Universiteit Utrecht

Marnie Pannatier
Student ID: 4011074
Email: m.j.pannatier@students.uu.nl

Corporate Sustainability practices in SMEs in Colombia

A case study from the manufacturing sector to assess the gap between vision and actions

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Supervisors: Dr. W.J. Vermeulen, Msc. Sjors Witjes (UU)
& Dr. R. Baumgartner (University of Graz)

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Summary

Sustainable development has become an increasingly recognised issue worldwide. Many companies have decided to act and tackle the issues of sustainable development. In order to do so, enterprises around the world started to implement Corporate Sustainability practices inside their business strategies. This development was particularly wide in developed countries. Many studies have been conducted to assess this phenomenon in industrialised countries but not much in developing countries. Thus, the aim of the research was to evaluate the sustainability strategies of a Colombian SME and its performance in practice and explain how the social system factors contribute to the gap.

So as to answer the research question, the LEAP FROCS framework was developed. The framework rests upon five dimensions: sustainability KPIs, time, organisational structure, learning and culture. A holistic approach on sustainability was used to interlink the theories of the five-dimensional framework.

A single case study in a Colombian SME of the manufacturing sector was used to investigate the gap between vision and actions. The data was gathered thanks to 15 semi-structured interviews representing every level of the organisational structure and participatory observation.

The creation of 30 integration items enabled to analyse how sustainability was implemented within the company: 11 were found unsuccessful, 12 slightly successful, 2 partly successful and 5 fully successful. The findings revealed that the SME had no vision or mission on sustainability. Although the company did not develop any Corporate Sustainability Strategies (CSS), the large amount of CS initiatives prove that the enterprise is really active in the area of sustainability. The social focus towards its employees and local community demonstrates its orientation towards a philanthropic approach rather than a business strategy approach. Results also show that integration items have been successfully implemented in organisational learning and structure; however, most of the integration items got stuck at the artifact or value level of the organisational culture. It was concluded that the company experienced a gap between its vision on CS initiatives and their realisation in practice. The gap was associated to the lack of communication skills of the leader and the lack of behavioural attitudes among the employees of the firm.

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List of abbreviations

3Ps	Prosperity, people, planet
CEO	Chief Executive Officer
C2C	Cradle to Cradle
CP	Cleaner Production
CR	Corporate Responsibility
CS	Corporate Sustainability
CSR	Corporate Social Responsibility
CSS	Corporate Sustainable Strategies
EE	Eco-efficiency
EMS	Environmental Management System
GRI	Global Reporting Initiative
HR	Human Resources
KPI	Key Performance Indicator
KRI	Key Result Indicator
TBL	Triple Bottom Line
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Co-operation and Development
PDCA	Plan, Do, Check, Act
PI	Performance Indicator
QMS	Quality Management System
RI	Result Indicator
SME	Small and Medium Enterprise
SSD	Social and Sustainable Development
SSI	State of Sustainability Initiatives
TNP	The Natural Step
UNEP	United Nations Environment Programme
WBCSD	World Business Council for Sustainable Development
WCED	World Commission on Environmental and Development

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1. Introduction

Sustainable development is a challenging and controversial concept (Hopwood et al., 2005). Since the beginning of the industrialisation period and until recent decades, there has been very little care given to the environment. In most people's mind, the environment was seen as an external player, an unlimited resource. Moreover, humans were thought to be superior to everything including the nature. It was believed that due to their knowledge and their ability to develop new technologies, humanity would be able to overcome every natural obstacle (Dryzec, 1997). Nevertheless, the recent extreme natural disasters (floods, droughts, hurricanes) prove that this common belief is wrong.

Since the 1980s, the concept of sustainable development has gained more importance in society. In 1987, the Brundtland report defined "development is sustainable where it meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987). After the publication of the Brundtland Report, the Natural Step (TNS), which is a non-profit organisation, was created in 1989 in Sweden. TNS embraces sustainable development by following four principles (The Natural Step, 2014):

1. *Substances from the earth's crust cannot systematically increase in the biosphere.*
2. *Substances produced by society cannot systematically increase in the biosphere.*
3. *The physical basis for the productivity and diversity of nature must not be systematically deteriorated.*
4. *There must be fair and efficient use of resources to meet human needs.*

Afterwards, the Earth Summit in 1992 triggered an actual plan of actions with the introduction of Agenda 21 to slow down the impacts of human activity on the environment (UNCED, 1992). The main goal of Agenda 21 is to create an equilibrium between people in the South and the North within the earth's resources and limits (WSSD, 2002). In order to achieve that objective, companies are expected to participate since "corporations have contributed to the problems […] and they must therefore be part of the answer" (Benn et al., 2014, p.4).

Thus, some companies started to adopt Corporate Sustainability (CS) practices. The phenomenon increased rapidly and widely, especially in industrialised countries. Developing countries do not prioritize the sustainability imperatives since they have other present and vital issues to tackle (Udo and Jansson, 2009). Even though CS actions were being used mostly in developed countries, developing countries started to include them as well, often without being aware of doing so (Vives, 2005). The motivation to implement such actions is diverse in nature: either by legislation, to gain a competitive advantage or by personal conviction, however, in the end what matters is the result (ibid).

Nowadays, many medium and large sized companies include CS into their business strategies (Székely and Knirsch, 2005). Scholars claim that a clear mission, vision and values help an organisation to incorporate the sustainability principle in its strategy (ibid). The best-believed way to improve a company's sustainable performance is achieved when CS initiatives are included in the mission, vision and values, which constitute the business strategy of an enterprise. Thus, the CS

practices included in the business strategy of a company are called Corporate Sustainability Strategies (CSS). Baumgartner (2009) describes CSS as "[…] generic possibilities to deal with the challenge of sustainability" (Baumgartner, 2009, p.2009).

Finally, literature shows that in organisation a gap exists between the vision and actions (Székely and Knirsch, 2005; Witjes, 2013a). Thus, in order to improve the sustainability performance of a company, it is necessary to bridge the gap between the CSS embraced in the vision and their successfulness in practice (Witjes, 2013a).

1.1 Background of the research

The research conducted is embedded in the PhD research lead by Msc. Sjors Witjes, which deals with CSS inside Small and Medium Sized Enterprises (SMEs) in Colombia and the Netherlands. The PhD research was conducted in three different phases: the retrospective analysis, the implementation of CSS and the results of the development of CSS. The current research also is a continuation of Jankov (2013) and Koehler's respective master thesis (2013) where they analysed the CSS of several Dutch enterprises, through the development of their own mapping methodology called the Mapping of Corporate Sustainability Approaches (MoCSAs).

The master thesis introduced here is part of the first phase, the retrospective analysis where data of the past decade are analysed in order to understand the current situation of the company, which is realised through a single case study in a Colombian SME based in Bogota. Thus, the data collected through semi-structured interviews, participatory observation and analysis of company documents enable the assessment of a potential gap between the vision and actions of a company. Further on, empirical evidence based on Hocke's framework (2014) help to provide a clear picture of the actual implementation of CSS in a SME. Based on Hocke's framework a further more elaborated and suitable framework is used for the current research: the LEAP FROCS framework. Hocke's framework helps to select the correct and most relevant dimensions for the assessment and the evaluation of the CS development of an organisation (Hocke, 2014). Hence, the LEAP FROCS framework assists in evaluating the sustainability performance of a company, by comparing the CSS adopted to their results in practice.

1.2 Case Study at Famoc Depanel

A case study is relevant in the area of organisational and management studies (Yin, 1994). Thus, a qualitative exploratory case study research was completed at Famoc Depanel a Colombian SME that produces and sells furniture for offices and shared spaces. The firm has been operating in the furniture's market for 42 years and has the second biggest sales volume in the country in its sector [1,16,21].

There is a lack of studies about sustainability practices in Colombian SMEs. Moreover, sustainability is far from being a main concern for Colombian SMEs. Viability and being competitive form the majority of companies' principal objectives (Solarte Rodriguez, 2003). Some Corporate Social

Responsibility (CSR) programs exist in order to promote these objectives by including all the stakeholders of the company (ibid).

Famoc Depanel's core business is to produce and sell furniture for offices to the private –enterprises –or to the public –government's institution –sector. Furthermore, the webpage of the company shows a development of a vision on Social and Sustainable Development (SSD) by encouraging technologic advances that match with the protection of the environment and the surroundings of the company (FD, 2014).

The firm seems to grant much importance about the following values: authenticity, integrity and sustainability (FD, 2014). Thus, sustainability is integrated in the core values of the enterprise on 'paper'. Famoc Depanel's most successful and well-known sustainable project is their organic vegetable gardens, which can be found at the production plant. Time is given to the employees during the working hours to do some gardening. Eventually, they are able to take the healthy vegetables for their own consumption.

1.3 Research relevance and research question

Even though much research has been conducted in the field of CS, scientific knowledge about CS activities in SMEs is scarce. Most studies have been conducted in large multinational organisations (Pastrana and Sriramesh, 2014). On top of that, most of the literature found about the attention for sustainability within the business context has focused on developed countries usually situated in Europe or in North America (Frynas, 2006).

As mentioned before, the literature acknowledges a gap between vision and actions in CS practices but no case study can be found about the analysis of potential inconsistency in a Colombian SME.

Finally, the research focuses on the social factors as opposed to the physical ones to explain the gap between vision and actions in companies. Organisations have focused more on the physical factors to support the integration of sustainability in a company, instead of the social factors (Witjes et al., 2013). This is confirmed by McKenzie (2004, p.11) "[…] the goals within the sustainability priority still emphasise the physical sciences far more than the social sciences".

Thus, this research aims to fill the gap in literature concerning the analysis of the inconsistency arising from the development of CS initiatives in the vision of a Colombian SME and the achievement of its CSS in practice. Therefore the research question is posed as followed:

To what extent do the vision of a Colombian SME regarding the Corporate Sustainability Strategies adopted match with their performance in practice and which factors related to the firms social system can explain the degree of match or mismatch between vision and actions?

This main question will be answered with the help of several sub-questions:

1. What is the most appropriate way to assess CSS within SMEs in Colombia?
2. To what extent are the CSS implemented within the analysed firm fulfilling the expected outcome?
3. To what extent do the social system factors determine the presence of this gap?

1.4 Research framework

The research framework explains the general structure of the master thesis divided in 6 steps (figure 1). The first step introduces the context of the research and the research questions. The second step concerns the literature review of the main concepts related to the research question and the creation of the LEAP FROCS framework thanks to the main theories. Then comes the method section, where a single case study is used. Data collection is done with the help of semi-structured interviews and participatory observation. Furthermore, the qualitative data are analysed through the grounded theory method. The fourth step embeds the analysis of the data gathered, which enables to answer the research question. It is divided in two stages: selection of the integration items, which are analysed through the LEAP FROCS framework; and analysis of the gap between current situation and future intention through MoCSAs. In this step the research question is answered thanks to analysis of the results of the case study. In the fifth step, the discussion section compares the results of the case study to the scientific theories mentioned in the literature review. In the final stage, a conclusion provides a summary of the problems, the main findings and the discussion. It also gives advices for further research.

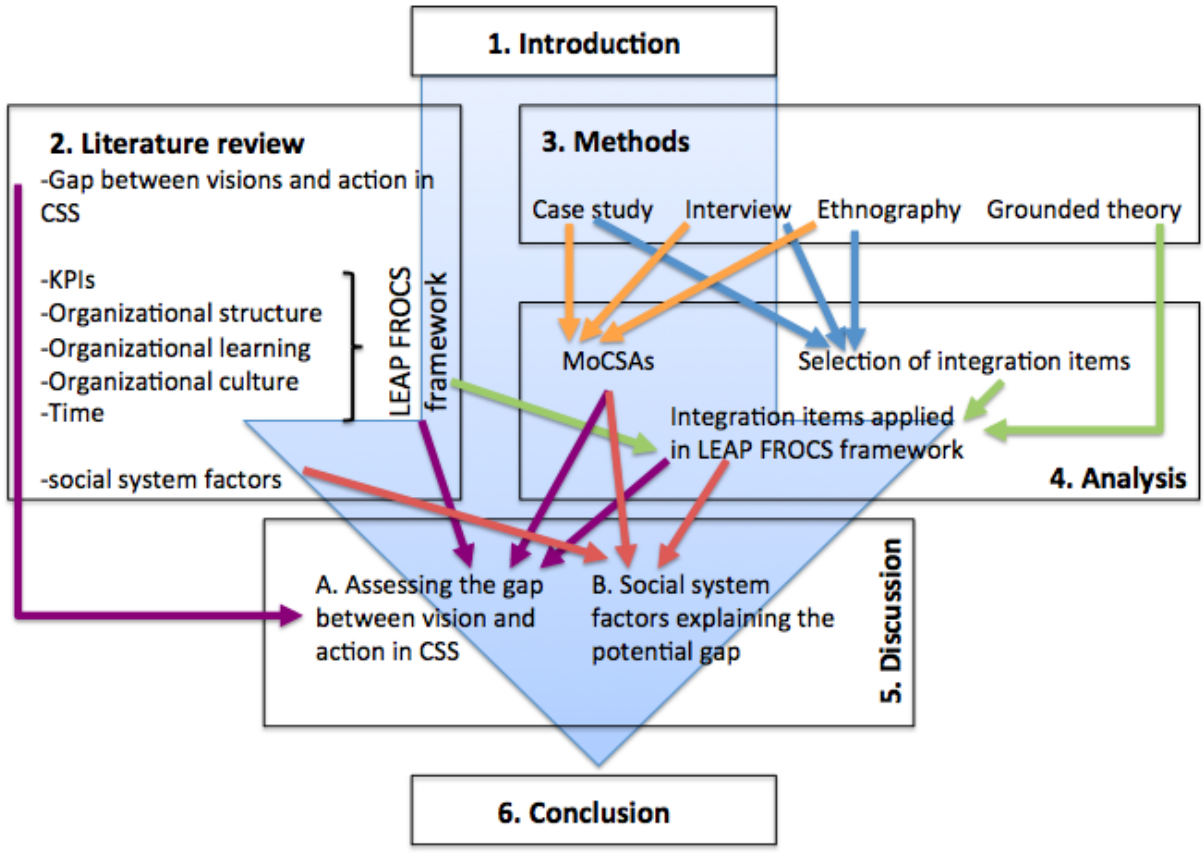

Figure 1- Research framework

2. Theoretical framework

This section provides an overview of the different methods and theories used in the field of CS. It has been observed that a gap between vision and actions can be found in the CSS of the companies. In order to analyse the gap, the LEAP FROCS framework was built on theories, which suggest methods to implement successfully CSS in a company. The theoretical framework begins with an overview of the Latin American studies with an emphasis on Colombia on the evolution of sustainability inside the SMEs. Thereafter, a summary of the various definitions of CS found in the literature will help to determine the definition that best fits the purpose of this research. Then, a literature review about the current theories on the implementation of the CSS within a company will help to determine what scholars say about the gap between vision and actions. Next, the dimensions of the LEAP FROCS framework, which are based on well-known theories, are determined. Then, an overview is given about the social factors that contribute to implement CSS within a company. Finally, the MoCSAs methodology is explained.

