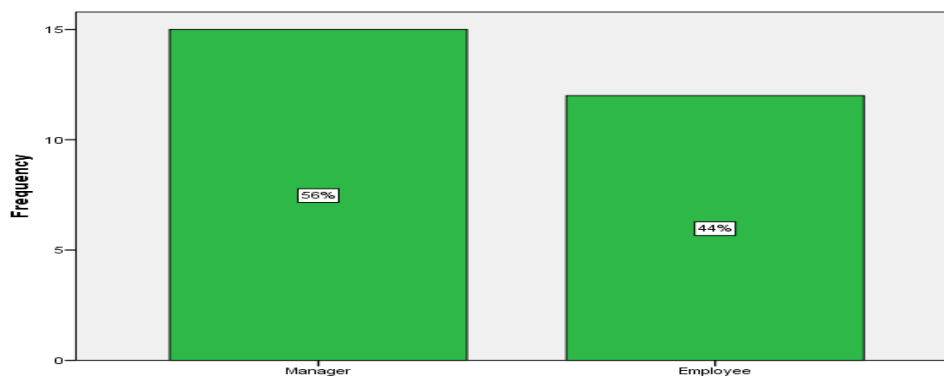


Figure 4. Position held by the respondent in the company(N=27)

The results from the above figure 4 indicated that majority of the respondents were managers.

Figure 5 below illustrates the size of the companies. This question was open ended to enable setting of the range that presents correct company size.

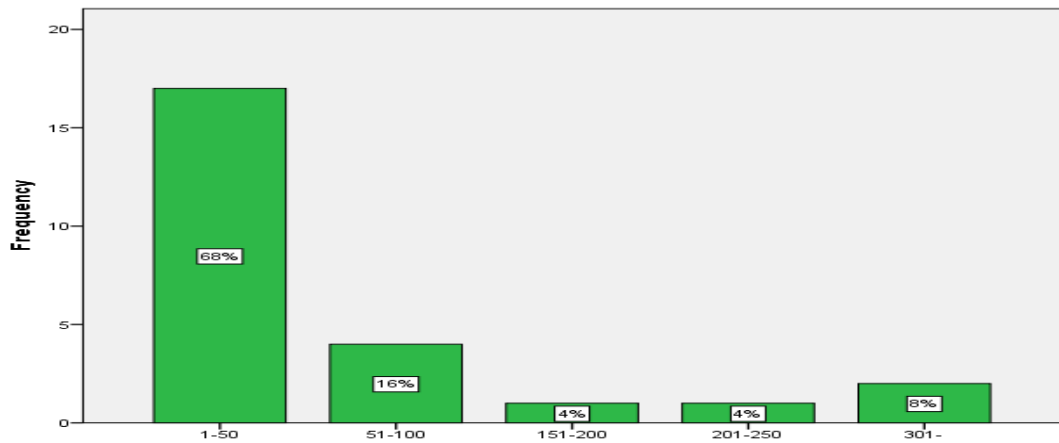


Figure 5. Size of the company (N=27).

From figure 5 above, it can be observed that most of the respondents are small and micro medium enterprises with majority 84% consisting of between 1-100 employees.

Figure 6 below illustrates the field that the various respondents operate in. The question had an option for others. Some of the responses obtained from the others options were equated with the provided answer options for easy analysis and to guarantee anonymity.

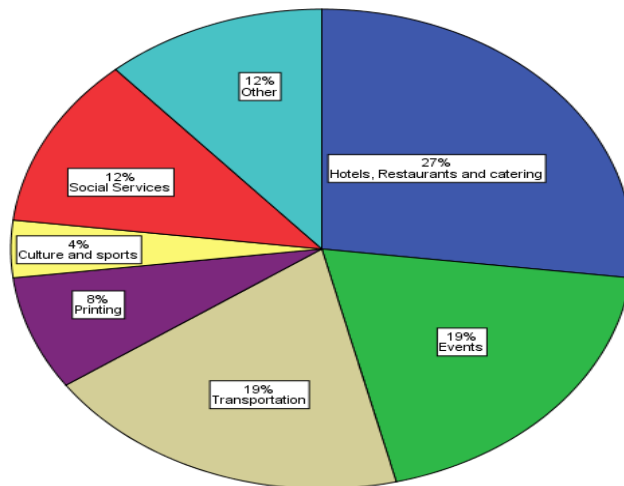


Figure 6. Field of operation (N=26)

From figure 6 above, majority of the respondents were from hotels, restaurants and catering, while the minority responses were from sports and culture.

The figure 7 below illustrates how the various respondents got to know about Eco Compass. The question had an option for others. Some of the responses obtained from the others options were equated with the provided answer options for easy analysis and to guarantee anonymity.

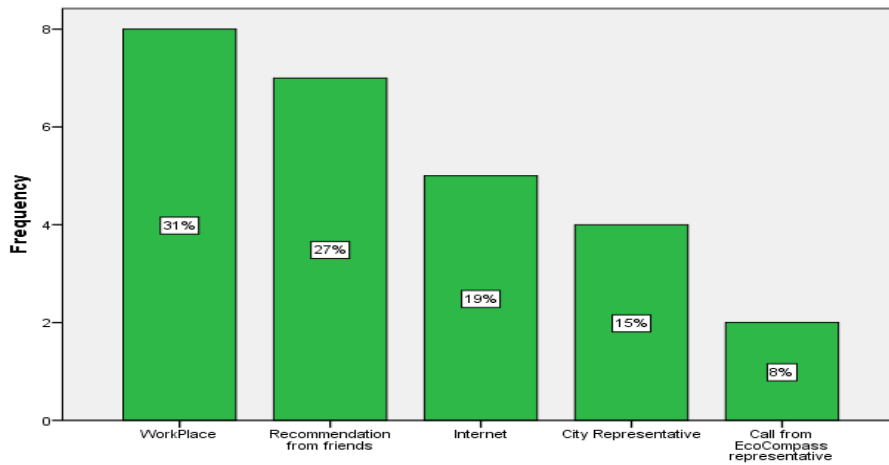


Figure 7. How respondents got to know about EcoCompass(N=26)

From the results of figure 7 above , most of the respondents got to know about EcoCompass when they started working for the company, while the least of the respondents got to know about EcoCompass when they got a call from EcoCompass representative.

Figure 8 below illustrates how the respondents have been using EcoCompass. The range was set from between less than 1 year and over 4 years.

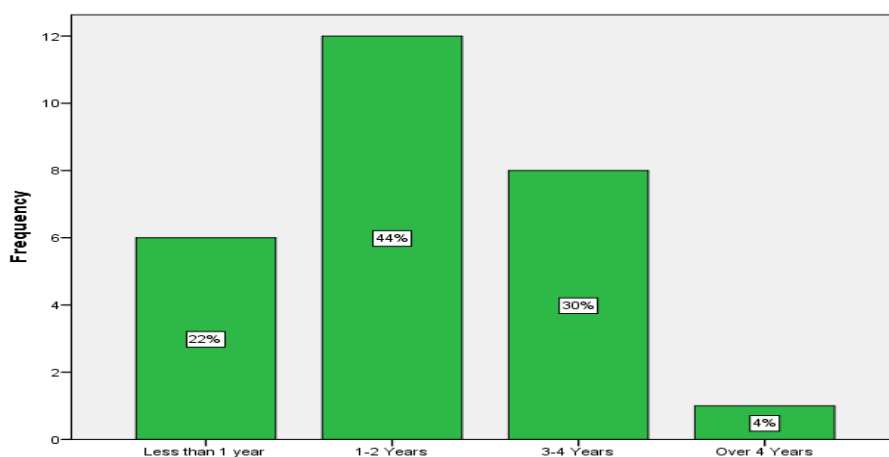


Figure 8. How long respondents have been using EcoCompass(N=27)

Results from the figure 8 illustrates that most of the respondent who are 66% have been utilizing EcoCompass for less than 2 years while 34% of the respondents have been utilizing Ecocompass for over 3 years.

