

UNIVERSITY OF JYVÄSKYLÄ
School of Business and Economics

**UTILIZING ENVIRONMENTAL MANAGEMENT
SYSTEM IN A NEW MARKET AREA
- BARRIERS AND BENEFITS -
CASE WWF'S GREEN OFFICE IN VIETNAM**

Corporate Environmental Management
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ABSTRACT

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Title UTILIZING ENVIRONMENTAL MANAGEMENT SYSTEM IN A NEW MARKET AREA - BARRIERS AND BENEFITS - CASE WWF'S GREEN OFFICE IN VIETNAM	
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Abstract <p>Companies and different kinds of organizations see responsibility and moreover environmental issues increasingly important part of their business strategy especially in developed western markets, and emerging and developing markets are following their lead. In the world where competitiveness increases in different business sectors and natural resources decrease, mastering environmental management is a competitive advantage. Environmental Management Systems (EMS) are a tool for focusing on environmental issues as part of corporate responsibility making it part of the business operations and daily routines. In this research the focus is on WWF's Green Office EMS, which some authors considers a "simplified" and WWF itself as a "practical" EMS.</p> <p>The aim of the research was to find the main barriers and benefits of utilizing the WWF's Green Office EMS in its rather new market area, Vietnam. The research was qualitative and the data of the case was collected via semi-structured interviews with 12 relevant Green Office EMS organizations in Vietnam, and also some key persons from WWF were interviewed.</p> <p>The research turned out to be very interesting and useful yet challenging, because this field of business had very little if any former research in the research topic. The research task was fulfilled by answering the research question and mapping out the main barriers and benefits from utilizing the WWF's Green Office EMS in Vietnam. Also, some ideas to improve the EMS work in Vietnam were able to give.</p> <p>The research shows that there are clear benefits from utilizing the WWF's Green Office EMS and the main benefits can be mentioned as motivating staff for environmental actions in their daily work, as well as clear financial and material savings. Regarding financial issues one of the main barriers seemed to be quite hard economic situation in Asia, leading to costs of the EMS can form a barrier for the utilization. Also WWF's Green Office EMS is rather new in Vietnam which forms a barrier to its wider utilization because it is not well-known EMS. More EMS promotion and localization is needed to make the EMS utilization more beneficial.</p>	
Keywords Environmental Management System, EMS, WWF, Green Office, Barriers, Benefits, Vietnam, adaptation, localizing	
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LIST OF FIGURES AND TABLES

FIGURE 1 Principles of an EMS 'Plan-Do-Check-Act Cycle' (PDCA Cycle).....	22
FIGURE 2 Corporate responsibility.....	24
FIGURE 3 The structure of EMAS regulation and ISO 14001 standard.....	26
FIGURE 4 ISO 14001 can be a stepping stone for EMAS, however EMAS has additional elements.....	27
FIGURE 5 WWF's Green Office logo.....	28
FIGURE 6 Different systems and methods can fulfil each other.....	29
FIGURE 7 The original step by step process of Green Office EMS.....	30
FIGURE 8 Green Office process in Vietnam.....	31
FIGURE 9 Model for analysing Green Office EMS utilization barriers and benefits in the Thesis.....	57
TABLE 1 Grouped theme categories of EMS utilization.....	36
TABLE 2 Interviewees of the semi-structured research interviews.....	55
TABLE 3 Interviewed WWF staff.....	57

CONTENTS

ABSTRACT

LIST OF FIGURES AND TABLES

CONTENTS

1	INTRODUCTION.....	9
1.1	Motivation for the research	11
1.2	Key concepts	12
2	RESEARCH TASK AND PROCESS	13
2.1	Research task	13
2.2	Focus and context of the research.....	15
2.2.1	Background information about Vietnam and its markets.....	16
2.2.2	WWF - An international NGO	18
2.2.3	WWF in Vietnam	19
3	ENVIRONMENTAL MANAGEMENT SYSTEMS (EMS).....	21
3.1	Short historical background of EMSs.....	21
3.2	Basic elements of EMSs	22
3.3	Corporate Social Responsibility (CSR) and EMSs.....	23
3.4	ISO 14001	24
3.5	EMAS	25
3.6	WWF's Green Office EMS.....	27
3.6.1	The process of building WWF's Green Office EMS	30
3.7	Some comparison and criticism of EMSs	32
4	ORGANIZATIONAL EMS UTILIZATION.....	35
4.1	Basic needs for utilizing EMS effectively in an organization	35
4.2	About barriers and benefits in organizational EMS utilization ..	36
4.3	Benefits of organizational EMS utilization.....	37
4.4	Barriers for organizational EMS utilization	38
5	NEW MARKETS: ENTRY AND LOCALIZATION	42
5.1	Cultural distance	42
5.2	Market entry and licensing.....	43
5.2.1	Market entry barriers	44
5.3	Local marketing, localization and adaptation	45
5.3.1	Laws and regulations.....	46

5.3.2	Pricing	47
5.4	WWF's Green Office EMS on international markets	48
5.4.1	WWF's brand awareness.....	49
6	METHODOLOGICAL CHOICES.....	51
6.1	Research Method - Qualitative case study	51
6.2	Data collection - Qualitative interviews	52
6.2.1	Interview planning and implementation.....	54
6.2.2	Interviewees	55
6.2.3	Analysis of the interview material.....	57
7	EMPIRICAL REVIEW.....	59
7.1	WWF's Green Office EMS in Vietnam	59
7.2	Some findings of implementing the EMS.....	60
7.3	Results of organizational benefits of utilizing EMS.....	62
7.3.1	Communication and Commercial benefits.....	62
7.3.2	Organizational benefits	63
7.3.3	People benefits	64
7.3.4	Financial benefits.....	65
7.3.5	Environmental benefits	65
7.4	Results of organizational barriers for utilizing EMS	66
7.4.1	Communication and Commercial barriers.....	66
7.4.2	Organizational barriers.....	67
7.4.3	People barriers	68
7.4.4	Financial barriers	69
7.4.5	Environmental barriers.....	70
8	CONCLUSIONS	71
8.1	Summary and discussion.....	71
8.2	Evaluation of the research Reliability and Validity	81
8.3	Evaluation of the research Generalizability	82
8.4	Ideas for further research.....	83
	REFERENCES	84
	ATTACHMENTS	92
	Attachment 1. Semi-structured interview questions.	92

1 INTRODUCTION

We live in the world where serious environmental problems and social drawbacks threaten peoples' well-being and next generations living conditions (Joutsenvirta, Halme, Jalas & Mäkinen 2011, 9). Global climate change caused by humans and so called anthropogenic global warming (AGW) are issues that the researchers around the globe are surer of, and in their research Cook (et al. 2013, 1) state that 97.1 % of the examined 11,944 climate abstracts from years 1991-2011 show that "*humans are causing global warming*". Kaitaniemi (2011, 363) points out that in some areas human communities are threatened by droughts and others by rising sea levels or increased storms. This added to generally known contamination of environment and different countries' and citizens' growing inequality, we are dealing with big problems for humankind (Joutsenvirta et al. 2011). As people are partly causing environmental problems, and simultaneously suffer from it, we ought to take actions to improve the state of the environment.

Economics is in the central position in both national and global communities' actions. It isn't enough to change just politics, but also economic mind-set and actions to solve environmental and social problems is needed. Considering environment in all actions has risen a remarkable factor in modern business world (Pohjola 1999, 2). Increasingly the focus is pointed to business when functional problem solving models are searched for local and global problems. Pesonen, Hämäläinen and Teittinen (2005, 11) point out that Environmental Management Systems (EMS) are used in helping to handle environmental impacts by almost all kinds of organizations from corporates to communities. Then, almost as synonyms, are spoken about companies' social responsibility, corporate responsibility and responsible business. Expectations and hopes are focused on companies to solve global problems, but at same there's more criticism on companies' actions and economics. Global economic, climate and poverty crises have given further impetus to abovementioned. (Joutsenvirta et al. 2011, 9-10.)

According to Schmidt-Bleek (2000) we have moved on to a century during which we must consider environment, like it or not. We can make this the century of the environment or else the environment forces us to do so. During this century everyone must evaluate their actions in the light of how to promote environmental protection. (Schmidt-Bleek 2000, 54.) Charter and Polonsky point out that companies need to improve their organizational processes and internalize new information and integrate with stakeholders to green processes (Charter & Polonsky 1999, 11). Organizations have to understand the future sustainability needs of society. EMSs can help organizations in handling the demanding whole of environmental issues in business, and interest towards different EMSs seems to be increasing globally.

“Systematic approaches to integrating environmental responsibilities into business operations and decision-making processes include environmental management systems such as ISO 14001 and EMAS. These approaches go beyond legal requirements and businesses usually adopt them on voluntary basis.” (Belz & Peattie 2009, 35.)

Environmental matters in companies must be considered at least for keeping up the reputation but environmental-friendliness is also noticed to be an economical resource. The most important motive in business is cost effectiveness and Pohjola (2003) mentions that by improving the level of environmental issue handling versatile cost savings are achieved, Charter and Polonsky (1999) add the reduction of material and energy consumption through sustainability actions, and according to Hillary implementation of formal EMSs can lead to numerous internal and external benefits (Pohjola 2003, 59; Charter & Polonsky 1999, 11; Hillary 2004, 563).

Companies' clients, competitors and society, as well as stakeholders set companies in more followed position in ever tightening competition and legislation. Corporate environmental responsibility as part of Corporate Social Responsibility's financial, social and environmental responsibility is seen increasingly important competitive advantage in the world where more people share the natural resources. (Belz & Peattie 2009, 34-35). According to Reusswig de-carbonizing our economies will create new jobs, industries, new markets and opportunities, and there will be losers and winners in the new situation (Reusswig 2013, 1-2). Usually ones losing their shares of renewing markets are trying to debunk the climate science.

Also, the ever changing global market situation is keeping organizations alert to keep up with the competition, with environmental issues considered as part of corporate responsibility. The competitiveness can be improved and new markets conquered with the focus on utilizing corporate responsibility's different tools and techniques. Especially for multinational corporations taking responsibility has become every day routine and new dimension in competitiveness and renewing their business. (Joutsenvirta et al. 2011, 9-10.) Considering the expectations and modern era business practices as well as criticism towards claptrap in responsible business issues, organizations must walk the talk, instead of just giving speeches about the responsible business. In more competitive situation mastering environmental issues is a competitive advantage. According to Kotler and Caslione (2009):

“A process of redistributing money and power around the world, away from the US and Europe and toward the resource-rich countries and rising industrialized nations in Asia and the rest of the emerging world, has been under way for years.” (Kotler & Caslione 2009, 26.)

In this Thesis research the target area is rising economy and emerging industrialized country Vietnam, where international non-governmental organization (NGO) WWF's Green Office, which is an EMS for offices, has an

existing network of organizations that is the research target. Barrow (1999) mentions that NGOs have multiple roles, e.g.: fundraising for environmental management, conservation and environmental education, and being important “*watchdogs*” for government, company and special-interest group activities (Barrow 1999, 247). WWF is the biggest environmental NGO in the world, known for its constructive and solution-oriented style in environmental protection, with long experience in productive work for the environment (Kaitaniemi 2011, 364). Co-operation and brand alliances between companies and NGOs has been strongly growing in the 2000s, being a way to advance sustainable development, and WWF as a co-operative and solution-focused organization is an interesting partner for companies (Rohweder 2011; Dickinson and Barker 2007).

The research consists of ten chapters. The first is introduction and key concepts, and second is the research task and process introduction with short introduction of Vietnam and WWF NGO. In third chapter EMSs and their main elements are introduced. In fourth chapter barriers and benefits theory regarding EMS utilization in this research are introduced. In fifth chapter localization of EMSs and market entry are handled. Third, fourth and fifth chapters form the theoretical frame of the work. In sixth chapter methodological choices with data collection are introduced. Seventh chapter is empirical review where empirical and other findings of the research are introduced. Chapter eight is conclusions with summary, discussion and evaluations. References and attachments are found in the last chapters nine and ten.

1.1 Motivation for the research

Having made earlier studies’ Thesis about planning and implementing WWF’s Green Office EMS for the learning institution, and when some years later it was time to choose the topic of Thesis again when studying in the University of Jyväskylä, School of Business and Economics, WWF’s Green Office EMS had gone international meanwhile. Research about the EMS on markets outside Finland seemed an interesting idea, and the final idea for the research topic came across on the Corporate Environmental Management course “Environmental Management in Networks” when international environmental issues were handled. Later on when it seemed possible to combine the university internship in WWF Vietnam with Thesis research data gathering, the topic of WWF’s Green Office EMS utilization barriers and benefits, was chosen.

This Thesis research case study concerns EMS utilization in Vietnam, and the main reason for choosing Vietnam as target was that there was an interesting topic and target group available, and secondly there had not been any, at least publicly available, research in Vietnam of EMSs in office surroundings.

The final and personal motivation was the interest to experience and learn from a real life case in Vietnam, because it is seen that utilizing EMS can help

companies, organizations and people mitigating their environmental burden. There is a lot to improve with environmental issues in Asia, so hopefully this research can help the local community with steps towards more sustainable future. Research about an international NGO's EMS in markets, where there has been no former research of the topic, might open up new views of the topic. Also, Master's Thesis research about an international environmental NGO's EMS process, while studying corporate environmental management in an international programme, seemed a relevant choice. In the big picture WWF's Green Office EMS might be one solution in the path towards more comprehensive sustainable development.

1.2 Key concepts

Here are some of the relevant key concepts of the research in an alphabetical order: *Barriers*, refers in this study to internal and external obstacles arise in an organization and prevent implementation or adoption of EMSs (Hillary 2004, 565). *Benefits*, refers in this study to internal and external benefits in EMS work context, including effects that can be seen positive outcomes for an organization implementing an EMS (Hillary 2004, 563-564). *Emerging market*, describes the market situation in which a relatively high rate of growth is typically based on market liberalization and extensive privatization (Campos & Estrin 2007, 344). *Energy Efficiency*, from a technical point of view means less energy use, without the economic activity or changing the level of service; whereas the "energy savings" is a broader concept, which also includes a reduction in consumption behaviour by modifying or reducing economic activity, but in practice the two are often used interchangeably (European Commission 2013, 2). *Environment*, describes the biophysical environment of man and the mankind as a whole, and an organization's activities influencing to condition of its surroundings (Charter & Polonsky 1999, 17). *Environmental management*, refers to integrating organization's activities having environmental effects to part of operations, in order to handle and develop them (Pohjola 2003, 116). *Environmental management system (EMS)*, refers to a structured management system approach focusing on minimizing environmental burden and continuous improvement, including the resources needed (Ann, Zailani & Wahid 2006, 75). *Green Office* (abbreviated: GO), refers to WWF's Green Office EMS (Green Office 2013). *NGO*, refers to Non-Governmental Organization (Hansen 2010, 387). *A Simplified EMS*, refers to an EMS based on official standard including only EMS' most important parts (Kippo-Edlund 2006, 118, 122; Rauatmaa 2011, 23), also referred to as "practical" EMS (Rauatmaa 2011, 23-24). *Sustainable development*, refers to the idea of fulfilling the needs of people today in a way that future generations can fulfil their needs, including economic development, social and ecological sustainability (Joutsenvirta et al. 2011, 13). *WWF*, refers to an international environmental NGO World Wide Fund for Nature (WWF 2013).

2 RESEARCH TASK AND PROCESS

2.1 Research task

Usually the term *research problem* is not wanted to use in a qualitative research, but the term *research task* is more commonly used and it describes the nature of the research better. Qualitative research has not so clear problems to be solved, but rather a task to be studied and learned from. (Hirsjärvi, Remes & Sajavaara 2009, 126.) In this qualitative Thesis research the WWF's Green Office EMS in its rather new market area Vietnam is studied. The research task of this Master's Thesis was to find the main utilizing barriers and benefits to WWF's Green Office EMS in Vietnam. The aim is to understand and provide more knowledge about the EMS implementation in Vietnam, in the local context. The topic has not been researched before in Vietnam.

- To clarify the research task two research questions were set:
 - What are the main barriers to utilizing the EMS
 - What are the main benefits from utilizing the EMS

WWF Finland has developed practical and light Green Office EMS (Green Office 2013) which is getting more international at present functioning in 10 countries (Green Office e 2013). The material for this research was collected in autumn 2012 during a university internship period in Vietnam, where the WWF's Green Office EMS had been in use since 2007 (Pham Thi Viet 2013).

The research empirical data gathering is based on interviews of a specific group of WWF's Green Office EMS organizations' coordinators in Vietnam, who represent the whole EMS network. Interviewees are 17 key persons from 12 Vietnamese Green Office EMS organizations, including two former EMS member organizations of the network. Added to that also 4 key persons from WWF were interviewed to get better understanding on WWF brand awareness and market entry to Vietnam. In this research term: "*organization*" refers to (unless otherwise noted) different kinds of companies and corporations as well as public organizations, especially when discussing about utilization of WWF's Green Office EMS.

One of the biggest challenges with this Thesis research material collection was that there was not any public international research available of EMSs in *office surroundings*, which was a restrictive theme for finding literature, especially handling Vietnam. The found researches handling EMSs in office surroundings were from Finland and mainly written in Finnish. Those researches or relevant parts of them were utilized as earlier research. The theoretical framework was gathered from relevant literature (books and articles) of the EMSs and their utilization in organizations. Material from former research is mainly gathered from separate EMS researches handling (The

International Organization for Standardization) ISO 14001 standard and EMAS (The European Community Eco-Management and Audit Scheme). The topic of the research itself limits the former research selection mainly to EMS utilization in organizations, marketing researches with new markets, local marketing and localization. In the analysis and conclusions parts theories are then compared to the empirical findings of the research.

Research has always some meaning and task - in a qualitative research the meaning is to describe a real life situation. The aim is to view the research focus as holistic as possible, in the given time and with resources in use, and to find and to focus on the relevant points. (Hirsjärvi, Remes & Sajavaara 2009, 137-139; 161.) In this research the real life situation is examined and data collected as a case study, in which the collected data is almost always qualitative (Robson 2002, 545). According to Hirsjärvi, Remes and Sajavaara (2009, 138-139) definition the aim of this Thesis research to be descriptive and partly explanatory. Yin (2003) clarifies that case studies have their role in the evaluation research, with important potential to *explain* the supposed causal links of real-life measures. Explaining the connections of implementation of a programme to the effects - that are too complex for surveys or experimental strategies. Another role is to *describe* connections to the real-life situations where the events occur. (Yin 2003, 15.)

Hirsjärvi and Hurme (2009) point out that to be able to understand human beings, researcher must come out of the laboratory and to go among people to research targets in their real life context. When the study focuses on EMS that is run by people, anthropology should not be totally forgotten, and the human context must be taken into account in researches. Environments and people are different, so the meanings' interpretation and understanding in researches can be problematic. Researcher affects the research at different stages: the selection and interpretation of concepts, data collection and analysis, and reporting. The research should strive to reflect the world of subjects and interpretations should receive support from the community under examination. The researcher's contribution to the study should also be able to recognize. (Hirsjärvi & Hurme 2009, 17-19.)

According to Laine (et al. 2007) the research problem must be with reasonable respect to research topic area, which is always part of bigger entity, and time frame, which is part of longer time span. In nature conservation the areal dimensions are important because environmental problems are global in nature, but they get concretized locally. Problems' causes and solutions are linked to local operations. (Laine et al. 2007, 72-73; 68.) Yin (2003, 26) continues that research cases need to have clear time boundaries set for the beginning and end of the case. The Green Office EMS had been functioning in Vietnam since 2007 (Pham Thi Viet 2013), and this case's time boundaries are from the beginning of the EMS in the markets, until the date of the interview, from the interviewed organization's point of view.

2.2 Focus and context of the research

Vietnam, the focus area of this research, is part of South-East Asia that consists of Brunei, Cambodia, Indonesia, Laos PDR, Malaysia, Philippines, Singapore, Thailand, Timor Leste and Vietnam. In the area of South-East Asia the population was 593,415,000 people in 2010 (Jones 2010, 4). Kotler and Caslione (2009, 26-28) have noticed the power structure change, global power relationships in business and the process of redistributing power away from the U.S and Europe towards newly industrialized countries in Asia and in emerging markets has happened after the global financial crisis in 2008. Focus is mainly on emerging markets and economies, and one can't ignore Asian economies. Companies from "matured" markets', e.g. U.S, Japan and Europe, face more stringent global competition against each other, but also against highly competitive companies from China and around the world e.g. Brazil, India, Indonesia, Malaysia, Thailand, Turkey and Vietnam, whose emerging markets' companies try to continue benefiting from the changes in economic and political balance shift of the world. (Kotler & Caslione 2009, 29-30.)

Hillary's (2004, 561) research about EMSs in SMEs, (small and medium-sized enterprises refers to EU definition of company category employing less than 250 people and have their annual turnover up to 50 million euro and annual balance sheet up to 43 million euro) (European Commission 2005, 5), shows that about 90% of businesses in Europe were classified as SMEs in 1996, and according to Rohweder (2004, 176) the number is "over 80 %". This is relevant from Asian point of view as SMEs form the backbone of entrepreneurial dynamism in Asia (EIU 2010, 3), and in this Thesis research majority (9/12 = 75%) of the interviewed WWF's Green Office network organizations in Vietnam were SME organizations (more specific information in Table 2). As the majority of organizations in general are SMEs, as well as in Vietnamese Green Office network, research theory among EMSs in SMEs is relevant in this Thesis research.

SMEs have been hit exceptionally hard by the global recession that started in 2008, especially companies that rely on exports (EIU 2010, 3). Harsh economic situation might make it difficult for considering environmental issues. Butler and Kraisornsuthasinee still remind that South-East Asian markets are closely bound to East and South Asian markets having large populations with growing access to college education, which might lead to growing market segment and potential for more environmentally friendly issues (Butler & Kraisornsuthasinee 1999, 348), and Weitz and Wensley (2002, 464) mention that local marketing involving *area studies* in some Asian countries can bring up vital in-depth information of the markets.

Latest news of climate change have been alarming, and Reusswig (2013) comments that 97.2% of almost 12,000 abstracts from scientific peer-reviewed papers assures the assumption of anthropogenic global warming, which has been growing in the 1991-2011 period (Reusswig 2013, 1; Cook et al. 2013, 1). Reusswig (2013) states climate science is clearly political in nature because there

are a lot of economic interests involved especially with oil, gas and coal business. The de-carbonization of economies around the world is seen as a threat by carbon-intensive businesses, and a possible strategy to keep up with business is debunking climate science. (Reusswig 2013, 1-2.) As the climate is changing and the state of environment is depleting due to human activities, humans can also affect it in a positive way.

Thøgersen (2005) brings up empowerment and motivating people to work together in favour of the environment. This needs informing and educating people about their own lifestyle and why changing habits to more sustainable does matter. People must get the feeling of being part of the change, having control and aiming together with organizations and governments towards sustainability. (Thøgersen 2005, 167-168.) With EMSs one aim is incorporating and empowering staff to mitigate the environmental burden on environment together with their organization.