2.1 Scientific background and previous studies

During the early 1990s, CSR started to rise in Latin America by using terms like philanthropy, corporate citizenship and donation. A decade later, CSR practices in Brazil are thought to have largely influenced other Latin American countries (De Arruda, 2010). Moreover, many studies about CSR initiatives in Latin America have been focusing on Brazil only. Two reasons can be given to explain this phenomenon; many studies like to focus on BRIC countries and Brazil is one of the most developed economies of Latin America. According to Nasrullah and Rahim (2014), Argentina, Brazil, Chile, Mexico and Uruguay are the most developed countries in Latin America and their CSR practices closely follow the ones that are established in Canada and the United States. Four out of the five countries previously mentioned- except Uruguay- are adhering members for the OECD Guidelines for Multinational Enterprises, which promote responsible business conduct (Nasrullah and Rahim, 2014). This highlights why they have a greater enthusiasm to implement CSR actions compared to other Latin American countries.

Other studies about Corporate Responsibility (CR) initiatives in developing countries have been conducted. Baskin and Gordon (2005) pointed out that unlike the general belief some developing countries-companies do much better in the area of CS than ones in developed countries. Moreover, this study shows that more than two-third of emerging market firms promote sustainability either on their sustainability report or on their website. Figure 2 indicates that some region of the world have a greater number of companies that publicly report CR. African enterprises –around 90%– take the first position, followed by Latin American companies –around 70%– Asian firms –60 %– and finally Central and Eastern Europe companies –a little bit less than 60% (ibid).

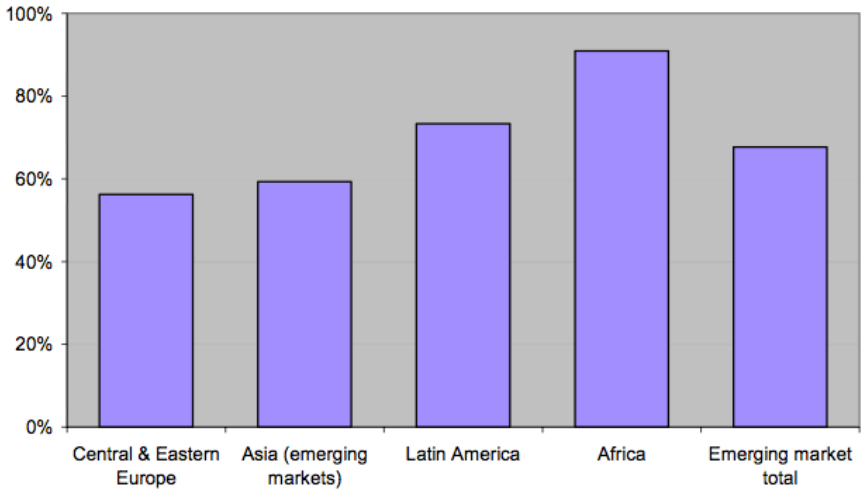

Figure 2-Companies with public corporate responsibility reporting (Nasrullah and Rahim, 2005)

In contrast, there are also other authors have focused on a developing country only. Pastrana and Sriramesh (2014) conducted a study on CSR practices among Colombian companies. It was observed that the owner-manager was the person in charge of taking most of the decisions about CSR activities. The study also revealed that 74,1% of the participants disagreed that firms implement CSR initiatives to mostly embellish their image and in fact their motivation goes beyond that. It is argued that firms are more concerned about the well-being of their employees, suppliers, clients and local community. Indeed most of the CSR practices are conducted in the following areas: employee welfare, employee training and development and adoption of charities and other non-profit causes (Pastrana and Sriramesh, 2014). This can be partly explained by the special focus by developing countries companies on philanthropy (Hopkins, 2007). Moreover, most of the philanthropic efforts in Colombia have been conducted by the private business sector and not by the government to respond to certain needs coming from their employees and/or the local community where they operate (Lindgreen et al., 2010). Thus, moral reasons often drive their decision to develop CSR initiatives. Nevertheless, practical reasons like access to market opportunities and the eventual reduction costs are also drivers (Pastrana and Sriramesh, 2014).

Lindgreen et al. (2010) developed a general path, with three stages, for social strategies development in Colombian companies. During the first stage, CSR practices are very minimal where in-house strategies are developed. They contribute to the needs of the employees and/or local communities by, for example, selling their products and services at a lower price or donating away raw materials. The second stage is about establishing new alliances. This is where their strategies are broadened to a new level by, for instance, developing new educational, health's programs or access to credit. Their social strategies are built on what the organisation already does, which is often closely related to their core business. The final stage includes product diversification at a local or national level. Moreover, when referring to the CSR initiatives of the third stage, the authors state that "a key issue is the integration of these forms of CSR with the firm's current mission, vision, and corporate practices" (Lindgreen et al., 2010, p.239). This study proves that some Colombian firms have social strategies and that even a trend in the evolution of their strategies can be found.

Nevertheless, there are still some limitations for the implementation of CSR actions in developing countries. Hopkins (2007) explained that these countries do not view CSR practices as a tool for potential economic growth. More often than not CSR initiatives are perceived as being time consuming and expensive for the managers of SMEs in Latin America (Vives, 2005). This can partly be explained by a lack of knowledge and information about CSR in general and thus the missed opportunities about the perks of responsible behaviour. However, many firms already have implemented a number of CSR activities but are unaware of doing so. These activities usually develop in a natural and informal way (ibid).

Solutions have been found in order to help promote SMEs' involvement into CSR practices. Vives (2005) determines that local governments, industry and commerce associations and large buyers can and may influence these firms positively. The author also suggests that CSR initiatives should not be mandatory or regulated but focus on a strong willingness from the firm itself. Ethics and religious motivation often play a major role in the adoption of CSR activities inside SMEs (Vives, 2005). Nevertheless, other SMEs' executives disagree with this statement and claim that there should be an obligatory guideline and checklist to ensure companies implement sufficient CSR projects (Pastrana and Sriramesh, 2014).

Finally, although some companies are really tempted to develop their CSS, the task is not always easy and realisable for every organisation. Three key elements should be taken into account when a company wants to develop social strategies: resources, planning and time (Lindgreen et al., 2010).

2.2 SMEs in Colombia

Even though most studies have been undertaken in large multinational corporations, SMEs form more than 90% of firms worldwide. Indeed, "95%of the firms are SMEs in Latin America and they contribute for 40 to 60%of the jobs and to 30 to 50% of the GDP depending on the country" (Vives, 2005, p.1). Globally, SMEs contribute to 60% of the employment in the manufacturing sector (Ardic et al., 2011) and in Colombia, SMEs produce between 63 to 73%of the total employment (Vives et al., 2005).

Since this research is embedded in the PhD research of Msc. Sjors Witjes and deals with SMEs in Colombia and in the Netherlands, the definition of the European Commission has been used as a basis to explain the classification of SMEs. Thus, micro enterprises have less than 10 employees and an annual turnover or a balance sheet total of no more than 2 million euros. Afterwards, medium enterprises have between 10 and 50 employees and an annual turnover or a balance sheet total between 2 and 10 million euros. Finally, medium enterprises have between 50 and 250 employees and a turnover between 10 and 50 million euros or a balance sheet total between 10 and 43 million euros (European Commission, 2003).

Famoc Depanel has a turnover of around 30 million euros [1] and therefore meets the first criteria to be defined as a medium enterprise by the European Commission. However, the 300 full time employees of Famoc Depanel [1] exceed the maximum number of employees determined for a

medium enterprise but not fulfilling this criteria does not imply that the company needs to be defined as a large organisation.

Since Colombian SMEs are highly involved in job creation (Vives et al., 2005), some jobs are created at Famoc Depanel as a supporting function of core business activities like cleaning staff, employees at the two restaurants–one in the main office in Bogota and the other one in the production plant in Madrid – or personnel who deal with the management of the organic vegetable gardens. Since these employees do not contribute to the perennial activity, the definition of SMEs used by the European Commission can be slightly adapted to the context of this enterprise to include a higher number of employees.

The World Bank sees a high potential in SMEs to foster sustainable economic growth worldwide (Ardic et al., 2011). SMEs are usually more innovative (ibid) and labour intensive than the larger organisations and therefore CSR practices have an important impact on the surrounding society (Vives, 2005). Moreover, SMEs have different challenges and therefore apply different strategies compared to larger organisations (Jenkins, 2004). Since small enterprises have fewer resources, they are more limited with their time and money for investment in sustainability initiatives (More, 2007). Usually the goal of a SME is mostly based on a "satisfactory" profit rather than "maximum" profit (Vives, 2005). They prefer to produce goods and services that will give satisfaction to the owners of the company and to their customers. Nonetheless, by being smaller, they also are more vulnerable to economic events and their CSR activities will thus adapt with the current state of the economy (ibid).

The development of CSS usually focuses on larger multinational organisations rather than on SMEs. Indeed, CSR practices are normally designed for and by larger organisations due to their high number of employees and financial resources allow them to implement these measures into their business model with greater ease (Baumann-Pauly et al., 2011). Thus, information about CSS implementation in SMEs is scarce even though SMEs represent the vast majority of the enterprises worldwide.

2.3 From Corporate Social Responsibility to Corporate Sustainability

Keijzers (2002) noted that there has been a transitional process towards a more sustainable enterprise. He observed that from 1970 to 1985, firms slowly gained knowledge in the area of environmental legislation by cleaning up pollution. Between 1985 and 2000, companies started to implement environmental policies by focusing especially on eco-efficiency and efficient use of resources to enhance productivity. Moreover, companies are expected through their research and development programs to improve "sustainable products, services and infrastructures" (Keijzers, 2002, p. 349). In addition, this evolution can also be seen in KPMG's International Survey on Corporate Responsibility Reporting. In 2002, 43% of the largest companies of the world (G250 companies) reported on their CR activities. The percentage of CR reporting continued to increase over the years: 52% in 2005, nearly 80% in 2008 and finally 95% in 2011 (KPMG, 2005, 2008, 2011a). This proves that over time companies have increased their awareness about social and environmental issues and integrated them into their business strategies.

Nowadays many definitions of CSR can be found in supporting literature. Montiel (2008) states that "the range of definitions reflects the ambiguous nature of perspectives on CSR" (Montiel, 2008, p.252). For example, Dahlsrud (2006) provided an analysis of 37 different definitions of CSR. According to this analysis the definition of CRS from the Commissions of the European Communities (2001) is the most appropriate one because it includes the five dimensions; the stakeholder, social, economical, voluntariness and environmental and moreover has the largest frequency count from Google (Dahlsrud, 2006). CSR is described as "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with the stakeholders on a voluntary basis" (Commissions of the European Communities, 2001, p.6). There are numerous definitions that also include the five dimensions but it has also been noted that the environmental dimension is often left out of many other CSR definitions, this is because this dimension was only included later (Dahlsrud, 2006). Other authors like Montiel (2008) or Bansal (2005) claim that Carroll's definition of CSR is the most suited. Carroll (1979, p.500) defines CSR as "the social responsibility of business encompasses the economic, legal, ethical and discretionary expectations that society has of organisations at a given point time".

Many critics arise with the definitions of CSR. This is because firstly they do not provide any guidance or framework for a company to include CSR practices into their business strategies (Dahlsrud, 2006). Banerjee (2001, p.42) also claims that CSR is "too broad in its scope to be relevant to organisations". Secondly CSR is often considered as a life saviour for companies. Indeed, CSR is thought to have super power to reduce the global poverty, the social exclusion and the environmental damages but it rarely works out that way (Van Marrewijk, 2003).

The definition of CSR has evolved throughout the years. In the beginning it was mostly seen as a shareholder approach in which the main purpose of a company was to make profit. Then it shifted to a stakeholder approach where the stakeholders' interest started to be taken into account as well. Thus, CSR is embedded in a broader view, the societal approach where the firms are responsible for the society as a whole (Van Marrewijk, 2003). It is important to know that CS found its roots in the societal approach (ibid).

The term of CS emerged after the World Commission on Environmental and Development (WCED) defined sustainable development in their report, Our Common Future, where the current generation meet their living conditions needs in a sustainable manner where the limited resources are used wisely and the environment is not depleted in order to ensure to the future generation to meet their own living conditions needs (WCED, 1987). Furthermore, the 1992 Earth Summit in Rio acted as a trigger to "the widespread acceptance of this definition of politicians, NGOs and business leaders" (Dyllick and Hockerts, 2002, p.130).

Two different approaches are used to define CS. The first one consists of the term ecological sustainability where "people are conscious of limits of the natural environment to support growth" (Shrivastava, 1995, p.938). This approach only includes the economic and environmental dimension. Where as the second approach is built on the combination of economic, environmental and social dimensions, which are also part of the dimensions of the Triple Bottom Line (TBL). Thus, CS could be

defined in a broader sense as being all the companies' activities where the environmental and social dimensions are included in the business strategy (Bansal, 2005).

Further on, some scholars go beyond the TBL principle and decide to integrate stakeholders in the definition of CS where "[…] corporate sustainability can accordingly be defined as meeting the needs of a firm's direct and indirect stakeholders (such as shareholders, employees, clients, pressure groups, communities, etc.), without compromising its ability to meet the needs of future stakeholders as well" (Dyllick and Hockerts, 2002, p.131). Perrini and Tencati (2006) claim that a sustainability-oriented company acknowledges the importance of the stakeholders while framing its CS activities.

Many companies adopt CS practices because either they are obligated to do so through governmental regulation, pressure by other competitive companies who are implementing it or they simply want to because they feel it is the right thing to do (Van Marrewijk, 2003). However, as aforementioned, as in the CSR literature, there is a lack of information on how to best implement CS into the business strategies of the organisations (Daily and Huang, 2001).

Some authors combine the theories of CSR and CS in their models. Montiel (2008, p.257) observed that "some scholars identify CS as simply one approach to conceptualising CSR, or vice versa". Thus, Wempe and Kaptein (2002) see CS as the ultimate goal as it has been defined in the Brundtland report and include CSR in the construction of their model, as an intermediate stage in which the 3Ps –prosperity, people and people –are the main founding principles and CS is the ultimate goal and embraces CSR (figure 3).

