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Veera Köpsi

# SUSTAINABILITY AND RESPONSIBILITY

- Case NCAB Group

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Veera Köpsi

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## - Case NCAB Group

The purpose of this thesis was to explain what CSR (corporate social responsibility) means and how companies can have a competitive advantage by integrating sustainability as a part of their business concept. I have taken my current employer NCAB Group as target company by explaining where we are now and what we can do better in the future. The main challenge for the global NCAB Group is the common understanding of sustainability throughout each local company and its workers. I want them to understand what sustainability really means and how each office can have a better business and stand out from their competitors because of it.

I used the research of FIBS (Finnish leading sustainability network) as a background and data content of this thesis. I chose their research because most of the well-known Finnish companies are a member of FIBS and they are well known and appreciated organization not only among the companies but also among the public sector and education & research. I also interviewed the CEO of NCAB Group to get a better and more honest view about the values and current situation on how he has integrated sustainability as part of his business concept and why it matters.

The final result was quite solid after looking all the references and different points of views. Sustainability has become a vital part of business strategy which is driven mainly by customers, investors and the head of the companies. It is considered to be a valuable asset when attracting new employees, customers or investors. It will increase the good reputation and help companies in risk management. It is not maybe the easiest area of getting measurements and clear evaluations but in a long term it will most definitely give you and your stakeholders many benefits. Reflecting all the information and knowledge I received while doing this thesis I realized that we should put more effort on internal education inside NCAB Group – spreading the word about the importance of sustainability. Since it's a growing global company I advised them to start using E-learning which is recognized as a source of competitive advantage for multinational and geographically disparate organizations.

### KEYWORDS:

Sustainability, responsibility, CSR, environmental, ISO26000, ethics, code of conduct

OPINNÄYTETYÖ (AMK) | TIIVISTELMÄ

TURUN AMMATTIKORKEAKOULU

Veera Köpsi

# KESTÄVÄ KEHITYS SEKÄ VASTUULLISUUS

## - Case NCAB Group

Tämän opinnäytetyön tarkoituksena oli kertoa mitä kestäväkehitys ja vastuullisuus oikein tarkoittavat ja miksi niiden huomioiminen yritysmaailmassa on niin tärkeää. Otin tarkastelun kohteeksi työntajani NCAB Groupin, joka on globaali elektroniikka-alan yritys. Tiesin, että olemme panostaneet suhteellisen paljon yritys vastuullisuuteen, mutta parannettavaa yleisessä tiedottamisessa ja asian ymmärtämisessä mielestäni vielä oli.

Lähdin kartoittamaan NCAB Groupin nykytilannetta ja yrityksen panosta vastuullisuuskysymyksiin. He ovat rakentaneet koko yritys vastuullisuuden vapaaehtoisen ISO26000 standardin ympärille. Lisäksi avasin käsitteitä vastuullisuudesta ja kestävästä kehityksestä ja siitä, miksi ne on tärkeä huomioida bisneksessä. Tarkastelin erityisesti sidosryhmien odotuksia ja heidän saamiaan hyötyjä. Haastattelin vielä NCAB Groupin toimitusjohtajaa Hans Ståhliä, joka kertoi tarkemmin omista ajatuksistaan ja visioistaan vastuullisuuden takana. Käytin tietoperustana FIBS:n (Suomen johtavan yritys vastuu verkoston) vuonna 2016 teettämää laajaa vuosittaista tutkimusta, jossa oli haasteltu Suomen suurimpien yritysten johtajia vastuullisuuskysymyksistä. Myös tämän tutkimuksen viitekehystenä käytettiin ISO26000 standardia. Valitsin nimenomaan FIBS:n teettämän tutkimuksen, sillä kyseinen organisaatio on hyvin tunnettu sekä arvostettu suomalaisten suuryritysten, julkisen sektorin sekä koulutus- ja tutkimuspuolen keskuudessa.