2.2.1 Background information about Vietnam and its markets

Vietnam, formally the Socialist Republic of Vietnam, is located in South-East Asia and shares the borderline with China (North), Laos and Cambodia (West). In Vietnam the GDP was nearly \$142 Billion (\$141,669,099,289) in 2012, and GDP was growing by 5.0% in 2012 (World Bank 2013). Vietnam is a resource-rich economy that can offer attracting possibilities for “foreign direct investments” (FDIs), and Vietnam has been the member of the World Trade Organization (WTO) since January 2007 (Shieh & Wu 2012, 508).

Vietnam is a single party socialist republic (Finpro 2013), and a highly centralized state (Globe International 2013, 438) that has long time plan to convert to globalized market based economy with socialistic touch from its former closed and inward-looking planned economy (Thang et al. 2007, 113-114; World Bank 2013b). In Vietnam the legislation is based on its constitution, and most of the power of a central government level and all laws and protocols are issued by the Government and National Assembly (Globe International 2013, 438). Modern Vietnam has got through kind of generational change as over half of Vietnam’s population is born after the Vietnam War and this new generation is quite influenced by Western lifestyles. Also historically Vietnam has got Western influences being colonialized by France from 1880s to 1950s and having the interloping of US until 1975. (Thang et al. 2007, 114.)

Vietnam is a nation of over 91 million inhabitants (91,519,289 in 2013) (Finpro 2013) having the highest density of population in South-East Asia (excluding Singapore). Its location in the tropical cyclone belt, diverse climates and topography, and long coastline, makes it one of the most vulnerable and hazard-prone areas of Asia-Pacific region for climate change, which adds flooding, landslides, saltwater intrusion and droughts. (Globe International 2013, 438; World Bank 2013a.) “Vietnam has been ranked among the five countries likely to be most affected by climate change” (World Bank 2013a). National Climate Change Strategy of Vietnam is stating that between 2001-2010 such disasters

has caused damage to led 9,500 dead and missing people, but also to the loss of about 1.5% of GDP per year (Globe International 2013, 438).

The reformation of Vietnam's economic and politics launched in 1986, called "*Doi Moi*", has made Vietnam to be a lower middle income land that started from one of the poorest countries (less than US\$100 per capita income). Emerging markets like Vietnamese - one of the past decade's best performing ranked economies, where GDP was growing by 5.0% in 2012 (World Bank 2013) coming down a bit from GDP growing by an average of 7.3% per year over 1995-2005 (World Bank 2013a) - must be considered from different perspectives including environmental issues, as economic growth has always an impact on environment. Within 25 years, by the end of 2010 per capita income had risen up to US\$1,130, and in 2008 population's poverty rate had fallen to 14.5% from being 58% in 1993 and welfare has increased. Example of the increasing welfare is that 9,000 people have got connected to electricity grid daily for the past decade, and 95% of Vietnamese have access to electricity. Also, at the same time primary education has doubled and proper roads are available now for over 90% of the population. (World Bank 2013b.) Economic growth has its flipside when considering environment - increasing electricity consumption and possibilities to travel are effecting on environmental depletion. On the other hand increasing education is an opportunity to educate young people to consider the environment better in their daily lives.

The doubling of Vietnam's power generation capacity between 2005 to 2010 from original 12,000 MW to 25,000 MW (World Bank 2013b), is linked to Vietnam being one of the fastest growing nations in South-East Asia, and by 2020 demand for electricity is predicted to treble (Townshend 2013). Mitigating energy consumption will be more important and Vietnam's government has state level plans in energy saving of 5-8% of the total national energy consumption in the period 2011-2015. Its national programme on energy efficiency and conservation for 2006-2015 includes awareness rising of energy efficiency; utilizing high efficiency and energy saving products; conservation of energy and efficient use model for enterprises; and control of energy efficiency in building construction, are all listed goals in the government's programme. (Globe International 2013, 446-448.)

Vietnam is on the path to renovate the country and its goal by 2020 is to be an industrialized and modern society, despite its formerly inward-looking centralized model. The Congress of the Communist Party of Vietnam has informed in January 2011 to promote unity and more citizen participation in Vietnam to play an active role in international integration. There are two strategies, The Socio-Economic Development Strategy (SEDS) for 2011-2020 and together with The World Bank CPS-strategy for 2012-2016 investment and policy work, where there are aims among others - to strengthen the economic competitiveness and governance, promote gender equality - to improve environmental sustainability, efficiently operate in front natural hazards and climate change impacts, and increase the sustainability of Vietnam's development. (World Bank 2013b.)

According to World Bank (2013b) Vietnam's program faces a challenge of reaching results more quickly. Quick results, and tools for executing them, are needed to safeguard the sustainability in rapid economic growth to not to deteriorate the state of environment. According to Thøgersen (2005) making sustainable decisions might be hard in the markets where there is not always all the relevant information available or there are differences what is seen scientifically the most sustainable option. Also different kind of economic subsidies might change the free market competition situation, as well as physical nature conditions, social norms and cultural differences alternate from area to area. (Thøgersen 2005, 147.) Keeping in mind that Vietnamese have their history of Western influences Thang suggests that there is potential for Western management practices (Thang et al. 2007, 114).

2.2.2 WWF - An international NGO

WWF is the biggest environmental NGO in the world and it has decades of experience in productive work for the environment. Globally WWF is known for its constructive and solution-oriented style in environmental protection. (Kaitaniemi 2011, 364.) WWF was originally known as "World Wildlife Fund" and the name is still in use in The United States, but changed elsewhere (WWF 2013). It has offices around the world and it is functioning in over hundred countries (WWF a 2013). Its story began in 1961 and nowadays this world's largest environmental conservation organization has more than 5 million supporters globally, and it has invested over US\$1 billion since 1985 to over 12,000 conservation projects working to save endangered species such as tigers, rhinos, giant panda; working in the priority places and habitat areas such as Amazon, Arctic, Coral Triangle, Himalayas and Borneo. Its toolkit includes global activities with themes such as Market transformation, Climate and energy, Forest and climate. (WWF b 2014.)

According to Barrow (1999) NGOs have different roles linking knowledge from the grass root level all the way to political level, identifying environmental problems and helping to solve them together with organizations and governments, and finding better strategies from environmental point of view. Big NGOs have local-to-international structure, wide expertise, resources, know-how and possibilities to work with environmental issues that some governments and organizations cannot provide. Also fund raising for environmental management is a role of NGOs. (Barrow 1999, 247.)

WWF differs from some other conservation organization, because it co-operates with many different partners varying from United Nations organizations, IUCN to development agencies for example USAID and the World Bank, but including business and industry. But maybe most importantly from Green Office EMS' perspective, WWF works as an international network, co-operating internally between its international offices and projects. (WWF 2013.) Also Kaitaniemi notices that WWF has strong global network being involved in many negotiations, e.g. in international climate work it has an

advisory role and works closely with research institutes, companies and different authorities, with political influencing being most important part of the work. WWF working as a global network gives it first-hand knowledge on different issues. WWF's reputation as a cooperative and knowledgeable organization has led to partnerships with companies with the aim to reduce their operations' environmental impacts. (Kaitaniemi 2011, 364-366.)

WWF has been seen more as a strategic alliance with whom influential strategies can be planned. According to Rohweder (2011) co-operation and Dickinson and Barker (2007) brand alliances between companies and NGOs has been strongly growing in the 2000s, and is one way to advance sustainable development, well-being and democracy in society, and WWF as a co-operative and solution-focused organization is interesting partner for companies. Companies have recognized the possibilities, e.g. social capital, expertise and strategic partnership that co-operation with WWF and other NGOs can offer. As an example of deeper form of co-operation Rohweder mentions WWF's Green Office EMS with the help of which WWF also fulfils its own objectives of conservation work. (Rohweder 2011, 229-230.) There will be more frequent collaboration and deeper strategic content in alliances between NGOs and businesses, away from traditional charity and donation of money to projects (Dickinson & Barker 2007, 75-76).

WWF works to reduce *ecological footprint*: “the amount of land and natural resources needed to supply our food, water, fibre and timbre, and to absorb our CO2 emissions” of mankind, and is specially focusing on key areas: “Carbon, Energy & Climate” that includes climate change policy, energy use and forest loss issues; “Sustainable (development of) cities”, “Farming” including biofuels, food, fibre, aquaculture and grazing, “Fishing”, “Forestry” with paper, pulp and timber issues, and “Water” including drinking water, dams and irrigation. In order to reduce the ecological footprint to the level where humankind is living within the sustainable capacity of Earth, WWF is e.g. trying to influence companies' supply chains and processes, developing and implementing ways to improve energy production and waste handling. (WWF c 2014.)

2.2.3 WWF in Vietnam

WWF Vietnam is an operator executing conservation projects in Vietnam, and it was among the first international NGOs in Vietnam. It has been working with diverse environmental issues, e.g. in the 1990s it started to work on a national conservation strategy. There have been field projects across the country, and WWF has been working alongside Vietnamese government since its presence. WWF Vietnam is part of WWF Greater Mekong that is based in Vietnam's capital city Hanoi in Northern Vietnam. WWF Greater Mekong includes the operations of WWF Vietnam, Thailand, Laos PDR and Cambodia. Formerly there was WWF Indochina that included WWF Vietnam since early 1990s, Cambodia since 1993 and Laos PDR since 1997, and after merging operations

with WWF Thailand in 2006 WWF Greater Mekong was formed. (WWF Vietnam.)

According to WWF Vietnam's Green Office country coordinator Pham Thi Viet, WWF and its panda logo are not very well known among most of the corporate sector and general public in Vietnam. WWF is quite well known among NGO sector though. WWF Vietnam has been working in Vietnam since 1990s (WWF Vietnam) but Pham Thi Viet points out that the focus has mainly been on conservation projects with very limited approach to corporates and public, so the brand awareness of WWF in the markets is quite limited. (Pham Thi Viet 2013.) There is one quite relevant difference between Vietnam's WWF and WWF Finland (the founder and host organization of Green Office EMS), as WWF Finland got 41 % of its income from private supporters of WWF during the fiscal year 2012 (WWF Finland 2013). Whereas in Vietnam there is no possibility to be a private supporter of the local WWF, so the finance model is different (Julkunen 2013). That affects also the brand awareness of WWF, as if one supports something financially the target is known for sure.

In order to get a bit better understanding of WWF's brand awareness in Vietnam, the Regional Director for Marketing and Corporate Relations Susan Roxas from WWF Greater Mekong was interviewed. Roxas told that WWF Greater Mekong had a brand awareness interviews, conducted by *Taylor Nelson* (Sofres market research and information group), done for 600 people who fit "*a target market profile*". They were chosen to be interviewed after "*a rigorous screening process to make sure the sample fit the profile we were looking for, income class, education, awareness of environment*" from Vietnam's three biggest cities. According to Roxas Red Cross dominates Vietnamese NGO charity markets but "*WWF has strong brand recognition*". Over 60 % of interviewed people knew the WWF brand "*prompted and unprompted*". Roxas believes this is due to the fact that there are not many environmental NGOs working in Vietnam and "*also because global exposure has permeated the Vietnam public as well*", so WWF stands out. (Roxas, 2014.) This is good background information, but those interviewed 600 people were selected to represent a certain profile, that does not represent this Thesis research.

3 ENVIRONMENTAL MANAGEMENT SYSTEMS (EMS)

Different players for example media, NGOs, consumers and governments around the world put a growing pressure on companies for better environmental performance (EMASb 2014). There is a growing need for establishing a good management of economic, social and environmental issues in organizations of modern global economy, and focusing on "*triple bottom line*" results and benefits e.g. in the areas of marketing, insurance and financing can be achieved. An Environmental Management System (EMS) is a systematic approach focusing on the environmental bottom line. (Ann, Zailani & Wahid 2006, 75.)

Pohjola (1999) states most decisions made in different parts of communities, including business organizations, have both direct and indirect environmental effects. Concern about the effects has woken up companies, and setting up systems for environmental management as part of management practices and business management is viewed essential. (Pohjola 1999, 7.) Barrow (1999) adds environmental management focuses on environmental planning, implementation, monitoring, auditing and modifying human habits; rather than just theoretical planning. Environmental management aims at human-environment interaction understanding with practical common sense problem solving. (Barrow 1999, 3.)

3.1 Short historical background of EMSs

Modern corporate responsibility is in touch with the concept of sustainable development, which was launched in United Nations commissions' report in 1987. The working group was run by Gro Harlem Brundtland, and the group and the report are also known as "Brundtland's committee". UN countries committed themselves to the goals of sustainable development in the UN's environmental-and development conference held in Rio de Janeiro in 1992. (Joutsenvirta et al. 2011, 13.)

The history of EMSs is not very long, and in the beginning of the 1990s environmental issues were included in quality management systems but along with the growing demand and need special EMSs were developed. The aim of an EMS is to create connections between the strategic and operational management. (Rohweder 2004, 166-167.) According to Linnanen EMSs have been designed to fulfil the need in managing, and are environmental management's tools to help with the environmental issues' systematic and efficient management. Also, the redress to possible drawbacks is made possible with the help of the EMSs. (Linnanen et al. 1994, 109.) Already in late 1990s Pohjola (1999) stated that in companies around the world environmental

management was becoming increasingly important part of strategic management (Pohjola 1999, 2). Since the 1990s stakeholders' expectations and involvement towards companies' direct and indirect impacts have increased significantly (Belz & Peattie 2009, 34-35). Ann (et al. 2006) agree with Pohjola, Belz and Peattie commenting that because environment is being regarded as an asset to be valued in many corporations worldwide, therefore also the ability of companies' environmental performance management is emerging as a strategic issue. They add that nowadays managers are also expected to be increasingly environmental responsible beside taking care of cost reduction, quality improvement and enhancing flexibility. (Ann et al. 2006, 73.) Nowadays there are different EMSs that organizations can utilize.

3.2 Basic elements of EMSs

In general EMSs are open to all organizations and corporations regardless the sector or size. Pesonen (et al. 2005) point out that EMSs are used in different kinds of organizations from corporates to communities in helping to handle environmental impacts. Kippo-Edlund highlights that EMSs are a holistic management system tools helping managers with the aim of improving the level of environmental management continuously (Kippo-Edlund 2006, 118). Within an EMS companies 'overall actions' impacts on nature are checked and the actions are planned so that the impacts on nature are minimized. Also employees are trained to consider environment and mitigate their impacts on nature. EMSs are the tools for the environmental managers. (Pesonen et al. 2005, 11-12.) The Figure 1 below helps to understand the outline of the principles of an EMS that follow a "plan-do-check-act" cycle (EMAS 2013).



FIGURE 1 Principles of an EMS follow a 'Plan-Do-Check-Act Cycle' (PDCA Cycle) (EMAS 2013).

According to Pesonen (et al. 2005) EMS building ought to be started from the parts or actions with most environmental impacts or legal environmental standards to fulfil. Timetables and persons in charge are set for the actions, and goals or aims to the level of the environmental protection are set by the company themselves. Building an EMS does not automatically mean a great level of environmental protection, but it offers a way to continuous improvement. Straight savings via improved material and energy efficiency, or the competitive advantage via improved pro-environmental image, pushes companies towards using EMSs. (Pesonen et al. 2005, 11-13.)

Companies can develop a tailored EMS for themselves e.g. according to certain standard, even without fulfilling all the elements of a standard (Pesonen et al. 2005, 15). Kippo-Edlund reminds that companies often make an environmental report, even though the system is not intended to get certified, and with the report the stakeholders are informed of the successful environmental aims and can also include financial information (Kippo-Edlund 2006, 121). When the EMS is wanted to get certified by external auditor, the ready system must fulfil the criteria of the standard (Pesonen et al. 2005, 15). Thøgersen mention that consumers trust more third-party labelling schemes, implemented by trusted NGO or state, than labelling schemes of e.g. companies themselves (Thøgersen 2005, 158).

The best known and most used EMSs are ISO 14001 –standard (later on ISO 14001) and European Commission’s EMAS (later on EMAS). Also, there are so called “simplified” versions of EMSs in use in different organizations that are built based on the official EMS standard that includes EMS’ (e.g. ISO 14001 or EMAS) most important parts, which are fulfilled in the way that they can be certified. Simplified EMSs focus on the most important environmental impacts of the organization and is built based on them. (Kippo-Edlund 2006, 118, 122; Rauatmaa 2011, 23; Sirviö 2010 8-10, 14.) Rauatmaa (2011, 23-24) also mentions the term “*simplified*” EMS but prefers the term: “*practical*” EMS meaning the same thing. According to Hasu (2012, 25) numerous organizations have ended up building simplified EMS, because using ISO 14001 or EMAS would be too laborious and require lot of resources. Kippo-Edlund (2006, 122) continues that following an official EMS standard’s idea adds up to the productiveness of the system, and the EMS can be updated later. Also Emission and Hjelm (2004, 58) notice that an organization can use parts of standards flexibly utilizing the standards relevant parts, still following the standards procedures as guidelines.

3.3 Corporate Social Responsibility (CSR) and EMSs

EMS can be seen as part of bigger framework of modern responsibility work. Corporate Social Responsibility (CSR) is seen spread widely and defined as a voluntary based concept integrating environmental and social concerns in companies’ business operations and to stakeholder interaction. In another CSR definition they separate corporate social-, corporate environmental- and

corporate financial responsibility forming so called triple bottom line of corporate responsibility presented in Figure 2 below. (Belz & Peattie 2009, 34-35; Joutsenvirta et al. 2011, 13-14)

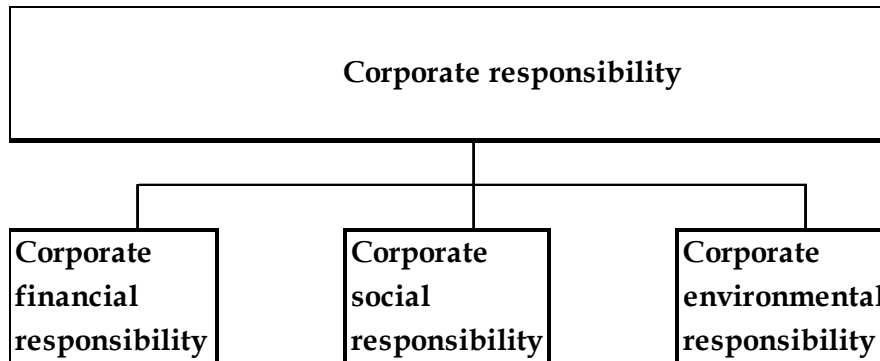


FIGURE 2 Corporate responsibility (Belz & Peattie 2009, 34)

Companies' have interactions with their stakeholders (e.g. customers, employees, environmental organizations, government, local communities, media, shareholders and suppliers) that have a legitimate interest in the companies (Belz & Peattie 2009, 34-35). Corporate environmental responsibility as part of CSR actions, efficiency and sustainability are seen increasingly important as competitive advantage in the world of growing population sharing depleting natural resources. Environmental part include among other things waste load reduction, material efficiency and fight against climate change (Joutsenvirta et al. 2011, 13-14), and can be handled utilizing an EMS.

Also, many multinational companies run global GRI (global reporting initiative) activities in areas where the infrastructure for environmental issue consideration is not developed with local legislation not requiring them to act and report in a certain way (Charter & Polonsky 1999, 342; Reinikainen 2010, 13).

Also other programmes that aim at developing responsibility actions such as codes of conducts and corporate community involvement (CCI), are promoted to increase the ethical competitiveness, handling of social and environmental issues and improving public image with different actions and resources from a company to improve environmental or social conditions of local communities. Actions can also be *symbolic initiatives*. Through strategic alliances with NGOs the significance of the company's actions can be assured. (Joutsenvirta et al. 2011, 13-14; Hansen et al. 2010, 387-388.)

3.4 ISO 14001

In 1996 ISO (The International Organization for Standardization) introduced the ISO 14000 series of standards as there was a compelling need to point out companies' actions impacts on the environment. When released the standards

were said to be less argumentative and more user-friendly, also being able to provide a potentially innovative complement to back then existing environmental regulations. More systematic integration of environmental issues into corporate decision making and operations with the ISO 14000 standard series was possible, with the ISO 14001 especially focusing on EMSs. (Ann et al. 2006, 73-74.)

ISO's first published EMS standards were renewed in 2004 (Pesonen et al. 2005, 15). ISO 14000-series has many standards, of which ISO 14001:2004 is an EMS standard, including requirements with guidance for use. ISO 14004:2004 standard includes general guidelines on principles, systems and support techniques, so it is a supporting tool helping to understand the system. In ISO 14001 standard there is the criteria according to which an EMS can be certified. There is not a specified level of requirements for environmental protection in it, but an identified framework for organizations to follow to create an efficient EMS, which can be used in organizations, despite the operation of business or sector. (ISO 14001, 2013.)

The ISO 14001 does not impose requirements for the organization's environmental performance, but legislation and other rules concerning it must be covered. Its requirement is that the environmental performance must be improved continuously. (Pesonen et al. 2005, 15-16.) The intention is to introduce improvement of the environmental issues in every part of the company's operations and decision making, and provide a systematic procedure to environmental management (Ann et al. 2006, 73-74).

In the ISO 14001 construction guidelines and requirements can be divided into five parts, which are environmental policy, management system design, practical implementation, assessment of system and review by the organization's management (Pesonen et al. 2005, 15-16).

As companies increasingly show greater socially responsible role and take better environmental considerations in their day to day operations, the ISO 14001 can indicate the company's commitment to environmental responsibility (Ann et al. 2006, 73-74).

3.5 EMAS

EMAS (The European Community Eco-Management and Audit Scheme) is environmental management and auditing system originally for European community member countries organizations that aim to improve handling of environmental issues (Pesonen et al. 2005, 17). EMAS, as well as ISO 14001, is a voluntary self-regulatory initiative which aims to provide ways for businesses to improve their environmental performance systematically (Hillary 2004, 561).

Originally EMAS was aimed for industrial sector's use. EMAS is based on European Union's regulation, and is not officially a standard but regulation, and principles with EMAS regulation and ISO 14001 standards are similar (Rohweder 2004, 166). With EMAS the actual EMS is fulfilled according to ISO

14001, and an organization that has ISO 14001 in place can get its system EMAS registered by compiling a public environmental statement (Pesonen et al. 2005, 17). In figure 3 the structure of EMAS and ISO 14001 is presented.