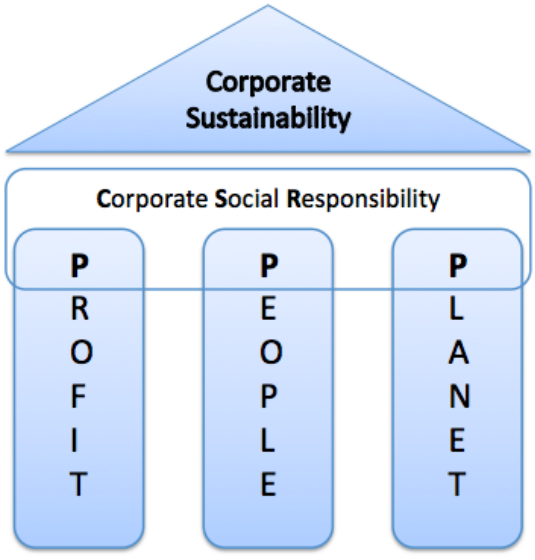

Figure 3- Relationship between 3Ps, CSR and CS (Wempe and Kaptein, 2002)

Even though the definitions of CSR and CS are not always be clear, some noticeable differences arise between them. During the seventies, many CSR scholars only focused on social issues, without taking into account environmental issues. Some argued that environmental issues are part of social

issues, while others just did not think it was necessary to integrate the environmental dimension into their CSR conceptualisation. CS researchers on the other hand included the environmental dimension from the beginning in both approaches. Another point of divergence is that while CS scholars see the economic, environmental –and social to some extent –dimensions as interconnected, CSR researchers view the social and economic dimensions as being two independent components. Finally, Montiel (2008) points out that CS theory fits with "eco-centric paradigm" or "intrinsic value", while CSR arguments are associated to "anthropocentrism" or "use value" for nature conservation. In other words, CS followers take care of environmental issues without considering the benefit to people, unlike CSR adherents who only consider environmental issues for the benefit to people (Montiel, 2008).

One has to keep in mind that there is not such a thing as "one solution fits all" for the definitions of CSR and CS (Van Marrewijk, 2003). Many managers still remain confused between the difference of CSR and CS (Montiel, 2008). Moreover, the variety of definitions that exists, increases the scepticism of these managers (Bansal, 2005). Thus, each company has the possibility to choose at its own convenience, the best approach for its activities. The different -narrow- definitions will guide the firm in doing so (Van Marrewijk and Werre, 2003). However, in this thesis, when referring to CS, the definition used follows Dyllick and Hockerts's view of CS (2002) where the dimensions of the TBL are interconnected while considering the needs of the direct and indirect stakeholders in the present and in the future.

2.4 Corporate Sustainability Strategies

The rising awareness and concern about sustainability plays an important role in the development of CSS in the companies. "In the last ten years, the notion of a 'business case' for corporate sustainability has increasingly been used by the corporate sector, environmental organisations, consultancies and so on, to seek justification for sustainability strategies within organisations" (Salzmann et al., 2005, p.27). Following this trend, KPMG observed in its 2011 progress report that a growing number of companies worldwide respond to the urgency of sustainability's issues by implementing sustainability strategies (KPMG, 2011b), but, sustainability is not a fixed state. It is a process in constant evolution and therefore CSS should go beyond the traditional way and be able to adapt to these changes (Griffiths and Petrick, 2001). In order to do so, the CSS should consider the vision of all the stakeholders towards a desired sustainable outcome (Bagherti and Hjorth, 2007).

Companies that implement CSS have a different degree of sustainability. Baumgartner and Ebner (2010) classified four types of sustainability strategies. Firstly, the introverted strategy – risk mitigation – has a very low level of sustainability. Companies make the minimum effort regarding sustainability in order to comply with the legislation. Secondly, the extroverted strategy – legitimisation –, this has a higher level of sustainability because the firms want to have a positive external image, which is done through communication. Then, the conservative strategy –efficiency – focuses on internal processes, which are made more sustainable in order to be more cost-efficient and have a cleaner production. Finally, the visionary strategy –holistic – has the best sustainability level. Firms who follow this strategy have a high commitment in the area of sustainability in order to

gain a competitive advantage to become a market leader in this space (Baumgartner and Ebner, 2010).

2.5 Gap between vision and actions

Scientific literature has discovered a gap between the vision based on the CSS adopted and, their implementation (Witjes, 2013a). For enterprises it is often "[…] difficult to translate the strategy into action" (Epstein and Roy, 2001, p.585). Jamali (2006, p.817) states that "translating vision into reality require in turn the integration of the sustainability vision into strategies, practices and measurement systems". Many managers are aware of the importance of CSS but fail to implement them due to barriers of implementation (Epstein and Roy, 2001). Barriers are for example a lack of knowledge of the key components of the CS initiatives, no ability to link the CS practices to the corporate strategy, or the CSS chosen are not linked to their path of competence (Schrettle et al., 2014). Moreover, the lack of a descriptive model in the literature explaining how to transform CS initiatives into action makes it harder for managers to tackle the sustainability challenges (ibid).

Another issue is that many firms do not include their CS initiatives in the business strategy of the company (Székely and Knirsch, 2005). They identify vision as being one of the critical success factors to achieve sustainability. Thus, sustainability should be part of the vision of the company since a "good sustainability performance is heavily influenced by the full and honest commitment of management to sustainability […]" (Székely and Knirsch, 2005, p.631). Building a vision provides a guideline, which helps to steer development towards a desirable and realistic future (Jamali, 2006). Incorporating sustainability into the vision of the company enables to reinforce commitment to specific goals (ibid).
Other authors agree that CSS need to be integrated in the vision, mission and values of the company (Azapagic, 2003; Székely and Knirsch, 2005; Lindgreen et al., 2010). Schrettle et al. (2014, p.77) confirm that "managers enter a decision-making situation with certain objectives and adapt their actions according to their goals". Additionally, Van de Kerkhof and Wieczorek (2005) suggest that when a company that decides to integrate sustainability into its vision there is a need to focus on the long-term view but with short-term actions based on interim objectives.

To counteract these problems, Epstein and Roy (2001, p.587) created a "framework that describes the drivers of corporate social performance, the actions that managers can take to affect that performance, and the consequences of those actions on both corporate social and financial performance". Part of the framework provides a three-step guidance for better implementation of CSS into action. The steps are as follows:

1. Develop CSS through the analysis of the main aspects that can be influenced by CSS in the core business activity.
2. Establish socio-environmental plans and programs to improve the sustainability performance of the company and promote it to the stakeholders.
3. Frame the CSS through the design of structure and systems to translate the strategy into action.

Although the aim of the authors is to assist companies with the implementation of CSS into practice, it has not been proven that this framework is the perfect solution. Moreover, entrepreneurs like Ray Anderson have also tried to contribute to finding a solution by designing a new model, which is adapted to the personal aspects of the company, Interface, however, to date it remains difficult to extend the model to every organisation worldwide. So far, no generalised solution has been found in CSS literature or from real-life examples to help companies bridge the gap between vision and actions.

2.6 Framework

This master thesis needs to rely on a strong framework that can analyse the gap between the vision expressed by CSS adopted and their implementation in practice. As a start, a review of different models and frameworks found in the literature will explain how science contributes to bridging the gap so far. Further on, an explanation will be given about the diverse dimensions composing the LEAP FROCS framework, which is used further in the case study.

2.6.1 CSS implementation in previous models and frameworks

In order to implement CSS successfully into the vision of the company, Baumgartner (2009) states that the CSS need to be integrated into the organisational culture of the firm. Thus, the manager plans which CSS to develop according to its vision, mission and values. Then he implements them into the organisational culture of the company in every level, department and process – management, primary and supporting. Finally, the chosen CSS should allow a firm to reach its established outcome in terms of environmental, social and economic performance thanks to its Key Performance Indicators (KPIs) agreed upon (Hocke, 2014). Figure 4 illustrate how CSS need to be implemented within the organisational culture while including the three dimensions of the KPIs.

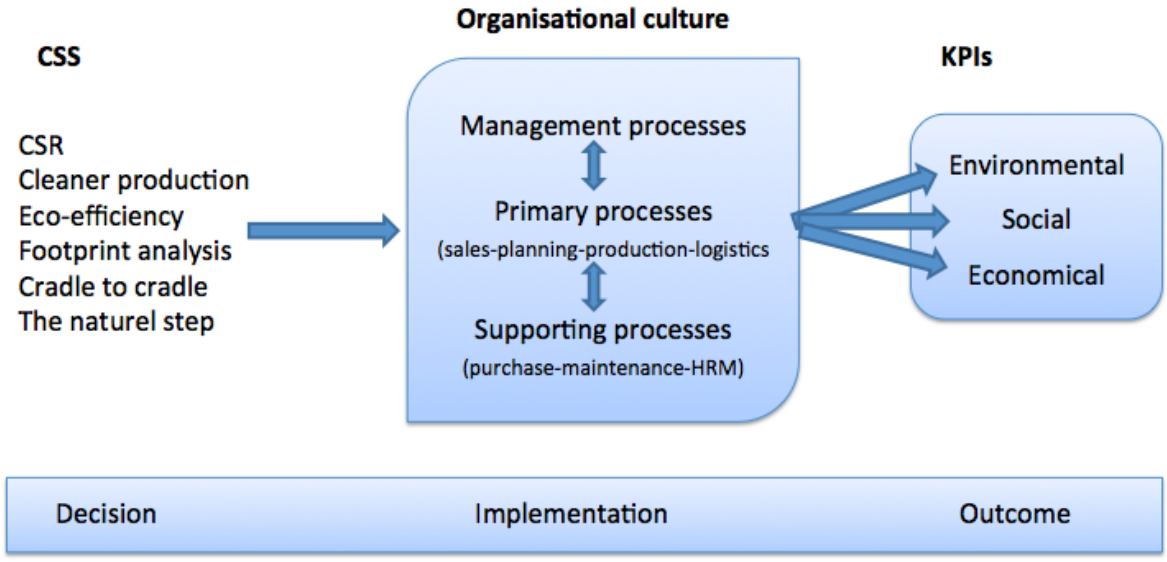

Figure 4- CSS, Organisational culture and Key Performance Indicators (Hocke, 2014)

Additionally, Tulder (2010) created a more detailed model regarding CSS implementation within the organisational culture. In this model, the development of CS is divided into 5 stages: issue, input, throughput, output and outcome (figure 5). The additional element of the model is provided with the feedback loop. The company now evaluates whether the CSS chosen had a successful impact on the wider society or not and can therefore improve or remove them if necessary. Thus, the process is circular and more dynamic which stimulates organisational learning by continuous for the company toward its intended outcome on sustainability.

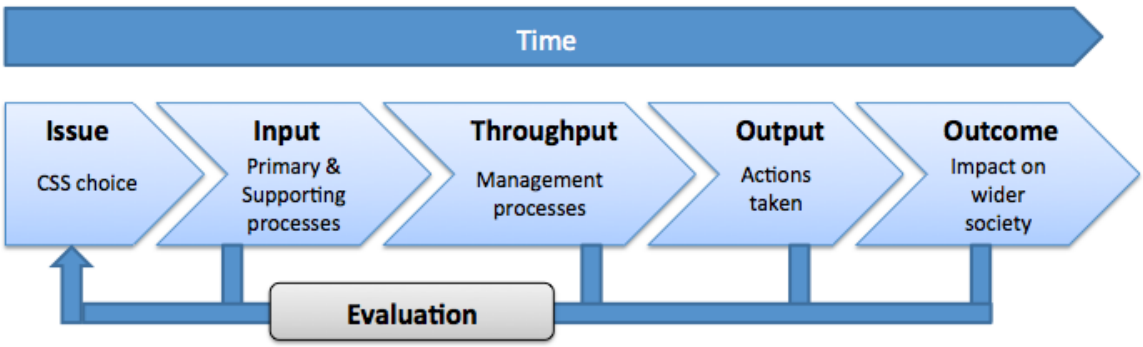

Figure 5- Model of CSS implementation, monitoring and evaluation (Tulder, 2010 in Hocke, 2014)

Furthermore, Azapagic (2003) introduced a more developed framework. However, the framework introduced here is the one by Koehler (2013) where she adapted Azapagic's framework (figure 6) by integrating a new element that supports conditions for organisational change. "Through this integration a better understanding of the connection between CS management and change management can be derived and it becomes clear that the supporting conditions for change can be allocated to different phases of the CS implementation process" (Koehler, 2013, p.52). The model is a closed loop and consists of five stages: choice of the appropriate CSS in agreement with the vision and strategy of the company, planning how to implement the CSS, implementation of the CSS, communication about the CSS and finally evaluation and correction in order to comply with the constant change of the dynamical environment.

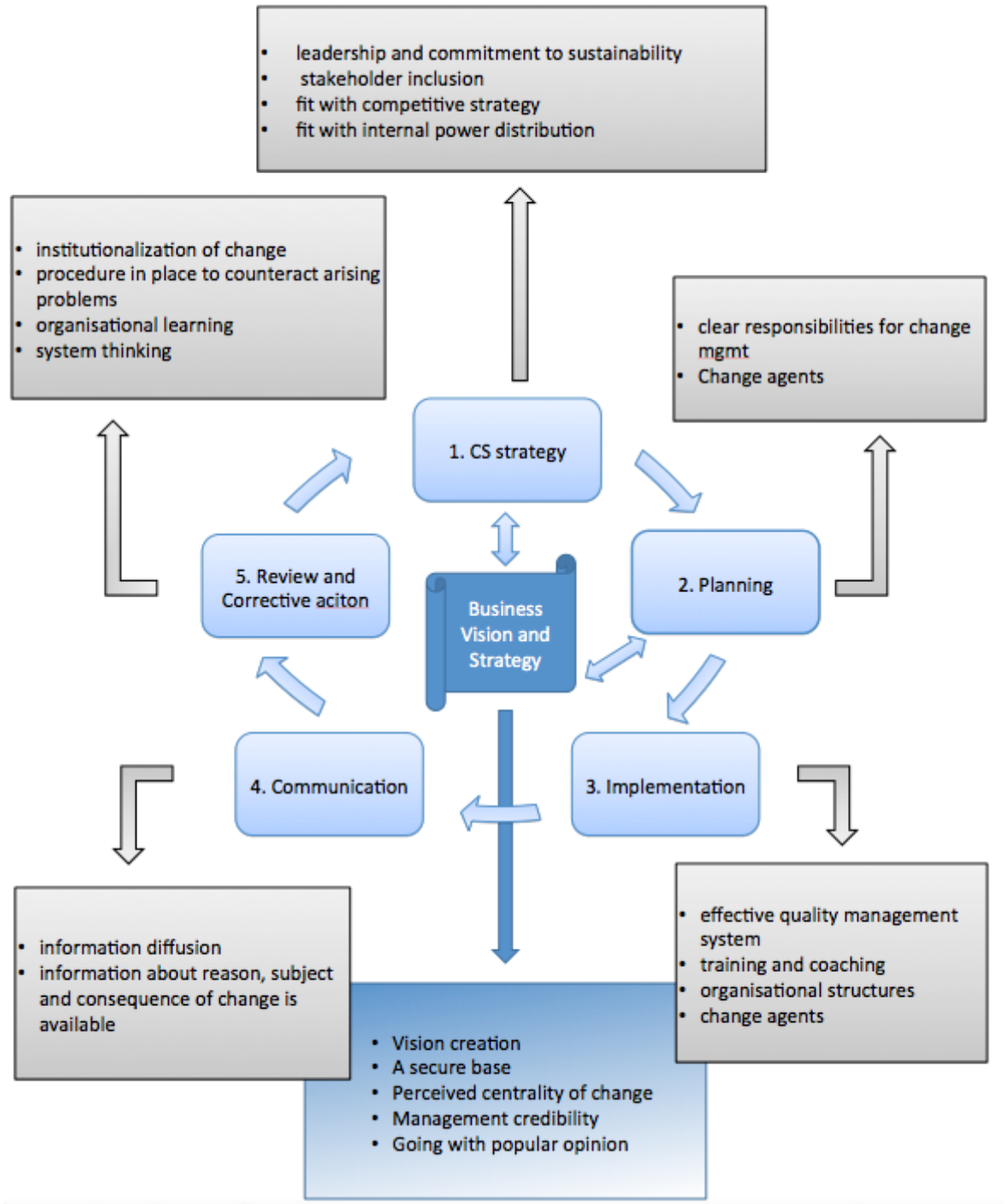

Figure 6- Supporting conditions for organisational change integrated into Azapagic's CSMS (Koehler, 2013)

Hocke (2014) presented an overall framework that combines all the previous frameworks (figure 7). Hocke's framework is mainly based on Azapagic's where the five stages are interconnected in a closed loop: choice of the CSS according to the firm's vision; planning; implementation; communication; and review and corrective action for further development of CSS. At some of the stages there are components of Tulder's framework: issue, throughput and evaluation. She mainly focused on these stages since "the model is built on a management framework" (Hocke, 2014, p. 33). Finally, each step has different actions that need to be done, which are identified by the

artifacts –the visible part –and the values and basic assumptions –the less visible parts –in order to incorporate correctly CSS into the organisational culture.