Työni alussa lähdin siitä ajatuksesta, että toimimalla vastuullisesti yritys on kilpailukykyisempi kuin kanssakilpailijansa. Kaikissa lähteissä oli nähtävissä kestävä kehityksen ja vastuullisuuden nousu yritysmaailmassa ja erityisesti asiakkaiden, omistajien ja sijoittajien kiinnostus ja halu panostaa alueeseen. Vastuullisen yritysstrategian katsottiin houkuttelevan työntekijöitä, uusia asiakkaita sekä parantavan yrityksen mainetta. Tämän seurauksena esitin NCAB Groupia ottamaan käyttöön helpon ja ennen kaikkea kilpailukykyä lisäävän nettipohjaisen opetusohjan, jonka avulla tietoa kestävästä kehityksestä sekä sen vaikutuksista saataisiin jaettua vaivattomasti ja kustannustehokkaasti kaikille työntekijöille ympäri maailman.

ASIASANAT: kestävä kehitys, vastuullisuus, ISO26000, yritys vastuu

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Picture 1: NCAB Group sustainability journey until 2016

Picture 2: NCAB Group strategic approach to sustainability

# 1 INTRODUCTION

My workplace and different work activities have a huge impact to this thesis. Certain responsibility courses at school gave me more knowledge and enthusiasm towards sustainability and responsibility as part of business concept. I then started to study more about this topic and wanted to examine how well this area is taken notice in our daily business in the company NCAB Group I work for. I found out that they have done lot of good things when it comes to corporate social responsibility. They have quite much different kind of material the employees can learn from and also spread the word for their customers.

However I have noticed that CSR is not maybe the most valuable area of business to put effort and money on or at least that is the common atmosphere inside NCAB Group's local companies. I have discussed with many of my colleagues and they all share the same thought – NCAB should put more effort on spreading the word about CSR internally before they can share their work effectively also to their stakeholders.

This thesis purpose is firstly share common knowledge about CSR – sustainability and responsibility as part of business concept. When you get to know these areas better – the understanding will grow and we can see more than just the common picture. Secondly this thesis will explain why it is important to focus on CSR and how NCAB Group companies throughout the world can benefit from it. How they can use it as competitive advantage? In the end of the thesis I will look on things that should and could be improved and how NCAB could do that.

## 2 NCAB GROUP

### 2.1 Organization

The NCAB Group is a printed circuit board (PCB) producer in Europe, founded in 1993 in Sweden. The principal owners of NCAB Group are R12 Kapital Fund with total holding of 65%. The remaining shares are owned by management and key employees of NCAB. The headquarter is located in Sweden but the organization has local individual companies also in Denmark, the United Kingdom, Finland, China, Macedonia, Norway, Poland, Russia, Spain, Sweden, Germany France and USA. (NCAB Group web page 2017.)

Finland office was founded in 1997. Today they have 13 people working in Littoinen, Turku. I've started working for NCAB in 2014 as indoor sales specialist. Beginning of 2016 marketing was added to my responsibilities. NCAB Group's goal is to create added value to its customers. The local company is always responsible for the entire deal with the customer. The company is responsible for sales, purchasing, logistics, CAM engineering, complaints management, technical issues. (NCAB Group web page 2017.)

### 2.2 Mission & Vision

NCAB Mission is "PCBs for demanding customers, on time with zero defects and at the lowest total cost." NCAB's going goal is to assist its customers achieve the best possible time to market and competitive advantage by producing PCBs at the lowest total cost through company's competence, delivery precision and product quality. (NCAB Group web page 2017.)

NCAB Vision is to be "The Number 1 PCB Producer – wherever we are". The vision is simple. Being number one doesn't necessarily mean being biggest, even if size provides leverage that is important for NCAB. (NCAB Group web page 2017). In their case, number one also means being able to lead the market in terms of expertise, quality of service, technology etc. Being number one attracts not only the best customers, with the most attractive and important projects, but also the best factories.