The figure 9 below illustrates the important benefits that Eco Compass has that impact on the customers operations. For analysis purpose the scaling was done from (1-5), 5 being very important and 1 being unimportant,0 which was no opinion was left out for correct results analysis.

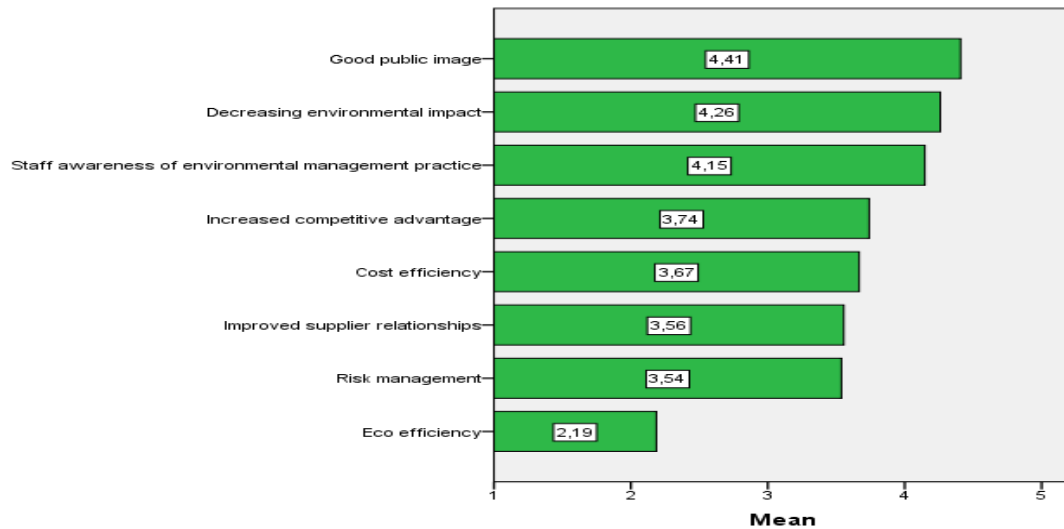


Figure 9. Importance of benefits of Eco Compass(N=27)

From the results of the above figure 9, The most important benefit is Good public image while the least important benefit is eco efficiency.

The figure 10 illustrates how the respondents opinions about the usefulness of having to report about the following items in their annual reports. For analysis purpose the scaling was done from (1-5), 5 being very useful and 1 being unuseful,0 which was no opinion was left out for correct results analysis.

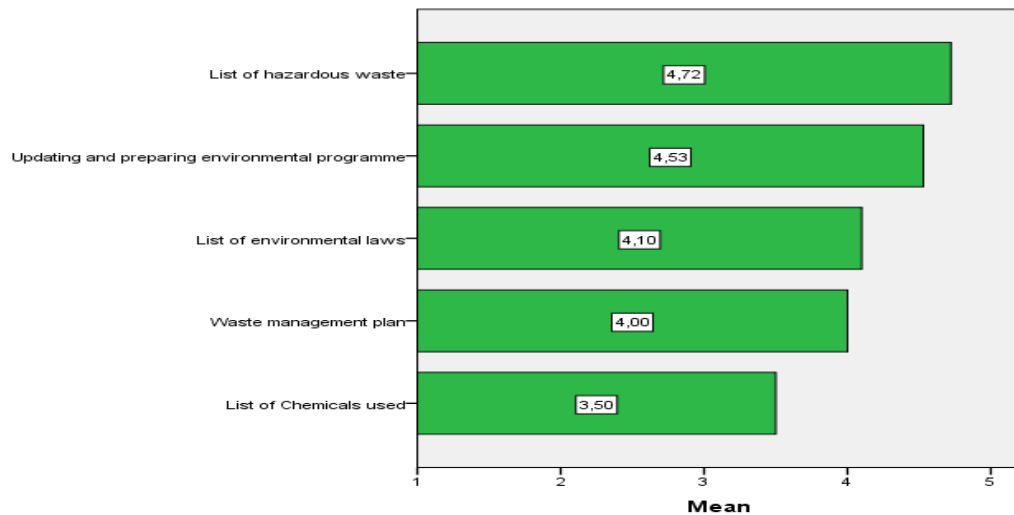


Figure 10. Usefulness of doing annual reports(N=27)

From the results of the above figure 10, majority of the respondents reporting list of hazardous waste was most useful while to minority of the respondents reporting of list of chemicals utilised was the least useful.

4.2.3 How well the expectations of the current customers are met in implementing of Eco Compass EMS

This question investigated how the customers are satisfied with the implementation process and pricing of EcoCompass EMS. How the customers rate EcoCompass, challenges faced in the implementation of EcoCompass and finally if the customers would be willing to recommend it. This part also investigated satisfaction with the performance of the EcoCompass Counsellors. However, the results of the analysis have been presented to the case company for internal use and development.

The figure 11 illustrates how respondents are satisfied with the implementation process of EcoCompass. For analysis purpose the scaling was done from (1-5),5 being very satisfied and 1 being very dissatisfied,0 which was no opinion was left out for correct results analysis.

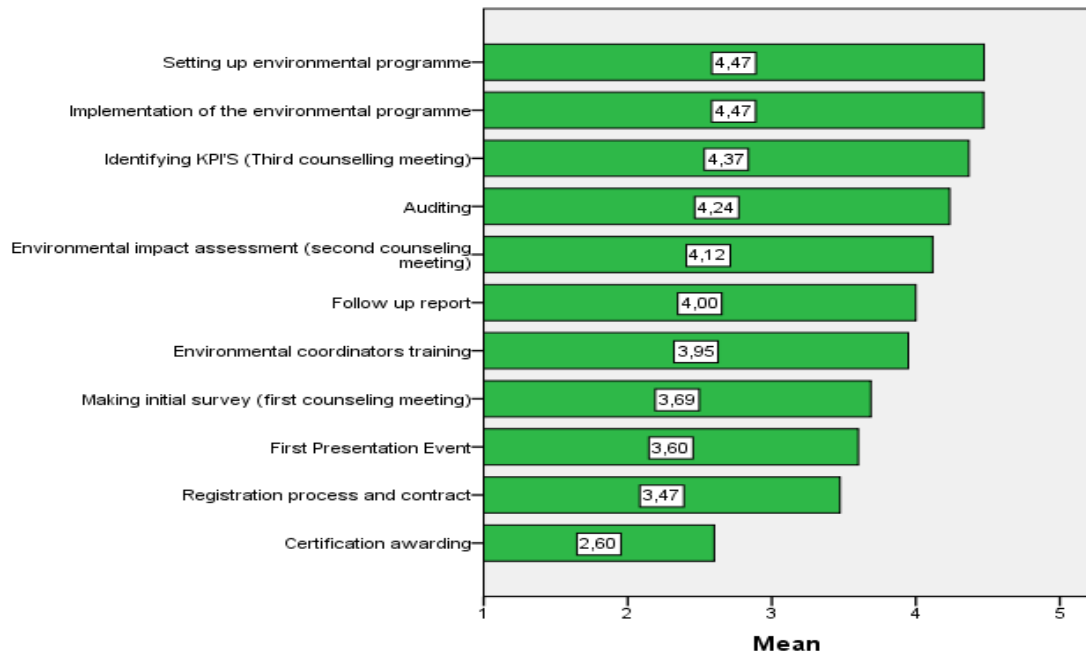


Figure 11. Satisfaction with EcoCompass implementation process(N=27)

Results from the above figure 11, majority of the respondents are satisfied with setting up environmental programme and implementing of the environmental programme while minority of the respondents are least satisfied with certification awarding process.