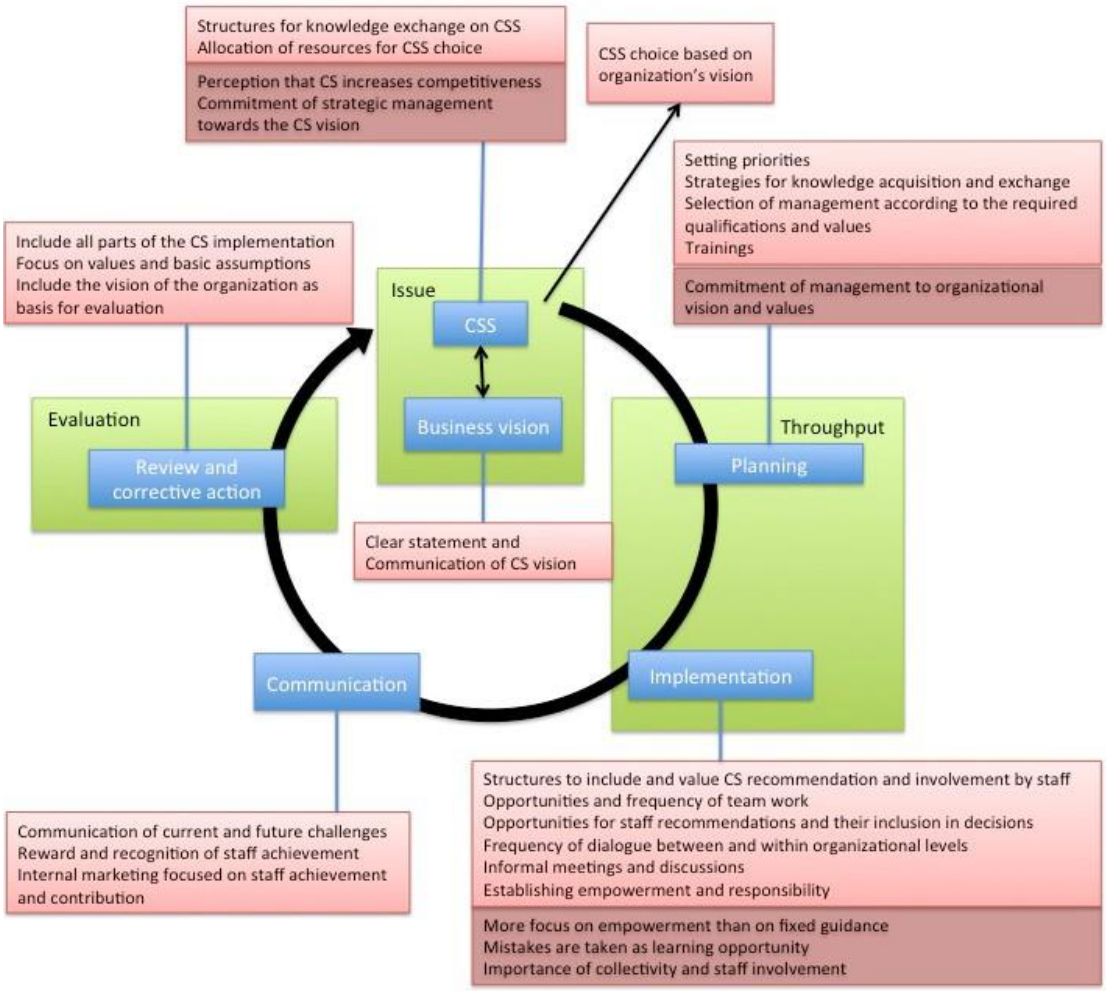

Figure 7- Model showing the important elements of CS implementation based on the management framework by Azapagic. Light red boxes: artifacts. Dark red boxes: values and basic assumptions (Hocke, 2014)

All the previous frameworks mentioned provide insights on how to best implement CSS within an organisation in order to attempt to have a successful sustainability performance. Based on these examples, the LEAP FROCS framework was born.

2.6.2 LEAP FROCS- a five dimensional framework

The case study is a retrospective analysis of the sustainability performance of a company over the past ten years. A conceptual framework is needed to analyse the potential gap between vision and actions in CS practices. LEAP FROCS is a five dimensional framework that relies on well-known theories. It is a model that helps to analyse the successfulness of the CSS over the past ten years.

Integration items explain how sustainability is integrated in the company according to the vision of the firm. Those integration items show the successfulness of the CS initiatives that have been

incorporated inside the organisational culture of the company. Five types of integration items have been defined:

- ***Thoughts***: what the people of the different levels of the company think
- ***Interactions***: how employees interact between themselves, interaction between employers/employees or interaction between firm/clients, firm/suppliers, etc.
- ***Activities***: what happens at a specific moment of time (past, present, future)
- ***Results***: something of which the development is finished where no more actions is required
- ***Outcome***: the combination of the first four integration items

The LEAP FROCS framework entails a holistic approach on sustainability (Lozano, 2013a) where different theories are inter-linked to discover the gap between vision and actions in CS practices:

1. Sustainability KPIs focus on the dimensions of the TBL: prosperity, people and planet
2. Organisational structure
3. Organisational learning by continuous improvement
4. Organisational culture
5. Time

In the following sections, an extensive explanation will be given to explain each of the five dimensions which constitute the LEAP FROCS framework.

2.6.3 Sustainability KPIs

The diverse sustainability KPIs are chosen in the firms in agreement with the CSS and the goals of the company or in other words, the vision of the firm (Witjes, 2013b). “Performance indicators are developed to monitor and assess the value of sustainability actions undertaken” (Epstein and Roy, 2001, p.594). Thus, CSS need to be quantifiable so the KPIs can measure their sustainability performance.

Not every performance indicator can be considered as a KPI. Parmenter (2010) explains the definition of KPI with the image of an onion (figure 8). The outside skin represents the Key Result Indicators (KRIs), which indicate the results of a critical factor like employee satisfaction. The more the onion is peeled off, the more information is discovered. Thus, in the layers can be found the Result Indicators (RIs), which represent the results of the activity and the Performance Indicators (PIs), which are not key indicators to the business, indicate what can be done in order to coordinate with the firm’s strategies. Finally, the core refers to KPIs. KPIs are in relation with the goals of the company (Parmenter, 2010).

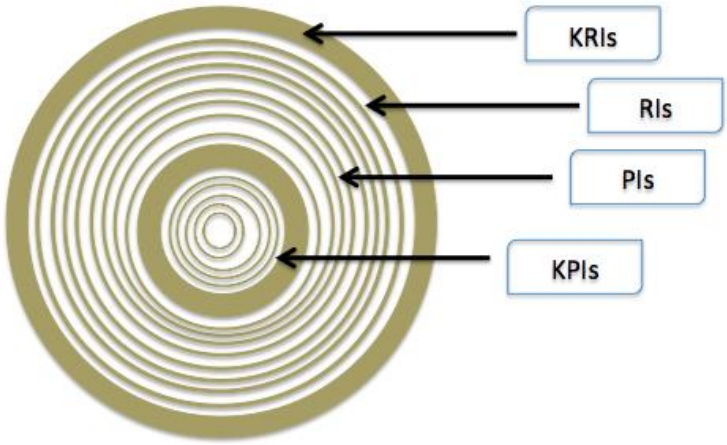

Figure 8- Onion analogy to explain the definition of KPI (Parmenter, 2010)

Literature about sustainable indicators is wide. The difficulty to decide which indicators are appropriate to evaluate the sustainability performance of a company is due to the fact that "indicators are the product of subjective debates and can be interpreted in different ways by different people" (Keirstead and Leach, 2008, p.337). Therefore, for the research the selection of the sustainable indicators is based on three reports, which cover the dimensions of the TBL (see appendix A). Firstly, the Global Reporting Initiative (GRI) 3.1, which mission is to "provide a trusted and credible framework for sustainability reporting that can be used by organisations of any size, sector or location" (GRI, 2011, p.2). GRI has been the pioneer to create a Sustainability Reporting Framework and the most widely used standards for reporting sustainability in the organisations and companies worldwide. GRI a non-profit organisation funded in 1997 in Boston promotes a better transparency and accountability inside the organisations based the three pillars: economic, society and environmental (GRI, 2014).

Secondly, Vision 2050 was developed by the World Business Council for Sustainable Development (WBCSD). Vision 2050 is a new agenda for business, which was developed through a collaboration between 29 leading global companies from 14 industries, to provide solutions for a world were 9 billion people can live well within the limit of the planet's resources by 2050. In the poster established by the WBCSD, 22 dimensions –energy and power; buildings; mobility; governance; agriculture, etc. –are tackled in order to comply with this objective (WBCSD, 2010).

Finally, the KPIs are also selected on the indices and indicators developed by the State of Sustainability Initiatives (SSI) Review 2014. The project responds to a need for better information exchange between stakeholders in voluntary sustainability initiatives and voluntary sustainability standards. The SSI management team "hoped that the Review can serve as a valuable tool for learning and strategic decision making between the private sector and the sustainability initiatives themselves" (SSI Review 2014, p.3). The indices and indicators are also based on three criteria dimension: social, environmental and economic.

In 1997, the TBL appeared as a useful tool to measure the sustainable performance of an organisation, which include the natural environment and the society as a whole in its business activity (Hubbard, 2009). Lozano (2008b) affirms that sustainability is present when the three

dimensions of the TBL are overlapping (figure 9). The TBL approach goes beyond the shareholder view by considering not only direct but also indirect stakeholders. Firms that report on their sustainability performance are expected to have adopted a stakeholder approach in their business strategies by including all the dimensions of the TBL (Hubbard, 2009). However, it has been noticed that when companies report on sustainability, they tend to focus on the environmental rather than on the social dimension. The lack of comprehension from the managers about the social dimension, which can be associated to the concept of CSR, makes it difficult to express the social impacts of their CSS (ibid). Furthermore, some enterprises confuse economic growth with economic sustainability and tend to wrongly correlate the two variables together (Bansal, 2002). Thus, literature usually shows that companies, which report on sustainability, tend to focus on the environmental dimension.

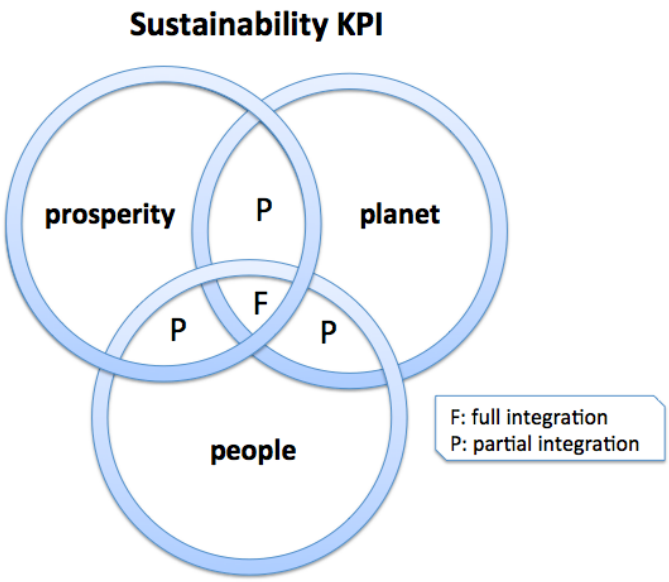

Figure 9- Representation of full and partial sustainability (Lozano, 2008b)

It can be concluded that a company that develops CSS needs to include all the dimensions of the TBL. Thus, the KPIs chosen should also include the TBL approach in order to best evaluate the sustainability performance of the company.

2.6.4 Organisational structure

Thompson (1967) discovered that enterprises have organisational structure in order to distribute the different tasks and responsibilities to the employees with the aim of improving the performance of the company. Besides influencing the overall performance of a company, organisational structure also influences the implementation of an innovation or a business strategy. When a company is inclined towards implementing innovation, organisational structure plays a crucial role in the accomplishment of this task (Damanpour, 1991). Furthermore, organisational structure influences the successfulness of a company to decide and implement strategies focused on the sustainability imperatives (Epstein and Roy, 2001).

The model of the organisational structure consists of three different levels (Witjes, 2013b). The higher an employee is in the pyramid, the more control he has over the other levels of the pyramid. On top, the strategical level encompasses the vision, mission and values of the company. Thus, CSS and their corresponding sustainability KPIs are chosen according to the vision of the company on CS policy. The intermediate level called the tactical level plan and implement the management decisions in order to reach the goals previously stated in the strategical level (Witjes, 2013b). It corresponds to the implementation of the CSS decided at the strategical level into the organisation culture through primary, supporting and management processes (Tulder, 2010). Moreover, in SMEs the middle management plays a critical role with a need for strong leadership skills since this level translates the vision from the strategical level into actions to the operational level but also report to the strategical level how the actions have been executed in the operational level (Witjes et al., 2013). At the bottom, the operational level executes what has been previously agreed upon at the tactical level. Actions are taken to concretely implement the CSS (Witjes, 2013b).

Fernandes et al. (2006) prove in their case study about a British SME in the manufacturing sector that involving all the departments of a company contribute to the success of the implementation of the vision and strategies into actions. Thus, a company that aims to implement a CSS need to include every department in the process from top to bottom and left to right.