## 2.3 Production

NCAB Group works closely with the factories that produce their PCB's. The company believes that working in partnership is crucial to achieve high quality and sustainable production. With working in partnership with the factories they are continuously improving both their own and factories business. They have altogether 18 main factories, of which 12 of them are located in China and 6 in Europe. These factories are audited yearly for quality and environment factors. (NCAB Group seminar 2017)

## 2.4 Corporate social responsibility in NCAB Group

The global world faces several environmental and social challenges and NCAB wants to be part of the solution; quality and environmental management has been important to the NCAB Group for many years. This can be clearly seen in company's values, effort and acts towards CSR. Here below (PICTURE 1) you can see their sustainability journey all the way from the beginning the environmental policy was set in 2002 until today where NCAB has developed its work towards more sustainability business.



Picture 1: NCAB Group sustainability journey until 2016 (NCAB sustainability report 2015)



Like we can see here on top; the environmental management has been important to the NCAB Group for many years. A long-term approach is the core that NCAB does – they produce PCB's with a very long life cycle. This contributes to reducing the environmental impact as well as reducing electronic waste further in the value chain. Therefore company has developed a sourcing process where a potential factory is assessed from a quality and environmental perspective. In addition to this, the factory has to be certified to ISO 9001 (quality management system) and ISO 14001 (environmental management system), provide documentation regarding conflict minerals according to American legislation (Dodd-Frank Act), follow EU legislation regarding raw material content (RoHS and REACH) and comply with Chinese regulations regarding water quality and emissions to water. (NCAB Group seminar 2017)

#### Code of Conduct

During 2009 NCAB implemented a Code of Conduct which forms part of the contracts the company has with their factories. The requirements in the code are mainly based on relevant international standards and guidelines, such as the UN's Universal Declaration of Human Rights, ISO 26000 and UN Global Compact (NCAB). NCAB expects all of their factories and employees to follow their Code of Conduct which includes all the following areas: (NCAB Group seminar 2017.)

- Management systems
- Human rights
- Labour and working conditions
- Health and safety
- Environment
- Ethics

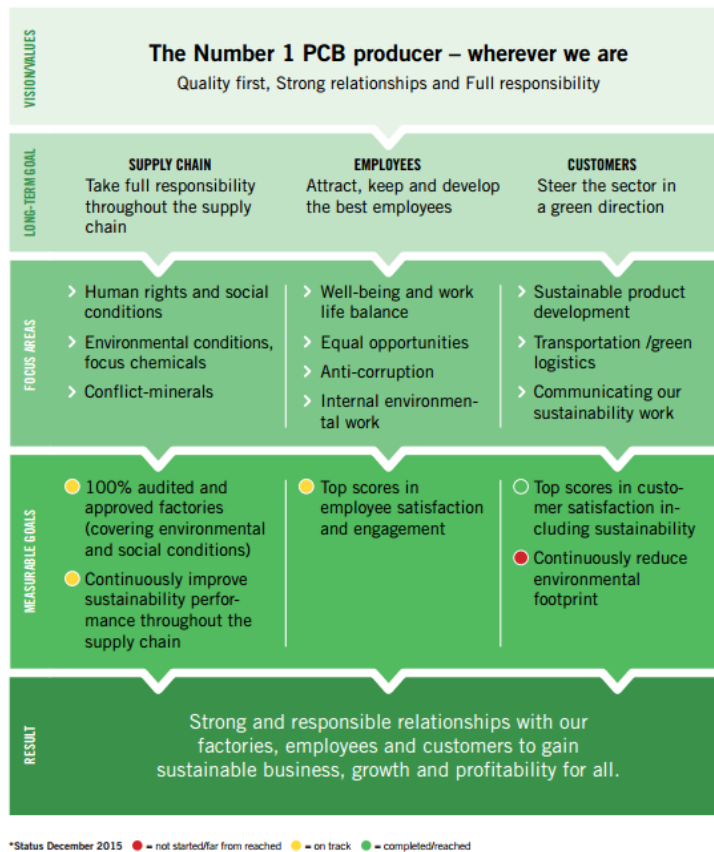
#### ISO2600 - standard

During 2014 NCAB launched their sustainable strategy (PICTURE 2) based on ISO26000 standard that covers numerous aspects of sustainability: ethical,

social and environmental dimensions. Here below you can see the main focus areas:

- Organizational governance
- Human rights
- Labor practices
- The environment
- Business ethics
- Customer and/or consumer issues
- Community involvement and development (NCAB Group seminar 2017.)