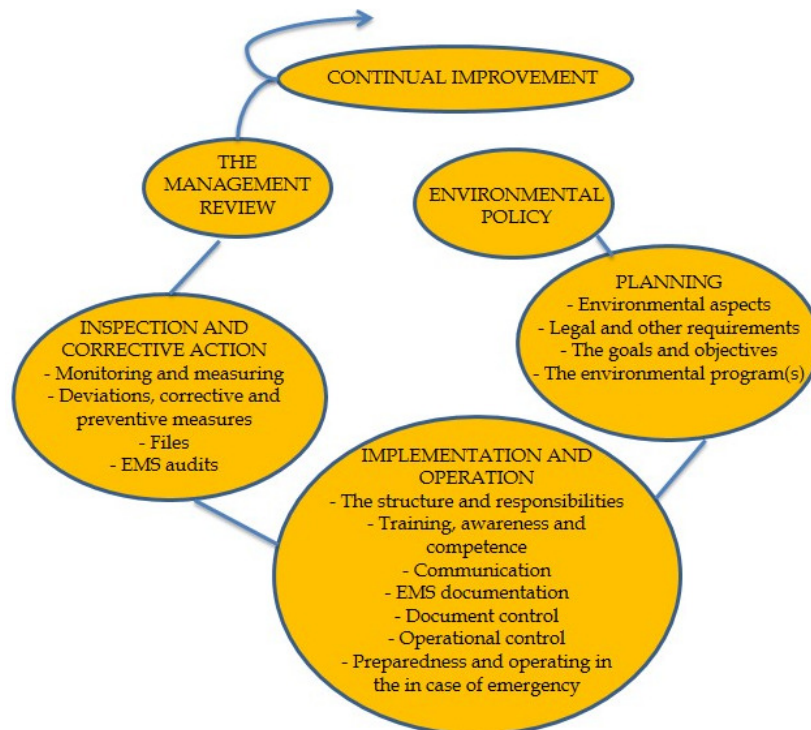


FIGURE 3 The structure of EMAS regulation and ISO 14001 standard (Adapted from Rohweder 2004, 169.)

Main difference between EMAS and ISO 14001 is held the approach to openness and compliance with environmental legislation. EMAS always requires a public environmental reporting, and gives guideline to compiling it, and the requirement for EMAS is that the organization follows environmental legislation. With ISO 14001 the public environmental report is voluntary, and it is enough that organization has the procedures with the help of which it will fulfil the legal aspects within a certain time frame. With EMAS it is also important to improve the level of environmental protection continuously. External verifier confirms EMAS report and verifies the EMS, which adds to the credibility and reliability of the data. Nowadays EMAS is suitable for all kinds of organizations from SMEs to public organizations. (Kippo-Edlund 2006, 120–121.) Figure 4 describes the additional elements of EMAS compared to ISO 14001 (EMASa 2013). An organization receives EMAS registration certificate after the local accrediting body has registered the organization. The company also receives rights to use the EMAS logo, which can be used at the registered place of business' communication and advertising. The logo can be thought of as an environmental label of the place of business. (Pesonen et al. 2005, 18.)



FIGURE 4 ISO 14001 can be a stepping stone for EMAS, however EMAS has additional elements (EMASa 2013).

EMAS has had development phases, and the history of EMAS started when the European Council adopted EMAS 29th June 1993, and in 1995 EMAS opened for industrial companies (EMAS 2014). After the reform of 2001 EMAS registration was expanded to be used at service sector as well as at public organizations (Rohweder 2004, 169). In 2009 the Council adopted new regulation, and in 2010 new regulation of EMAS entry into force (EMAS 2014).

The newest features of EMAS include “EMAS Easy” and “EMAS Global”. “Easy”-version is meant for SMEs to cover EMS standard requirements for ISO 14001 and EMAS, and there is an environmental aspect identification based on the location of business and its internal processes. “Easy”-version offers simple tools and instructions which smaller organizations can utilize to develop an EMS. (EMASa 2014.) “EMAS Global” version instead is an upgrade for EMAS and makes EMAS available worldwide, as earlier it was available only for European Community members. The aim of the “Global” version is to tackle more effectively, mainly industrial operations’, environmental impacts globally. (EMASb 2014.) In early 2014 there were over 4,500 organizations with circa 8,150 separate EMAS registered sites, from multinationals to smaller companies and public authorities, around the world (EMASc 2014).

3.6 WWF’s Green Office EMS

According to Kippo-Edlund Green Office, developed by WWF Finland, is an environmental service intended for offices, which can be defined as an EMS based on its structure (Kippo-Edlund 2006, 122). Within WWF’s Green Office EMS organizations there are public governmental organizations, business enterprises and NGOs (Sirviö 2013; WWF Vietnam a 2013). In Finland the Green Office EMS network of 186 organizations consists of companies such as Nokia headquarters, public administration such as Ministry of Employment and the Economy, and organizations such as Unicef (Green Office e 2013). Green Office EMS has already spread in many countries (Reinikainen 2010, 11).

WWF Finland states that Green Office EMS is user friendly, practical and easy to implement, and it suits to all kinds of organizations' office surroundings from private companies to public sector. With the help of the EMS the idea is to reduce organizations' climate change impacts through improvements in office's energy efficiency and mitigating its carbon dioxide emissions. It is a tool to promote offices' eco efficiency and mitigate ecological footprint by requiring reduction of natural resource consumption. Also better environmental everyday practices and sustainable lifestyle among employees are promoted. By utilizing WWF's Green Office EMS the goal is to reduce all the major environmental impacts from the office work. (Green Office a 2013, 5-6.)

Kippo-Edlund states that Green Office slogan: "A WWF Initiative to reduce ecological footprint" explains in a nutshell the contents of the system, that is, by reducing the consumption offices conserve natural resources and environment. WWF's Green Office EMS is not classified in a very accurate way, and it is described as an Eco label granted for offices, being light and practical EMS modified to office surroundings. EMSs like this are aid and tools for environmental managers. (Kippo-Edlund 2006, 118.) WWF itself does not seem to describe Green Office as an Eco label, but an EMS.

In order to get the Green Office EMS labelling rights an office must fulfil the EMS criteria: Select a coordinator and team; plan a practical environmental programme; improve continuously its energy efficiency to mitigate greenhouse gas emissions; reduce waste amounts, and recycle and sort out waste according to local requirements; pay attention to green issues in procurement; inform and educate personnel about the Green Office practices; aspire towards continuous improvement in environmental matters; update environmental program annually; choose the (key performance) indicators, set numeric objectives and monitor the fulfilment of the objectives; and report to WWF annually. (Green Office 2013.) WWF Finland lists some aims and incentives to start utilizing the Green Office EMS e.g. consuming less materials and energy results in achieving cost savings; being able to use the EMS logo (Figure 5) in communication to stakeholders, clients and employees. Engaging and inspiring employees to get involved with the concrete Green Office practices in their everyday work e.g. switching of unnecessary lights, using more sustainable transportation forms, double-sided printing, activating power saving settings on electric appliances and reducing amounts of waste, are mentioned. To add employees' job satisfaction is also mentioned. (Green Office a 2013, 5-6.)



FIGURE 5 WWF's Green Office EMS logo (Green Office 2013)

Kippo-Edlund defines WWF's Green Office as a simplified EMS based on its structure, as it is in line with ISO 14001 standard and EMAS regulation's essential elements, but it does not implement all the elements as such. With a *simplified EMS* Kippo-Edlund refers to an EMS, which takes into account the nature of the organization and its significant environmental impacts and acts focusing on them using the standardized EMS models. (Kippo-Edlund 2006, 122.) In Figure 6 the interactions of different systems is described.

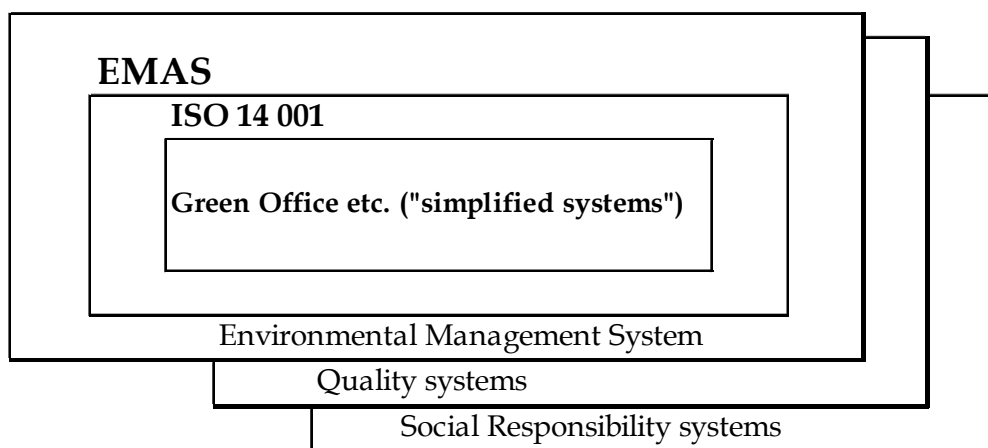


FIGURE 6 Different systems and methods can fulfil each other (Adapted from Reinikainen 2010, 12).

The structure of WWF's Green Office EMS follows the EMAS and ISO 14001 standard's five main elements: environmental policy, planning, implementation and operations, inspection and corrective actions, and management reviews. In Green Office the main elements are summarized and modified to office's EMS. The common denominator in all three EMSs is continuous improvement-oriented activities. In addition, EMAS and Green Office also include the organization's external audit and annual reporting. (Rohweder 2004, 169.) Rauatmaa (2011, 23-24) refers to WWF's Green Office with term: "*practical*" EMS "*since it describes the concept well*", continuing that practical EMS' main idea is an operational framework including essential parts of ISO 14001 and EMAS with easy implementation.

Office buildings consume massive amounts of energy via heating, cooling and electricity consumption. Asikainen (2006, 37) mentions that for example share of lighting consumption can be more than 50 % of the total electricity consumption of an office (depending on technique). Asikainen continues that environmental impacts of an office are not directly comparable to industry impacts, but offices' impacts build up from regular consumers' everyday consumption, and offices can be seen as big consumption units. About 40 % of offices' electricity consumption is estimated to use by office appliances, but there is estimated to have technical electricity saving potential within them in offices up to 78 %. According to Asikainen offices' main environmental impacts come from building's energy consumption, travelling such as business travel

and commuting, paper consumption (which has an effect on purchasing) and waste. (Asikainen 2006, 10.) Basically every organization has an office of some kind, and has environmental impacts of different kinds, but one should be able to measure the actions' impacts in order to make improvements.

WWF offers different tools to help run the Green Office EMS and motivate staff: Internet based tools: *Compass* to help to maintain and document the system, and *Climate Calculator* to measure emissions; materials such as *Green Office tips* and a questionnaire for personnel; a questionnaire for service providers; meetings with the member organization network and training events, as well as office inspections and support with for the environmental communication are all part of the EMS. (Green Office a 2013, 5-6.) Rohweder mentions that companies benefit from the Green Office co-operation in the form of cost savings and they can show to society that they are responsible actors, also, they can develop their operations. Even though Green Office EMS concentrates to office, one aim of WWF is to influence companies' environmental impacts in larger scale as well. (Rohweder 2011, 229-230.)

3.6.1 The process of building WWF's Green Office EMS

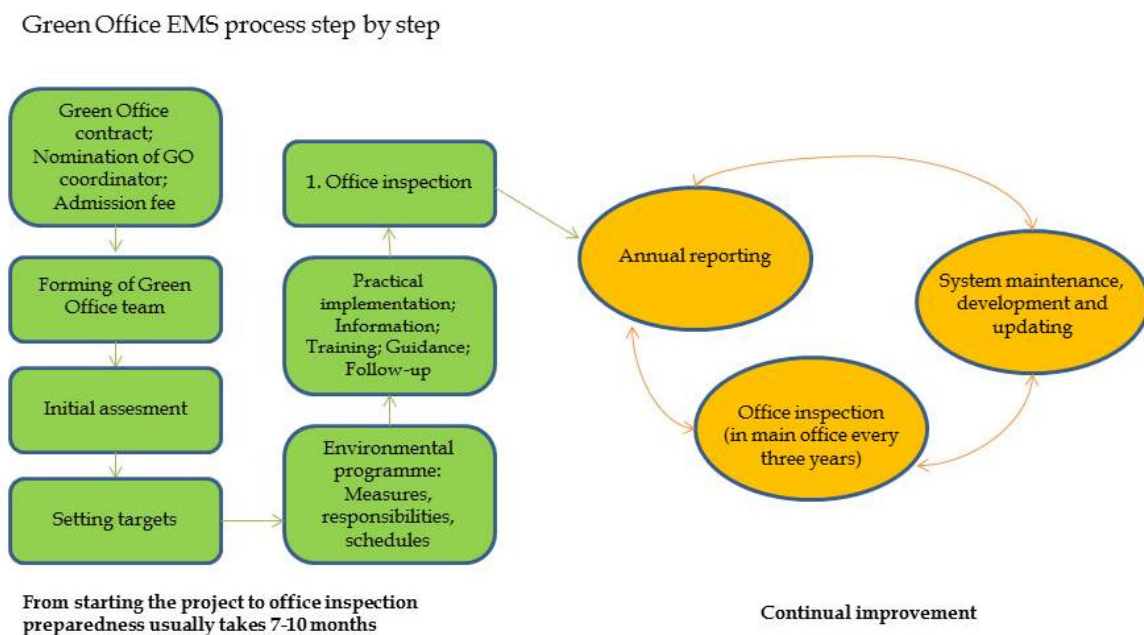


FIGURE 7 The original step by step process of Green Office EMS (Adapted from Green Office b 2014)

According to WWF Finland (the developer and manager of the Green Office EMS), an organization can follow *12 Steps* when building their Green Office EMS. The process is also described in Figure 7. After signing the contract between WWF and the organization, there must be a coordinator named for the process. Coordinator and *Green Office team* together form the working group, and their first step is to conduct an internal evaluation of the organization's

environmental work start level by fulfilling an *Assessment form*. Having done that and recognizing the office's biggest environmental aspects, next step is to formulate an environmental programme, choose measurable (key performance) indicators (KPI) and set numeric targets. Programme must include energy saving actions, waste sorting must be taken care of in the best possible manner, also procurement and communication must be considered from the environmental point of view. Personnel must be trained and instructed about the Green Office actions and environmental issues of the office work. Also, web tool called *Consumer Habit Questionnaire* can be voluntarily used to raise staff awareness. After practical implementation when the office's EMS fulfils the *Green Office criteria* it is time for the office inspection with the WWF inspector. In the inspection also the aims and targets are verified. When the inspection is passed the organization is an official Green Office and can adopt and use the logo (Figure 5) also in its external communication. From the first steps to passing the inspection it takes around 7-10 months, after which *continual improvement* phase starts including developing, system maintenance and updating the programme annually. In Finland the office inspection is executed every three years. (Green Office a 2013, 6.; Green Office b 2014.)

WWF Vietnam has decided to modify the originally Finnish model of how to guide Green Office in building the EMS in Vietnam. Thang (et al. 2007) notice that Vietnamese usually don't adopt practices as such in use, but want to adjust them according to their own "*belief reference system*" (Thang et al. 2007, 114). According to Pham Thi Viet (2013) organizations that start Green Office EMS need more consultation and help in the process, especially in the start than for example offices in Finland. The Vietnamese Green Office EMS project's first year is divided in three parts, which is presented in Figure 8.

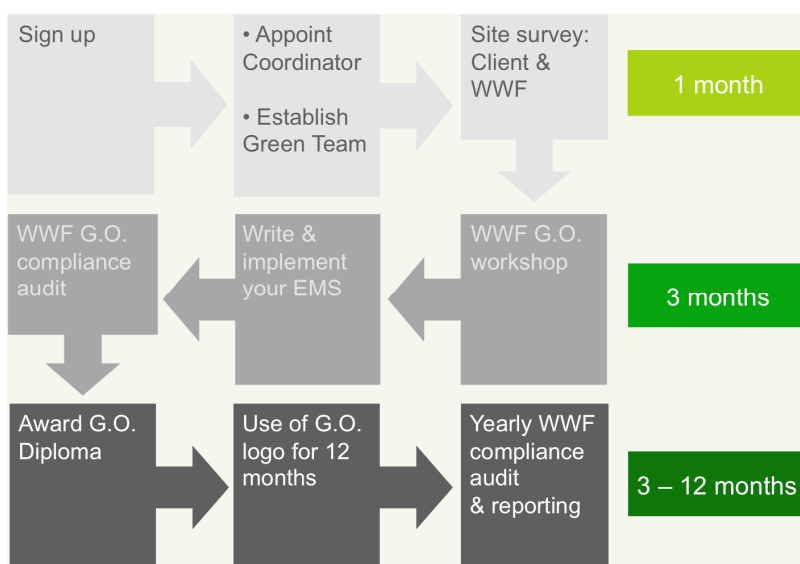


FIGURE 8 Green Office process in Vietnam (Pham Thi Viet 2013; WWF Vietnam b 2013)

After signing the contract and establishing Green Team with the Coordinator, first site survey will be held in the premises of the office together with a WWF representative. At same a workshop is held to write down an environmental programme, then the organization starts the implementing processes. After three months the first “*audit*” is held, and if passed the Green Office diploma is awarded for the organization. The organization can use the Green Office logo for 12 months, after which a yearly compliance audit with reporting the KPI will be held to check that the EMS still fulfils the criteria. (Pham Thi Viet 2013; WWF Vietnam b 2013.) The Green Office EMS in Vietnam is based on four main criteria: 1. Managing Environmental programme 2. Reduction in energy consumption 3. Efficient use of materials and 4. Sustainable transportation (Attachment 1). According to Hansen in South-East Asia companies lack competences in socio-economic and environmental protection in community level, so having strategic alliances with NGO’s can guarantee the initiatives to be meaningful (Hansen et al. 2010, 387-388).

3.7 Some comparison and criticism of EMSs

Business Management researchers and teachers discuss more and more about the reasons, forms and consequences of spreading of the responsible business. Business developers and consultants ask if there are real benefits for the companies of responsible business and how does it serve their success. Responsible business critics in turn ask if the responsibility is just talk and what suspicious might have hidden behind. Companies’ social responsibility is multi-dimensional bunch of actions and discussion including ethical commitments, economic efficiency beliefs among others. (Joutsenvirta et al. 2011, 9-10.)

Saving in materials and costs, and being able to communicate to stakeholders, clients and employees about environmental "friendliness" using an EMS logo, are similar incentives to use an EMS (Green Office a 2013, 5). Hillary (2004, 562) comments that within SMEs the use of EMAS and ISO 14001 is an important sustainability and practical environmental improvement step, and both are mentioned to be suitable for big and small companies. The biggest difference between the EMSs is that EMAS is more normative and requires a public environmental performance report of the site proving the continual improvement (Hillary 2004, 562; Rauatmaa 2011, 21; Rohweder 2004, 175). ISO 14001 is said to be more user-friendly compared to EMAS (Rauatmaa 2011, 21). What seems to differentiate WWF’s Green Office from other EMSs, such as ISO 14001 and EMAS, is engaging and inspiring employees to get involved with the Green Office actions in their everyday work, and also the aim to add employees’ job satisfaction (Green Office a 2013, 5).

An organization having created an EMS according to ISO 14001 are able to get EMAS registered after they publish an environmental statement. So, if an organization creates its own EMS it has to receive an accredited verification

from independent and external environmental verifier before it can apply for the EMAS registration. (Pesonen et al. 2005, 82-83.) Within WWF's Green Office for each office using the EMS it is mandatory to report (key performance) indicators, and the external reporting is similar element with EMAS regulation. Also with WWF's Green Office EMS external verification from WWF side is needed before the organization gets certified. (Green Office b 2014.) Rohweder mentions that stakeholders have often difficulties getting information if company using ISO 14001 has really been able to diminish their adverse environmental effects, as there is no reporting within the EMS. Instead within EMAS there is the public review of one's actions, and one also should improve their reporting practices. (Rohweder 2004, 175.) In Hillary's (2004) research some considerations about the external auditors within ISO 14001 and EMAS EMSs, state that there have been some disappointments on costs and quality of consultants advising organizations within the certification process. These cases were mentioned as an internal barrier, and that these too bureaucratic and ineffective systems might not be suitable for smaller firms. (Hillary 2004, 564.) Often expensive external consultants are used more within ISO 14001 and EMAS EMSs. Within WWF's Green Office the consultation does not increase costs but is included to the fee structure (Rauatmaa 2011, 33). Hasu mentions the bureaucracy (as problem) within ISO 14001 inspections as the control and regulation of the standard are highlighted, and the instructions that by-pass the form of participative management style (Hasu 2012, 25-26).

According to Ann, Zailani and Wahid (2006) the intention of ISO 14001 is good, but there has been continuous discussions already since 1990s on whether or not ISO 14001 can meet its aims and if it is worth the monetary investments and other resources to an organization using it. Some aims of the standard are reached, but it is criticized also for not setting clear criteria for environmental performance or technology use. If an organization already has an EMS in use then little added value is gained by standardizing an EMS according to ISO 14001. This is e.g. due to unnecessary and wide scale documentation and increased bureaucracy. (Ann, Zailani & Wahid 2006, 74-75.) Also Hillary (2004, 561) mentions that even though ISO 14001 and EMAS are said to be suitable also for SMEs, among these organizations using them the experiences of comprehension have varied from intermittent to depressing, even though the intension might have been good. (Hillary 2004, 561.) Hillary mentions that there are more ISO 14001 registered sites than EMAS in use, and for small companies EMAS might be too much work without external assistance. In general the amount of businesses using registered EMSs is minimal compared to the total amount of businesses. (Hillary 2004, 562-563.)

Hasu (2012) comments that the heavy structure and difficultly understandable technical oriented content of ISO 14001 makes it not the best suitable EMS for example to public service sector. ISO 14001 is mentioned to be the best suitable for organizations having centralized management culture and strong internal hierarchy. Bureaucratic and stiff structure of ISO and EMAS EMS have complicated the use and utilization in public sector. (Hasu 2012, 25-

26.) Hillary's main critics towards ISO 14001 and EMAS is about high cost of certification and verifying for small firms, problems regarding verifiers and auditors because of duplication extra work, verifiers lack of experience. (Hillary 2004, 565-567.) Also Ann (et al. 2006) notice that the general high-level cost of implementing and registering ISO 14001 EMS might actually work counter-wise, as too high prices can make companies to consider if the certification is worth the price to pay, and if not, then the money can be invested somewhere else instead of the environmental certification. Still, some agree that even though it takes resources and capital to run the EMS, the advantages of the system are concrete and even exceed their expectations and at reasonable prices. (Ann et al. 2006, 74-75.)

4 ORGANIZATIONAL EMS UTILIZATION

This chapter of the Thesis research is about utilization of EMSs in organizations, and basic needs in utilization such as motivation. Later on in this chapter some concepts of barriers and benefits in utilization of an EMS in organizations are presented. Also the themes according to which the research data is divided is presented.

4.1 Basic needs for utilizing EMS effectively in an organization

According to Reinikainen (2010) with EMS functionality in rather typical office surroundings, the state administration in public organizations, the main general needs for utilizing EMS effectively are: Naming EMS coordinator, forming EMS network inside organization (e.g. "green team"), forming a platform for EMS services, information and communication (e.g. an intranet or website). Also very important points are: management's commitment, integrating the EMS work to other management practices, coordination and support for the EMS building and implementing, motivating and training staff, directing enough resources to EMS work, incentives to guide the work to the right direction, setting targets and (key performance) indicators; and determine actions in the environmental programme, through which the achievements and functionality of the EMS can be monitored. (Reinikainen 2010, 30-35.) Also Hillary sees that in EMS work the control and implementing must be considered with assuring that the managerial level contribution in practices, procedures and policies is involved (Hillary 2004, 562-563).