The figure 12 below illustrates how the respondents rate the performance of EcoCompass.

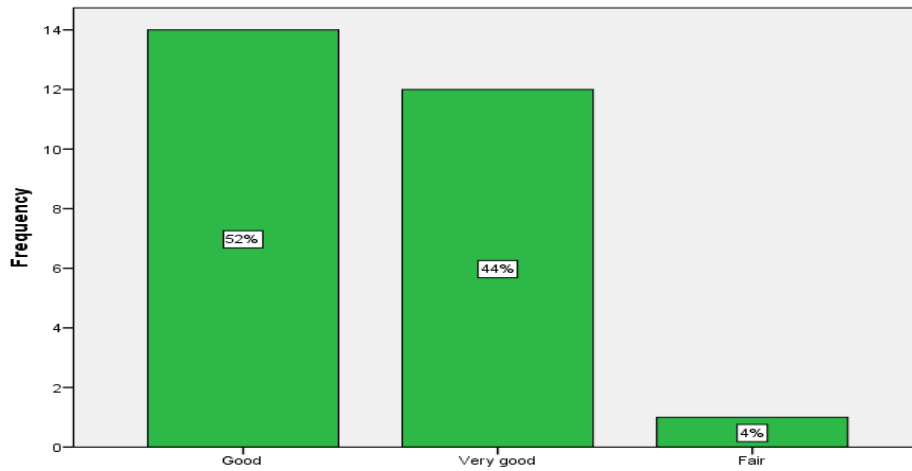


Figure 12. Rating Eco Compass performance (N=27)

The results from the above figure 12 illustrate that 96% of the customers are satisfied with the performance of Eco compass.

The figure 13 below illustrates how the respondents are satisfied with the pricing of EcoCompass.

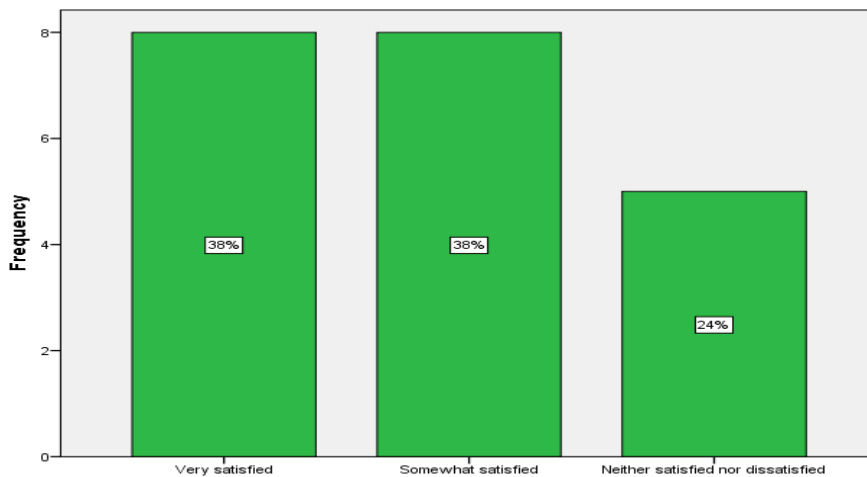


Figure13. Satisfaction with pricing (N=27)

The results from the above figure 13 illustrate that majority of the respondents are satisfied with the EcoCompass pricing.

Table 2. Challenges of Eco Compass implementation (N=26)

Challenges encountered in the implementation of EcoCompass	Responses		Percent of Cases
	N	Percent	
Identifying the most significant environmental aspects.	2	1,40 %	7,70 %
Setting up goals	8	5,80 %	30,80 %
Finding ways to improve our performance.	12	8,70 %	46,20 %
Obtaining reliable data for monitoring indicators	15	10,90 %	57,70 %
Real estate or other physical condition does not allow the necessary changes in our operations	13	9,40 %	50,00 %
Maintaining high level customers satisfaction while changing our ways	1	0,70 %	3,80 %
Too much repetition of same information in several forms.	4	2,90 %	15,40 %
Some of the information required is not relevant for us.	14	10,10 %	53,80 %
Difficulty in gathering information together.	13	9,40 %	50,00 %
Easy to mix up different documents.	5	3,60 %	19,20 %
Engaging our personnel to change old habits	10	7,20 %	38,50 %
Engaging our partners to support us.	3	2,20 %	11,50 %
Engaging top management to support us.	2	1,40 %	7,70 %
Communicating with our personnel	6	4,30 %	23,10 %
Communicating with our partners	4	2,90 %	15,40 %
Communicating with our clients	8	5,80 %	30,80 %
What other kind of challenges do you encounter?	4	2,90 %	15,40 %
We have not encountered any challenges	14	10,10 %	53,80 %
TOTAL	138	100,00 %	530,80 %

The above table 2 illustrates that the most significant challenges are some of the information required is not relevant for the customers and obtaining reliable data for monitoring indicators. The least significant challenges are maintaining high level customer's satisfaction while changing the customer's ways and identifying the most significant environmental aspects and engaging top managers to support the organizations.

Table 3. Likelihood to recommend Eco compass (N=26)

Score	Frequency	Percent
6	2	7,7
7	1	3,8
8	3	11,5
9	14	53,8
10	6	23,1
Total	26	100,0

From the above table 3 results, it can be observed that 76.9% of the respondents are loyal customers who would recommend Eco Compass, 15.3% are vulnerable to other competitive offerings and 7% would not recommend Eco Compass.

4.2.4 Perceptions of potential customers of the Eco Compass EMS

This question examined the willingness of potential customers to recommend EcoCompass to its Subcontractors who are small and micro medium enter prices. The questionnaire consisted of background questions, perceptions towards EcoCompass criteria questions and willingness to recommend EcoCompass EMS question. Due to the fact that the response rate was very low conducting any statistical analysis was impossible. Below a general analysis summary of results outcome is presented in order to guarantee anonymity of the responses:

- The respondents were either managers, employees or an expert (presumable environmental). At least half of the respondents are in charge with subcontracting or environmental responsibility.
- The respondents had companies ranging between (3-22000) employees.
- The respondents were from retail, transport, consulting or building and construction industries.
- The respondents were using ISO 14001, WWF Green office or self-made environmental Criteria.
- Most of the respondents use environmental management systems for eco efficiency, cost efficiency and for a larger market access.
- Most of the respondents are slightly familiar with EcoCompass.
- Most of the respondents are satisfied with the EcoCompass Criteria, with some variations in criteria 4&5.
- Most of the respondents who are passive are vulnerable to other competitive offerings.