NCAB Group used the standard to identify their most important sustainability issues, based their own impact, stakeholder expectations and the improvements they could achieve. They divided the sustainability focus areas in relation to their prioritized stakeholder groups; customers, employees and factories. Their sustainable strategy specifies long-term goals, measurable goals, focus areas and concrete actions. The sustainability strategy is governed by the NCAB Group function team. (NCAB Group seminar 2017)



Picture 2: NCAB Group strategic approach to sustainability (NCAB sustainability report 2015)

As a part of this new strategy, they started to map and assess the chemicals used in their PCB production processes from an environmental and health perspective. NCAB strives to be a proactive and responsible company regarding the use of chemicals in the PCB industry. (NCAB Group seminar 2017.)

### Measurable areas

In 2011, company started to audit main factories from an environmental, social and ethical perspective. Eight factories have been audited since the start (five in 2011-2012 and three in 2015) and their goal is to have assessed all factories by the end of 2018. (NCAB Group seminar 2017.)

## **3 SUSTAINABILITY AND RESPONSIBILITY IN BUSINESS**

### 3.1 Today's trends

We live in a world where serious environmental problems and ethical issues are still a huge threat for us human beings and also strongly effecting for the lives of future generations. Luckily there are many organizations and companies around the world that are becoming increasingly aware the importance and also possible benefits behind responsible behavior and actions. It might have something to do with the fact that more often sustainability and responsibility are a huge area when evaluating and measuring companies over all business. Therefore the companies cannot ignore their responsibilities toward nature and surrounding society.

### 3.2 Corporate social responsibility

Economy has a central status in national decision making as well as it is effecting all the activities and operations worldwide. Therefore it is not enough to look sustainability only from a political point of view. More often our eyes are focused on business world when discussing about sustainability and responsibility. These talks have a common expression – CSR – corporate social responsibility. Most often the CSR is divided into three main groups or categories, which helps people to recognize all the important areas. These are environmental – social- and financial aspects. (Financial Times 2017)

### 3.3 Sustainability and responsibility

Each one of us can be responsible and sustainably active. It doesn't even take much effort. There are these little choices we make every day, whether to recycle or not, how many minutes we shower, which company we buy our clothes from etc. There is no universally agreed definition on what sustainability means and what is the best way to be sustainable. We can all make a difference in so many ways. The idea of sustainability stems from the concept of sustainable

development which became common language at the World's first Earth Summit in Rio in 1992 (HEC Global Learning 2017.)

### 3.4 ISO26000

ISO26000:2010 is a voluntary international Standard that guides on social responsibility. It provides guidance rather than requirements, so it cannot be certified to unlike some other well-known ISO standards. Instead, it helps clarify what social responsibility is, helps businesses and organizations translate principles into effective actions and shares best practices relating to social responsibility, globally. It is aimed at all types of organizations regardless of their activity, size or location. The standard was launched in 2010 following five years of negotiations between many different stakeholders across the world. Representatives from government, NGOs, industry, consumer groups and labor organizations around the world were involved in its development, which means it represents an international consensus. (Discovering ISO26000 2017.)

## 4 SUSTAINABILITY AS COMPETITIVE ADVANTAGE

I believe that CSR is important for the sustainability, competitiveness, and innovation. It brings benefits for risk management, cost savings, customer relationships, and human resource management. There's no one who could really say that it's not important. Organizations that act on responsible behavior can influence on many things like their competitive advantage, reputation, their ability to attract the best employees, customers and other stakeholders etc.

Since corporate social responsibility has become more and more vital to business it means that more and more people are aware of the topic and have certain kind of expectations towards it. Here I have listed the main general expectations by each main stakeholder. These all are collected from a sustainability seminar that we arranged in Helsinki 9.2.2017. Speakers were Hannu Rintala, Head of occupational health of ABB Group, Anna Lothsson, Strategic purchasing manager from NCAB Group and Mikko Routti, CEO from FIBS.