EMS' one function and service is the support the work of the organization with issues that are not yet established. Srivastava mentions that green supply chain management is gaining interest worldwide, and especially reverse logistics, meaning re-using of materials in production, is important part of it (Srivastava 2007, 535). As the economic growth continues in South-East Asia, and the potential green market segment is growing, educating consumers about the link between clean environment and re-use of waste, minimization of consumption, recycling and remanufacturing is important (Butler & Kraisornsuthasinee 1999, 347-348).

In order to get people to act according to EMS guidelines and aims also motivation is needed. Thøgersen (2005) points out the relevance of getting people informed and educated about their choices, referring to encouraging to sustainable lifestyle choices, and in EMS work motivation and education of staff are important and occurs in behaviours e.g. recycling, reusing paper and packaging, and in procurement (such as buying recycled paper). Also, it is very important to help people to understand the reasons behind the environmental problems in order to change their behaviour. Thøgersen has found out that informal and more voluntary based environmental education activities usually

attract people who are already concerned about the issues, but still the success of the activities is often derived from social or entertainment component that inspires people to act. Describing the reasons is more effective and durable environmentally friendly behaviour changing technique than coercive measures, punishing, social pressure or economic incentives. Still, making the desired behaviour more convenient and e.g. cheaper, or unwanted actions inconvenient or expensive and changing structures permanently helps people to modify their behaviour. Effectiveness in attracting people to do certain environmental acts is in motivation, which increases by giving people information about the phenomena and combining local authorities' support to the process. Then people's attention is caught better, feelings of faith and belonging to something as well as sense of duty towards common goal increases. (Thøgersen 2005, 153-157; 161-165.)

The structural measures in trying to get people abandon certain acts are easier when authorities are along with the process, giving regulations and explaining them, to get better public acceptance and lessens the risk of defiance against certain environmental actions among people (Thøgersen 2005, 165). Thøgersen (2005, 160-161) also reminds that the opposite of empowering people to act might happen if people's *"need for competence, relatedness and autonomy"* are not let happen and is suppressed.

4.2 About barriers and benefits in organizational EMS utilization

In Hillary's (2004) research about voluntary self-regulatory initiative EMSs (ISO 14001 and EMAS) the barriers were one group, and opportunities and drivers another group, which were separated about EMS adoption. As WWF's Green Office EMS follows the general principles of ISO 14001 and EMAS, Hillary's model is used here adapted and by dividing the barriers and benefits (in this Thesis research opportunities and drivers are grouped as benefits) to EMS utilization into the themed categories according to Table 1.

TABLE 1 Grouped theme categories of EMS utilization (adapted from Hillary 2004)

Benefits:	Barriers:
1. Communication benefits	1. Communication barriers
2. Commercial benefits	2. Commercial barriers
3. Organizational benefits	3. Organizational barriers
4. People benefits	4. People barriers
5. Financial benefits	5. Financial barriers
6. Environmental benefits	6. Environmental barriers

In the next chapters 4.3 and 4.4 the organizations' internal and external benefits and barriers for utilizing EMS will be handled in more detail.

4.3 Benefits of organizational EMS utilization

According to Pohjola (2003) companies need real benefits from projects they're involved. In Rauatmaa's research about organizations' satisfaction with WWF's Green Office EMS in Finland, some general benefits from utilizing EMSs effectively are found, and gained benefits from EMS utilization can sometimes vary depending on the actor like governmental organizations and business enterprises (Rauatmaa 2011, 28). According to Kippo-Edlund expected environmental benefits and an increase in the reduction of negative, acts as an incentive for the construction of EMSs (Kippo-Edlund 2006, 119). Hillary defines that "*benefits*" in this research context are "*positive outcomes from the implementation of an EMS*" relating to operations of the organization (Hillary 2004, 563-564). In this Thesis research benefits are grouped together to following themes: 1. Communication benefits, 2. Commercial benefits 3. Organizational benefits, 4. People benefits, 5. Financial benefits and 6. Environmental benefits (adapted from Hillary 2004).

Hillary lists *Communication benefits* which consist of: Creating positive public image, developing better customer relationships, developing better co-operation and relationships with administrative bodies and regulators, improved communication with stakeholders and setting an example for sector's other companies, and communication channels improved (Hillary 2004, 563-564) as benefits. Rauatmaa states that within Green Office EMS improved environmental image gains is mentioned as benefit (Rauatmaa 2011, 28). Kippo-Edlund (2006, 119) states that with an EMS organizations can "*green*" their overall public image, and Hillary comments that according to the research SMEs place improved image above financial savings (Hillary 2004, 563).

About *Commercial benefits* Hillary lists Gaining new customers and business as well as satisfying existing customers, gaining competitive and marketing advantage and staying in business (Hillary 2004, 563-564). The competitive advantage via improved pro-environmental image, pushes companies towards using EMSs (Pesonen et al. 2005, 11-13).

About *Organizational benefits* Hillary lists that EMS is possible to combine with quality systems, EMS can enhance quality in people systems, added training with improved quality, working conditions improved, environmental information quality improved, innovation encouraged, review and improve procedures, stimulating processes, environmental responsibility addressed, strategic review of environmental performance provided (Hillary 2004, 563). According to Pohjola (2003, 59) the quality of the operations improves when the level of environmental issues in the organization improves, and within Green Office EMS in Finland Rauatmaa mentioned easier environmental risk management as benefit (Rauatmaa 2011, 28).

About *People benefits* Hillary lists employee awareness, motivation and qualifications increased; employee morale improved, creating better company image among staff, providing a platform for dialogue between employees and management (Hillary 2004, 563). The competitive advantage via improved pro-

environmental image pushes companies towards using EMSs (Pesonen et al. 2005, 11–13). This can be both internal and external benefit. Rauatmaa mentions within Finnish Green Office EMS the increased job satisfaction and increased environmental knowledge and engagement among staff (Rauatmaa 2011, 28).

About *Financial benefits* Hillary lists cost savings from different sectors including waste and energy reductions and material efficiencies, improved economic condition (Hillary 2004, 563-564). Charter and Polonsky mention that becoming more sustainable in one's actions means a significant material and energy consumption reduction (Charter & Polonsky 1999, 11), but Pohjola (2003) states that the link between cost effectiveness and good level of handling environmental issues is not, most of the time, understood, but versatile cost savings are still achieved by improving the level of environmental issue handling in many branches of activities in companies (Pohjola 2003, 59). Straight savings via improved material and energy efficiency, pushes companies towards using EMSs (Pesonen et al. 2005, 11–13). Rauatmaa states that organizations' satisfaction with WWF's Finnish Green Office EMS benefits include cost savings (Rauatmaa 2011, 28).

About *Environmental benefits* Hillary lists increased recycling, energy and material efficiencies, as well as environmental performance improved and ensuring legal obeying (Hillary 2004, 563-564). The economic gains can also be used for mitigating environmental impacts and emissions, which would be expensive if handled afterwards (Pesonen et al. 2005, 11–13), and within Green Office EMS in Finland observance of environmental legal requirements was easier (Rauatmaa 2011, 28). According to Pohjola (2003) the quality of the operations improves when the level of environmental issues in the organization improves (Pohjola 2003, 59). Vachon and Klassen (2008) have noticed that in collaboration between manufacturers, suppliers and customers green purchasing issues have become more important recently. The requests from customers to suppliers and from suppliers to manufacturers, for more environmentally friendly products and services, can translate to improved environmental performance and also improve quality and cost issues. (Vachon & Klassen 2008, 301-302.)

4.4 Barriers for organizational EMS utilization

Hillary (2004) clarifies that "*barriers*" in EMS utilization work context means the obstacles arising with the organizations (Hillary 2004, 565). In this Thesis research barriers are grouped together to following themes: 1. Communication barriers, 2. Commercial barriers 3. Organizational barriers, 4. People barriers, 5. Financial barriers, and 6. Environmental barriers (adapted from Hillary 2004). Also Hillary's (2004) research shows that certain factors must be considered to utilize EMS effectively, and *disbenefits* (meaning non-materialization of expected benefits from adoption of EMS) might occur (Hillary 2004, 564-565). Also Reinikainen (2010) has listed the main general barriers in public organizations

that can prevent utilizing EMS effectively (Reinikainen 2010, 22-23).

About *Communication barriers* Hillary lists Poor quality information and guidance given, lack of promotion of EMS, lack of awareness of benefits and lack of EMS' internal marketing, also *EMS surprises* e.g. external communication aspects of EMS underestimated (Hillary 2004, 564-565). Hasu mentions lack of co-operation between different departments, and lack of co-operation between different business responsibility areas (Hasu 2012, 25) as barriers, and management link is needed as an active environmental communication and actions belong to responsibilities of senior management in managing EMS (Linnanen et al. 1994, 224).

It seems that there is lack of knowledge in South-East Asia about "green segment" whom to direct environmental solutions. It is problematic to reach them due to the government controlled and not-independent media, why people don't trust media such as TV, radio and newspapers like people do in Western markets. That's why communicating about environmental issues ought to be aimed straight at the right customer segment, but also general knowledge about environmental issues and the level of environmental regulations is lower than in developed markets. (Butler & Kraisornsuthasinee 1999, 338-339.) Thøgersen (2005) notice environmental issues in media are more sensitive to visibility than many other social issues, because environmental and other sustainability issues are often complex. When people set their priorities, they are affected on how things are prioritized in their community, appearing in the media focus. Having environmental expert issues in media can be an effective way to influence, as well as get consumers' attention through mass media coverage. Attention and awareness of environmental problems is limited among average people due to everyday life issues as well, and media, based on commercial business, don't necessary bring up environmental issues if they are not interesting enough and increase the sales. (Thøgersen 2005, 156; 151.) To increasing the level of knowledge of green solutions needs players (firms, organizations etc.) to educate people about environmental issues (Butler & Kraisornsuthasinee 1999, 338-339) NGO's role e.g. in the form of EMS in organizations and society could be one part of the puzzle.

About *Commercial barriers* Hillary (2004) mentions uncertainty about the value of the EMS in markets, and *Lack of market rewards* meaning for example the problems in meeting different stakeholder expectations and demands. Also lack of market and customer pressure can build up to be an internal barrier for considering environmental issues. Especially in small organizations the external pressure is most important incentive activate drivers to put environmental improvements, or e.g. an EMS, into service. If there is no pressure they might not be seen important enough to realize. (Hillary 2004, 564-568.) Butler and Kraisornsuthasinee (1999) remind that in many South-East Asian nations advertisements are seen less credible, the level of environmental issue knowledge is lower, and more time for spreading environmental issues information is needed in Western markets. Also, the way to communicate is different to Western markets, and credible used public relations is important

channel to companies to communicate or build "green" image in media. (Butler & Kraisornsuthasinee 1999, 346-347.)

About *Organizational barriers* Hillary lists lack of training, uncertainty of continual improvement maintaining, inconsistent support for EMS from top management and management instability, lack of promotion of EMS, lack of clear legislative framework, lack of sector specific implementation tools and examples, lack of experienced consultants assisting, inconsistent approach of consultants to implement EMS, and *EMS surprises* e.g. identified non-compliances, audit cycle possible set less than 3 years, which is seen too infrequent (Hillary 2004, 564-565). Reinikainen (2010, 22-23) continues about EMS organizational utilization barriers: Management's lack of commitment to EMS utilization, the bureaucracy of the system, the lack of clear administrative roles when building and implementing the EMS, as well as unclear goals to which are aimed at. EMS is sometimes seen as time consuming process that adds administrative tasks, then the problem is lack of time and resources (Hasu 2012, 25). Adapting to environmental issues can challenge the behaviour supporting the organization's internal trust. Especially if there has been lack of identification of responsibilities and the company's aims in adapting the environmental management effectively, then the control can fail. Trust, which can contribute to the change can die out, as well as interfere the efforts to reduce the environmental impact. (Canning & Hanmer-Lloyd 2007, 1089.) More stringent commitment in energy and tax policy is needed from governments to fight the lack of clear legislative framework, to support the aims towards sustainability work, and support from top management, from as high as minister level, is needed in the efforts aiming at sustainable consumption (Thøgersen 2005, 148-149; 153).

About *People barriers* Hillary lists staff distraction because of multifunctional tasks, lack of specialists and environmental champions, transient workforce, lack of time for implementation and maintenance from management and staff, inadequate skills and technical knowledge, resistant to change, low management status of EMS coordinator (Hillary 2004, 565-567). Thøgersen (2005, 148-149) notices that cultures define normative behaviours of people, e.g. how they believe improvements can be made, and influencing on how people socially value types of behaviour, and some norms seem hard to change, and e.g. authorities and campaigning are needed to change habits and unsustainable practices. Thøgersen (2005) continues that lack of skills and specific knowledge needed to perform more environmentally friendly can be a barrier to changing lifestyles. Understanding is needed about recycling, waste fractions and why to conserve energy, and if there is uncertainty of the environmental issue background, changing behaviours doesn't happen easily. Knowledge about environmental problem, but uncertainty and lacking link to one's own life might cause a barrier to change. (Thøgersen 2005, 152-153.) In cases like that environmental champions, leaders and information with clear instructions are needed. Reinikainen (2010, 22-23) mentions lack of workforce resources and the amount of work with building the system, staff not

participated to the EMS work, and lack of integrating the EMS work to staff's daily work, as barriers. According to Prell, Hubacek and Reed (2009, 502-503) finding right stakeholders for right environmental decision making might be challenging, especially if they are marginalized from decision making responsibility, e.g. from green teams, and can't influence certain process. After the market reformation in Vietnam, management of people is the main issue and building human resource management skills are important in the new situation. Vietnamese are said not to accept systems and practices as such to use in their markets, and are willing to adapt the systems according to their own culture and "belief system". This may cause some clashes in human resource management practices and getting people to act according to e.g. EMS principles if is not modified to local markets. (Thang et al. 2007, 113-114.)

About *Financial barriers* Hillary (2004) lists requirements for capital expenditures, high cost of implementation and maintenance, changing economic situation alters to the priority of EMSs in companies, insufficient benefits and drivers, and lack of financial support are seen as barriers (Hillary 2004, 564-567). Also Rohweder share Hillary's idea as international EMS' EMAS and ISO 14001 operational costs can rise high and processes take up more economic resources than expected (Hillary 2004, 564-566; Rohweder 2004, 173), and Reinikainen (2010, 22-23) notice lack of financial resources is seen common barrier for EMS utilization.

About *Environmental barriers* Hillary lists difficulties with environmental effects evaluation and significance determination, and absence of central environmental legislation information source (Hillary 2004, 565-567).

5 NEW MARKETS: ENTRY AND LOCALIZATION

In this chapter topics of considering entry to new market area, cultural distance, local marketing and localization are handled. Also laws and regulations regarding environmental issues, and finally pricing are dealt, before handling WWF on international markets, and its brand awareness.

Barrow (1999) mentions “*Think globally, act locally*” is relevant also regarding environmental management in different local conditions and describes environmental management a multi-layered process that can be handled by different actors, such as international NGOs, multinational companies and individual activists, and it can be state controlled, central or decentralized in different countries (Barrow 1999, 269-270). According to Joutsenvirta (2011) many developers and trainers of responsible business think that it is best to make a competitive advantage of responsible business to organizations. Then the focus is on how corporate responsibility’s different tools and techniques can be used to improve the competitiveness and to conquer new markets, and at the same strengthen relationship to companies’ stakeholders and showcase environment benefits. This brings responsibility in the core of business in an attractive way. (Joutsenvirta et al. 2011, 10.)

5.1 Cultural distance

Weitz and Wensley (2002, 459) present the concept of “*cultural distance effect*”, noticing that if there is a success story in one country, copying the model to another similar country might work, and when planning to expand business internationally also culturally distant countries should be considered, to not to lose a potential market opportunity. Entering foreign markets it is important to consider the cultural differences and adapting to them. Weitz and Wensley (2002) continue that will to satisfy customer wants and needs is linked to culture in broader sense, and Quer, Claver and Rienda (2007, 77) state that *cultural distance* can explain differences how people from different backgrounds interpret methods and practices, and validate the transfer of practices, from different countries. Both have used “*Hofstede’s model*” categorizing cultural dimensions. The *Individualism vs. collectivism/individualism* states that in collective society individual worth and identity is more based on social system and not on individual achievements, which e.g. affect decision-making pace. Then *high vs. low power distance/power distance* which states that democratic countries show a low power distance and high power distance societies usually are less egalitarian, and define hierarchy structures between superiors and employees; that e.g. can determine who makes buying decisions. Thang (et al 2007) continue that in *high power distance cultures* decisions made together are uncomfortable as people are used to management decisions. But in Vietnam people want to control things themselves, and management should consider

employees' ideas, involve them and explain the decisions. Top-down management model is not optimal way in Vietnamese society, and people might resist orders and instructions if they are not introduced in the right way. These reactions are usually not shown in person. Encouraging staff to give ideas and team building is important, and when there is closer group with dynamics then Vietnamese are motivated to give their input to common issues. (Thang et al. 2007, 120-121.) *Weak vs. strong uncertainty avoidance/uncertainty avoidance* is about people's risk and uncertainty tolerance level, which has impact on e.g. acceptance of new things in markets. According to Weitz and Wensley (2002) the fifth concept is *Confucianist dynamics* refers to Asian cultures' long-term, compared to Western short-term, thinking and orientation e.g. in business; but Quer (et al. 2007) define the same thing as *long-term or short-term orientation* focusing on future rewards or maintenance of past and present issues. (Weitz & Wensley 2002, 462; Quer et al. 2007, 77.)

5.2 Market entry and licensing

Kotler, Keller, Brady, Goodman & Hansen (2009) notice that one of the most radical differences between the types of global markets is developed versus developing i.e. "*less mature market*". Marketing potential and opportunities are interesting in developing market areas, but marketing cannot be done business-as-usual. It needs good planning and special skills instead to consider differences in cultures and economy, possibly lacking marketing infrastructure, also the local needs have to be taken care of. (Kotler et al. 2009, 67-72.) Whitelock (2002) handles "*Uppsala model*", where companies develop their activities outside of domestic markets over time bit by bit, developing knowledge and companies start with expanding into markets being "*psychically*" close to them. Expanding into more distant markets would happen when knowledge has developed. "*Experimental knowledge*" can be gained through personal experience and is considered extremely important in international marketing, that is different from "*objective knowledge*" that can be taught. (Whitelock 2002, 342.)

Weitz & Wensley (2002) introduce two market entry strategy scenarios for products and services: "*waterfall*" that is traditionally the preferred choice when new markets close to original home market's culture are pursued; and "*sprinkler*" scenario introduces it in several new markets at once. An advantage of the *waterfall* is the expansion in orderly manner and skills can be developed along the run; but its drawback is the slowness. The *sprinkler* with fast expanding gives first mover advantage in new markets. Drawback is that it needs more resources e.g. financial attention and managers running the system. The risks are also higher starting in many places at once. (Weitz & Wensley 2002, 459-460.)

According to Kotler (et al. 2009) entry mode from marketing objectives and policies point of view must be defined by the marketing managers, who are

in charge of the conquering new markets. Managers ought to rate target markets according to three criteria: *competitive advantage*, *risk* and *market attractiveness*. Then the best entry mode is chosen, and choices like “*licensing*” and “*joint ventures*” are relevant with this case. In developing world there are great marketing potential, but also risks, and local needs have to be considered. (Kotler et al. 2009, 72.) Weitz and Wensley (2002) go deeper with *foreign entry* and *local marketing*: *Foreign entry* is first of all about how to get into markets, and secondly about if the player has resources to enter and potential to function on the markets, and *local marketing* is about the skills of combining traditional marketing measures to adaptation of business to local conditions. They continue by describing different ways to start in new markets. “*Negotiations*” is a promising and important approach to enter interesting foreign market by cooperating with potential partners and intermediaries. In new target markets using sales subsidiary or some independent channel such as “*local agent*” or distributor can be considered. Of traditional modes of entry: “*Licensing*” and “*Foreign Direct Investment (FDI)*” are mentioned: FDI, traditionally known as an investment from external investor to the process in new markets; and *Licensing* the service in turn can mean having a contract with local foreign player to promote and market it, or having a “*franchising*” deal with a player in the local target market country. Also *foreign sales subsidiary*, and functioning through *local assembler* are all similar actions. (Weitz & Wensley 2002, 457-459.)

Quer, Claver and Rienda (2007) notice that with entry mode to foreign markets cultural differences of target country and country of origin, and the link between entry strategy and cultural distance between the home and the target country, should be kept in mind. Targeting a country with large cultural differences tend to require use of lower level commitment entry modes, especially in service sector. If there are difficulties in applying routines in culturally distant countries, then support in the form of *local agents* in the new markets is preferable. Maintaining flexibility in the process and having local trusted partner reduces inconveniences and uncertainty. Also, especially in service companies’ market entry using “*franchising*” and ready “*management and ‘turnkey’ contracts*” is growing. (Quer et al. 2007, 79-83.) Weitz and Wensley (2002, 459) notice that stages of getting international follow quite similar modes of entry despite the business, and an important point is utilizing strategic alliances and joining forces at different points of the process.

5.2.1 Market entry barriers

Porter defines barriers to entry and relevant for this Thesis research could be: *capital requirement*, which means that to enter a certain market the new entrants need to make significant investments and this can be a barrier for entry; *product differentiation*, which means that an organization has established customer loyalty that is so strong that it is hard for the new comers to overcome the loyalty of customers; *access to distribution channels*, which means that if competitors cannot access the same distribution channels that are discovered

very effective, it can be an advantage for those who control the channels and entry barrier for the rest; *switching cost*, means the costs that come from modifying the service, and costs needed to retraining employees to use a new system. (Porter 1998, 7-13.)

Pehrsson (2009, 66) divides entry barriers into two: *exogenous* and *endogenous* barriers, where exogenous the organizations cannot change easily as they are embedded in the market environment, and endogenous systems on the contrary are embedded in the organizations themselves. Then the influencing is in the hands of the organizations themselves.

5.3 Local marketing, localization and adaptation

Kotler (et al. 2009) lists strategy choices entering to new, developing, markets and “*adapt the strategy*” that means adapting business model to new markets is relevant within this case. Within this adaptation the core values are kept and under no circumstances will be modified. (Kotler et al. 2009, 477.) When market entry is accomplished, and service is in the new markets, it is time to focus on localization and adaptation. “*The difference between localization and adaptation is a matter of degree, but localization can be defined as changes which are necessary for a product or service to function in the local environment, while adaptations are changes which aim to re-position the offering closer to market preferences*” (Weitz & Wensley 2002, 464).