4.2.5 Further improvements that can be done in the implementation of EcoCompass EMS

This question was an open feedback in the questionnaire survey which both potential customers provided to the case companies for internal development and use. The author however, includes some of the recommendations in the discussion part (chapter 5).

This chapter has been an all-inclusive process whereby designing of the questionnaire, collection and analysis of data were done carefully to meet the objectives of the thesis. There was constant communication and consultation between the case company representative, quantitative methods thesis advisor, overall thesis advisor and the author. Necessary background information was gathered from theories and case company representative to form the basis for the questionnaire design. The quantitative and the overall thesis advisor were also handy in advising on the best methods to utilize and how to better analyse the results from the collected data. Even though the results cannot be generalised due to the response rate was low, the results were very positive and can therefore be used as an indicator of how the respondents perceive the EcoCompass EMS.

5 Discussion

This chapter summarises the outcomes of the thesis study based on key findings from the theoretical framework and results from the questionnaire survey. The author presents conclusions and suggestions for further development. Additionally the author outlines the trustworthiness and ethical viewpoints of the study and finally, concludes with an evaluation of his own learning.

5.1 Interpretation of Results

The aim of the study was to investigate how much benefit customers attain from implementing EcoCompass EMS. Before embarking on the study it was important to commence the study by examining how Environmental management systems are established and why they are important to businesses. It can be argued that businesses operations have an effect on environment and at the same time environmental changes affect how businesses are conducted. Therefore for increasing global trade to be successful, businesses must incorporate green practices throughout their supply chain in order to thrive and have a competitive advantage now and in future.

To achieve the objective of the study the author drafted five investigative questions which have been resolved by either the literature review or questionnaire survey as discussed below:

i. Impacts of Environmental management systems

This question aimed at investigating how implementation of EMS in general impacts on the operations of a business. Environmental impact are changes in the environment which can be either positive or negative, therefore it is very important for a business to know the implications of its activities, products or services that have on the environment. In its operations a business is accountable to various stakeholders (customers, financiers, government) on its environmental obligations. Every business therefore should have a record of its most significant environmental impact and have an environmental plan on how to mitigate them. However, it is important for the plan to have a clear scope of what it covers, since a business cannot control every environmental aspect of its operations.

Environmental management systems have internal and external benefits to businesses depending on environmental targets they set. The internal benefits include reducing environmental impacts and cutting operational costs. The external benefit can be perceived as

meeting the environmental obligations set by the stakeholders, thus portraying a good public image which directly translates to growth and profitability.

Implementation of environmental management systems have short and long term benefits depending on set targets by the organisation. Implementation of environmental management systems however has its challenges especially for small business which have limited resources. These include inability to afford the cost of setting up an EMS and lack of tools to identify and measure the most significant environmental impacts.

ii. Current customers perceptions of the EcoCompass EMS

This question aimed at investigating how the customers perceive EcoCompass EMS. This was to be conducted by assessing if there was any evidence demonstrating any relationship between the sizes of the company, duration of EcoCompass usage and field of operation, when correlated with the important benefits gained from implementing EcoCompass and how the businesses value the usefulness of annual. However, it was impossible to conduct any correlation analysis while at the same time maintaining the anonymity of the respondents due to the response rate was low, therefore a general analysis was instead conducted.

From the background questions it can be observed that most of the respondents were managers. This is a positive sign proving that the top management are much involved and committed to the implementation of EcoCompass. Top management involvement and commitment is a key driver to successful EMS implementation.

Most of the respondents discovered about EcoCompass when they commenced working at the organization. This proves that EcoCompass is still unfamiliar to many people and that more has to be done to market it further. Considering that it is a much more multi sectored EMS compared to other similar EMS in Nordic countries established at the same time. It stands a better chance to grow rapidly in terms of increased number of customers.

Most of the respondents have benefited from having a good public image and reducing their environmental impact. This proves that EcoCompass meets the set objectives. However, most respondents have not achieved full eco efficiency and cost efficiency. These are long term benefits and majority of the respondents have recently started utilizing EcoCompass EMS.

Finally, as it is the norm in many small businesses filling same sheets of papers when conducting their annual reporting can be tedious. It is however, interesting to discover that EcoCompass customers find the annual reporting to be useful, this could be as a result of eagerness to attain the potential benefits of the EcoCompass EMS.

iii. How well expectations of current customers have been met in the implementation of the EcoCompass EMS

This question aimed at investigating how well the expectations of customers have been met in the implementation of EcoCompass EMS. This was conducted by assessing their satisfaction with implementation process, satisfaction with pricing, rating of the EcoCompass performance, challenges faced during implementation and likelihood of EcoCompass being recommended to other businesses.

Generally, the respondents are satisfied with the EcoCompass implementation process. Majority of the respondents are satisfied with setting up environmental programme, implementation of environmental programme and identification of key performance indicators. This presents a possible correlation with the respondent's satisfaction with the counsellor's performance, a part of the survey question which has been left out of the analysis for company internal use.

It is however, interesting to observe that respondents are least satisfied with certificate awarding process. This is a variation to good public image the most important benefit of EcoCompass implementation. Good public image materializes as a result of the certificate awarded after full compliance with the set criteria. This presents a complex theory as to why certificate awarding comes to the bottom of the list.

The respondents are satisfied with the pricing and the performance of EcoCompass in almost equal measures. This proves that EcoCompass equates to the set price hence implementing it is valuable for the time and resources utilized. At the same time most of the respondents are loyal customers who are likely to recommend EcoCompass to other customers. This additionally proves that customers are satisfied with the overall EcoCompass EMS.

Finally, like every other small business EcoCompass customers face challenges. The most significant challenges encountered include obtaining reliable data for monitoring and others argue that some of the required information is irrelevant. This signifies a need for a

simplified reliable data monitoring tool and continued customer education as to why the required information is important. Even though the required information includes repetitions, it is highly important for future planning and update of the environmental programme.

iv. Perceptions of potential customers of the EcoCompass EMS

This question aimed at investigating how potential customers perceive EcoCompass EMS. This was conducted by analysing their satisfaction level with the EcoCompass criteria and how likely they would recommend EcoCompass.

From the few responses received the respondents appeared to be satisfied with the EcoCompass criteria. On likelihood to recommend the respondents were passive, proving that they are satisfied with EcoCompass however, they are vulnerable to other competitive offers.

This investigative question had low response rate hence it was impossible to conduct a meaningful analysis. However, the case company and the author are satisfied with the results obtained because large companies participated in the survey. This presents an indicative of their perception, even though we acknowledge that we cannot generalise the results as conclusive.

v. Further improvements that can be done in the implementation of EcoCompass EMS

This investigative question was in form of an open feedback, aiming at analysing suggestions from the current and potential customers for further EcoCompass development. The received feedbacks were positive and useful. These have been forwarded to the case company for internal development. The author however discusses few of the recommendations.

The results from the likelihood to recommend EcoCompass portrayed loyal enthusiastic customers who desire to see EcoCompass grow. The recommendations included suggestions on how to attract more customers locally and international by increasing marketing and selling techniques and additionally packaging EcoCompass in more languages to gather a wider market audience.