Employees:

- Safe and secure work place
- Opportunities for development
- Strong reputation

Civil society:

- Responsible operations, risk management
- Community engagement

Governments:

- Legal & Material compliance
- Tax revenues

Customers:

- Sustainable end products
- Ethical Sourcing
- Good risk management

Suppliers:

- Value creating partnership with customers
- Clear guidance on our sustainability expectations
- Training as appropriate

Investors:

- Evidence of sustainability value creation
- Return on investment
- Good risk management (NCAB Group seminar 2017.)

#### 4.1 How can you create value to your stakeholders?

Here's some actual references on what kind of added value you can create to your stake holders by being responsible.

Employees:

- Career opportunities and development
- Fair remuneration
- Inclusive and diverse environment

Civil society:

- Wealth creation (jobs, services etc.)
- Responsible behavior, partnerships

Governments:

- Compliance with laws and standards
- Tax returns

- Reliable business development relationships

Customers:

- Products that have a followed and responsible production process
- Transparency

Suppliers:

- Long term relationships
- Information and improvements in standards

Investors:

- Good risk management
- Predictability (NCAB Group seminar 2017)

#### 4.2 Future challenges for being sustainable

Though there's a lot of good things on putting more effort on CSR we have to face the fact that being responsible is not always the easiest or most profitable way of doing business. For this reason there are still a lot of things we must improve in the future in order to decrease these below challenges. How we are able to do that? I think no one has the answer yet. It is something that will be changed over the years and good experiences will spread slowly around the world if we are willing to make changes in our beliefs and habits.

#### Profitable vs. Ethical decisions

The most profitable decision is not always the most ethical one. (The Business Ethics blog 2010) Example NCAB: Customer needs products really fast with express airfreight – though it would be more sustainable to ship the boards by boat. With urgent demands you can always put a higher price tag and better profit.

#### International regulation

There isn't any international regulation for sustainability. Therefore companies are moving their production to countries where the regulation for environment



and labor are not so strict as it would be in their home country for instance. (NCAB Group seminar 2017.)

#### Cultural activities

There aren't any common global set of values that would guide all the companies like there are different national cultural heritages. All our needs and beliefs are so different and changing quite rapidly. We can't always predict the local affects to our business. (NCAB Group seminar 2017.)

#### The politicization of business

The common division of labor between private and public sectors is now breaking and companies are taking new areas of businesses on their responsibility. Companies become more political and there will be more discussion about democracy, social justice and global equality. It can be new challenge for these companies that might face difficulties on trying their best to maintain these all areas by them self's. (NCAB Group seminar 2017.)

## **5 FIBS RESEARCH: SUSTAINABILITY IN FINLAND 2016**

### **5.1 FIBS**

FIBS is Finland's leading corporate responsibility network. They help companies in making better business: they provide information on new innovative ways to develop business and offer unique networking opportunities with companies from different sectors as well as with other organizations. Their services include events, training and coaching, newsletters, and publications. FIBS has currently nearly 300 members, most of which are large companies. (FIBS 2017.)

NCAB Group Finland has been member for FIBS in the beginning of year 2016. The cooperation between these two organizations has already started promisingly. NCAB wrote its first article for FIBS publication about supply chain management and also held its first sustainability seminar ever in February 2017.

### **5.2 Research approach**

FIBS does a yearly research about sustainability in Finland. Latest survey "Sustainability in Finland 2016" by FIBS CR Network was made for the third time. It is the most extensive interview survey conducted in Finland on corporate responsibility practices in large Finnish companies. The research framework was built on ISO 26000, the global social responsibility guidance – exact the same guideline that NCAB Group is using for its sustainability work. The correspondents were a random sample of 1,000 largest companies in Finland, mostly people from the head of the company. (FIBS 2017.)

### **5.3 Results of Sustainability in Finland 2016**

There were many companies that have and will integrate sustainability as part of their business concept. Most of the main drivers towards more responsible business were the people from head of the company. Also customers and consumers and especially their increasing knowledge were mentioned.