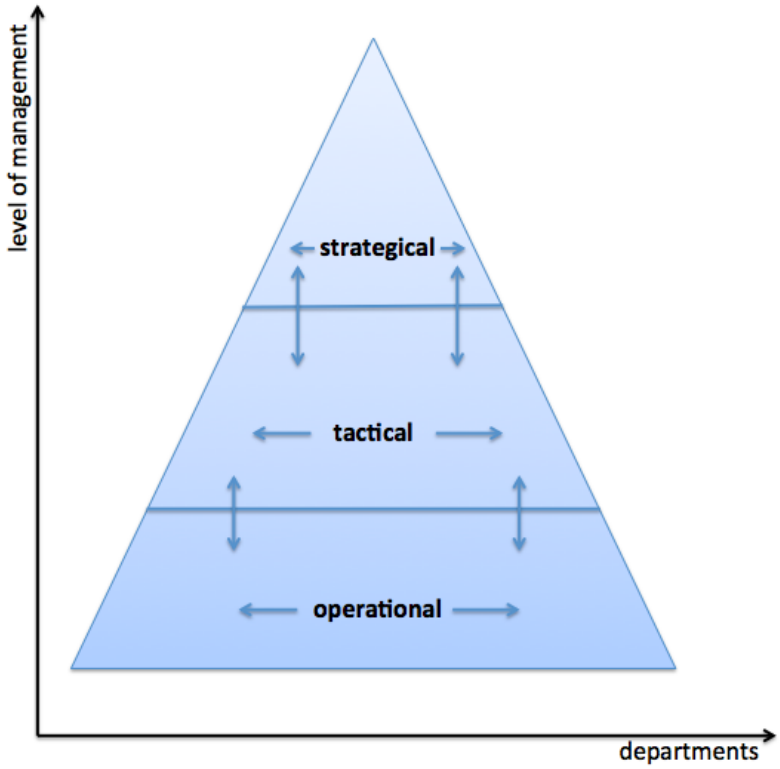

Figure 10- CSS integrated in every level of the organisational culture within each department

It can be concluded that if a company wants to implement successfully the CSS within an organisation, it is necessary to do it through all levels of the organisational structure from top to bottom and from left to right to include all the departments (figure 10).

2.6.5 Organisational learning by continuous improvement

Azapagic (2003) points out the importance for a company to include organisational learning through continuous improvement in its strategies. Indeed, decision-making systems that include learning are preferred above the ones that do not (Bagheri and Hjorth, 2007). A company can only improve its overall performance when the strategies are constantly measured and adapted to the goals visualized in the first place (Székely and Knirsch, 2005). Moreover, business strategies need to go through continuous improvement in order to get closer to the vision of the company and eventually have a complete match (Dieleman, 2007). Thus, once CSS are implemented, there is a need to control their performance and adapt the CSS if they are not fulfilling the vision of the company.

The application of organisational learning can only happen if individual learning occurs. However, individual learning does not imply organisational learning (Lozano, 2008a). "The learning process in organisations is, therefore, mutual and inter-related among individuals, groups, and the organisation" (Lozano, 2008a, p.505). Thus, the learning process needs to be associated to all the members of the organisation, at every level of the organisational structure.

An important tool for the organisational learning is the PDCA model –plan, do, check and act– of Deming that promotes an approach based on continuous improvement. Deming transformed the Shewart's cycle –specification, production and inspection– into the PDCA model in 1950 (Moen and Norman, 2006). This model is a closed loop cycle, constituted of four steps, which rotates constantly and allows continuous improvement. Below is the explanation of the four steps (Marquis, 2009):

- **PLAN**: the company recognizes an opportunity and then plans a change. After establishing new goals, the company also needs to think how to adapt its processes to perform the change planed.
- **DO**: the firm implements the processes and tests the change.
- **CHECK**: after monitoring and evaluating the change, the enterprise reports the outcome, analyses the results and identifies the learning.
- **ACT**: the company takes and applies actions based on what has been learned during the previous step. If the change worked, there is a need to incorporate the learning into wider changes. If the change was unsuccessful, the company needs to go through the cycle again with a different plan.

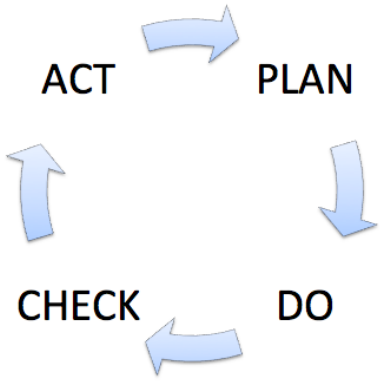

Figure 11- PDCA model (Deming, 1950)

Organisational learning can also be applied to the CSS:

- **PLAN**: Develop a long-term vision about sustainability by creating CSS
- **DO**: Execute the CSS
- **CHECK**: Evaluate and learn from the implementation of the CSS
- **ACT**: Adapt or develop new CSS in the vision based on what has been learned

The successfulness of the implementation of CSS can only be guaranteed if they go constantly through the Deming wheel, which provides a continuous improvement and ultimately may provide a perfect fit to the vision of the company.

2.6.6 Organisational culture

Baumgartner (2009) states that understanding the organisational culture of a company is essential to implement properly CSS. To assure the success of the CSS, they need to be embedded into the organisational culture of the company because "if aspects of sustainable development are not part of the mind-set of leaders and members of the organization, corporate sustainability activities will not affect the core business efficiently and are more likely to fail" (Baumgartner, 2009, p.102).

Thus, the organisational culture can be illustrated with Schein's model (2004) where he divided the organisational culture in three levels: artifacts, values and basic assumptions (figure 12).

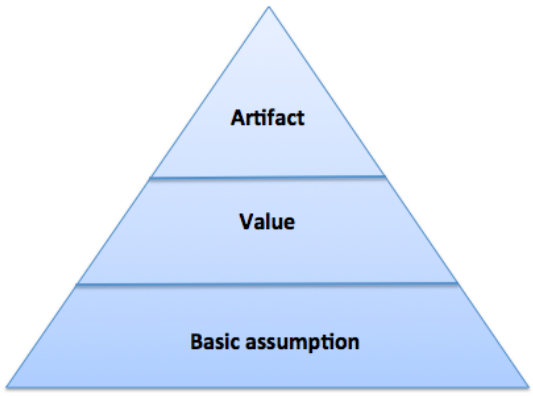

Figure 12- Schein's model of organisational culture (Schein, 2004)

First of all, artifacts can be seen and observed by anyone (whether the person is working or not in the firm). Artifacts are the visible part of the culture even though the subject is not part of the organisation. Artifacts can be found for example in the architecture of the building, the dress code or the language used by the employees, the stories told by the staff members or the symbols ("employee of the month") of a company (Schein, 2004). Secondly, values are conscious and well-chosen thoughts of the company like the values in which the firm believe in or the specific behaviour they want to advertise (ibid). Values are often communicated publicly on the website of the firm for instance. Usually the personal values of the Chief Executive Officer (CEO) reflect the

values found in the company. Effectively, Lawrence et al. (2006, p.255) claim that "the personal values of the manager are important in the conduct of the firms and their extended environmental and social activities". Finally, basic assumptions embrace unconscious taken for granted behaviours and beliefs that are often hard to identify (Schein, 2004; Baumgartner, 2009).

However Schein's model of organisational culture fail to express how values transform into granted behaviours and beliefs embedded in the basic assumptions. Thus, the level of intention is introduced to bridge the missing link between values and behaviours. Bird (1988) defines intentionality as followed: "a state of mind directing a person's attention (and therefore experience and action) toward a specific object (goal) or a path in order to achieve something (means)" (Bird, 1988, p.442). Many CSS result from intentions, which are guided by the values of a company. Having individual characteristics related to sustainability has a positive impact on intention (Vermeier and Verbeke, 2006). Moreover, a study reveals that having personal values related to sustainability is correlated to entrepreneurial intention to a certain degree (Kuckertz and Wagner, 2010). Furthermore, CSS intention can become behaviour. Vermeier and Verbeke (2006) claim that intentions are strongly but not perfectly correlated to behaviour. Thus, behaviour is defined as "unconscious and unintended antecedents" (Bird, 1988, p.442). The new model of organisational culture used in the LEAP FROCS framework is illustrated on figure 13.

To sum up, the model of the organisational culture include four levels:

1. ***Artifacts***: Visible organisational structures and processes, easy to observe hard to decipher (Schein, 2004, cited by Baumgartner, 2009)
2. ***Values***: Conscious and well-chosen thoughts, strategies, goals and philosophies, espoused justification, interpreted level of artifacts (Schein, 2004, cited by Baumgartner, 2009)
3. ***Intention***: Guided by entrepreneur's goal setting, communication, commitments, organisation and all other kind of work. State of mind directing a person's attention in order to achieve something (Bird, 1988)
4. ***Behaviour***: Unconscious and unintended antecedents (Bird, 1988)

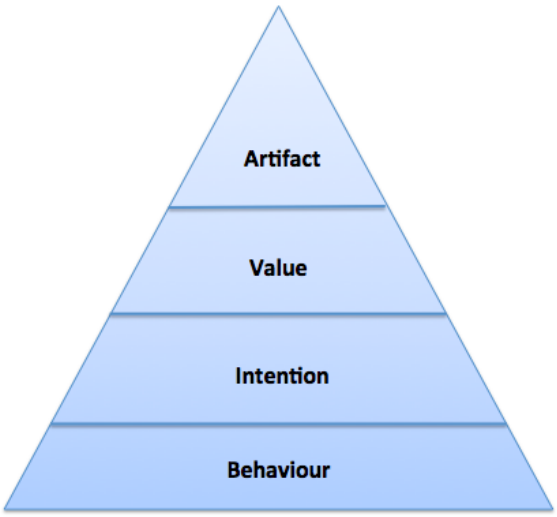

Figure 13- New model of organisational culture including the Bird's intention & behaviour levels

The deeper CSS are implemented in the organisational culture, the more amount of time is needed for implementing the changes (Baumgartner, 2009). Wilson (2001, p.356) confirms that "organisational cultures tend to change slowly over time".

In order to implement successfully CSS into the organisational culture, the company needs to implement it at every level. Baumgartner and Bidermann (2007 in Baumgartner, 2009) have proven that companies following a visionary strategy are focusing on every levels of the organisational culture. If a company wants to embed sustainability into the deepest level of the organisational culture, two crucial elements are essential: the company should demonstrate the business case for sustainable development and incorporate sustainable development in a long-term strategy (Baumgartner, 2009). However, changing the deepest level of the organisational culture is not an easy task (ibid).

Lozano (2013b) observed many barriers to change: lack of awareness, lack of information, fear of losing core value, not seen as a priority, laziness, lack of time, etc. However, once these constraints are overcome and changes are incorporate into the organisational culture, success is expected.

Some authors (Baumgartner, 2009; Lozano, 2013a; Witjes, 2013a) observe that changes in CS practices should not only focus on physical factors like changes in resources, process, product and results (Witjes, 2013a) but also on social factors like changes in the attitudes, culture and behaviours, which are embedded in the organisational culture (Baumgartner, 2009; Lozano, 2013a). However it has been observed that companies usually tend to focus only on the physical factors (Witjes et al., 2013). Witjes (2013a) concludes that both physical and social factors are important to incorporate CSS in the vision, which can be translated into actions and therefore improve the sustainability performance of the company.

Organisational culture is a crucial component for improving the sustainability performance of a company. The deeper CSS are incorporated in the organisational culture, the more time consuming it is but the better the sustainability performance of the company is (Baumgartner, 2009).

2.6.7 Time

The time dimension enables to evaluate the long-term effects of a decision taken at a certain period of time (Lozano, 2008b). When the time dimension is not included, sustainability is only represented as a snapshot, a fixed image at a given time (ibid). But sustainability is not a fixed state (Griffiths and Petrick, 2001), therefore the time dimension is needed to "represent the dynamic processes of change over time" (Lozano, 2008b, p.1842). Thus, Lozano (2008b) designed a cylinder, which fully represents sustainability where the economic, social and environmental aspects interrelate with the time dimension that provides a long-term perspective (figure 14).

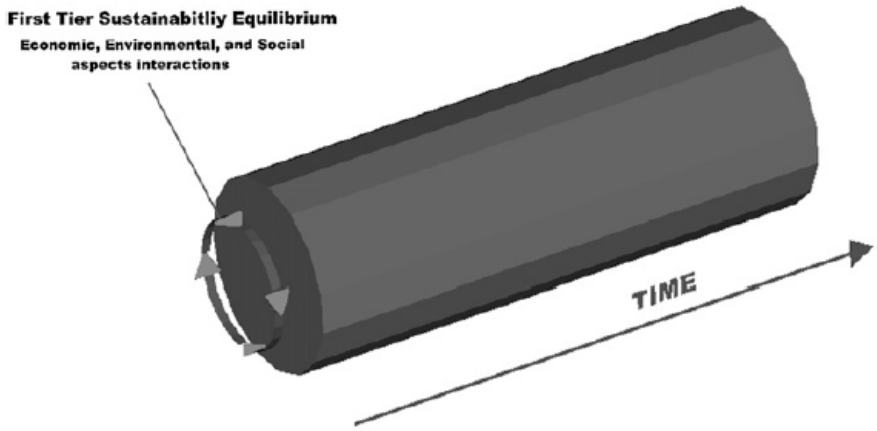

Figure 14- Integrating the time dimension to have a long-term perspective (Lozano, 2008b)

Based on continuity, the time dimension is included in a model previously mentioned, the PDCA cycle where the continuous improvement over time of the CSS enables learning and adapting towards the vision of the company in order to bridge the gap between vision and actions (figure 15).

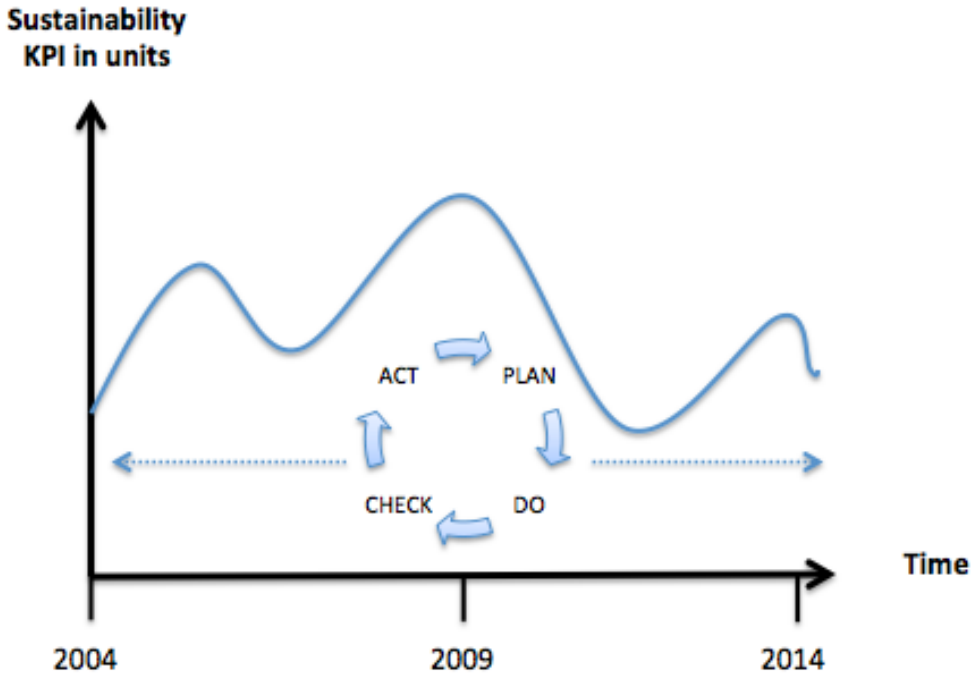

Figure 15- Evolution of KPI over time through PDCA model

Since the research focuses on a retrospective analysis of the CSS over the past ten years, the time dimension plays an important role. CSS are considered as successful when the long-term perspective is included so that the changes over time can be observed.