Potential customers had no prior knowledge of EcoCompass and at the same time would be willing to recommend it to their subcontractors. However, they had minor differences in opinion in some areas of the EcoCompass criteria and this part has been forwarded to the case company for internal evaluation and development.

5.2 Conclusions and Suggestions for development or further work

The aim of the study was to investigate how beneficial EcoCompass EMS is to the customers. This was accomplished by surveying how current and potential customers perceived the overall EcoCompass EMS.

The current customers appear to be satisfied with the implementation of EcoCompass. The survey results exhibit satisfaction with implementation process, pricing, counsellor's performance, likelihood to recommend and rating of the overall EcoCompass performance. However they are faced with challenges of identifying the most reliable data to monitor and they feel that majority of the information required during conducting of annual reporting is irrelevant to them since it involves repetition of the same data in different forms.

The potential customers exhibit satisfaction with EcoCompass EMS and willingness to recommend it to their subcontractors. However, they acknowledge that they had no prior knowledge of EcoCompass EMS.

The author recommends the following for further development to the case company:

- i. There is no doubt that EcoCompass EMS is a good product if the criterion is implemented correctly. However, a lot needs to be done in terms of informing other small business of its existence and benefits. Therefore a professional sales and marketing business unit needs to be instituted with the sole aim of growing EcoCompass to greater heights.
- ii. From the challenges faced during the implementation of EcoCompass EMS, the customers still have a hard time identifying the most significant environmental aspects, obtaining reliable data to monitor and gathering data together. This signifies the need for web tool that simplifies the work of identifying significant aspects, gathering and storing the collected data.
- iii. Some of the respondents argue that irrelevant and repetitive information is needed from them. This signifies a need for more customer education as to why the required information is important and additionally there is a need to have a well-structured information collection tool that minimises the aforementioned repetitions.

The Author recommends the following as areas for further studies:

- i. Categorising the most important benefits attained by implementing environmental management systems in relation to field operation, period of usage or size of the company was impossible due to the low response rate. The author therefore recommends same study with an even higher target population.
- ii. Several Environmental management systems similar to EcoCompass are in utilised in Nordic countries. The author therefore recommends benchmarking of their best practices.
- iii. From the theory and results of the survey it can be observed that small businesses are faced with the challenges of identifying the most significant environmental aspects, obtaining reliable data monitors and gathering and storing collected data together. The author therefore recommends development of a simplified tool for identifying most significant aspects, obtaining reliable data monitor and gathering and storing collected data together for small businesses.

5.3 Reliability and Validity

Reliability refers to getting similar response to same set of questions whereas validity refers to the extent to which a measurement is accurate (Burns and Bush 2014, 214).

Therefore all the questionnaires questions were designed in such a way that the results to be received would be similar in one way or another. This facilitates accurate and consistent measurements of obtained results even if a similar survey were to be conducted elsewhere.

The questionnaires were carefully designed using all the necessary steps by dividing the questions into an introduction, background and conclusion. Some of the questions that were utilised in the current customer survey had been pretested as they had already been utilised in a similar survey which had been conducted earlier.

The questionnaires were pretested with a friend for flow and understandability from a layman point of view and then with case company representative for functionality, workability and correct usage of environmental terms from an expert point of view.

The questionnaires were sent as a link to the target respondents with confirmed working email addresses from the case company address book. However, the response rate was low for current and potential customers. Thus the results cannot be used as generalised opinions of the respondents but can alternatively be utilised as an indicator to how target respondents perceive EcoCompass EMS.

5.4 An evaluation of the thesis process and my own learning

The thesis process has been an educative and knowledge building journey. Key learning points for the author were flexibility in time management, having a clear objective and scope of the thesis at the commencing phase.

The thesis planning and topic picking was an intensive process that required critical thinking and soul searching to ascertain what one really wants to pursue. However in the case of the author he had interest in studying how environmental management systems auditing are conducted. Therefore settling on a topic was not a challenge and he was fortunate to identify a company that shared the same interests as his. This facilitated the thesis topic and scope to be formulated from the beginning.

The theoretical framework presents an overview of how environmental management systems are established. However, in order to meet the set thesis objectives, the study briefly examines different subtopics and focuses more on the EcoCompass EMS.

The questionnaire construction process was an uphill task. It required the author to have numerous consultations with the thesis advisors, case company representatives and colleagues. Firstly, the author had to ensure that it captures the thesis objectives, equates to the theoretical framework and incorporates all the views that the case company was seeking to investigate. Secondly, the author had to seek the services of a friend to translate it into Finnish language and had it further checked by the case company representative for correct utilization of Finnish environmental business terms. Finally, the author had to ensure the questionnaires were sent to the correct target respondents and that the reminders were sent within the specified time.

With the help of thesis analysis advisor, the author was able to conceptualize the results against the set thesis objectives. However, deep thesis results analysis and discussion was not possible due to the low response rate.

Generally, the only downsides to the thesis were the low response rate which made it impossible to generalise the results. The author additionally spent more time than he had anticipated in finalizing the whole thesis document .He had to revisit the theoretical framework and review it, thus resolving the parts which were omitted by the questionnaire survey.

The Authors reason for enrolling to undertake an international business course was to learn how to run a business successfully at an international level. He specifically desired to learn how importation and exportation is conducted on an international level .However, he has gradually learnt that international business success does not happen from a simple buying and selling activity. Many other factors come into play like proper laws, marketing, business finance, government regulations, competition and most importantly sustainability.

Sustainable supply chain management proved to be a very key element to the success of an organization on a local and international level. Positive brand image (which directly translates to profits and growth) of an organization depends on how economically, socially and environmentally responsible an organization is. Specializing in global supply chain management has introduced the author to a wide range of activities that come into play throughout the entire supply chain management, to which environmental sustainability has captured a center stage in his mind.

The author being a student from Africa recognizes that in the near future Africa will be a force to reckon with as a player in international business, it could be a potential source for raw materials and final products in the global business. Environment sustainability will then be important, therefore organizations moving to or sourcing from Africa will be faced with challenges of managing water, energy and waste to improve the livelihood of local communities.

Conducting the thesis on Environmental Management Systems has given the author beneficial knowledge on how incorporating green design in a company's corporate strategic plan is important now and in the near future. Thus positioning the author in the forefront contributing towards the protection of Mother Nature for the wellbeing of future generations.