Corporate image building was still the main reason to put effort on sustainability while saving costs and increasing the sales came second and third place.

It could be clearly seen that responsible labor practices was the most relevant sustainability theme for the organizations including diversity management and practices equality for example. The most challenging area of sustainability was the supply chain management which is the most challenging theme for NCAB Group as well. Some respondents also thought CR communications and brand management are also a challenge. All in all the research results showed that more and more companies will take CSR seriously and wants to put more effort and time to this area of business.

## 6 SUSTAINABILITY AT NCAB GROUP: INTERVIEWING CEO

Since I have studied the sustainable journey of NCAB Group I thought it's extremely relevant and important to know what the CEO thinks about sustainability and its importance in his company. Here below you can read Hans Ståhl's thoughts towards sustainability as a business concept and what it means to him.

### 1. Why do you think integrating sustainability into business concept is important?

"We talk about triple bottom line when it comes to sustainability; People, Profit and Planet. For us (me) sustainable business is all about securing the long term survival of the company and therefore the sustainability have to be a part of our daily life. We need to incorporate all routines into all other routines that we are using every day which we all understand is important to be able to deliver according to customer demands. If you have it as separate system it will always be treated like something that is a not a part of our DNA! It will always come in second and at the end of the day not be carried out!"

### 2. Why does NCAB Group want to be part of sustainability work?

It's all about survival! NCAB is a company that wants to live forever! Today companies goes bankruptcy or loses money on ethical issues, for example Volkswagen when employees in the top management lied about environmental issue! There are so many cases nowadays that could be related to sustainability issues and the journalist are so eager to display companies and employees losing their ethical compass. We believe that we all can sleep better if we have control of what happens with sustainable issues. Today many OEM/ODM demands that we have a system to follow up sustainable issues, which of course

makes us more attractive than our competitors and customer are prepared to pay a premium for the safety!

3. How can this be a competitive advantage? How can we benefit from it?

Customers will see that we have control on issues that today is considered as extremely vital for suppliers, if they can sleep better and also convey this to their customers that they have full control of for example of factors in China. As we buy 95% of our PCB's in China and China is considered as a country where they treat workers bad its extra important for us to have a systematic system to follow up this type of issues. AND if customers feel safe with NCAB routines, they are prepared to pay more and also see us a long term partner.

4. How do you think our stakeholders can or have benefit from it?

I would say that all stakeholders benefit from our sustainability work, for example; the owners can be more relaxed when knowing that their company will not show up on the front page in a newspaper describing child labor at an NCAB PCB factory or unethical behavior like taken bribes. Employees are also stakeholders and they of course will have a better working place, a more secure employer and also I believe it attracts younger people which is important for the succession in the NCAB group. Factories also benefit from this as they know we are a partner that will stay for long term and could be trusted.

5. How can we assure that the whole group from investors and owners all the way to newest employees will understand CSR importance and will take these aspects notice in their daily business? Could we educate our people focused in this area?

This is of course the most important and difficult task, and it's all about hiring right persons and then develop them/us into our way of working. I think the values plays an important role and also the training session we have for new employees. It is also important to detect wrong behavior and to create a self-

learning organization were colleagues can give feed back to new and old employees. I think this is an area where we can improve.

## 7 DELIBERATION AND CONCLUSIONS

Looking back all the phases and work I've done for this thesis I can say I have received and learnt quite wide knowledge about sustainability as business concept – it's benefits and also challenges. It's definitely not black and white, but like I have mentioned earlier in this thesis – there's really no one who can say being sustainable is not important. We can have discussion whether it's profitable or not or is it really adding competitive advantage for the company or not. After looking through all the references and different kinds of opinions I will still stick to the fact that being sustainable may not give you the best results today but sure it will help you in a long term to survive – just like the CEO of NCAB Group said "It's all about survival! NCAB is a company that wants to live forever!"