2.6.8 Dimensions integrated into LEAP FROCS

The five dimensions previously mentioned are useful to explain how CSS can successfully be implemented within an organisation. The LEAP FROCS framework has been created in order to address all these theories simultaneously in one single model (figure 16). Thus the framework enables an analysis of each sustainability KPI selected according to the CSS through organisational structure, learning and culture over time. The framework also shows that organisational learning is embedded in the organisational structure model. Thus, the sustainability KPIs are analysed at every level of the organisational structure through the PDCA cycle. Moreover, LEAP FROCS facilitates the analysis for an unsuccessful integration of CSS. It shows where the CSS are stuck in the models. This blockage prevents the CSS to meet a successful implementation, which in return may impair the sustainability performance of the company.

The gap between vision and actions in CS practices is bridged when CSS are shown successful through every dimension of LEAP FROCS. Thus, the scenario where a CSS is fully successful it needs to integrate the 3Ps, which can be shown through the sustainability KPI selected, to apply it at every levels and department of the organisational structure, to implement it in the behaviour of the employees, the deepest level of the organisational culture and to close the PDCA cycle through the integration of continuous improvement over time.

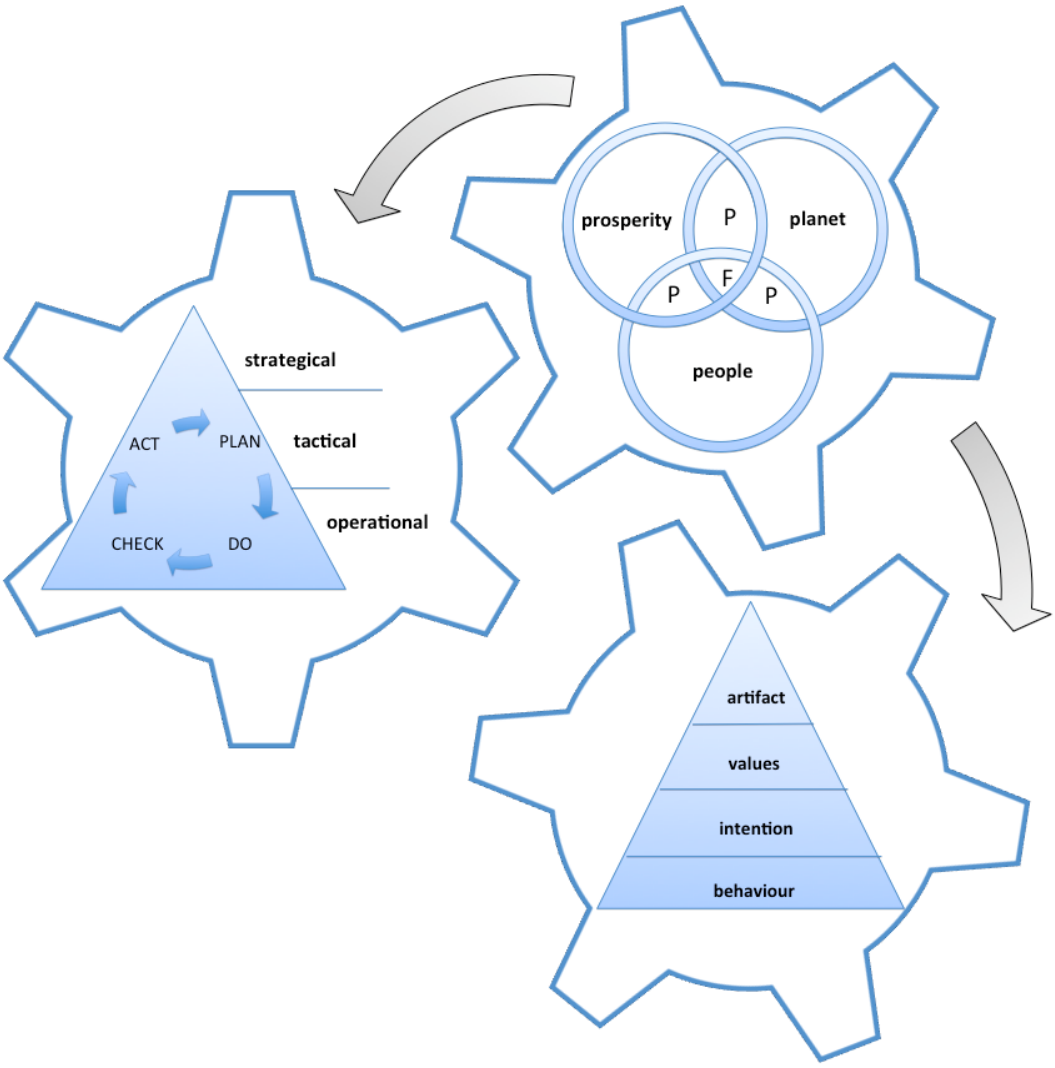

Figure 16- LEAP FROCS framework where the sustainability KPIs are analysed through the organisational structure, learning and culture

The construction of the LEAP FROCS framework has not only been based on the theories consisting of the five dimensions but also on the previous frameworks mentioned above. The models and frameworks of Azapagic (2003), Tulder (2010), Koehler (2013) and Hocke (2014) provided useful foundations in the building of the LEAP FROCS framework. The dimensions of LEAP FROCS can be applied to these previous models and frameworks to some extent. Thus, the dimensions of organisational structure, learning and culture can also be found in the five stages of Tulder's model (table 1).

Tulder's stages	Organisational structure	Organisational learning	Organisational culture
Issue	Strategical	PLAN	Artifacts, values, intentions
Input	Tactical and operational	DO	Artifacts and values
Throughput	Strategical and tactical	ACT	Artifacts and values
Output	Operational	CHECK	Artifacts and values
Outcome	Every level	Every phase	Behaviour

Table 1- Integration of the levels of the organisational structure, the steps of the organisational learning and the levels of the organisational culture inside the five stages of Tulder's model

2.7 Social factors

Embedding sustainability into a company's system can be done through physical and social factors (Lozano, 2013a). Although, Witjes (2013a) states that both physical and social factors are important for implementing CSS in the vision, the purpose of this research is to analyse which social factors contribute to the gap between vision and actions. Thus, two social factors have been identified.

Attitudes

Lozano (2013a, p.277) define the importance of attitudes as follow: "attitudes provide insights into the evaluations, feelings, tendencies, and behaviour towards some object or idea". Attitudes do not only have effects at the individual level but also at the organisational level. Luthans (2002) divides the attitudes in three categories: informational, emotional and behavioural. Thus, in the area of sustainability these categories of attitudes have different meaning: informational, to know what sustainability is; emotional, to think in sustainable way; and behavioural, to act in sustainable ways (Lozano, 2008a).

Leadership

Leadership is seen by many authors as an important factor for implementing sustainability (Székely and Knirsch, 2005; Lozano, 2013a). Székely and Knirsch (2005, p.629) state that "sustainability takes place only when there is an active leader/manager within the company who champions this approach". They discover that a leader is necessary if a company wishes to implement sustainability into its activities (ibid). The leader has an important role in the corporate learning process (Altman and Iles, 1998). The results of Lozano's study (2013a) about the main internal and external CS drivers reveal that leadership was the main internal CS driver. Leadership can help to switch from unsustainable towards more sustainable attitudes (ibid).

Székely and Knirsch (2005) attribute various tasks to the leader. The role of a leader is to analyse every internal and external factors that can influence the sustainability performance of the company. Then, the leader needs to cope with these factors but this is a rather difficult task. Finally, the leader needs to organise a system of incentives that rewards all the employees who adopt sustainability practices (ibid).

2.8 Mapping of Corporate Sustainability Approaches

The Mapping of Corporate Sustainability Approaches (MoCSAs) is a methodology that was first introduced by Koehler (2013) and Jankov (2013) in their master thesis where the MoCSAs were the main focus of their respective research. The goal of this methodology is "[…] to be able to map current as well as upcoming sustainable approaches that contain strategic characteristics" (Koehler, 2013, p.26). MoCSAs were used to map and assess seven sustainability approaches: CSR, TBL, TNP, Environmental Management System (EMS), Cleaner Production (CP), Eco-Efficiency (EE) and Cradle to Cradle (C2C) (Jankov, 2013; Koehler, 2013). Every approach is scrutinised to determine the sustainability level and complexity of the approaches.

Also, MoCSAs has been applied to real life example at the company level for the mapping of business strategies. MoCSAs provides a general picture of the current situation and future intentions

of the sustainability performance of a company (Jankov, 2013; Koehler, 2013). Thus, MoCSAs also contributes to determine the gap between vision and action in CS initiatives.

In order to assess the current sustainability's performance of the firm vs. the intention of the sustainability's performance in the future expressed by the CSS chosen, six main topics are covered in their key questions:

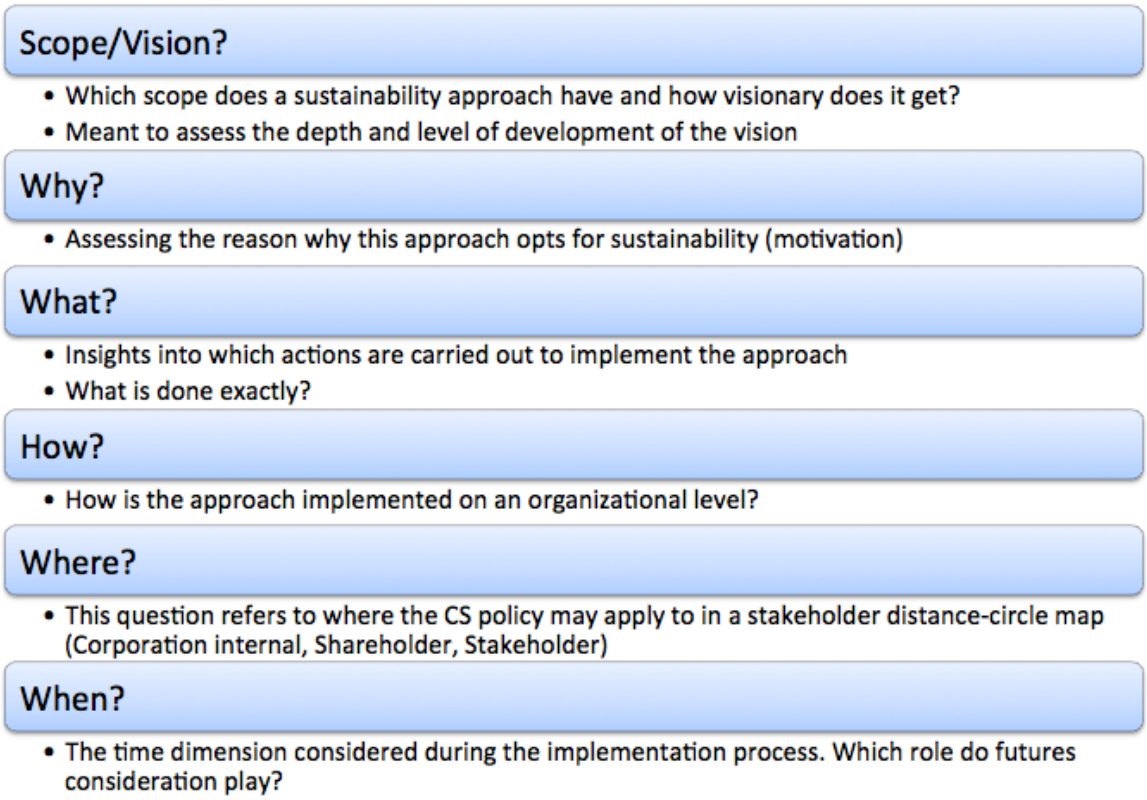

Figure 17- Core aspects of characterising approaches (Jankov and Koehler, 2013)

3. Methods: data collection and analysis

The goal of the research is to analyse the gap between vision and actions through the social system factors. The research is therefore exploratory. Qualitative data was collected and qualitative analysis methods are applied in order to answer the research questions. Thus, the methods used for the research are divided in three sections:

1. Literature review through desk research
2. Data collection through the help of a longitudinal case study research (qualitative):
    a. Semi-structured interviews
    b. Ethnographic research with participatory observation
3. Data analysis and discussion
    a. Grounded theory

Firstly, the literature review is a preparatory phase, which provides meaningful insights about the different theories dealing with the implementation of CSS inside the SMEs, worldwide and particularly in Colombia. Moreover the literature review helps to the construction of the LEAP FROCS framework used for the case study research. Furthermore, a single case study is used as a research strategy, which is done through various methods –semi-formal interviews, and participatory observation- that improves the validity of the research. Finally, to conduct the qualitative data analysis, the grounded theory approach is used, in which interpretive analysis will be used to explain the data gathered through the LEAP FROCS framework.

3.1 Literature Review

The first step of the research is completed through an extensive in-depth literature review of scientific articles, data and documents. Literature review is important since it is the foundation of the research. It provides important insights into the research area. Indeed, to answer the research question, the literature review focuses on:

1. Sustainability implemented in Latin American SMEs, with a special focus on Colombia
2. Gap between vision and actions in CSS
3. Components of the LEAP FROCS framework: KPIs, organisational culture, organisational learning, organisational structure and time
4. Social system factors
5. MoCSAs

3.2 Case study research

The case study research provides a detailed investigation where the data are collected over a certain period of time –one month at Famoc Depanel. Barley (1990) points out that the benefice of doing a longitudinal case study prevents people from hiding their true behaviour. On the contrary, during a brief contact, people can easily fake behaviours and show what they want the researcher to believe (Barley, 1990).

Furthermore, case study usually uses various methods for the data collection, also known as data triangulation, which helps to increase the validity of the research (Hartley, 2004). Yin (1994) claims that "the case study's unique strength is its ability to deal with a full variety of evidence – documents, artifacts, interviews and observations (Yin, 1994, p.8). At Famoc Depanel, participatory observation, semi-structured interviews and document are used, which will be further explained.