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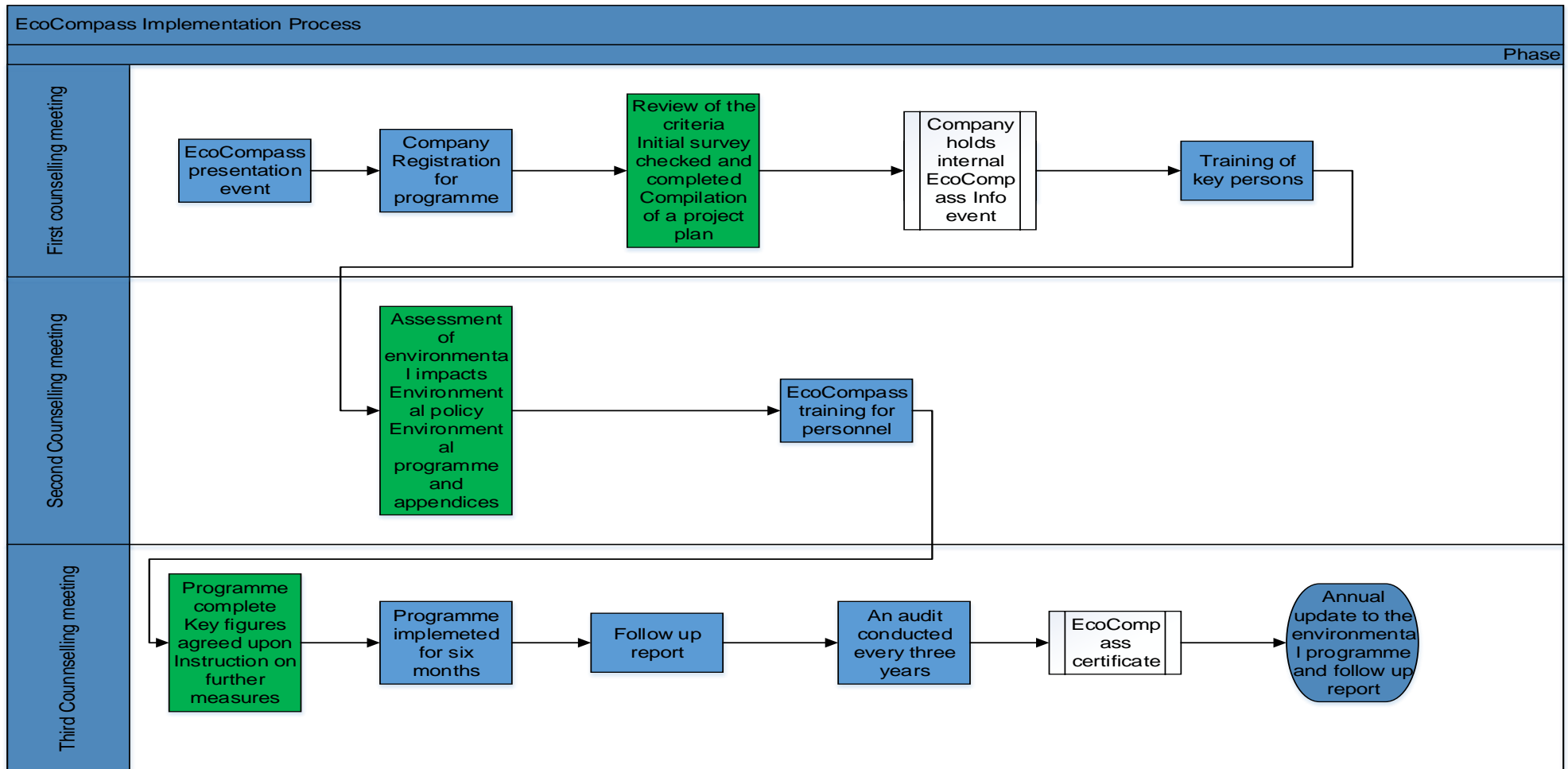
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Appendices

Appendix 1. Overlay matrix

Investigative Questions (IQs)	Theoretical Framework	Research management method	Outcomes	Chapter
1. What are the impacts of environmental management systems?	Environmental management systems implementation process, types, benefits, challenges. ISO 14001, EcoCompass	desktop study	Theoretical Frame work	1,2,5
2. What are the perceptions of potential customers of the EcoCompass EMS?	EcoCompass EMS criteria, process, benefits	quantitative research	Perceptions EcoCompass potential customers.	2,4,5
3. What are the perceptions of current customers of the EcoCompass EMS?	EcoCompass EMS criteria, process, benefits	quantitative research	Perceptions of EcoCompass Companies	2,4,5
4. How well the expectations of the current customers are met in implementing of EcoCompass EMS?	EcoCompass EMS criteria, process, benefits	quantitative research	Expectations of EcoCompass companies.	2,4,5
5. What further can be improved in implementing EcoCompass EMS?			Recommendations	5

Appendix 2. EcoCompass Implementation process



Appendix 3. Current customers questionnaire in English

Survey about views of the EcoCompass performance

Dear customer

We invite you to participate in EcoCompass development survey. The aim of this survey is to find out your views regarding EcoCompass performance. The results of the survey will enable us identify and evaluate strengths and weak points for future developments.

We guarantee confidentiality as your reply will only be used for research purposes.

Please answer the survey as soon as possible, however, by **3rd of April 2015** at the latest.

By giving your opinion, you have a chance to participate to an environmental sustainable life style magazine Huili lottery. Your answers and the lottery are handled separately to ensure anonymity.

Thank you in advance for answering and developing EcoCompass and contributing to reduction of environmental impact.

Best Regards

Chris Otewa
Student, Haaga - Helia UAS.

Irina Niinivaara
Environment Expert, HSY Ilmastoinfo.

1. What is your position in the company?

- Manager
- Employer
- Other?what?

2. How many employees does your company have?

3. Which field does your company operate in?

- Hotels, Restaurants and catering
- Events
- Transportation
- Printing
- Culture and sports
- Other? What?

4. How did you get to know about EcoCompass?

- Recommendation from friends
- Call from EcoCompass representative
- Internet

- Other?What?

5. How long has your company been using EcoCompass?

- less than 1 year
- 1-2years
- 3-4years
- Other?What?

6. How satisfied are you with the following EcoCompass implementation process?

{Very satisfied, somewhat satisfied, neither satisfied or dissatisfied, somewhat dissatisfied Very dissatisfied, don't know, No opinion}

- First Presentation Event
- Registration process and contract
- Making initial survey (first counseling meeting)
- Environmental coordinators training
- Environmental impact assessment (second counseling meeting)
- Setting up environmental programme
- Identifying KPI'S (Third counselling meeting)
- Implementation of the environmental programme
- Auditing
- Certification awarding
- Follow up report

7. How important have the following benefits of EcoCompass been to your company?

{Very important, Important, Moderately important, Of little importance, Unimportant}

- Eco efficiency
- Cost efficiency
- Risk management
- Staff awareness of environmental management practice
- Decreasing environmental impact
- Increased competitive advantage
- Good public image
- Improved supplier relationships
- other?What?

8. In your opinion, how useful is it to report the following in your annual report?{Very useful, somewhat useful, neither useful or unuseful, somewhat unuseful, Very unuseful, Don't know, No opinion}

- Waste management plan
- List of Chemicals used
- List of environmental laws
- List of hazardous waste
- Updating and preparing environmental programme

9. Which of the following challenges have you faced in the implementation of EcoCompass?

Organizational

- Identifying the most significant environmental aspects.
- Finding ways to improve our performance.

- Following indicators as we do not have right estimates of eg. either waste or energy consumption.
- Our building structure does not allow for changes that we need to improve eg. waste management, air ventilation, or storing materials
- Maintaining high level customers satisfaction while changing our ways

Documents

- Too much repetition of same information in several forms.
- Some of the information required is not relevant for us.
- Difficulty in gathering information together.
- It's easy to mix up different documents.

Engagement

- Engaging our personnel to change old habits
- Engaging our partners to support us.
- Engaging top management to support us.

Communication

- Communicating with our personnel
- Communicating with our partners
- Communicating with our clients

What other kind of challenges do you encounter?