Weitz and Wensley (2002), notice that basic principles of marketing are quite universal, but special *local market environment* need consideration and implementation. Even though the whole strategy is not modified, still the new local markets situation is needs consideration to adapt to the market maturity (*emerging, growth or mature*) differences. Markets also have differences in preference e.g. for domestic over foreign products and services, the competition situation and brand loyalty issues. Mature markets mean Western European, American and Japanese markets (Weitz & Wensley 2002, 463) and Vietnamese markets are mentioned to be emerging or growing markets (World Bank 2013a). Weitz and Wensley (2002) add that *localization* is a must even if there is a standard strategy, due to the facts of e.g. different religions and languages, price structures, laws and regulations, lack of access or availability of media to promote and advertise, and weak infrastructure (Weitz & Wensley 2002, 463).

Weitz and Wensley (2002) continue that nowadays it is seen effective for professional services and business to adapt better to markets via affiliating and form *strategic alliances* with local players, who know the markets (Weitz & Wensley 2002, 471). WWF’s Green Office EMS is considered as an environmental service (Kippo-Edlund 2006, 122) and Weitz and Wensley (2002, 470) add that *localization* of a service delivery system to another market needs special focus on training the personnel who will deliver the service, and when services instead of physical goods are exported, and competitive advantage is gained via increased personal service in the target market, the training is

important. Training personnel to run the service, such as an EMS, and guide service users is important, as the environmental awareness is not on the same quite high level in South-East Asia than it is in more developed countries (Butler & Kraisornsuthasinee 1999, 346-347).

Weitz and Wensley (2002) mention communication extension being the most commonly used global strategy that means e.g. utilizing existing elements of the marketing, such as advertising themes and materials, and pricing policy in the new markets. This might ease the process and cut costs, but this works best if cultural distance is not big between new market and the original. (Weitz & Wensley 2002, 465.) Butler and Kraisornsuthasinee (1999) remind that there is a growing segment of pro-active environmentally conscious consumers and firms in South-East Asia, but the message of green marketers must be adapted to the local markets and sometimes according to different environmental issues than in developed markets. Also modern ways of reaching consumers and adaptation of green marketing is needed. (Butler & Kraisornsuthasinee 1999, 350.)

5.3.1 Laws and regulations

Within WWF's Green Office one criteria is to recycle and sort out waste according to local requirements (Green Office 2013) and within EMSs, such as ISO 14001, organizations' environmental issues must follow legislation and cover other rules (Pesonen et al. 2005, 15-16). In Vietnam the legislation is based on its constitution, and most of the power of a central government level and all laws and protocols are issued by the Government and National Assembly. The Communist Party of Vietnam produces framework legislation, and the Central Committee provides implementation guidance. (Globe International 2013, 438). Already in 1999 Butler and Kraisornsuthasinee (1999, 342) wrote that countries in South-East Asia are on the path to thorough environmental regulations, although they had their doubts about the placing and enforcement. Vietnam's government has set some laws, e.g. National Target Program on Efficient Use and Saving Energy (EUSE) in 2006, and it has state level plans in energy saving of 5-8 % of the total national energy consumption in the period 2011-2015 (Globe International 2013, 446-448). In Vietnam there are limitations to dumping manufacturing waste, air and water pollution legislation in place. In general adopting new legislation is quick in developing economies. There are still doubts and obscurity about the implementation of the regulations and laws in South-East Asia, partly because governments are still in the learning process with enforcing environmental legislation and technical issues. (Butler & Kraisornsuthasinee 1999, 342-344.)

According to Butler and Kraisornsuthasinee (1999) many multinational companies have their ongoing global CSR and GRI activities which they are also running in areas where the infrastructure and local legislation is not requiring the organizations to act in a certain way. They continue that multinational companies that try to fulfil among other their environmental

commitments and standards in developing markets may not be on the same line competing with local companies. Some countries in the area are faster with the process of enforcement, depending on local officials' honesty and commitment. There is also problem of not having united and strict environmental regulations and legislation that makes it challenging for multinationals in trying to implement their company's uniform strategies (e.g. CSR activities). Also it is difficult to keep separate approaches in different countries in the region. They mention that the compact environmental regulations model of European Union where member countries have lots of similarities with economies, would not work the same way within far too diverse APEC (Asia-Pacific Economic Co-operation) countries. Creating strategies to communicate and convince about environmental issues' importance, even it is not legally mandated, is a challenge. (Butler & Kraisornsuthasinee 1999, 342-344.)

5.3.2 Pricing

Running an EMS is business of a kind, with some host organization that must consider how to take care of business. For example WWF Finland NGO, the founder and host organization of the Green Office EMS, got 41 % of its income from private supporters, 29 % from public authorities and administration, 26 % from companies from corporate relationship, and 4 % from "*network and foundations*" during the fiscal year 2012 (WWF Finland 2013). Whereas in Vietnam there are no private supporters of the local WWF, as the financing of WWF Vietnam is different from Finnish model (Julkunen 2013). WWF Finland states that WWF's conservation work is supported by paying the Green Office organization fees (Green Office a 2013, 5; Green Office d 2013).

Weitz & Wensley (2002) mention that developing a well-grounded global pricing is challenging, as it must still be flexible and adjustable according to different countries, cost structures and markets (Weitz & Wensley 2002, 472). A global study of Halme, Anttonen, Kuisma, Kontoniemi and Heino (2007) shows that business-to-business services can gain 75 % better profits compared to manufacturing, and business opportunities in Europe for new environmental services promoting resource and material efficiency have improved. So after utilizing the environmental services domestically there might be opportunities for exporting them as well. (Halme et al. 2007, 133-134.) WWF's Green Office as an environmental service (Kippo-Edlund 2006, 122) includes e.g. support of network, external office inspection and guidance and motivation in building the EMS and is controlled and inspected by an external operator (Green Office d 2013). Most companies see the worth of paying the price of an EMS, but some companies might be satisfied for just fulfilling the criteria of the system, without actually wanting to get certified. If the voluntary labels are not used widely in the markets and if they don't increase the competitive advantage, then only mandatory environmental criteria are fulfilled, to save costs. (Thøgersen 2005, 158.) Considering developing markets lower economic levels

is important when deciding the price structures, and something optimally priced in western markets might be too expensive in developing markets (Butler & Kraisornsuthasinee 1999, 339).

Fee structure of WWF's Green Office EMS service in Finland is levelled according to the amount of personnel of the largest customer's office. Members pay a one-time "*admission fee*", ranging from 1-30 employee office €1,500 to 1,201-2,000 employee office €6,000, when they sign the contract with WWF. An "*annual fee*", ranging from 1-30 employee office €2,000 to 1,201-2,000 employee office €8,500, is paid after the Green Office logo is granted for the office. If the organization's additional offices join to the contract, there is raise in the annual fee according to the number of the additional offices' employees, ranging from 1-30 employee office €700 to 1,201-2,000 employee office €3,000. If there are over 2,000 employees in the organization or office the prices are specified individually. (Green Office d 2013.) In the Vietnamese model the same logic as in Finland is used, but prices are expressed in US dollars. Admission fee, starts from 1-30 employee office with US\$800, up to 1,201-2,000 employee office US\$4,000. Annual fee starts from 1-30 employee office with US\$1,500, up to 1,201-2,000 employee office US\$6,600 fee. With the additional offices' fees range from 1-30 employee office US\$400 fee to 1,201-2,000 employee office US\$2,200 fee. And over 2,000 employees' organizations or offices prices are specified individually. (WWF Vietnam b 2013)

5.4 WWF's Green Office EMS on international markets

There are different market environments with cultural differences, but offices and working habits and environmental impacts of offices around the world are quite similar. Basic impacts of offices include according to Asikainen (2006, 10) energy consumption, paper consumption, waste sorting issues, commuting and business trips and purchases to name a few.

WWF functions as network in over 100 countries (WWF 2013) so through the network WWF's Green Office EMS could optimally mean entering many new markets, so there is a huge growth potential. After the start from Finland in 2002 (Green Office c 2013), and starting in Vietnam in 2007 (Pham Thi Viet 2013; Julkunen 2013) Green Office EMS is in use in China, Estonia, Finland, Indonesia, Latvia, Nepal, Pakistan, Sweden, Turkey and Vietnam (Green Office 2013). Outside Finland there are Green Office organizations such as Unilever in Pakistan, Vodafone Headquarters in Turkey and Toread Outdoor Products Co. in China (Green Office e 2013). According to Kotler and Armstrong marketing intermediaries, e.g. marketing service agencies, resellers and distribution firms, are channels of promotion, sell and distribute to end users (Kotler & Armstrong 2010, 91). In Green Office EMS' case channels of marketing are needed.

Elg (et al. 2008) stress the exchange of information and resources between different actors in the new target network to strengthen positioning in the market. Also the steps needed from an organization to enter a market include

creating relationship to partners, suppliers, adaptation of products and technology and also gaining local support for operations. (Elg et al. 2008.) *Trust* is an important factor when entering new markets, especially in Asia. Starting in new markets, there must be a trusted local partner to start with. WWF is known for the constructive and solution-oriented style and it has a lot of co-operation with businesses which shows trust for the organization (Rohweder 2011, 229-230; Kaitaniemi 2011, 364). According to Canning and Hanmer-Lloyd (2007) when adapting to new environmental behaviour it should be noted that the trust can be a key factor in successful collaborations and inter-company relations. Adaptation can help to build trust in business relationships. (Canning & Hanmer-Lloyd 2007, 1089.) Then marketing manager's task is creating client relations and add value to them, as well as keeping customers satisfied (Kotler & Armstrong 2010, 90).

5.4.1 WWF's brand awareness

According to Weitz & Wensley (2002, 471) an important part of the global organizations' marketing is a well-known brand name and logo or character. WWF with its panda logo is a brand that functions as an international network acting locally in more than 100 countries through different environmentally focused projects (WWF a, 2013). When discussing about collaboration of WWF and corporate world, brand name and brand awareness are needed to get to markets, and the most important selling points for WWF is its brand, because WWF aims to influence through partnership and collaboration. Dickinson and Barker (2007) notice that collaboration, e.g. in the form of brand alliance, between non-profit organization and a company can be beneficial for both, as it can strengthen issues of both parties. For example a non-profit can get financial support for its operations and a company gets image gains from the collaboration. Brand attitudes can be exchanged. (Dickinson & Barker 2007, 75-76.)

If the brand or label is not well-known in market area, or if there is uncertainty about what certain label represents, it is hard to gain consumer trust and new customers. In order to gain trust and brand awareness marketing and educating the right focus group is needed. (Thøgersen 2005, 159.) In Europe WWF is quite well known and trusted non-profit organization, and according to Hankinson (2000) *trust* towards the organization is an extremely important factor with "*charity brand*" work, when willing to be credible and prestigious organization. Trusted organizations can have educational as well as informative role, and even *change public opinions*. According to Hankinson WWF is among strongest charity organizations to guide consumption towards more conscious direction letting corporates to use their "*high-profile panda logo*" telling about collaboration. (Hankinson 2000, 212.)

There are differences regarding labels and brands in different markets. According to Butler and Kraisornsuthasinee (1999) environmental certification in South-East Asia is more complex than in more developed economies, mainly

due to low general awareness of environmental issues (Butler & Kraisornsuthasinee 1999, 345.) Kotler (et al. 2009) mention that information from target markets is important in branding work, but tools and networks to gain trustworthy information from developing markets and their consumers are still primitive (Kotler et al. 2009, 476).

In order to get a bit better understanding of WWF's brand awareness in South-East Asia, the Regional Director for Marketing and Corporate Relations, Roxas from WWF Greater Mekong (Thailand, Laos, Cambodia, Vietnam) was interviewed about the WWF brand awareness in South-East Asia, which varies in these countries. WWF is less known in Thailand because of strict competition in the environmental sector, and WWF has not had focused effort or invested in marketing and brand building. In Laos or Cambodia there has not been made any research on WWF brand. On contrary WWF is very strong brand in Indonesia, Malaysia, Philippines due to very active marketing, investing in fundraising and general activeness. In Singapore WWF brand awareness is growing. (Roxas, 2014.)

6 METHODOLOGICAL CHOICES

6.1 Research Method – Qualitative case study

According to Yin (2003) a case study is an all-encompassing research strategy method including logic of the design, data collection, where an empirical theme is researched using certain pre-defined method (Yin 2003, 12-15). It refers almost always to a qualitative research strategy focusing on studying single cases in real life situation and context, and empirical research data collecting (Robson 2002, 545). Yin (2003) continues that case study is a thorough and thick description of the phenomenon, and an important question is "*what can we learn from the case?*" The starting point is to collect as versatile material as possible and describe the research subject in depth, with the goal to increase the understanding of the case and the circumstances under study. As a research strategy case study is well suited to answer and interpret the explanatory and descriptive issues addressed questioning: "*how*" and "*why*", that cannot be answered just by looking at the quantitative variables, and in a qualitative case study, the key words are describing, understanding and interpreting (Laine et al. 2007, 62-63; 9-10). A case study does not require control of behavioural events but instead it focuses on contemporary events. Yin clarifies that case study is about studying contemporary events when behaviours cannot be controlled and the study leans on interviews of people involved and direct perception of the events (Yin 2003, 5-8).

Qualitative research means, according to Kananen (2008) any research which aims to findings without statistic methods or other quantitative means. Qualitative research uses words and phrases whereas quantitative research is based on numbers and quantities. In a qualitative research one is interested in meanings how people experience and see the phenomenon. There is usually a straight contact between the researcher and phenomenon in the field, and the research is made in its real context. Yin comments that when one is searching for categorical and not necessarily numerical responses, one can rely on qualitative, not quantitative evidence (Yin 2003, 14). The qualitative research is usually descriptive where researcher is interested in the process, meanings and understanding the phenomenon through words, texts and figures. The qualitative research's logic is often inductive so one proceeds from observations to results. (Kananen 2008, 24-25.) Market research commonly utilizes qualitative design method (Robson 2002; Kananen 2008, 84). Qualitative research is mentioned to include "flexible" design, because necessarily not much pre-definition or hypotheses needed as the qualitative research develops, evolves and opens out while getting ahead handling the data of the case (Robson 2002, 5; Kananen 2008, 85), in this case the interview material.

The researcher must be able to justify how and why the target area of the research has been chosen, and what consequences there are because of this limitation. The research area is always part of a larger entity. Availability of

material can control selecting the study area, and often it is justified to use a ready and limited area of research. Geographical scales (i.e. regional dimensions from local to global) should not be separated from each other, and one must focus on the interaction between them, as local and “trans-local” systems have interdependence and interaction. In nature conserving the areal dimensions play a very important role. Although environmental problems have global nature they materialise locally, also, their causes and solutions are tied to local measures. International and national set of standards and control are realised and get their final form within local actions, where they affect local people’s lives. (Laine et al. 2007, 68.) That is why it is essential to consider these issues through the experiences of the local people.

A case study is not expected to present universal truth, but it is essential to explain the local phenomenon. This means that the results of the study cannot be directly generalized, and cannot be directly transferred to other areas. (Laine et al. 2007, 63). In this Thesis research the generalization is not intended, but to understand the local phenomenon through the interviews. Still this research gives an idea of the case in Vietnam, and if some other market area has similar situation than this one, this research could possibly be used as a background study to give some relevant ideas to be used in other areas as well.

Case study is used quite widely in economic research, and the researched case can be e.g. group of people, small group or a community having interactions with each other that is being observed in its natural surroundings context giving intensive information. Research material can consist of different research documents, archives and interviews. (Kananen 2008, 84; Hirsjärvi, Remes and Sajavaara 2009, 134-135.) In this research the unit to be researched consists of the network of WWF's Green Offices in Vietnam, and all the Vietnam's Green Office network coordinators were chosen to be interviewed. Also, four other experts were interviewed to get more insight on the case.

A case study can be an excellent tool to research environmental struggles between different interest groups. Analysis of concrete situations reveals deeper and more fundamental local issues, than abstract and more superficial whole nations’ attitudes towards the environment studies. At the same time the case study can be used to give voice to one or several of the parties. (Laine et al. 2007, 63.)

6.2 Data collection - Qualitative interviews

In a qualitative research some typical features are for example the finding of data and collecting of data from a real life situations. In researches the kinds of methods are usually used where the real thoughts of the interviewees get to be heard. Also, the interviewees are chosen knowingly not by using random sample method. (Hirsjärvi et al. 2009, 164.)

In this research the method for data collecting was themed qualitative semi-structured interviews, or according to Robson "*qualitative structured*"

interviews (Hirsjärvi & Hurme 2009, 9; Robson 2002, 270), themed meaning the questions are grouped in themes. The thematic and targeted interviews focus straight to the topic of the case study (Yin 2003, 86).

In semi-structured interviews the questions or the form of the questions are the same for all the interviewees and are less structured approaches (Hirsjärvi & Hurme 2009, 48; Robson 2002, 269), but the researcher-interviewer can change the order of the questions, and answers are not tied up to certain options. Interviewees can reply with their own words. In that type of interview all the interviewees have gone through a similar situation or circumstances, the researcher has been preliminarily investigating the important elements and processes of the phenomenon and has some assumptions of the situation, and based on the assumption and analysis one develops the interview questions, and finally with the interview the interviewees' subjective experiences on the phenomenon is learnt more of. (Hirsjärvi & Hurme 2009, 47.)

Robson (2002) continues that interviews as a research method is used widely in social research, and allow commonly one-to-one and face-to-face interviewed persons having more flexibility of response with their own words instead of ready options to choose from. Hirsjärvi and Hurme (2009, 34-35) describe that during the interview lingual connection with the interviewee makes possible to clarify the interview questions and understand the answers even better, for example reasoning for answers. There are predetermined questions, whose order can be modified based on what seems most suitable, also, explanations can be given and wording changed. These kinds of interviews are useful when the research is focusing on the meaning of certain phenomena to the interviewees, individual visions of phenomenon within a social unit are studied, and individual background information is needed in order to know how certain phenomenon developed. Also, semi-structured interviews are described as so called "respondent interviews", as the interviewer remains in control of the interviewer according to some kind of predetermined agenda. (Robson 2002, 269-271.)

Some benefits of the interview listed as: If the topic of the research is not well-known with only little data about it the answers can bring up important information that could not be known in advance. Deeper info of the topic can be achieved and the answers of the interviewee can be put in a broader scale, it is already known that the research topic will produce answers that create a lot of new information on the topic, and the answers can be clarified with the interviewee. And analysing, interpreting and reporting of the interview data might be problematic as there are no strict readymade models available. (Hirsjärvi & Hurme 2009, 34-35.)

According to Hirsjärvi and Hurme (2009) questions should be divided or grouped according to different criteria, of which the most common is content related groupings – this is referred earlier as question themes. (Hirsjärvi & Hurme 2009, 105–106). Semi-structured interviews, with six themes adapted from Hillary (2004) were used to form the interview question themes, which are: Communication related questions, Commercial related questions,

Organizational questions, People related questions, Financial related questions, and Environmental related questions (Adapted from Hillary 2004). The interview questions can be found as an attachment of this research (Attachement 1).

All kinds of researches come always with ethical choices which get emphasized when the researcher is in a straight contact with the interviewees (Hirsjärvi & Hurme 2009, 19). In this research the purpose of the interviews was to get as familiar with the phenomenon as possible, and the best way to get first-hand knowledge was to interview the local specialists in the field in Vietnam face-to-face, and collect relevant information about their opinions and experiences. It was important to create a neutral interview situation with the interviewees, where the interviewees were able to trust the researcher.

6.2.1 Interview planning and implementation

The face-to-face interviews were completed in October 2012 in Vietnam's capital Hanoi and biggest city Ho Chi Minh City (Saigon) during an internship period with WWF Vietnam. Email was still utilized in the interview process. The reason for making the interviews in Vietnam was the ideal sized group of organizations using WWF's Green Offices EMS, and all the organizations' were interviewed. Also, it was an optimal situation for the research, as the EMS had been in Vietnamese markets since 2007, approximately five years before the interviews, so different experiences have been accumulated.

The research data was collected by interviewing coordinators of the whole existing network of 10 Green Office organizations, and some members of their "Green Office teams". Also additionally two former Green Office organizations coordinators were interviewed to get more in depth information. This selection of interviewees made sure that actually all the relevant organizations and persons were interviewed to gather information about the research topic. Additionally 4 WWF staff were also interviewed via email, to get more information about the Green Office EMS in Vietnam and its market entry, Green Office organizations and WWF brand awareness.

According to Meho (2006, 1284; 1290) email interviewing is common nowadays in qualitative research, but there is no standardized model how to carry them out, and in this Thesis research some common email interview elements were used. The interview research period for data collection can be divided in three parts: First the pre-research of contacting the interviewees via email and getting to know the network in advance, which happened before travelling to Vietnam. Second, sending the interview questions to interviewees, and after that the actual interviews; and thirdly, the interviews were sent to interviewees to be checked.

The design of the interviews is very important in order to get the successful research results. Good design makes it possible to collect right kind of research data which can be trustworthy interpreted to make conclusions about the research topic. (Hirsjärvi & Hurme 2009, 66.) The interview questions

are based on reference themes of the Hillary's (2004) research and handle utilizing of WWF's Green Office EMS in Vietnam. Interviews' themes in the research means that interview's 24 questions are classified in categories handling the research phenomenon from different angles.

The interviewees (Table 2) were sent the same questions (Attachment 1) via email in advance, once the date for the interview had been confirmed. This was followed by individual face-to-face interviews at the premises of the organization, in the meeting rooms, except one interview in their peaceful lobby area. In an optimal situation the interviewees sent their answers via email to interviewer in advance before the face-to-face meeting, where it was able to make specifying questions. If the personal face-to-face interview was not possible due to timetables, then the interview was made only via email. In the face-to-face interview same questions were undergone to make sure interviewees had understood everything correct, and they were also able to add something or specify their answers. It was beneficial that researcher, conducting the interviews, was able to be in a straight lingual contact with most of the interviewees in the interview situation, to be able to clarify the questions and terms if needed (Hirsjärvi & Hurme 2009, 34). After having written down the final interviews, they were sent to interviewees for final check-up for possible corrections.

6.2.2 Interviewees

In the table two (Table 2) the interviewees are listed including 17 interviewed persons from 12 organizations. The interview questions were sent to the organizations' Green Office coordinators, but in some cases also other green team member were interviewed to get more comprehensive understanding. Two interviewees from former WWF's Green Office EMS organizations were also interviewed to understand the local situations better. Also, more information gained through interviewing four WWF staff members (Table 3).