Next, Hartley (2004) states that "the aim is to provide an analysis of the context and processes which illuminate the theoretical issues being studied" (Hartley, 2004, p.323). Indeed, it helps to explain certain behaviour and processes in a particular context, like the organisational culture of a company. Yin (1994) adds that this research strategy is chosen deliberately by the researcher to investigate contextual conditions.

Moreover, the case study research enables an iterative process where the former theoretical background and framework can be improved through the new data gathered (Hartley, 2004). Indeed, as Robson (2002) points out this research strategy is flexible since it can test new theories that have been left out of the primitive literature review (Robson, 2002). Hartley (2004) claims that "case studies have an important function in generating hypothesis and building theory" (Hartley, 2004, p.325).

Finally, the case study is an appropriate approach in the context of informal organisational behaviour (Hartley, 2004), which is mainly the case at Famoc Depanel.

Only a case study research can fully answer the research question. A deep analysis of the gap between vision and actions in the CSS of a company requires a full embedment within the company in order to analyse the behaviour of the employees. Moreover, cases studies have already been used to study this phenomenon but mostly in big companies and in developed countries. Therefore it seems a suitable method for the master thesis. Finally, a case study is an appropriate research strategy in the field of CS since many authors agree that there is no such a thing as a "one solution fits all" for the definition of CS. Therefore each company has different ways of incorporating its CSS, which makes every case study unique (Van Marrewijk, 2003; Salzmann et al., 2005).

One of the main challenges of a single case study is to make a distinction between the uniqueness of certain components of an organisation and the generality of other organisations (Hartley, 2004). However, scientific generalization is difficult (Yin, 1994). When using case study as a research strategy, one has to be careful with statistical generalization and analytical generalization. The weakness of the former relies in generalizing the results of the case study by inferring about a population, which is irrelevant because it is not a "sampling unit". On the contrary, the case study should focus on the latter, analytical generalization, since the results of the analysis of certain behaviour and processes in a specific context can be generalized (Yin, 1994; Hartley, 2004).

Furthermore, Eisenhardt (1989) states that generalizing results can be done when it relies on previous theories.

Other critics arise about the use of this method concerning the truthfulness of the findings. Indeed, the lack of accuracy that may appear when the researcher "has allowed equivocal evidence or biased views to influence the direction of the findings and conclusions" (Yin, 1994, p.9). Thus, the researcher should remain as objective as possible.

Another problem is the huge amount of information collected. The load of data is not easily managed and is time consuming (Yin, 1994). Hartley (2004) advices that the researcher uses his critical skills to recognise when enough information has been gathered, stop the data collection and distance himself from the organisation.

3.3 Semi-structured interviews

Interview prevails as being the most common method used in qualitative research (King, 2004). Kvale (1996) claims that "interviews allow people to convey to others a situation from their own perspective and in their own words" (Kvale, 1996, p.1). They are based on life experience of the interviewee. Although the data collected are not objective, it enables to understand the subjective point of view of the interviewee (ibid). According to King, "the goal of any qualitative research interviews is therefore to see the research topic from the perspective of the interviewee, and to understand how and why they come to have this particular perspective" (King, 2004, p.11). Moreover, interview is a useful method in a case study (Yin, 1994).

One of the main advantages of the interview is that it is one of the most flexible methods (King, 2004). Indeed, a one way of doing interview does not exist. Different types of interview exist: structured, semi-structured and unstructured where open closed questions can be included. Semi-structured interviews are usually based on some listed topics where the interviewee still has freedom to give his answers while the necessary data are collected (Willis, 2006). Semi-structured interviews are based on an iterative process where the listed topics can be modified after hearing the responses of some respondents. Thus, the interviewee may bring up important topics or issues that have not been covered in the previous interviews but which are relevant for the research (King, 2004).

The validity of the data collected through interviews is increased thanks to the diversification inside the sample, which represents different point of views of the organisational population (King, 2004). In this research, 15 interviews have been conducted at the three levels of the organisational structure: five persons at the strategical level, five at the tactical level and finally five employees of the operational level. Moreover, inside every level different departments or areas of work are represented. This enables a triangulation of view within the company.

Interviews are time-consuming for the researcher –preparation of the interview, trip for interviewing the employees, interview, transcription and sometimes translation- and therefore the sample may be too small to represent correctly the population. But it is also time-consuming for the

respondents since their position is keeping them busy constantly and finding a time slot might be difficult (King, 2004).

Furthermore, confidentiality and anonymity of the respondents should be insured. Indeed, for ethical reasons, the interviewee should be protected from any consequences arising from their responses (Kvale, 1996).

Lastly, interviews result in an overload of information, which provide a rich database. It might be difficult for the researcher to sort out all the valuable information out of these pages of interviews' transcription (King, 2004). Moreover, Schein adds that "[…] it may be hard to put data from different individuals together into a coherent picture because each person may see things slightly differently" (Schein, 2004, p.207). Nevertheless, the researcher should keep in mind the goal of his research and especially on how the data collected can answer the research question.

3.4 Ethnographic research: participatory observation

Besides interviews of the employees, additional information can be found through participatory observation. Van Donge (2006) affirms that using ethnography is an appropriate method within the cases study research strategy. Ethnography investigates the social life of the persons through their daily events (ibid). Waddington (2004, p.154) confirms that "the idea is to allow the observer to study first-hand the day-to-day experience and behaviour of subjects in particular situations, and, if necessary, to talk to them about their feelings and interpretations".

The participatory observation uses an inductive process. Thus, contrary to the deductive reasoning where the conclusion is certain, the inductive reasoning is based on a probable conclusion according to hypotheses formulated thanks to the initial observations (Sternberg, 2009). Consequently, the probable conclusion may change when unexpected observations appear (Jorgensen, 1989). But by keeping an open mind, the participant observer using ethnography as a method "can focus attention outside the field of expected outcomes" (Van Donge, 2006, p.181).

In order to discover how social system factors can explain the gap between vision and actions, the theory of organisational culture is used. On the organisational culture dimension of the LEAP FROCS framework, the model is composed of Schein's organisational culture model and the theory of Bird. Schein advices that for having qualitative data, the researcher's involvement needs to be high and can be done through various research's methods that will depend on the intended involvement of the participants (Schein, 2004). If the researcher wants to minimise the involvement of the employee, the methods employed to gather data are: ethnography; participant observation; content analysis of stories, myths, rituals, symbols and other artifacts. If the desired involvement of the participant is medium, then the researcher uses the following methods: projective tests; assessment centres; interviews. Finally, if the intended involvement is high, the methods used are: clinical research; organisation development (ibid). The clinical research method is applied when a member of the organisation requests on a voluntary basis the help of a researcher-consultant in order to earn some benefits and new insights about a specific matter (Schein, 2004, p.205). The current research is using the three methods: ethnography through participant observation, interviews and clinical research. According to Schein (2004), a participant observer is used when a

deeper understanding of the functioning of the organisation is needed, without involving the employees directly. Nevertheless, to avoid a bias from the researcher's deep involvement, some clarifications may be asked to the employees.

During the research, participant observation was mainly done through the attendance to the weekly meetings, walking around the warehouses and talking randomly to the different employees of the organisation. Since the visits to the plantation plant were infrequent – lack of time and dependence on the CEO' trips because of the difficulty to reach the region without owning a car – the observations made do not provide sufficient information for answering the research question. Therefore it needs to be combined with other data like interviews and documents.

Although, Van Donge (2006, p.180) asserts that "the ideal, from the ethnographic point of view, is not to be noticed as an observer and to be accepted as a normal member of social life, as this results in minimal disturbance", it is often difficult to put it in practice. For this research, it was difficult not to be seen as an external person.

Another issue is that the ethnography method is time consuming. Adaptation to the new environment, new culture, new language, new people and establishing a trust link between the observant and the employees takes time (Van Donge, 2006). Another common criticism is that "people are likely to react to the researcher being present by engaging in in untypical or extreme force of behaviours" (Waddington, 2004, p. 161), which results in collecting biased data. A solution to collect unbiased data is to increase the length of the stay of the participant observer, which tends to erase these fake behaviours (Waddington, 2004; van Donge, 2006). Moreover, limiting the use of an audio recorder in favour of note taking is a useful tool to gather less biased data, even tough note take are usually biased since the researcher decides what should be written (Gomm, 2008).

3.5 Grounded theory approach and interpretive analysis

The method of grounded theory was first introduced by Glaser and Strauss in 1967. It is a qualitative method that suggests first gathering data and later seeing how this can bring new insights from a particular context and thus formulates new theories thanks to the orientation of concepts and hypothesis that are relevant to the area one wishes to understand (Glasser and Strauss, 1967 in Heath and Cowley, 2004). The grounded theory method applies the technique of triangulation. Triangulation allows using diverse sources of data collection like interviews, participant observation and document analysis (Länsisalmi et al., 2004). Furthermore, Turner (1981) states that "the use of the grounded theory approach enabled researchers to develop their own theories relating to the substantive area which they are studying, and encouraged them to use their creative intelligence to the full in doing so" (Turner, 1981, p.225). Thus, like with the participatory observation, the grounded theory uses an inductive reasoning. This means that during the data analysis process, new ideas, insights and patterns occur through deduction and verification, which can further help to contribute to the elaboration of new theories (Heat and Cowley, 2004). Therefore, the researcher can "develop a theory that accounts for much of the relevant behaviour" (Länsisalmi et al., 2004, p.242).

Various authors have already applied grounded theory in different field: organisational culture, organisational growth, organisational change and innovation, work teams and company survivals (Länsisalmi et al., 2004). They suggest using the grounded theory in organisational research since "it produces descriptions of organisational reality, which are easily recognized by the members of the target organisation" (Länsisalmi et al., 2004, p.243).

Interpretation is at the core of the grounded theory. Turner (1981) determines that a great intellectual effort is required when interpreting the data. "The researcher shapes the data by their interpretations which moves analysis beyond description; but they are also shaped by the data and validation prevents distortion" (Heat and Cowley, 2004, p.145). Moreover, interpretation has already been used through participatory observation where the researcher interprets subjectively the social life of the daily events of the employees inside the organisation (Van Donge, 2006). By using an interpretive approach, the researcher is providing its own meaning of the human actions and behaviours, which can be different from one individual to another (Lee, 1991). Therefore, the researcher's task is to "[…] interpret this empirical reality in terms of what it means to the observed people" (Lee, 1991, p.347).

As in Länsisalmi et al.'s paper (2000), the current research uses the grounded theory method since the aim is not to test hypothesis but rather to develop new hypothesis about the social system factors used to determine or not the gap between vision and action in Colombian SMEs regarding the CSS adopted.

Some authors suggest that the best use of the grounded theory approach can be done if the data are collected through: participant observation; observation of face-to-face interactions; semi-structured or unstructured interviews; case study or documents (Brown, 1973; Trend, 1978 in Turner, 1981, p.227). As this research uses the participant observation, semi-structured interviews and case study, the grounded theory approach seems particularly adapted to the situation.

One of the main issues with qualitative analysis where the grounded theory approach is applied is that it is subjected to personal interpretation, meaning it is engaged in a particular cognitive process. Heath and Cowley (2004) affirms that it is a challenging task since "a person's way of thinking, and explanation of analysis, may seem crystal clear to someone with a similar cognitive style and very confusing to another person whose approach is different" (Heath and Cowley, 2004, p.149). But other authors disagree (Länsisalmi et al., 2004) and think that this room for interpretation of real life events is a strength of this method.

3.6 Sample selection for the interviews

The first selection of the interviewees was done with the help of the CEO. Importance was given to the employees who have been in the company for at least 10 years. Since the research is focused on a retrospective analysis, it was a necessity to interview employees who have seen the evolution of the CSS implemented in the organisation. Nevertheless, afterwards, a second selection was done

according to the answers emerging from the previous interviews and the information that needed to be further investigated.

The interviews were limited to fifteen for two reasons: firstly the time period allocated for the interviews was short; and, secondly, not to be overwhelmed during the analysis phase by a too important quantity of data. Finally, every interview was conducted in Spanish, recorded with a dictaphone and took between 30 minutes and 1 hour depending on the talkativeness of the respondent. Every interview was later transcribed in Spanish.

The interviews have been conducted in the three level of the organisational structure: strategical, tactical and operational (figure 18). The five people constituting the management committee have been interviewed. However, four out of the five persons of the management committee –except the CEO –also carry out functions, which belong to the middle management. The CEO, the business manager of the public sector, the business manager of the private sector, the administrative manager and the production manager are part of this management committee.

Five people from the middle management have been interviewed: the marketing director, the regional manager of the office of Medellín, the quality director, the human resources (HR) director and the manager of Organik –the sister company of Famoc Depanel. When looking at organisational chart of Famoc Depanel –appendix F – only the regional manager and marketing director are part of the tactical level 'on paper'. However, some adjustments have been made to better reflect the current practice. Thus, the department of HR and the department of quality, although belonging to the operational level 'on paper', are part of the middle management in reality since they are two central actors in the implementation process of the decisions. Afterwards, the manager of Organik is not represented in appendix F since the organisational chart is about Famoc Depanel. However, the observation leads to the conclusion that the manager of Organik belongs to the middle management.

Finally, five people from the operational level team have been interviewed. The two CEO of the independent enterprises, Fabrioli and Carro di Muebles, which manufacture special furniture belong to this level. Even tough they have an independent status, their 'factory' is located at Famoc Depanel's production plant in Madrid, they use the raw materials provided freely by Famoc Depanel and they exclusively manufacture Famoc Depanel's products. Therefore, they have almost the same characteristics as the employees of the production line, except that their salary is not fixed and depends on the volume produced. Furthermore, a chief of a group of commercial sellers, a seasonal worker at the production plant and the supervisor of the wood production line have been also interviewed.

Various types of information were gathered through the interviews. Firstly, factual information was found about the socio-environmental projects that have been done through the years. Often it appears that the employees –and the CEO himself –have problems remembering the approximate date of some major events of the company. Secondly, interviewees were asked to share their thoughts and perceptions about the sustainability performance of the company. Finally, respondents gave their opinions about the communication and interaction between the different levels of the organisational structure.