Reflecting my own thoughts, the interview with Hans Ståhl and the FIBS research I can find a lot of common values and things when it comes to CSR and today's trends. I can clearly see that corporate image building is still the most important reason to invest in sustainability and it is also seen as the biggest benefit for companies as well as a competitive advantage. Also customers and investors have a huge impact as a key drivers for CSR. This has even increased significantly compared to the previous year. So more likely we could assume that more and more companies will be sustainably active and trying to improve all the areas of their corporate social responsibility.

I would be happy to see that this would be the case for all the NCAB offices as well. We have a good start but like CEO Hans mentioned himself it's an area we could do better. I have pointed out few ways on how to improve the internal education as well as marketing aspects towards our stakeholders.

### 7.1 Effective and cost efficient E-learning

As business has become more intense, workers from the plant floor to the executive offices require new skills almost weekly. E-learning is recognized as a source of competitive advantage for these companies, especially for multinational and geographically disparate organizations – just like NCAB Group is. Learning online could be great asset for NCAB Group in the future since the company is growing and new people will be hired. There are different kinds of E-learning programs which have all kinds of possibilities. But what is common for all of them is that the employees can study and learn whenever it is most suitable for them. After they have finished the tasks the management or whoever is responsible can follow up the tasks, give feedback and get different kinds of reports about it.

You can easily change/update or refill the phase with new information and material including videos, pictures etc. Learner's access information as needed, and new skills can be applied immediately. This is a cost efficient way of learning that doesn't require a particular time and place for it. Of course this can't replace the original interaction between human beings since there has to be room for open discussions and questions. But this is a good way of making sure that no one is lacking the education and information and still it is also traceable.

NCAB Group has done an employee satisfaction survey where they have asked whether employees would like to improve and educate themselves more. This could be a good way to give this possibility for each employee and also to track who will make an extra effort on learning and updating their skills.

## 7.2 Publications in local media

It is quite crucial to be seen in the local media as well as in social media – for example in LinkedIn where the NCAB Group has its own account. Not everyone knows what NCAB is and does so it's important to share the word and keep the company visible in a good way. Each employee can be active on their own but for example in Finland we have nominated one person (yours



truly) who focus on marketing approximately 30% of her work time. This helps on keeping on track about NCAB Groups own news and articles as well following on what can be a hot potato at the moment. You can write shortly on the things that matters for your customers particular or just modify some old texts and make it work in your on local markets.

Since 2016 we have wrote couple of blog articles that have been published by FIBS and they are very interested in publishing more. The first blog for 2017 will be released this spring. Our activity on this matter has made FIBS also interested in us and we have done even one seminar together. Writing blogs and articles are a cost efficient way of marketing!

### 7.3 Seminars

Again I'll take NCAB Finland as an example. Seminars - whether they are about technics or any other topics have become the best marketing and supportive actions for our customers in Finland.

These events whether they are held in a tiny negotiating room just for few persons or as a big happening for a big audience have a huge impact on our business. During a seminar you have the possibility to go deeper in the current topic by explaining carefully, showing pictures and videos and giving the possibility for a customer or other stakeholders to ask questions. Business is always between people. Therefore well-organized interaction and communication is the easiest way on explaining things and receiving the trust of your audience.

### 7.4 Final evaluation

If I could do it all over again I wouldn't change a lot. This learning process has already begun over a year ago when I got more interested in this topic. I have gathered the material and knowledge from different school courses both live and online, from work and independently at home reading internet articles and literature.

Though I have read couple of good books in Finnish I still used my references from internet or from my own work experience since it was more convenient to work on computer while writing the thesis at the same time. However I think the interview with NCAB's CEO was quite open, honest and gave me more than just for example what the NCAB's sustainability report says. So starting thesis all over again I would probably make some kind of a quiz or/plus an open interview with all the NCAB's managing directors around the world. This would give me more reliable start when looking at the current situation on how the importance of sustainability has taken into account in our local offices worldwide. Now my knowledge was based only approximately 30% fact, my own experience and rumors.

This thesis has deepened my knowledge and understanding towards CSR and I hope it has the same affect inside NCAB Group and among others who will read this work.

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