TABLE 2 Interviewees of the semi-structured research interviews

Title/position of interviewee in the organization	Name of the organization / Amount of staff	Organization's core business/activity	Date of the interview: Face to face or email
Office Administrator (GO Coordinator)	VinaCapital Group / 120 staff members	Vietnamese Investment management company functioning in South East-Asia	1.10.2012 Face to face
Investor Relations (GO team member)	VinaCapital Group		1.10.2012 Face to face
Managing Director (ex-GO Coordinator)	TANNER Vietnam Ltd. (ex-GO) / 200	International German technical solutions service provider company	2.10.2012 Face to face
Marketing Executive (GO Coordinator)	Terra Verde Co. / 23	Vietnamese travel agency focusing on eco-tourism.	2.10.2012 Face to face

TABLE 2 (continues)

Applicant Consultant (GO Coordinator)	TRG International/ 70	IT-solution provider functioning in Vietnam and Singapore	3.10.2012 Face to face
BIS Intern (Green Team member)	TRG International		3.10.2012 Face to face
Founder and CEO of Vietnam Green Living Social Network (GO Coordinator)	Song Xanh Ltd. / 1	Local NGO focusing on social & environmental issues and activities. Song Xanh means "Green Living" in Vietnamese	4.10.2012 Face to face
Consultant (GO Coordinator)	Tuong Phat Co. / 30	Motorbike resale, family group/business	5.10.12 Face to face
UN-REDD Programme officer (GO Coordinator and focal point of UN Green Team)	UNDP (One UN Vietnam) / 500-600	Multiple international development programs	9.10.2012 Face to face
Assistant to Ambassador, Public Diplomacy Officer (GO Coordinator)	Finnish Embassy / 16	Diplomatic relations, Development Cooperation, Economic Relations, Cultural Activities	10.10.2012 Face to face
Programme assistant (GO Team member)	Finnish Embassy		10.10.2012 Face to face
UN Coordination Officer (One of focal points of UN Green Team)	One UN Vietnam	Multiple international development programs	19.10.2012 E-mail
HR Department (GO Coordinator)	Unilever Vietnam / 600	Consumer Goods production/ distributing/ trading.	23.10.2012 E-mail
HR Assistant (GO Coordinator)	Dragon Line Ltd. / 110	Trade company	25.10.2012 E-mail
Corporate Relations Officer (GO Country Coordinator)	WWF-Vietnam / 50	Conservation organization	21.1.2013 E-mail
GO Communications and Corporate Relations Officer	WWF-Vietnam		22.1.2013 E-mail
Quality Team Leader of Vietnam (worked in Conforama 12/2005 - 12/2011 (ex-GO Coordinator)	Conforama IHTM Vietnam. (ex-GO) / NA	Based in Switzerland, Conforama IHTM has representative offices located in Europe, China/Shenzhen and Vietnam/Ho Chi Minh City. Specialized in Home Furniture. Alone Conforama S.A. functioning in 8 European countries have 15,000 employees	24.1.2013 E-mail

TABLE 3 Interviewed WWF staff

Name/position of interviewee in the organization	Name of the organization	Date of the email interview:
Pham Thi Viet/ Corporate Relations Officer	WWF Vietnam	21.1.2013
Julkunen/Head of the Green Office Programme	WWF Finland	3.10.2013
Sirviö/ Green Office Expert	WWF Finland	4.10.2013
Roxas/ Regional Director for Marketing and Corporate Relations	WWF Greater Mekong	22.02.2014

6.2.3 Analysis of the interview material

In a qualitative research process the aim is to describe and understand the phenomenon in order to give a reasonable description and give a deeper understanding of it (Kananen 2008, 24). In general, all the material is not necessary to analyse, and researchers in all cases are simply not able to make use of all they collect (Hirsjärvi & Hurme 2009, 135). Thematizing (dividing in themes) can be considered as an analysis method (Kananen 2008, 86). In this Thesis research the interview questions were themed (Attachment 1), and later the collected interview answers were divided to relevant themes. Interview material answers' data analysis was done utilizing thematizing, as the answers either represent benefits or barriers in utilizing the EMS according to model adapted from Hillary (2004), which has been described in more detail in chapters 4.3 and 4.4. Benefits include EMS' effects that can be seen positive for the organization, and barriers in the research are things noticed to prevent EMS implementation (Hillary 2004, 565). In the Figure 9 below the analysis model is presented.

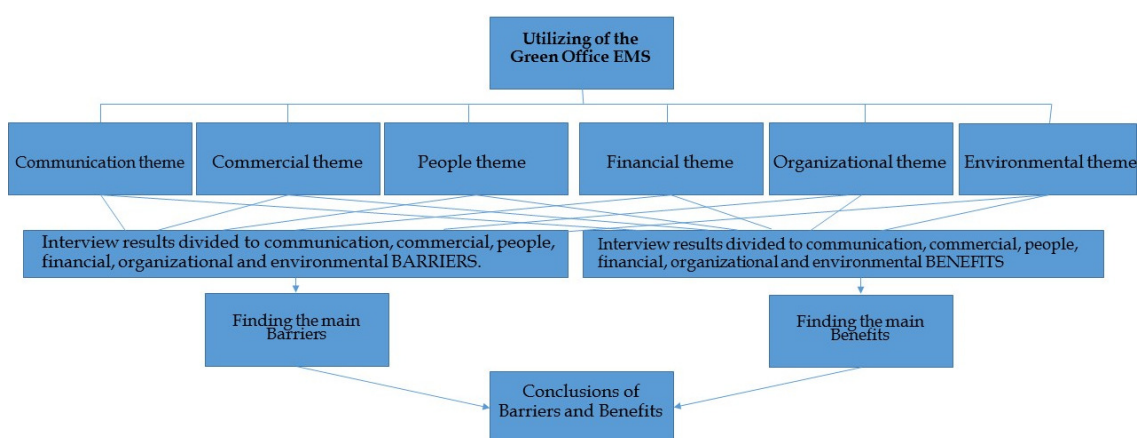


FIGURE 9 Model for analysing Green Office EMS utilization barriers and benefits in the Thesis (Adapted from: Hillary 2004; Hui et al. 2001, 271)

Final analysing is accomplished by discussing with relevant theoretical literature. Hirsjärvi and Hurme (2009) discuss about ways to analyse interview material and separate two different styles: First style is that the interviewer summarizes and interprets the description of the interviewee already during the interview and tells the interpretations to the interviewee. The interviewee will have an opportunity to confirm or reject the interpretation or compression. Dialogue can continue until correct interpretation is found. Such interviews can be called a "self-correcting" interview. In the second style the interviewer interprets the data material, which is organized and analysed using a computer. Next step is clarification of the material, where extraneous parts, such as repetitions and non-essential elements, of a large material is eliminated. Then the actual analysis means the concentration, classification material to groups or themes, interpretation and ad hoc procedure. Summing up the content of what the interviewees have pointed out is put to a shorter verbal form. In a qualitative analysis there is often interpretation of content that is aiming to find out features that is not put into words. The researcher's viewpoint to the matter is sought to find, so the interpretation might be more or less speculative. Instead of condensation of the text the result might be rather the expansion of it. (Hirsjärvi & Hurme, 2009, 137.)

In this Thesis research a mixture of the two styles was used, as already during the interviews the self-correcting style was used to interpret, compress and collect as corrected material as possible. When all the interview material was collected, clarified, organized and classified under themes, the results and conclusion parts can be done with mirroring the material to theories and former research, to make relevant findings.

7 EMPIRICAL REVIEW

In the chapters 7.2-7.4.5 all the interview answers of 12 organizations are analysed. They represent the organizations', not the interviewees' individual opinions. *The EMS* is always referring to WWF's Green Office EMS, if something else is not mentioned. *Interviewees* and *interviewed organizations* refer to the Vietnamese organizations utilizing the Green Office EMS, as the key contact persons in them were interviewed. The quotes among the results are without references because the interviews were made anonymously.

In the chapter 7.1 the topic of WWF's Green Office EMS in Vietnam is reviewed, and views of people familiar with the topic presented.

7.1 WWF's Green Office EMS in Vietnam

After "*Doi Moi*", the reformation that modified the markets of Vietnam bringing changes to the corporate world and diversity to the labour market, challenges are faced especially transforming to market economy's people-related management from the former centrally planned management (Thang et al. 2007, 113-114). Now also people-related initiatives were able to come up, and an active "*environmental champion*" (Hillary 2004, 565) was needed to enter to Vietnamese markets with the WWF's Green Office (GO) EMS originally from Finland. According to Nguyễn (2013): "*I was the first person who brought GO from Finland to Vietnam. I went through several environmental programs which could be rational for offices and I found GO of WWF Finland on the Internet*". After Nguyễn, who was the Vietnam area's Quality Team Leader at Conforama IHTM (an international Swiss based company) at the time, found information about Green Office from the website of WWF Finland, Conforama IHTM wanted to have the system in use to their office in Vietnam. (Nguyễn 2013.)

Also, according to Helka Julkunen (Julkunen 2013), the Head of Green Office Programme in WWF Finland, the quality team leader from Conforama IHTM Vietnam, Mr. Nguyễn, got in contact with Julkunen via email after finding information on Green Office EMS from WWF Finland's English website in 2006. Nguyễn was looking for a tool or a standard of activity, through which it would be possible to raise environmental awareness of Conforama IHTM's employees in Vietnam and China. Julkunen mentions that Mr. Nguyễn got in contact and offered a Green Office co-operation possibility with Conforama IHTM. At the same time WWF Finland had decided to try Green Office EMS' functionality outside Finland, and all the materials were already translated in English. WWF Finland had been prepared to start the internationalization of Green Office EMS, so Mr. Nguyễn's "*timing was perfect*".

Julkunen continues that WWF Vietnam, told that they are eager to try the functionality of Green Office EMS in Vietnam. Next step was that Julkunen went to Vietnam and gave Green Office training to WWF Vietnam's

coordinator, their established team, and also Conforama IHTM's staff. This was the start of Green Office EMS in Asia. Later on, when the process was ready Julkunen made a Green Office inspection in Conforama IHTM Vietnam's office in Ho Chi Minh City. (Julkunen 2013.)

First organizations to start Green Office in Vietnam after Conforama IHTM were Finnish Embassy, British Embassy, OUT-2 Design Company and Toyota Motor Company Vietnam (Thu Nguyen 2009). Between the Green Office concept entered Vietnam's markets in 2007 and 2012, it had been in use in different organizations. In September 2012 WWF's Green Office EMS network consisted of 10 versatile organizations from NGO's and local companies to multinational companies. Network includes international companies: Dragon Line Ltd., Unilever Vietnam, TRG International; local companies: Tuong Phat Co., Terra Verde Co., VinaCapital Group; other organizations: The Finnish Embassy, Song Xanh Ltd., International NGO United Nations' One UN Vietnam and WWF Vietnam's own office in Hanoi (WWF Vietnam; WWF Vietnam a 2013).

Pham Thi Viet (2013) states that WWF's Green Office is still not well recognized in Vietnam, and *"People still think it is more a technical program rather than a behavior change program"*. Roxas (2014) comments that because EMS work in general is not clear and established yet in Asia and Vietnam organizations expect more rigour from EMS work. Voluntary based EMS such as WWF's Green Office might lack with the desired rigour-element. *"European companies have good EMS as mandated by law (Annex 1 countries) and just operational efficiency. EMS is not strong among Asian companies as yet as there is no mandate and only operational efficiencies as initiative, but no tried and tested systems established by governments. So they seek this in WWF and if we don't deliver, they see no value."* (Roxas 2014.)

7.2 Some findings of implementing the EMS

In order to get better understanding of the interviewed Green Office organizations and the EMS implementation in Vietnam, interviews included questions of background information about: A) How long the organization had been within the EMS, B) the main green actions of their EMS, C) they were asked to describe the main environmental problems in Vietnam and D) the interviewed were asked about their use of the EMS' web tools.

A) Green Office started in Vietnam in 2007, and by the fall 2012 the EMS so had been in the markets for about five years. In the network of ten active organizations there was still two organizations that had started in 2007. Two of the 12 interviewed organizations had been resigned (in 2010 and 2012) after three years within the EMS. The year 2011 had been most active time for present organizations to join Vietnam's GO network, so those had been about a year or year and a half with the system. Before the interviews took place in

October 2012 there had been quite low phase of joining the network, as only one had joined the network in 2012.

B) The Green Office EMS in Vietnam is based on four main criteria: 1. Managing environmental programme 2. Reduction in energy consumption 3. Efficient use of materials and 4. Sustainable transportation (Attachment 1). Every office had the criteria parts in their EMS programme action list, and the interviewed mentioned different actions in different categories as follows.

1. All the interviewed had managing environmental programme criteria as part of their programme, but it did not seem quite clear for the interviewees what was expected and meant with this criteria. Many different actions were mentioned, such as green procurement: *"Green Procurement was taken to operations staff to take care"*. Two told to offer vegetarian lunches, and another one combined environmental activity and awareness raising: *"Green Friday 1st Friday of the month when we have Green vegetarian dinner and green movie screening --"*. Variable environmental awareness raising actions among staff was seen important in many: *"Briefing for guards and cleaning personnel of green behaviour--"* and reminders and orientation: *"Personal reminders in a small company works well. Training for new employees about GO and practices"* and utilizing WWF's materials and events: *"GO tips shared to employees"* and *"Participating Earth Hour"*. Also the whole staff having a possibility to influence, and internal audit as a developing action was mentioned once: *"Green audits internally - collect information, give feedback and learn, get idea of problems"*.

2. About reduction in energy consumption, energy efficiency was the main focal point with all the active ten organizations. Most common were office appliance related actions: *"Energy saving modes on appliances and shutting off lights"*, *"Using natural light and switching off the monitors"* and: *"replacing desktops with laptops and new energy efficient servers"*. Also energy saving in cooling was mentioned: *"Building a green sun shade in front of the building"*, *"Keeping temperature on 26-27 Celsius when possible"* and *"AC must be 26 Celsius at summer, and 20 Celsius at winter"* as air conditioning consumes a lot of energy. Energy and material efficiency actions were seen most relevant in office surroundings, as most concrete and easy to influence to.

3. About efficient use of materials minimizing paper consumption mentioned in most cases by double-sided printing (both manually and as default setting), using USB-sticks and email to circulate information, as well as using electric archive and scrap papers again in internal printing: *"one sided prints are used again -- scrap paper is used for internal prints"*. Material efficiency was mentioned with refilling ink-cartridges the maximum five times, and an interchange point for goods was utilized in one office. Some had indirect material efficiency via water consumption as one of their focal actions with: *"fixing water devices"* and *"Notification and reminders in toilets about water saving"*. Also: *"Decrease bottled water use to reduce waste and costs"* was mentioned, as well as waste management with training for staff and cleaning personnel: *"Separating bins for recyclables for scrap collectors - cleaning staff is advised about*

GO". Recycling with the help of scrap collectors was mentioned as a local form of recycling.

4. Transportation and travelling was one of the focal points in the EMS for most offices, with actions like company paying bus tickets for staff and advising staff to use bus and bicycle to commute, also having an office bike and utilizing online meetings to decrease flights were mentioned.

C) In order to understand to which of the EMS actions should be focused in Vietnam, the interviewees were asked to describe the main environmental problems in Vietnam. There were several issues mentioned by all interviewees, but most common was air pollution from traffic and from factories. The next biggest problem they saw trashing, lack of proper recycling possibilities and waste management; with waste water treatment shortages, polluted rivers from waste waters of factories and households. Some mentioned deforestation and illegal logging, and climate change and hydropower plants were mentioned.

D) The question of the EMS internal web-tools considers mainly the internal utilization of the EMS in interviewed organizations. When asked if they were familiar with internet based Green Office EMS web-tools, many organizations mentioned they do not use any of the web-tools. They mainly use the Consumer Habit Questionnaire, which is useful to raise awareness. Only three interviewed organizations told they use Compass web-tool, which one mentioned is too complex to use, but two told it is useful for handling data and an information channel.

When compared the interviewees' answers to the criteria of the EMS in Vietnam, it seems that the EMS is focusing on right things as traffic, waste management, water treatment, indirect paper consumption (deforestation) and energy production which links to energy consumption and climate change, were mentioned as biggest environmental issues in Vietnam.

7.3 Results of organizational benefits of utilizing EMS

In this chapter the interview data was divided to predefined themes, according to earlier definition, and analysed. *The EMS* is always referring to WWF's Green Office EMS, if something else is not mentioned. *Interviewees* and *interviewed organizations* refer to the Vietnamese organizations utilizing the Green Office EMS, as the key contact persons in them were interviewed. The quotes among the results are without references because the interviews were made anonymously.

7.3.1 Communication and Commercial benefits

In this chapter research results about communication and commercial benefits are presented together, because the themes were quite similar, and answers handled similar topics after all. When the interviewees were asked about

communication related to utilizing the EMS, the added value for the company from improved brand and increased customer interest because of co-operating with WWF was mentioned often. One told that clients got interested in WWF projects, so the EMS was also useful for their business relations. Also the will to have co-operation with WWF to get help and guidance with green strategy and ideas sharing with the GO network, as local WWF was mentioned to have better insight on certain environmental issues. Also showing a good example and being able to communicate from tangible EMS work when being WWF certified Green Office themselves was common comment. Three mentioned they are participating annually to *“Beach clean-up project with staff”*, and one mentioned also *“tree planting”* as part of their EMS - image building - actions.

Almost half of the interviewed stated that after joining the EMS their brand image has changed positively, with one adding *“--but not really strong.”* One mentioned the EMS being beneficial for them increasing trustworthiness: *“Our business partners trust us more as professionals, when co-operating with WWF”*. Two told environmental values already were their core values *“--so it is good to have environmental EMS certification for the office and co-operation with WWF as well.”* One mentioned that *“Green Office logo could be used more in marketing to strengthen (the brand image)”*. One told they are *“not actually using GO for outside”*, but instead trying to improve their own more environmentally friendly brand image, and the EMS has been internal environmental work tool. One told that *“We do not have any survey to see if our brand is improved or not”*.

Two interviewed brought up the possible business benefits from the EMS utilization via Green Office networking to find potential clients, a chance to promote own business and share ideas with the network. Competitive advantage in business to differentiate from competitors by having the EMS in use, and environmental image improvement benefits from the use of GO logo were also mentioned.

7.3.2 Organizational benefits

When interviewees were asked about the reason their organization got interested in joining Green Office, all the interviewees mentioned the positive effects on their company culture. For two the EMS is part of their CSR work and sustainability plan, and *“Want to give something back to society via GO work”*. Two mentioned greening their internal company culture with the help of EMS and local WWF, and it was said EMS work goes well together with their company philosophy. Half the interviewed mentioned it is an environmental awareness raising tool. Also often was mentioned environmental capacity building using the EMS network to share environmental issue ideas, learning more and being more professional with environmental habits and thinking. With the help of the EMS one got an idea how to continue *“greening work”* in other offices also abroad, and another told the EMS doesn't limit operations, but guides the way toward more sustainable future. The final reason to start utilizing the EMS had several reasons, but right momentum for environmental work, and the will to

protect environment were both mentioned. One mentioned that they wanted to get a certification.

When interviewed described easy things in utilizing the EMS, it was described to base on quite simple actions and common sense and it was easy to implement: *"To get staff to act according to GO is quite easy and (we) have notes to help to remember."* Also, the EMS was mentioned useful, applicable and good to execute.

7.3.3 People benefits

When the interviewed described how the EMS got started many mentioned an environmental champion: *"There was a right person to start GO work"*. People benefits were described as benefits of the EMS utilization, as more than half of interviewed told the EMS having improved the level of environmental knowledge and raised awareness of staff, about green initiatives via WWF's environmental education, and *"Some workshops organized by GO programme"* were mentioned. Learning more about saving methods and techniques to encourage employees with daily actions: *"The awareness of staff has been raised and it can be easily seen that staff are more known how to save energy from proper use of office electric equipment."* Building team spirit, uniting and getting staff to work together was mentioned, stating that *"It has been one of the biggest success"*, and *"This is not the first time for us trying to go green, but for some reason with WWF's Green Office has helped the commitment a lot with environmental actions"* and *"Employees' behavior has changed in a positive way"*. Two mentioned increased *"green spirit"* among employees: *"There is more 'green spirit' and actions, 'Green spirit' I think it is responsibility and voluntary of employee toward the saving and environment. If we maintain the 'green spirit' well, it would lead to a positive habits and good actions toward saving and environment."* Many interviewed commented that employee motivation has somehow been improving: *"by doing green things people are proud of being part of something more advanced and eco-friendliness in Vietnam."* One continued that taking the environmental know-how to homes is a benefit.

Majority of the interviewees described that employees are devoted for the EMS actions in general, but reminders and raising awareness are needed: *"If they know why to do things then they accept them."* Some commented that *"staffs are completely devoted to the GO program actions"* and common statement was that basic every day EMS actions are not questioned as they are habits and: *"-- It is not a burden, people enjoy doing that. It is small actions after all."* To keep staff motivated needs constant work, and feedback: *"Motivating and internal target setting is seen important, and after certain time the scores are evaluated and staff is being awarded for good results -- feedback is important."*

Also majority of the interviewees described that employees in general are satisfied: *"People are happy with the GO program"*, but continuous follow up, actions and long term plan with clear KPI are needed to keep staff satisfied and interested: *"--otherwise it (interest) will be dropped quickly"*. One interviewed

mentioned that interest is kept on with making it fun for staff but *“-- if the Campaign cannot provide fun all the time, maybe it will attract less attention from staff.”*

7.3.4 Financial benefits

The large majority of the interviewed (10/12) mentioned that main benefit after utilization of the EMS had been cutting costs. Cutting costs and other consumption was also mentioned as the reason to join the EMS five times, and two of them specified they want also to protect environment, not just cut costs. One organization stated they were still in the process of evaluating consumption annual data, but already after three months (within the WWF’s “compliance audit”, see Figure 8) they estimated to have reduced paper and electricity consumption worth: *“We could maybe talk about several thousands of dollars savings.”* One interviewee told that so far no financial savings for themselves because: *“Savings stay with building management”* as they pay fixed rent with all costs included, but they mentioned their bottled water, paper and cartridges consumption all had decreased. Savings in the organizations were reported in electricity consumption: *“We have savings in electricity and water consumption of 11.1%”, “Reduction in electricity consumption and savings of about 1,000,000 VND (about \$US50) for electricity saving”, “Statistics for electricity from 2009 to 2011 showing that the consumptions have been decreased. In details, 7,842 KW in 2009 to 6,710 KW in 2011.”* and *“Very much savings: We save from electricity 96,000,000 VND (about \$US4,590)”*. Savings in the organizations were also reported with water: *“Water in 2011, 1.25 m³/staff compared with 1.13 m³/staff in 2012”* and *“Water cost savings: 20,000,000 VND [about \$US960].”* Aside the savings, also investing to future was mentioned: *“Also, we have invested a lot to gain energy efficiency, but in a long run it is also saving money”* and *“--and electricity prices are also are going up.”* Also paper consumption mentioned, *“There are also savings in water and paper consumption.”* as well as travelling costs *“Saving electricity, travelling costs”*. Only one organization replied “No” without any explanations, and one organization did not answer the question at all.

One-third mentioned awareness rising among employees as the best commercial benefit, because it improves economic efficiency via employee awareness rising: *“I believe it matters by doing this has impact--And when continuously do things it will multiply and spread”*.