We have not encountered any challenges

10. How would you rate EcoCompass in terms of general overall performance?

- Very poor
- Poor
- Fair
- Good
- Very good

11. What was the name of your counselor?

- Sari koskinen
- Eeva Heckwolf
- Irina Niinivaara
- Ville Heinilä
- Mikko Heikkinen
- Someone Else?Who?

How satisfied are you with your counselor performance
{Very satisfied, somewhat satisfied, neither satisfied or dissatisfied, Very dissatisfied, don't know, No opinion}

13. How likely is it that you would recommend Ecocompass?

- Extremely likely
- Not at all likely

14. What further developments would you recommend for EcoCompass?

Appendix 4. Potential customers questionnaire in English

Dear Ilmastokumppani,

We invite you to participate in EcoCompass development survey. The aim of this survey is to find out your views regarding EcoCompass criteria and if you would be willing to recommend it to your subcontractors. The results of the survey will enable us to identify our weak points for future developments.

We guarantee confidentiality as your reply will only be used for research purposes. Please answer the survey as soon as possible, however, by **24th of April 2015** at the latest.

By giving your opinion, you have a chance to participate in an environmental sustainable life style magazine Huili lottery. Your answers and the lottery are handled separately to ensure anonymity.

Thank you in advance for answering and developing EcoCompass and contributing to the reduction of environmental impact.

Best Regards

Chris Otewa

Student, Haaga - Helia UAS.

Irina Niinivaara

Environment Expert, HSY Ilmastoinfo

Mira Jarkko

Environment Planner, coordinator of climate partners, Ilmastokumppanit

1. What is your position in the company?

- **Manager**
- **Employee**
- **Other what?**

2. Does Dealing with Subcontractor contracts or Checking Environmental criteria concerning subcontractors fall under your responsibility in the company?

- Yes
- No

3. How many employees does your company have?

4. Which field does your company operate in?

- Media
- Retail
- Transportation
- Consulting
- Research and education
- Building and infrastructure
- Other

5. Which of the following Environmental management system or ecolabels does your company have any in place?

- ISO 14001 certified
- WWF Green Office
- EcoCompass
- Swan – Nordic Ecolabel
- EU Ecolabel
- Self-made criteria
- Other? What?
- none of the above

6. How important have the following benefits of Environmental management systems or ecolabel been to your company? Very important, Important, Moderately important, Of little importance, Unimportant

- Risk management
- Increased eco Efficiency
- Increased cost efficiency
- Improved Performance
- Third party assurance and recognition
- Larger Market access through certifications
- Regulatory relief
- Public image and community relations
- improve investor's confidence and access to capital
- other?What?

7. How familiar are you with the EcoCompass Environmental management system?

- Extremely familiar
- Very familiar
- Moderately familiar
- Slightly familiar
- Not at all familiar

8. <http://www.ekokompassi.fi/ymparistojarjestelma/kriteerit/> Please check the link, how satisfied are you with the EcoCompass criteria in line with your criteria for your subcontractors?

Very satisfied, Somewhat satisfied, Neither satisfied or dissatisfied, Very dissatisfied, Don't know, No opinion

- Criteria 1
- Criteria 2
- Criteria 3
- Criteria 4
- Criteria 5
- Criteria 6
- Criteria 7
- Criteria 8
- Criteria 9
- Criteria 10

9. How would you rate the EcoCompass criteria in general?

- Very good
- Good
- Fair
- Poor
- Very poor

10. How likely is it that you would recommend Ecocompass to your subcontractors?

- Extremely likely
- Not at all likely

11. What further developments would you recommend for EcoCompass?

Appendix 5. Current customers questionnaire in Finnish

Ekokompassin asiakastyytyväisyyskysely 2015

Hyvä Ekokompassilainen,

Pyydämme teitä osallistumaan Ekokompassin asiakastyytyväisyyskyselyyn, jolla selvitämme mielipiteitänne Ekokompassin vahvuuksista ja kehitystarpeista.

Vastaaminen kestää vain noin 5 minuuttia. Vastauksianne käytetään vain tutkimustarkoituksiin.

Pyydämme että vastaatte kyselyyn mahdollisimman pian, kuitenkin viimeistään **24. huhtikuuta 2015**.

Vastaamalla kyselyyn voitte osallistua Huuli-lehden vuosikerran arvontaan. Huuli-lehti keskittyy kestävään ja ympäristöystävälliseen elämäntapaan. Vastauksenne ja arvonta käsitellään erikseen, niin että yksittäistä vastaajaa ei voi tunnistaa.

Kiitos etukäteen vastauksistanne ja avustanne Ekokompassin kehittämisessä

Parhain terveisin

Chris Otewa Opiskelija, Haaga - Helia UAS.

Irina Niinivaara Ympäristöasiantuntija, HSY Ilmastoinfo.

1. Mikä on asemasi yrityksessä?

- Esimies
- Työntekijä
- Muu, mikä?

2. Kuinka monta työntekijää yrityksessänne on?

3. Millä alalla yrityksenne toimii?

- Hotellit, ravintolat ja catering
- Tapahtumat
- Kuljetus
- Painopalvelut/Painatus
- Kulttuuri ja urheilu
- Muu, mikä?

4. Miten sait tietää Ekokompassista?

- Tutun suosituksesta
- Soitto Ekokompassin edustajalta
- Internet
- Muu, mikä?

5. Kuinka kauan yrityksenne on käyttänyt Ekokompassia?

- Alle vuoden
- 1-2 vuotta

- 3-4 vuotta
- mikä?

6. Kuinka tyytyväinen olet seuraaviin kohtiin Ekokompassin toteutuksessa?

Todella tyytyväinen, Jokseenkin tyytyväinen, En tyytyväinen enkä tyytymätön, Jokseenkin tyytymätön, Erittäin tyytymätön, Ei mielipidettä

- Esittelytilaisuus
- Ilmoittautuminen ja sopimus
- Alkukartoituslomakkeentäyttäminen(1.neuvojatapaaminen)
- Avainhenkilöiden koulutus
- Ympäristövaikutusten arviointi
- (2.neuvojatapaaminen) Ympäristöohjelman tekeminen
- Raportoitavien tunnuslukujen valinta (3.neuvojatapaaminen)
- Ympäristöohjelmantoteutus
- Todentaminen eli auditointi
- Ekokompassi-todistuksen todistuksen jakotilaisuus
- Raportointi Ekokompassille vuosittain

7. Kuinka tärkeitä seuraavat Ekokompassin hyödyt ovat olleet yrityksellenne?

Todella tärkeitä, Tärkeitä Jokseenkin, tärkeä, Vähän tärkeä, Ei yhtään

- Ekotehokkuus
- Kustannustehokkuus
- Riskienhallinta
- Henkilökunnan ympäristötietoisuus
- Ympäristökuormituksen pienentäminen
- pienentäminen
- Kilpailuetu
- Hyvä maine
- Parantuneet suhteet asiakkaiden
- kanssa
- Muu,mikä?