7.3.5 Environmental benefits

Almost all interviewed believed that organizations, companies and individuals have an effect on environmental issues through their own actions. Guidance is needed to make environmental actions as daily habits, and the necessity of having support of working infrastructure, e.g. waste management, in *“how to separate garbage”* was brought up. To the question if the interviewed had

accomplished material savings utilizing the EMS the majority's answer was positive. The most common savings were from decreased paper consumption, also less water bottles and office stationery were mentioned to consume. Reducing mixed (landfill) waste amounts by sorting trash and recycling was mentioned. One recently joined organization didn't have data of their material consumption changes yet, one didn't answer the question, and one answered "No".

7.4 Results of organizational barriers for utilizing EMS

In this chapter the interview questions and answers were divided to predefined themes, according to earlier definition, and analysed. *The EMS* is always referring to WWF's Green Office EMS, if something else is not mentioned. *Interviewees* and *interviewed organizations* refer to the Vietnamese organizations utilizing the Green Office EMS, as the key contact persons in them were interviewed. The quotes among the results are without references because the interviews were made anonymously.

7.4.1 Communication and Commercial barriers

In this chapter research results about communication and commercial barriers are presented together, because the themes were quite similar, and answers handled similar topics after all. All the interviewees stated that WWF logo and brand recognition is limited in Vietnam, commenting: *"The WWF brand recognition seems to be significantly lower in Vietnam than in other countries, particularly developed Western countries. Most Vietnamese people I have spoken to do not know the brand at all."* International companies and NGOs know or *"recognize WWF better"*, but according to all interviewees WWF is not well known organization in general in Vietnam, especially among Vietnamese organizations and people. One-third mentioned that if people know WWF in Vietnam its mainly known for its nature conservation work with focus on projects with very limited approach to corporates and public: *"--(people) only know WWF along with its actions in endangered animal species protection"*. Many interviewed mentioned that the holistic work of WWF, including work with business, is not known in Vietnam. Two interviewees mentioned that WWF brand might be known by some people via Earth Hour -event.

Interviewed described the Green Office logo and brand recognition to be even less recognized than WWF brand in Vietnam: *"Green Office brand logo is not popular or well known for most of people."* Mentioned reasons for the ignorance were that the EMS is limited to offices only, and it is still quite new EMS in Vietnam's markets with still quite small GO network, so there are not many organizations to spread the word in the markets. *"--People recognize the term 'green office' in general, but not as a WWF brand."* Two mentioned hearing from

someone else about it: *"word of mouth"* and *"In a seminar someone told about it, then started to explore and search Google, and finally contact (WWF)--"*.

Many interviewed commented that awareness raising should be improved to make the EMS better recognized. Half of them had heard about the EMS first when they started working in the Green Office organization. Two mentioned that people must be interested in environmental issues and active to search information themselves to find the EMS, but many interviewed had read an article from newspaper of an office getting Green Office certified, got interested and made web search and got in contact with WWF: *"I read it from news about Finnish Embassy's GO programme --. After that I made Google search and learnt WWF's Green Office and contact WWF"*.

Half the interviewees' improvement ideas concerned awareness raising, marketing and promoting that would be needed in Vietnam: *"GO in Vietnam has to be more active in PR, marketing and Member consultation"* and *"The mechanism of WWF is lacking for marketing. What is the communication strategy? WWF should have a business plan for GO"*. An idea to promote the EMS in the business field was that GO organizations with the best results could become: *"GO Ambassadors"*. Some interviewed wanted more support from WWF Vietnam with more proactivity towards the EMS organizations. Half the interviewees wanted more activities, networking and ideas to *"--how to reinitiate colleagues' enthusiasm and participation"* from WWF Vietnam. When asked if the organization brand image has changed after joining the EMS one commented quite frank that there could be more benefits to organizations of the EMS if: *"WWF should push the brand awareness, to increase the added value to GO and to companies at same"*.

7.4.2 Organizational barriers

Majority of interviewees' said WWF's consultation on the EMS implementing is helpful and needed especially in the beginning of the work, and later *"it (WWF's role) has been more or less monitoring and evaluating"*. Regarding the EMS WWF Vietnam's Green Office country coordinator is doing the consulting. One interviewee mentioned there is sometimes need for more technical consultation, but one-third of the organizations had some technical expertise or it was not needed because, as one told: *"EMS is too simple"*.

The biggest problem mentioned to be the quickly changing coordinators of the EMS program in WWF Vietnam organization, which caused the leading of the whole EMS, as well as follow-up and communication towards the organizations to be insufficient.

Half the interviewed stated that there are no dis-benefits or disadvantages for them from utilizing the EMS, with comments like: *"So far not any, compared to the advantage"*, *"Not that I can think of "*, *"No disadvantages"* and *"It's OK"*. Some things were criticized though: Too strict guidelines to the EMS logo use were criticized by one interviewee. One interviewee mentioned that the EMS is not clear enough with definitions and key performance indicators. Dis-benefit

for one was that WWF Vietnam was not paying attention to other cities outside the biggest Hanoi and Saigon, and one mentioned the terms of payment a disadvantage for them.

Describing what is challenging in utilization of the EMS, one saw the awareness raising was challenging in the beginning. The indicator data collecting was mentioned a bit challenging, also keeping up continual improvement with decreasing consumption in the long run was seen challenging. Two requested for help with green procurement, which can be challenging in the local markets. One-fourth had no challenges with utilization of the EMS with comments like: *"No challenges actually"*.

The majority commented that WWF personal consultation is greatly appreciated and necessary for exchanging ideas especially in the beginning of the EMS work: *"Yes, the company first needs the consultation. After that they can run by themselves."* and *"-- could do it themselves, but the result in action is much better when there is the help and consultation"*. Also, a contact forum for members and co-operation with the network was said to be needed. Two had not got consultation and built the EMS on their own with the help of WWF's Green Office tools, but had attended workshops arranged by WWF. One mentioned: *"Green Team can create EMS even without WWF templates"*. Lack of knowledge was mentioned a barrier for efficient EMS utilization in the beginning if staff does not know how to use the tools and get started, but after the consultation and training, or help, it is easier to continue with the tools.

7.4.3 People barriers

One-fourth of interviewees mentioned the EMS is an extra volunteer based work to do, and not organizations' core business, which can decrease the focus in it: *"Some staff has pressure from their superiors, because they're spending time with GO which is 'voluntary work' and not their core business."* Especially if there is lack of "rewards" as one interviewed said, or if staff sees the EMS work: *"--not to bring them any benefit added to their performance"*, it was mentioned to be a challenge, so people must be rewarded for good results. Creating the EMS without environmental expertise, and to succeed in the set goals were mentioned challenging. Also keeping the balance between the workload of one's own work and voluntary EMS work tasks was mentioned: *"It is difficult to involve staff when they will participate and do something not in their job description."* and *"Green Team must use some what a of lot time for managing GO in action."*

Some interviewees described as challenges keeping up motivation and interest for the EMS actions among staff, and influencing the employees' habits: *"There is always resistance against changes and new things"*. About employee motivation towards environmental issues after joining the EMS interviewees mentioned that some people are more motivated for environmental issues to start with than others, and some people participate, comment and give feedback easier than others. Some people's commitment is related to the convenience of the action: *"Things to do should be usually convenient, then people*

will do it. -- to take a bus for example might not be comfortable for everybody." Two commented that as the EMS is part of the organization culture the actions are not questioned: *"They were not eager at the beginning, but it became their habits."* One commented they had some small green campaigns, but if they were not systematic and officially recognized by the organization management, then people are not inspired: *"Staff are not willing or easily accept every change, they criticize, but not really complain as this action was supported by CEO"*. Interviewees reminded that if there is no motivation and systematic on-going environmental activities staff lose their interest. The EMS coordinator is seen important advisor person in the organization, who is been referred to in environmental issues. Also, losing an environmental champions was mentioned to be problematic.

Managing the EMS was mentioned challenging when there is a big people turnover, and if the responsibility of running the EMS is on few people only. About people related issues in EMS management an interviewed mentioned that: *"Key problems is changing GO coordinator within WWF Vietnam. Green Offices don't know what the status quo is"*, and another one requested that WWF would: *"Need contact person and coordinator in HCMC (Ho Chi Minh City = Saigon)"*.

It was mentioned that devotion to the EMS actions is partly limited, and not all people are devoted no matter what you do: *"-- some are still reluctant and not really want to involved. Still need regular reminders."* and *"For those who care, they are really show interesting & want to be role model, but it is very limited, most of people don't want to change their habits."*

7.4.4 Financial barriers

Some of the interviewed organizations mentioned budget approval and keeping *"managers happy about the costs"*, and not having big budget for the EMS actions a general challenge. The majority of interviewed were not happy with the cost structure of the EMS and would change it, three were somehow satisfied, and one satisfied. One-third of organizations said straight that the EMS fee structure should be renewed to be more attractive, especially for SMEs, commenting: *"Smaller organizations might not have enough capital to run (the EMS)", "rather high payment" and "Quite expensive"*. According to some interviewed the quite high payments makes it harder for some to join: *"there is interest to join, but not everybody can join because of the fee is too high."*

Some commented that the price is too high compared to the service given from WWF Vietnam: *"Quite pricey in terms of the service that is provided by WWF"* and *"In the past 2 years, it was value for money. But in 2012 there has been not much activities and actions by WWF GO Office."* and *"Paying 6400 US dollars -- annual fee raises questions like 'Is there enough support from WWF'"*. First year's support with the EMS was valued, but after that the service was not seen enough: *"GO also provided trainings for some staff on green behaviours and it really inspired the Green Campaign Champions. However, when we get into the second year, if the amount would only be paid for annual fee, it would be fairly expensive. It should bring more added value with that amount of money"*.

The organizations who were somehow satisfied with the payment commented that fee is fine if the organization itself is active and uses all the possible help given by WWF: *"The fee is OK, however, participant should more often contact WWF to get consult, to bring the benefits to members, to visualize the representation of WWF"*. One saw the fee as an investment: *"2200 US dollars. We see it as investment to marketing --"*. The satisfied one commented: *"It [the fee] seems reasonable provided there is a large amount of information and a high level of service available to members"*.

Some interviewed sent a clear message that WWF should have a plan for the price modification, e.g. different kind of organizations having different pricing: *"--payments should be varied based also on the nature of the business"*. The EMS' fees are based on the amount of staff of the office. One suggested that the prices should be checked considering the economic situation as: *"every company has some struggle with economy around the world"*. One reminded managers are often: *"profit driven"*, so the actual savings from the utilization of the EMS there should be more clear shown. WWF's Climate Calculator is a tool for calculating emissions and it shows also economic savings, but none of the interviewed told to have use the tool.

The fee structure can be a real barrier for the EMS, and competition in the field of EMS business was mentioned: *"Some corporates in Vietnam wants to run GO not only for environment, but for building a green image. Some other organizations products can serve their needs"*, and a possible competitor was named: *"Vietnam business council for development (VBCSD) initiated by VCCI, the annual fee member ranges from \$300 - \$800 whereas the member can build a green and sustainable image with regular meetings and updates to high ranking government officer. This helps to build their image to the outside world"*.

7.4.5 Environmental barriers

Some of the interviewed mentioned that inefficient government politics are one part of the problem: *"I think in 'high level' (government) management system there's no real commitment to environmental matters."*, *"No long term strategy to address this (environmental issues). No strong actions from government yet. Poor execution."* and *"Many corporates exploit the natural resources but do not obey environmental regulations..."* Also wasteful attitude and extravagant: *"Use it to max if you don't pay"* -attitude and use of materials and energy were mentioned problematic. Economic growth bringing challenges was brought up: *"Environmental protection is hard task in Vietnam, also because in rapid economic growth it is not the first or even second thing to consider."*

Half the interviewed mentioned the general rather low level of awareness and education in issues regarding environment. Reasons mentioned were rather low education levels and lack of environmental education in Vietnam: *"More educated you are, more aware you are"*. Lack of environmental awareness because of a big difference in real life to the things that are taught in schools e.g. about recycling.

8 CONCLUSIONS

The aim of the research was to find out the barriers and benefits of WWF's Green Office EMS in a new market area - Vietnamese markets. Also, through the research results it was meant to find out the biggest barriers for the EMS utilization, as well as finding what the main benefits of the utilization of the EMS are. To clarify the research task two research questions were set: "*What are the main barriers to utilizing the EMS?*" and "*What are the main benefits from utilizing the EMS?*"

The research turned out to be very interesting and it provided a lot of new information on the topic which the researcher was not able to find any other such research especially from the research area. The research was also really challenging, as already compiling the research data in a foreign country, with both the interviewer and interviewees using their not-mother-tongue added the challenge of the, yet still successful research, in a totally different culture. The lack of similar research was both a barrier and benefit for this research, as finding relevant theoretical literature was harder because the topic was not well known and researched and quite new. But the benefit was that researcher was able to create something new information about this topic that will hopefully get more publicity in future as environmental issues are getting more and more concretised.

In this conclusions chapter the main findings of the research are presented. Aside the research results some development ideas for the EMS work in Vietnam are also pointed out. There are also parts for the reliability and validity, and generalizability and applicability of the research. At the end there are few ideas for future research on the topic. *The EMS* is always referring to WWF's Green Office EMS, if something else is not mentioned. *Interviewees* and *interviewed organizations* refer to the Vietnamese organizations utilizing the Green Office EMS, as the key contact persons in them were interviewed.

8.1 Summary and discussion

The findings of this Thesis research suggest that WWF's Green Office EMS and WWF as an organization are not generally well known in Vietnam which forms the main barrier for the wider EMS utilization in the markets, which also links to other issues such as the organizations within the EMS do not get best potential marketing advantage of being part of the EMS network, and not everyone sees the value of paying the EMS fee to the nowadays extent.

Most organizations in the research were SMEs, which have been hit hard in Asia by global recession (EIU 2010, 3), so some of the findings of the EMS being "quite pricey" might also be explained on this fact. Tough economic situation might cause difficulties in taking into account environmental issues, but now also investments are done to future East and South Asian markets

having large populations with growing access to college education, which might lead to growing market segment and potential for more environmentally friendly issues (Butler & Kraisornsuthasinee 1999, 348).

As the climate is changing and the environment is depleting due to human activities (Reusswig 2013, 1; Cook et al. 2013, 1), and Vietnam is threatened seriously by climate change (World Bank 2013a) The EMS organizations noticed being able to get positive results and take the EMS as tool, and with utilizing the EMS people were told have gotten the feeling of being part of the change and aiming together with the organization to mitigate the organizations environmental burden. Also Thøgersen (2005) has noticed that motivation and empowering people to environmental work is beneficial. _Also Vietnam has plans to convert to globalized market based economy with environmental goals (Thang et al. 2007, 113-114; World Bank 2013b) with Vietnam's government state level plans in energy saving of 5-8 % of the total national energy consumption in the period 2011-2015 and goals including awareness rising of energy efficiency, utilizing high efficiency and energy saving products, conservation of energy and efficient use model for enterprises, and control of energy efficiency in building construction (Globe International 2013, 446-448), so versatile economic and environmental actions are needed modify its markets and to fight possible challenges. EMSs, such as WWF's Green Office, can be utilized in this work as one tool with mitigating consumption and emissions, and results have already realized in the interviewed organizations. WWF's versatile sustainability work, with new feature utilizing the Green Office EMS could be seen as one of the tools.

WWF Vietnam should have active marketing and brand building to raise awareness of WWF and the Green Office EMS, because WWF brand awareness in Vietnam is lower e.g. because: WWF Vietnam's focus has mainly been on conservation projects with very limited approach to corporates and public. But the interviewees show change has started and the EMS has got results in this new market area, and as Hankinson (2000, 212) noticed organizations can have educational as well as informative role, and even *change public opinions*. Roxas (2014) comments that because EMS work in general is not clear and established yet in Asia and Vietnam organizations expect more rigour from EMS work, and voluntary based EMS such as WWF's Green Office might lack with the desired rigour-element. But when compared the interviewees' EMS utilization in Vietnam, it seems that the EMS is focusing on right things, and all the interviewees have right focus in their EMS, and they did not comment anything about lack of rigour, but only lack of services and activeness. In order to gain trust and brand awareness, marketing to the right focus group in the form of advertising and educating is needed (Thøgersen 2005, 159), so to help local WWF to find ideas how to promote its other activities and use the EMS as a "door opener "for other co-operation. Because WWF is very strong brand in Indonesia, Malaysia, Philippines due to very active marketing, investing in fundraising and general activeness (Roxas, 2014). So the EMS, could be a tool to recognize and trust, if there would be active marketing and brand building in

Vietnam.

Joutsenvirta (et al. 2011) mention that hopes and pressures from the society's side have strengthened the position of responsible business in companies and in business teaching. Pohjola adds that *"due to increased environmental concern, companies all over the world have started to set up systems to manage environmental issues"* (Pohjola 1999, 7). Charter and Polonsky bring out the idea of efficiency: *"There is a growing recognition that, if we are to become more sustainable, we need a significant reduction in energy and material consumption"* (Charter & Polonsky 1999, 11). Rauatmaa states that within Green Office EMS improved environmental image gains is mentioned as benefit (Rauatmaa 2011, 28), and mentions within Finnish Green Office EMS the increased job satisfaction, increased environmental knowledge and engagement among staff, also Rauatmaa states that organizations' satisfaction with WWF's Finnish Green Office EMS benefits include cost savings (Rauatmaa 2011, 28). As business world sees environment growingly important and different stakeholders pressure organizations to consider environment in their different actions and management practices, EMSs with a systematic approach focusing on the environmental issues can be tools to help (e.g. Ann et al. 2006, 73-75, Barrow 1999, Belz & Peattie 2009, 34-35, EMASb 2014, Pohjola 1999) And savings via improved material and energy efficiency, the competitive advantage via improved pro-environmental image, pushes companies towards using voluntary self-regulatory initiative EMS (Pesonen et al. 2005, 11-13). The results from the interviewed organizations shows similar reasons and the EMS is thought as a useful tool for organizations to improve their internal environmental work and external communication. Hansen states South-East Asian companies lack competences in socio-economic and environmental protection in community level, strategic alliances with NGO's can guarantee the initiatives to be meaningful (Hansen et al. 2010, 387-388). This research had similar findings when comparing to Rauatmaa's (2011) findings about ISO 14001, EMAS and WWF's Green Office which stated that a relevant difference was that Green Office seemed to engage and inspire employees to get involved with green actions in staff everyday work, which does not happen with ISO 14001 and EMAS with the same extent. Another critics not getting info about EMS results due to lacking reporting in the ISO 14001 was criticized by Rohweder (2004, 175), but according this research interviewees have got good results, both financial and material wise, which link to Rauatmaa's (2011) similar research results with WWF's Green Office. Also, ISO 14001 and EMAS were often mentioned (e.g. Hillary 2004, 564; Hasu 2012, 25-26) as too bureaucratic, laborious and expensive regarding external consulting for smaller companies; whereas with this research has similar findings with Rauatmaa (2011) about WWF's Green Office not being too bureaucratic or laborious for companies, and also consultation and inspections not adding costs. As Hasu (2012, 25-26) mentions ISO 14001 to be the best suitable for organizations having centralized management culture and strong internal hierarchy; then according to this research less hierarchical EMS could be more relevant to

Vietnamese markets, because Vietnamese are mentioned not to like take top-down managed order in their practices. In general the cost is an issue to consider with EMSs, and lot of critics in this research interviews was given about the cost versus the service of the Green Office EMS in Vietnam. But Ann (et al. 2006, 74-75) have noticed similar problems with EMS pricing and too high-level cost of implementing and registering ISO 14001 EMS might actually work counter-wise, as too high prices can make companies to consider if the certification is worth the price to pay. Still both, this research and Ann (et al. 2006) and Hillary (2004) mention that advantages and image gains are still worth to pay the cost of the EMS. Within EMS work it is important to give people both "carrot and stick", explain why to act certain way plus have authorities' support to actions, and to motivate people to act optimally according to EMS guidelines (Thøgersen 2005). Also with this research it was stated that trusting staff and giving them certain freedom is important. With EMSs also people who haven't before been active in environmental actions can be activated, and this is important on areas where the infrastructure does not yet encourage to it. Organizations being active with staff education and communications get good results.

The added value for the interviewed organizations from improved brand and increased customer interest because of co-operating with WWF was mentioned often, and some told the client's interest for environment so the EMS was also useful for their business relations, and being more trustworthy actor, and getting a share of WWF's expertise were mentioned as benefits. Marketing to strengthen environmental image with the logo and strengthening the values, image and competitive advantage with the EMS were also mentioned. Almost half the interviewed told the EMS has strengthened their image. Many also stated different benefits e.g. increased trustworthiness among customers, business benefits via networking opportunity and improved competitive advantage. The EMS logo was said not to utilize potentially yet, which could be increased, and the brand of the EMS should be raised by local WWF to give more marketing benefits to interviewees.

Hansen (et al. 2010) defined CCI action as part of CSR and environmental work. Combining the EMS with CSR work, and also greening company culture internally with raising employee awareness and environmental capacity building (learning, sharing ideas, changing habits) were mentioned, because the EMS guides the offices to right "greener" direction, also easy implementation and will to get certified were also mentioned with the interviews. Having environmental "champions" in place to have started the EMS has also increased eco-awareness, motivation and "green spirit" in the interviewed organizations, and show that the EMS adds the elements of employee awareness, motivation, morale and qualification. Also Hillary (2004, 563-564) mentioned them as benefits utilizing EMSs. Team building and spirit has increased, and increased commitment to environmental issues, with changed behaviours and people are proud to be part of the EMS work and take the actions also to homes. One

interviewee mentioned potential for GO: *"Young people are hungry to know about environment."*, so the future generations ought to be though also.

For the majority of the interviewed told cost savings were the main initiative and benefit, of start utilizing the EMS. Also Pohjola state that financial savings are one of the main point of joining EMS (Pohjola 2003). Some had already got significant economical savings from utilizing the EMS, from their decreased indicator consumptions, such as electricity, water and paper consumption, and decreased travelling. One-third mentioned awareness rising among employees as the best commercial benefit, because it improves economic efficiency via employee awareness rising.

Almost all the interviewed believed their action had an impact on environment, and most of them had realized material efficiency improvement with office paper, mixed waste, water bottles and stationery. There is no legally binding points to office surroundings regarding e.g. waste management or efficiency activities, so the voluntary based activities such as increased recycling, and material and energy efficiency are left to organizations responsibility and they should obey the EMS criteria to make improvements. The EMS has helped and supported steps for decreasing waste, and recycling waste in Vietnam where the infrastructure is still lacking.

Barriers were mentioned maybe more than benefits in the research among interviewed, but due to emerging markets and lack of infrastructure and general environmental knowledge it is understandable. EMS is sometimes seen as time consuming process that adds administrative tasks, then the problem is lack of time and resources (Hasu 2012, 25). Especially if there has been lack of identification of responsibilities and the company's aims in adapting the environmental management effectively, then the control can fail (Canning & Hanmer-Lloyd 2007, 1089). In Vietnam, management of people is the main issue and building human resource management skills are important in the new situation. Vietnamese are said not to accept systems and practices as such to use in their markets, and are willing to adapt the systems according to their own culture and "belief system". This may cause some clashes in human resource management practices and getting people to act according to e.g. EMS principles, if the EMS is not modified to local markets. (Thang et al. 2007, 113-114.) Rohweder share Hillary's idea as international EMS' EMAS and ISO 14001 operational costs can rise high and processes take up more economic resources than expected (Hillary 2004, 564-566; Rohweder 2004, 173), and Reinikainen (2010, 22-23) notice lack of financial resources is seen common barrier for EMS utilization. To increasing the level of knowledge of green solutions needs players to educate people about environmental issues (Butler & Kraisornsuthasinee 1999, 338-339). The way to communicate is different to Western markets, and credible used public relations is important channel to companies to communicate or build "green" image in media. (Butler & Kraisornsuthasinee 1999, 346-347.) E.g. WWF Vietnam writing newspaper articles about new Green Office was mentioned to be quite well noticed use of media. NGO's role in the form of the EMS in could be one solution.

To make an easy market entry and to tackle most common barriers to entry, Porter's (1998, 7-13) but the EMS case there were no big capital requirements to enter, and there were not established distribution channels or similar products in the markets, neither switching cost was an actual barrier, and the costs for training was only to consider. So the competitive situation was not a barrier to tackle, and actually a low competition situation with the EMS markets might give the EMS a competitive and first mover advantage in the markets (Weitz & Wensley 2002, 459-460), which would be good to be able to benefit. Still, according to some interviewees the organizations joining the EMS was lower after 2011, which is something WWF Vietnam should clarify themselves, as it seems like *endogenous barrier* (Pehrsson 2009, 66) that are embedded in the organizations themselves.

The holistic work of WWF, including work with business, is not seemed to be known in Vietnam. Mentioned reasons for the ignorance of the Green Office EMS is that it is limited to offices only, and it is still quite new EMS in Vietnam's markets with still quite small Green Office network, so there are not many organizations to spread the word in the markets. It seems that interviewed mainly had heard about the EMS when starting to work in a Green Office organization, or read from newspaper article. No WWF's Green Office advertising, campaign or other promotion, beside newspaper articles, were mentioned. Many interviewed commented that awareness raising should be improved to make the EMS better recognized.

Half the interviewed stated that there are no disbenefits or disadvantages for them from utilizing the EMS, and no challenges with utilization of the EMS with comments like: "*No challenges actually*". Things mentioned to be disbenefits, like WWF Vietnam was not paying attention to other cities outside the biggest Hanoi and Saigon, and one mentioned the terms of payment are not actual disbenefits from utilization of the EMS, but rather things that the interviewees find dysfunctional or uncomfortable somehow. Also mentioned challenges with issues like indicator data collection or green procurement and environmental awareness, are challenges for every organization, but not considered be as challenging just because of the EMS utilization. The biggest problem mentioned to be the quickly changing coordinators of the EMS program in WWF Vietnam organization, which caused the leading of the whole EMS, as well as follow-up and communication towards the organizations to be insufficient. There was request that EMS should be tailored better to local markets and not necessarily just follow the same EMS standard in every WWF country.

On individual level things were seen easier to change according to interviewees, but as the EMS work is mainly voluntary work aside staff's own work there are sometimes barriers on the level of devotion on collective actions (based on work load), especially if there are no rewards for the EMS work. Also if an environmental champion in the organization is missing or leaves it is a barrier, because there is no environmental expertise, and keeping up the motivation is harder. Big people turnover is problematic, as well as changing

behaviours in general is a challenge. No interviewed mentioned the issue within this research, but it is possible in high-power distance cultures (Quer et al. 2007, 77) that the EMS work does not run optimal if the coordinator has low management status (Hillary 2004, 565-567). The EMS work load is an extra and voluntary work, which is a big challenge. Rewards must be given for staff (Thøgersen).

One interviewed reminded that as managers are often “*profit driven*”, there would be need for more clear way to understand the actual saving from the utilization of EMS, but WWF has tools for calculating emissions and economic savings, but none of the interviewed told to have use the tool. In general the research showed that the EMS fee structure should be renewed to be more attractive, especially for SMEs in Vietnam. WWF should have a plan for the price modification, with an idea of different kind of organizations having different pricing. Some commented that the price is too high compared to the service given from WWF Vietnam, but also the fee was said to be fine if the organization itself is active and uses all the possible help given by WWF. Some also saw it as a marketing investment.

In Vietnam the lacking commitment to environmental issues from government was brought up, as well as economic growth which increases environmental problems. Half the interviewed mentioned the general rather low level of awareness and education in issues regarding environment, that is also a general barrier to the EMS work because if people don't know, they don't claim. Reasons for problems mentioned were rather low education levels and lack of environmental education in Vietnam. Linking increasing knowledge about environmental issues could be linked to education to increasing the interest towards environmental issues, and the EMS work. Thøgersen (2005, 156) reminds that sustainability education in future needs to be increased, and not restricted to media campaigning, also e.g. NGOs can give more input added to the formal education in the activities of environmental education to adults and children.

Cultural distance can explain the differences in people's interpretation and transferring of practices (Quer et al. 2007, 77; Weitz & Wensley 2002) and one maybe should not expect that an EMS originally from Western markets would function exactly the same way in Vietnamese society. In Vietnam there seems to be a different power distance culture compared to Western democratic low power distance culture, but still top-down management model is not optimal way in Vietnamese society, but encouraging staff to give ideas and influencing is important (Thang et al. 2007, 120-121). Regarding the EMS in new markets this Thesis' research case local WWF Vietnam could be considered to be the local agent, distributor as well as a subsidiary for WWF Finland, handling the marketing of the Green Office EMS in Vietnam. Local WWF Vietnam can be considered as intermediary in the entry process promoting the Green Office EMS to new, in this case Vietnamese markets. Having FDI an external investor for the process (Weitz & Wensley 2002, 457-458), could mean a sponsorship for the EMS process, which could be a way to get the EMS a secured economic

start, before the system is economically self-supporting. WWF's Green Office, originally from Finland, started in Vietnam as the first market outside Finland, against the models like "*waterfall*" and "*Uppsala*", but could be say to have used a single "*sprinkler*" market entry, because of one active "*environmental champion*" (Hillary 2004) willing to take the EMS from culturally distant Finland to Vietnam, because there was no former experience how the EMS works abroad. If there would have been more time to plan where to start the utilization of the EMS outside its domestic markets, collecting "*Experimental knowledge*" through personal experience of market entry and possibly starting near cultural distance markets according to "*Uppsala model*" (Whitelock 2002, 342), could have made the market entry and utilizing the EMS even more optimal start. When starting to seek for new marketing opportunities it is important first of all to recognize the original culture of the service or product. WWF's Green Office EMS is developed in Finland, so if entry to new markets is aimed, the first assumption could be approaching another western market. Still, first international steps with WWF Finland's Green Office EMS were taken in Vietnam, whose markets differ a lot from the Finnish but potential market opportunity (Weitz and Wensley (2002, 459) was utilized. Even though Vietnam is an Asian country it has history with some Western influences from 1880s until 1975 (Thang et al. 2007, 114) and that's why maybe all the typical Asian cultural bias don't consider Vietnam. More research on this topic could be interesting.

WWF's Green Office EMS can be considered as an environmental service (Kippo-Edlund 2006, 122) that could basically be franchised (Quer et al. 2007, 79-83) by local WWF. Considering these options the role of WWF as an international environmental NGO with its core values and the fact that it is functioning already in Vietnam, the focus with WWF's Green Office mainly on Kotler's first *adaptive* entry strategy (Kotler et al. 2009, 72) and Weitz and Wensley's (2002) local marketing that combine traditional and adapting to local conditions -If there are difficulties in applying routines in culturally distant countries, then support in the form of *local agents* in the new markets is preferable (Quer et al. 2007, 79-83) - after that the "*licensing*" is done and "*franchised*" service could be in use in the markets. Local WWF Vietnam would be the local agent and marketer. As WWF's Green Office EMS is the service, then the licensing entry mode to Vietnam could be considered. The local WWF Vietnam would be "*licensed*" to run then "*franchised*" Green Office EMS service. (Weitz & Wensley 2002, 457-458; Quer et al. 2007, 79-83.) Weitz and Wensley (2002, 459) an important point is utilizing strategic alliances and joining forces at different points of the process. In Vietnam, which is part of South-East Asia some adaptation with the strategy should be done when entering to markets (Kotler et al. 2009, 477). Considering this research, the WWF's Green Office EMS as a service seems to be a ready packet, so the strategy of licensing and having local strategic alliance (local WWF), with whom adapt the EMS to local markets utilizing e.g. communications extension seems relevant path (Weitz & Wensley 2002, 463-471). From WWF Vietnam's point of view that is already functioning

in Vietnam – the question is how to get the Green Office EMS utilized effectively in the markets.

Considering the lower economic level of developing markets is important when deciding the price structures, as an optimal price in western markets might be too expensive in developing markets (Butler & Kraisornsuthasinee 1999, 339). This same principle should be subjected to the price for organizations paying the EMS in Vietnamese markets. As according to Julkunen (2013) WWF Vietnam has no private supporters, and the financing of WWF Vietnam is different, the pricing of the EMS should be considered carefully. Almost all the interviewed stated that the price of the EMS is not well-balanced to the quality of service that WWF Vietnam has been offering lately, so they are not eager to pay the requested amounts, and either the service should be improved or the prices lower. In any case there was a strong urge to have different price model, which would consider better the local markets, and different kinds of organizations. Also, services are seen a good business opportunities globally Halme (et al. 2007, 133-134) so making the EMS desirable could lead to a good business. Once the EMS is in the new markets the local WWF's role can be seen as a marketing manager, whose task according to Kotler and Armstrong (2010, 90) is creating client relations and add value to them, as well as keeping customers satisfied. With the EMS building trust and brand awareness is important in order get recognized and being able to grow the EMS network. When aiming at wider distribution of the EMS WWF's networks could be used with their full potential. WWF is a trusted organization with lots of multinational companies in their international client network (Green Office e 2013), which could be harnessed as partners when taking the Green Office to new markets.

There are no legal regulations in the area (Vietnam and South-East Asia), as Roxas (2014) mention in Asian companies there is no mandatory to use, and no government recommended EMS to use, so using EMSs and considering the environment, the will to use voluntary based systems should be increased with making the utilization of EMS desirable in the market. According to Butler & Kraisornsuthasinee (1999, 342-344) and Globe International (2013) there are environmental regulations and governmental targets to energy saving, but governments are still in the learning process with enforcing environmental legislation and technical issues. The adaptation could be increased, as the local interviewed organizations mentioned the lack of comprehensive regulations to be an issue in Vietnam that does not motivate people and companies in general to consider the environment. The role of NGOs such as WWF should be to activate governments and companies (Barrow 1999, 247) to start considering the environment and WWF's Green Office again, could be one tool in the puzzle. Also multinational companies functioning in the Asian markets with their CSR (corporate social responsibility) and GRI (global reporting initiative) activities can show the example to the markets, and not just function there due to lacking regulations. GO network can increase the demand for example recycled materials, and increase the demand for environmentally friendly products and

services. (Vachon & Klassen 2008, 301-302.) More stringent commitment in energy and tax policy is needed from governments to fight the lack of clear legislative framework, to support the aims towards sustainability work, And inconsistent support from top management – from as high as minister level – is needed to support the efforts to aim at sustainable consumption (Thøgersen 2005, 148-149; 153). Local WWF Vietnam was advised to get more business minded by one interviewee: *“WWF also needs to turn its mind slightly into business side to adapt with the needs of companies.”* Some interviewed sent a clear message that WWF should have a plan for the price modification, with an idea of different kind of organizations having different pricing.

Through effective utilization of the EMS general benefits mentioned can be fulfilled within all kind of organizations’ office surroundings and in their relevant infrastructure. Networking inside WWF, using the already existing networks of departments in various countries as a distribution channel, could be a way to get to new markets with the EMS. In this case in the possible new target market countries the support and role of the local WWF is an important point. The ultimate goal for WWF’s Green Office EMS could aim to be a standard for EMS in office surroundings. Like the CE (circular economy) standard Fang (et al. 2009) mentioned in manufacturing business aiming to make manufacturing more efficient in rapidly developing China where the government has woken up to considering environment. WWF’s Green Office EMS could be something that decision makers consider when thinking of offices’ eco-efficiency improvements. As economical giant countries such as China are improving their environmental performance bit-by-bit and giant leaps, then also emerging markets such as Vietnam ought to consider environment more in its actions and not just aim to economic growth. WWF’s Green Office EMS could be seen as one tool in the toolkit, among others, and Green Office concept could be utilized as one model or standard that WWF has to offer to markets. In a long run WWF’s Green Office might be in a position where it could give some input on more influential and administrative level.

In Finland the local Ministry of Employment and the Economy uses the EMS as their internal tool in the Energy Efficiency Plan process fulfilling European Union’s steps towards Energy Efficiency Plan’s goals (Väisänen 2013; Green Office e 2013), which has a target of decreasing the consumption of primary energy by 20 per cent by the year 2020 (European Commission 2013, 2). In Väisänen’s example the process includes WWF’s Green Office EMS with energy saving target and actions, and their green team is taking care of the implementation and follow-up of the actions. (Väisänen 2013.) If powerful enough institution would join the local EMS network it could have an effect on political level, possibly influencing on guidance of environmental issues for organizations. This example with the EMS utilized in administrative work sets a great example in a wider scale than just in SME’s offices. There is potential to utilize WWF’s Green Office in much broader scale than nowadays. This might be still a long way, before Vietnam’s governmental institutes would

use EMS, such as WWF's Green Office, as a model or tool, but there should always be ambitious targets to aim at.

8.2 Evaluation of the research Reliability and Validity

In the research the data collection method was semi-structured individual interviews for the special group of experts of the research topic, and this method selection has been explained previously. The aim of the research was to find the main barriers and benefits in the market area, by describing and finding the real life of the case from the interviewees' point of view, knowing the personal view of the researcher in the data collection and analysis phases (Hirsjärvi & Hurme 2009, 189). So the reliability and validity were affected by the method of data collection. The validity and reliability was aimed to increase in planning, implementing, data processing and analysis phases, e.g. with sending the interview question frame identical for all the interviewees. In the interview situation the researcher tried to be as objective as possible, knowing that every interviewer brings their own personality to the interview situation, which has an effect on the interviewees' and to their answers. To minimize any effects to interviewees in the interview situation, the neutral presence and comments that would not lead the interviewee or their answers were aimed at. Also the questions were same to everyone, in the same order, but interviewer was able to clarify question if it was not clear for the interviewee. (Hirsjärvi & Hurme 2009.)

Eskola and Suoranta (1998) remind that in a qualitative research separating the analysis from the reliability of the work is challenging because when analyzing the results the researcher must all the time consider to make sufficient findings and the reliability of them. There are no comprehensive guidance available how to analyze or keep the reliability in the analysis, and in a qualitative analysis the main reliability critic are the researchers themselves. (Eskola & Suoranta 1998, 209-210.) In this research only qualitative interviews were used, but with adding a quantitative interview element more in-depth and exact numerical result data could have been found. When conducting this research the researcher has aimed not to lead the interviewees in any way with comments or with questions setting, and also the chosen themes for the questions and analysis were based on international research on EMS effects. The answers to certain themes aimed to form from natural experiences from the interviewed organizations.

Kuisma, Lovio and Niskanen (2001, 17) mention that the organization that has built an EMS for their own use, or the person representing the EMS might not be the most objective source of information, because they might not be eager to tell barriers or disbenefits the system might have brought to them. In this research the findings are still mainly in line with other research of EMS work e.g. Hillary 2004, so there is a reason to believe that interviewed have told truth about their utilization of WWF's Green Office EMS, also, because giving

information about the barriers gives to input to improve the situation in future, which might also serve the interviewed organization.

Also, according to Kuisma (et al. 2001) sometimes separating the benefits gained through processes, e.g. EMSs benefits from other ongoing processes is problematic, because also other than the EMS might affect the results and people's behavior. Other processes might be e.g. recession, the increased green thinking, changes in prices and more stringent regulations. (Kuisma et al. 2001, 17.) The results of this research can still be considered reliable, because the benefits were reported to happen after the start of the utilization of the EMS, and for example the financial benefits were based on measured figures such as electric bills, or consumed paper of a certain time period, and the interviewed had a system to track those figures as they were part of a mandatory monitoring of the Green Office EMS' indicators. Of course there are always factors effecting results such as slight natural changes in consumptions, but the results were reasonable and in line with research of results from EMS work e.g. Hillary 2004 and Rauatmaa 2011. The results of the research can be considered reliable also because different interviewed organizations had similar views to the interview themes, answers being partly matching to the results of other international researches.

8.3 Evaluation of the research Generalizability

This research was a case study, which aim was to describe the local phenomena. The research collected data is notable in its own category as it provides information about the EMS utilization in Vietnam, the topic which had very little information before. Through the research the chosen topic was able to get described and give some explanations for utilization barriers and benefits in the EMS utilization, because the relevant group of local organizations was studied and interviewed. As mentioned, the research used only qualitative interviews, and with adding a quantitative interview element more data could have been found.

As mentioned in the earlier chapters the barriers and benefits in the EMS organizations were in line, or had similarities with international researches of EMSs. The research showed similarities with both "simplified EMS" research Rauatmaa (2011) and more utilized EMSs (such as ISO 14001 and EMAS) on e.g. Hillary (2004) or Reinikainen (2010) research, so the findings from WWF's Green Office EMS in Vietnam can be partly generalized and applicable despite the culture or location of the office. This research can give more information about the barriers and benefits of the EMS work, that can help especially the administrators of the EMS, and noticing the main barriers that could possibly be avoided in future, and tips of the benefits, that could be take advantage of with more systematic developing of the EMS and administrative background work.

It is mentioned that if generalization is intended, then for example

analytical generalization can be pursued, but in this research relying on thematic, regional and temporal limitation the objective of the study was to describe, understand and explain the case (Laine et al. 2007, 73; Yin 2003, 31-33), which cannot be transferred identically to other markets. So the aim of this research was not the generalization, but to understand the local phenomenon. Still this research gives an idea of the EMS utilization case in Vietnam located in South-East Asia, and if some other market area has similar situation with this, then the research could possibly be used as a background study to give some relevant ideas to be used in other areas as well.

8.4 Ideas for further research

This Thesis research topic was not studied earlier, the so the results can create a lot of ideas for further research. Research results might be used for a further research in the same market area, when the focus of the future study could be more in financial approach. In this research there was not many actual financial elements involved, e.g. suggestions for new price models for the EMS in Vietnam would be an interesting and useful research topic.

Another idea for a further research based on this research could be a larger study including comparison on different locally used EMSs in Vietnam, or for example study in a wider area of the topic in South-East Asia. Also a deeper analysis of adaptation and localization to local markets with EMS' in Vietnamese or South-East Asian markets would be very interesting and useful. South-East Asia could be an interesting area for a research because of its rather rapid development and increasing amounts of people reaching higher income levels, which leads to bigger consumption levels and burden to environment. Of course there are barriers in the consideration of the environment and setting systems to mitigate environmental burden, but the benefits should not be forget. In the words of President John F. Kennedy: *"There are risks and costs to a program of action. But they are far less than the long-range risks and costs of comfortable inaction."*

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ATTACHMENTS

Attachment 1. Semi-structured interview questions. Individual semi-structured/qualitative structured face-to-face/e-mail interview questions from October 2012.

PLEASE FILL IN YOUR ANSWERS AFTER **BOLDED** QUESTIONS, AND RETURN ANSWERS BY EMAIL TO MR. MIKKO KUIRI BEFORE THE SCHEDULED INTERVIEW.

Date of answer:

Name of the organization:

Core business/activity of organization:

Number of employees:

Name and Title/position in the organization of the interviewee:

Definitions:

GO = WWF's Green Office Programme

Organization = A company or other organization within GO

EMS = Environmental Management System

COMMUNICATION RELATED QUESTIONS:

1. How would you describe the WWF brand (logo) recognition in Vietnam? (Describe your own feeling briefly below)

2. How would you describe the Green Office brand (logo) recognition in Vietnam? (Describe your own feeling briefly below)

3. How did you first discovered Green Office? (Describe the media/situation/person briefly)

4. Are you familiar with the GO internet based "webtools"

- Green Office Habits Survey (Consumer Habit Questionnaire)? Choose:

Yes/No

- Compass? Choose: Yes/No

- Climate Calculator? Choose: Yes/No

If Yes:

4.1. How would you describe the usability of the tools?

4.2. How would you describe the usefulness of the tools?

ORGANIZATIONAL QUESTIONS:

5. Why your organization originally got interested in joining Green Office (GO) programme? (Please describe the reasons with a few short sentences)

6. Why your organization did finally join GO programme? (Please define the main reason(s) briefly)

7. How long has your organization been within GO programme?

(7.1 What was the main reason for your organization to resign from GO?)

8. How would you describe benefits for your organization from GO programme? (Please define the main benefit(s))

9. How would you describe disadvantages for your organization from GO programme?

10. What is easy in running the GO programme? (Please list main points)

11. What is challenging in running the GO programme? (Please list main points)

12. How would you improve the GO programme, If there is something you could change with it? (Please describe with a few sentences)

PEOPLE RELATED QUESTIONS:

13. How would you describe the employee motivation towards environmental issues after joining the GO programme?

13.1. How would you describe employee devotion for GO programme actions?

13.2 How would you describe general employee satisfaction at your organization after joining GO programme?

14. How do you find the WWF's GO personal consultation?

14.1 Do you find consultation necessary, or do you think organization's "Green Team" could create EMS with the help of WWF's EMS template only?

FINANCIAL RELATED QUESTIONS:

15. How do you find the GO fee amount that organization pays?

16. Has your organization got financial benefits from GO programme? (e.g. Savings in electricity bills)

COMMERCIAL RELATED QUESTIONS:

17. How has the image of your organization brand changed after joining GO programme?

18. Are there any other benefits from GO programme?

ENVIRONMENT RELATED QUESTIONS:

19. How would you describe the main environmental problems in Vietnam? (Please list a few main problems)

20. In your opinion, do you think organizations can affect the state of environment through actions? If so, how?

21. Has your organization got benefits through material savings from GO-programme? (e.g. Less consumption of paper)

GO EMS in Vietnam is based on four main criteria and EMS must include: Managing Environmental programme; Reduction in energy consumption; Efficient use of materials; Sustainable transportation.

22. What are the main focal points within your organization's GO Environmental Management System? (Please list below)

23. How would you describe your organization's "Green Actions"? (Please list below briefly)

24. What are the Green Office indicators (reportable targets) of your organization? (Please list below)

Thank you! Cảm ơn!