8. Kuinka hyödyllistä on mielestäsi päivittää seuraavia asioita vuosittain?

Todella hyödyllistä, Jokseenkin hyödyllistä, Ei hyödyllistä eikä hyödytöntä Jokseenkin hyödytöntä Todella hyödytöntä Ei mielipidettä

- Jätehuoltosuunnitelma
- Luettelo kemikaaleista
- Ympäristölakien lista
- Ympäristöohjelman
- vuosiraportointi
- Tunnuslukujen
- raportointi
-

9. Mitä seuraavia haasteita olet kohdannut Ekokompassin toteutuksessa?

Oma toiminta

- Tärkeimpien ympäristönäkökohtien tunnistaminen
- Tavoitteiden asettaminen
- Sopivien toimenpiteiden keksiminen
- Luotettavien tietojen saaminen tunnuslukujen seurantaan
- Kiinteistö tai muu fyysinen tila ei mahdollista tarpeellisia muutoksia toiminnassamme
- Asiakastyytyväisyyden ylläpitäminen, kun muutamme toimintaamme

Dokumentit

- Liikaa samaa tietoa eri lomakkeissa

- Osa tiedosta ei ole meille oleellista
- Vaikeaa kerätä kaikki pyydetty tieto
- Dokumentit menevät keskenään helposti sekaisin

Sitouttaminen

- Vaikeaa saada henkilökunta vaihtamaan vanhoja tapojaan
- Vaikeaa saada yhteistyökumppanit tukemaan meitä
- Vaikeaa saada johto tukemaan ympäristötyötämme

Viestintä

- Viestintä omalle henkilökunnalle
- Kommunikoida Viestintä yhteistyökumppaneille
- Asiakasviestintä

Muu

Mitä muita haasteita olette kohdanneet?

- Meillä ei ole ollut muita haasteita.

10. Miten arvioisit Ekokompassia yleisellä tasolla?

- Erittäin hyvä
- Hyvä
- Kohtalainen
- Huono
- Todella huono

11. Mikä oli neuvojanne nimi?

- Sari Koskinen
- Eeva Heckwolf
- Ville Heinilä
- Irina Niinivaara
- Mikko Heikkinen
- Joku muu, kuka?

12. Kuinka tyytyväinen olet neuvojaanne?

- Todella tyytyväinen
- Jokseekin tyytyväinen
- En tyytyväinen enkä myöskään
- tyytymätön
- Erittäin tyytymätön
- Ei mielipidettä

13. Kuinka tyytyväinen olet Ekokompassin hinnoitteluun?

- Todella tyytyväinen
- Jokseekin tyytyväinen
- En tyytyväinen enkä myöskään
- tyytymätön
- Erittäin tyytymätön
- Ei mielipidettä

14. Kuinka todennäköisesti suosittelisit Ekokompassia?

- Erittäin todennäköisesti 10 9 8 7 6 5 4 3 2 1 0 suosittelisi Ekokompassia

15. Mitä kehitystoiveita sinulla on Ekokompassille?

16. Osallistun Huili-lehden vuosikerran arvontaan

- Nimi
- Sähköposti

Appendix 6. Potential customers questionnaire in Finnish

Mielipidekysely Ekokompassi-järjestelmän kriteereistä

Hyvä Ilmastokumppani,

Pyydämme teitä osallistumaan Ekokompassin kyselyyn, jolla selvitämme Ilmastokumppanien mielipiteitä Ekokompassi-järjestelmän kriteereistä ja olisitteko halukas suositteluun sitä alihankkijoillenne. Vastauksenne auttaa meitä kehittämään Ekokompassia.

Ekokompassi on pk-yrityksille sopiva ympäristöjärjestelmä, joka pohjautuu kansainvälisiin ympäristöjohtamisen standardeihin ja on kehitetty pohjoismaisessa yhteistyössä. Katso lisää ekokompassi.fi

Vastaaminen kestää vain noin 10 minuuttia. Vastauksianne käytetään vain tutkimustarkoituksiin. Pyydämme, että vastaat kyselyyn mahdollisimman pian kuitenkin viimeistään 24. huhtikuuta 2015.

Vastaamalla kyselyyn sinulla on mahdollisuus osallistua Huili-lehden vuosikerran arvontaan. Huili-lehti keskittyy kestäväan ja ympäristöystävälliseen elämäntapaan. Vastauksenne ja arvonta käsitellään erikseen, niin että yksittäistä vastaajaa ei voi tunnistaa.

Kiitos etukäteen vastauksistanne ja avustanne Ekokompassin kehittämisessä.

Parhain terveisin

Chris Otewa Opiskelija, Haaga - Helia UAS

Irina Niinivaara Ympäristöasiantuntija, HSY Ilmastoinfo

Mira Jarkko Ilmastokumppanit verkoston koordinaattori, Ilmastokumppanit

1. Mikä on asemasi yrityksessä?

- Esimies
- Työntekijä
- Muu,mikä?

2. Kuinka monta työntekijää yrityksessänne on?

3. Onko vastuullasi alihankkijoidenne ympäristökriteerien laatiminen tai tarkistaminen?

- Kyllä
- Ei

4. Millä alalla yrityksenne toimii?

- Media
- Kauppa
- Kuljetus
- Konsultointi
- Tutkimus ja koulutus
- Rakentaminen ja infrastruktuuri
- Muu,mikä?

5. Onko yrityksellänne jokin seuraava ympäristöjohtamisjärjestelmä tai ympäristömerkki?

- Sertifioitu ISO 14001
- WWF Green Office
- Ekokompassi
- Joutsenmerkki
- EU ympäristömerkki
- Oma järjestelmä tai kriteerit
- Muu, mikä?
- Ei mitään näistä

6. Kuinka tärkeitä ovat seuraavat hyödyt ympäristöjohtamisjärjestelmästä tai ympäristömerkistä teidän yrityksellenne?

Todella tärkeitä, Tärkeitä, Jokseenkin tärkeä, Vähän tärkeä, Ei yhtään

- Riskinhallinta
- Ekotehokkuus
- Kustannustehokkuus
- Kolmannen osapuolen todennus
- Hyödyntäminen markkinoinnissa ja asiakasviestinnässä
- Ympäristölakien ja säädösten Järjestelmällinen seuraaminen
- Myönteinen julkisuus ja suhtautuminen
- Parantunut sijoittajien luottamus.
- Muu, mikä?

7. Kuinka hyvin tunnet Ekokompassi-ympäristöjärjestelmän?

- Erinomaisesti
- Todella hyvin
- Jonkun verran
- Todella vähän
- Ei ollenkaan

8. Ole hyvä ja avaa linkki. Kuinka tyytyväinen olet Ekokompassin kriteereihin verrattuna teidän omiin alihankkijoillenne asettamiinne kriteereihin? <http://www.ekokompassi.fi/ymparistojarjestelma/kriteerit/>

Erittäin tyytyväinen Jokseenkin tyytyväinen En tyytyväinen enkä myöskään tyytymätön
 Todella tyytymätön Ei mielipidettä

- Kriteeri 1
- Kriteeri 2
- Kriteeri 3
- Kriteeri 4
- Kriteeri 5
- Kriteeri 6
- Kriteeri 7
- Kriteeri 8
- Kriteeri 9
- Kriteeri10

9. Kuinka todennäköisesti suosittelisit Ekokompassia alihankkijoillenne?

- Erittäin todennäköisesti 10 9 8 7 6 5 4 3 2 1 0 En suosittelisi Ekokompassia

10. Mitä kehitysehdotuksia sinulla on Ekokompassille?

11. Osallistun Huili-lehden vuosikerran arvontaan

- Nimi
- Sähköposti