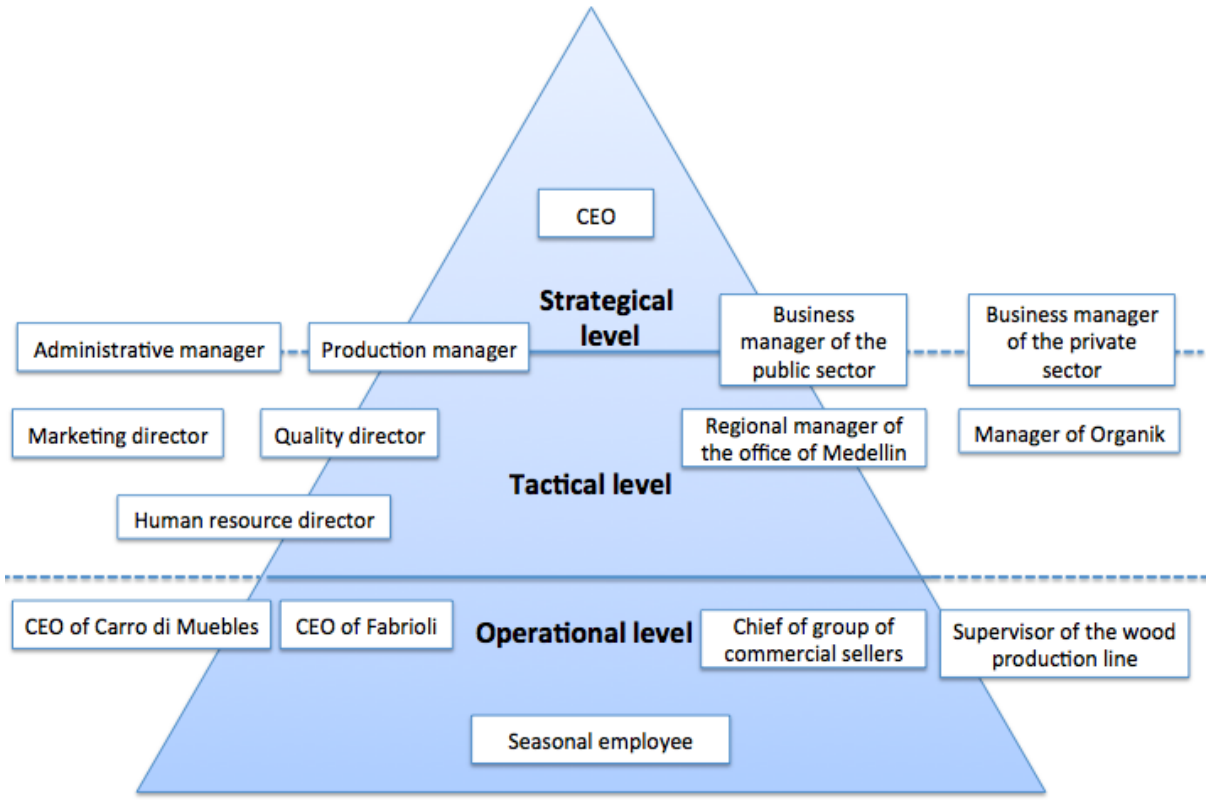

Figure 18- Classification of the interviewees through the levels of the organisational structure

3.7 Analysis of data collected

Besides observations, the analysis of the data relies on various formal documents or other written proof, which may differ according to the level of the organisational structure (Witjes, 2013b). In the strategical level, the top management decide the CSS, which are derived from the goal and policies from the company. Further on, KPIs can be deduced from the CSS. This information can be seen in management review, year report, internal database and interviews of people belonging to the top management. In the tactical level, the middle management implement the CSS decided by the top management into the company through primary, supporting and management processes (Tulder, 2010). These data can be found in minutes, management review, year plan and interviews of people at the head of different departments. Finally, in the operational level the actions are taken to implement the CSS. This information can be found through some documents but mostly thanks to the interviews of employees working at the operational level. Figure 19 illustrates the documents necessary for capturing the different information through each level of the organisational structure.

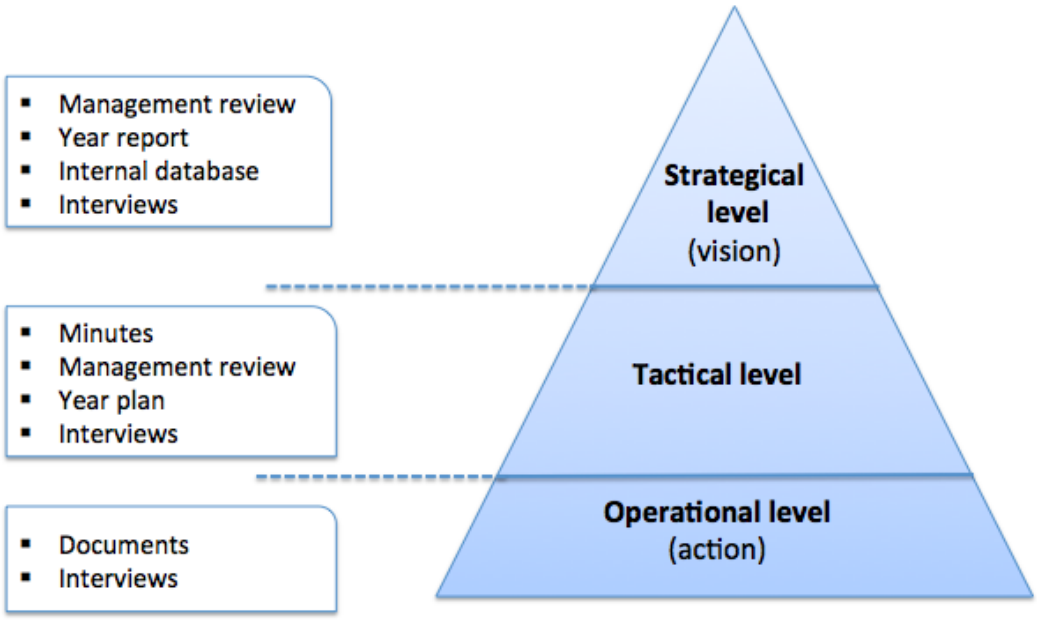

Figure 19- Documents necessary in each level of the organisational structure

3.7.1 Data analysis on the LEAP FROCS framework

The program Nvivo (version 10) was used to analyse, structure and compare the data collected. All the interviews have been analysed and associated to various nodes that represent the five dimensions of the LEAP FROCS framework. The nodes show how sustainability was integrated at Famoc Depanel.

The first step of the analysis rests upon the scrutiny of the data gathered in order to determine and analyse the sustainability KPIs of the company. All the sustainable indicators of Famoc Depanel are determined in each dimension of the TBL and analysed through the following dimensions of the LEAP FROCS framework: organisational structure, organisational learning and organisational culture –appendix B, C, D, E. As already mentioned in the theoretical framework, the time dimension is included within the PDCA cycle.

The second step is to associate the sustainable indicators to the sustainability KPIs according to the CSS found in the vision of the company. The KPIs are furthermore assigned to one type of the following integration item: activities, interactions, thoughts, results or the outcome of those first four.
Integrations items can also be found by stating general hypothesis that test how sustainability is incorporated in the company. The hypothesis is pulled from the theories discussed in the literature review or from the observations made at the company. The null hypothesis, $H_{0,}$ refers to what literature says on how to best integrate sustainability within a company or to the

observations made at the company and, H_1, its alternative hypothesis. Data collected at Famoc Depanel enables to accept either the null hypothesis or the alternative hypothesis.

The third step is to analyse all the integration items through the dimensions of the LEAP FROCS framework. The analysis provides details about where the integration items have been stuck in the different models.
Each integration item is attributed to one, two or the three dimensions of the TBL. However, if an integration item is not associated to the three dimensions of the TBL it cannot be associated to a failure. In the theoretical framework, it was mentioned that CSS are successful if they include the three aspects of the TBL. Nevertheless, this conclusion cannot be applied to the integration items. Integration items reflect how sustainability has been integrated within the company; thus, it can be focus on only one dimension of the TBL. What matters is that the totality of the integration items represents the three aspects of the TBL.
Next, the integration items are evaluated on every level of the organisational structure through the four stages of the PDCA cycle. Thus, an integration item is considered as successful on a particular level of the organisational structure if one stage of the PDCA cycle is completed by a person of that level. For instance, if the data show that one department of the tactical level is in charge of executing (DO) the integration item, then the integration item is associated as achieved on the tactical part and achieved on the do part.
Finally, the level of embeddedness within the organisational culture is assessed. The deeper the integration items are, the most successful they are.

The fourth step is to investigate the sustainability performance of the integration items. Thus, a level of successfulness is attributed to each of them, which explains the degree of the gap between vision and action for each integration item.
Each integration item is analysed through the organisational structure, learning and culture. In order to implement successfully sustainability within the company, the following criteria should be met on each of the dimension:

- Organisational structure: be implemented at every level → STO (strategical, tactical, operational)
- Organisational learning: be implemented at all the stages of the Deming wheel → PDCA
- Organisational culture: be implemented at the deepest levels on intention or behaviour → I/B

The degree of successfulness of an integration item depends on the number of dimensions where the integration of sustainability has been achieved completely.

Integration item is not successful in any dimension	**Unsuccessful**	**Large gap**
Integration item is successful in one of the dimension	**Slightly successful**	**Medium gap**
Integration item is successful in two dimensions	**Partly successful**	**Small gap**
Integration item is successful in the three dimensions	**Fully successful**	**No gap**

Table 2- Level of successfulness of the integration items and their contribution to the degree of the gap between vision and action

3.7.2 Data analysis on MoCSAs

The MoCSAs methodology has been applied to discover the intention gap in Famoc Depanel regarding its CSS. Six graphs based on an axes mapping model developed by Jankov and Koehler (2013) were applied on the following aspect: scope/vision; why; what; how; where; and when. In order to visualise the intention gap, the current situation and the future intention are represented as followed:

- The  represents the current situation of the CSS in the company
- The  represents the future intention of the CSS in the company

In order to identify the current situation vs. the future intention of each aspect, the sub-questions developed by Jankov and Koehler (2013) were used as a guideline.

Aspects	Sub-questions
Scope-vision	• Are all three dimensions considered OR only one or two dimensions addressed? And even if all three are originally mentioned, does a bias toward one or two exists? • Is the main goal short-term improvement OR is long-term, cultural change intended? • Is only one single process or business unit addressed to be 'changed' OR is the entire corporation or even the corporate network addressed to be 'changed'?
Why	• Is the reason for application based on values OR are profit gains the main driver for the application? • Has the approach been developed because of anticipated future market inevitability OR has the approach been developed due to ethical reasoning? • Did the approach originate due to legal obligations OR did the approach originate due to intrinsic motivation?
What	• Does the approach incorporate or envision a development towards servitization OR does the approach have a dominant focus on the product and production technology? • Does the approach require incremental redesign of processes OR does the approach require a radical redesign of processes? • Can the approach be seen as a specific strategic guideline OR can the approach rather be seen as a broad customised framework, which needs to be deeply embedded?
How	• Is the approach meant to be continuously assessed and improved in a circular manner OR is the approach seen as a linear process of implementation? • Is the success of the approach controlled by monitoring and reward system OR is the success envisioned by value based discourse and mutual control? • Is the approach intended to be initiated by strong (top-down) leadership styles OR is the approach intended to be initiated by shared responsibilities (bottom-up & top-down)?

Where	• Are customers and indirectly affected stakeholders considered in the approach OR does the approach mainly aim at the shareholder and thus internal focus of a company? • Does only a selective group within the company benefit/is affected from/by the approach OR does the approach address a company wide application? • Are mainly internal processes considered by the approach OR is the entire value chain considered by the approach?
When	• Is a future goal envisioned and the path to get there defined after the goal is set OR is the current situation taking into account for the definition of the upcoming steps? • Is the company history irrelevant for the approach OR is it intended to consider the company history for follow-up steps? • Is the application of the approach meant to be a one-time implementation OR is the application of the approach meant to be permanently improved and adjusted?

Table 3- Sub-questions guideline for identifying the current situation and the future intention (Jankov and Koehler, 2013)

At the end of the analysis through MoCSAs an explanation is provided for identifying which approach should be used in order to bridge the gaps in each aspect. The most suitable approaches for bridging the gap have been analysed by Jankov and Koehler (2013) in their own master thesis.

3.8 General limitations of the research

The case study at Famoc Depanel lasted one month. It is short and does not provide enough time to really understand and get fully acquainted with the culture of the enterprise, build a trust link with the employees or to capture the real behaviours. It was particularly difficult to get started with data collection since no preliminary introduction was made to the employees to explain the process and content of the research.

The first selection process of the interviewees was biased, since the CEO selected himself the persons that he believed had a significant importance for the research. Nevertheless, after being more involved in the company, it was easier to go talk to any employees. Therefore, a second selection process of the interviewees was made in order to try to correct the subjectivity of the first selection process. Finally, interviewing fifteen people from a company that employs 300 persons may not be a representative sample.

The CEO of Famoc Depanel considers himself as “a big friend of informality” [1]. This implies that there is few written proof about the decisions taken on the topic of sustainability. Thus, finding formal documents is a difficult task. And even in the case where documents exist, it remained difficult to access them. Indeed, there was no full cooperation and transparency within the company. This means that the majority of the data gathered rest upon semi-structure interviews and observations.

4. Results and findings

4.1 Profile of the company

Famoc Depanel is a Colombian firm, which specialises in designing, producing and furnishing offices and shared spaces. This family enterprise was built in 1972 and currently has about 300 full time employees. This company is medium sized and composed of two other independent firms: D.S. Construcciones, which constructs building and Organik, which manufactures chairs. The main office is located in Bogota and the production plant is situated in Madrid, 14 kilometres away from Bogotá. In Colombia there are two regional offices in Medellín and Cali. Famoc Depanel is also present internationally with an office in Santiago de Chile, Chile and one in Caracas, Venezuela. Their products are currently sold in eight different countries: Colombia, Chile, Venezuela, United States, Guatemala, Costa Rica, Peru and Ecuador.

Famoc Depanel is a very traditional and austere enterprise; it is managed with a family mind. Management take few risks and they have a very conservative approach to business. Nevertheless, the company has been able to take advantage of some opportunities in order to expand itself internationally.

Famoc Depanel has been evolving throughout the years. For a long time, the company was purely commercial with no production part. Instead various small enterprises were used to manufacture and supply the products. However, in 2007 the firm started producing the majority of its furniture after building a production line in their production plant in Madrid.

Currently there are only two small remaining enterprises that produce specialised furniture for Famoc Depanel that cannot be manufactured in the production line. Due to the lack of knowledge and experience in manufacturing their own products, the growing expectations of customers and the increasing demand to compete with rivals, a management committee was founded in 2010 where all the decisions are taken jointly between the members. Thus, the commercial, administrative and production parts are represented in the management committee.

Despite the fact the company was not producing their own products, Famoc Depanel was in charge of the design. Additionally, the firm received various awards in the design area. In 1996, they received the award of the best management in design, one of the most prestigious prices for design in Colombia. Another reward Famoc Depanel received in 2002 was the silver award for the design of a worktable at the Neocon fair in Chicago, which is the most important exhibition of office furniture in the world.

Furthermore, sustainability is part of the company's core values. Internal strategies have been created to respect and protect the environment. Their design and production are eco-friendly and the totality of their raw material's suppliers are products of high quality and involved in program of social and environmental responsibility. Famoc Depanel works jointly with a firm called Orion, which deals with the waste that results of the process of manufacturing by selecting and classifying them for the recycling process. Moreover, they also recycle containers and use them as a warehouse in the production plant. Finally, they have organic vegetable gardens in Madrid to raise awareness between the employees.

4.2 Implementation of Corporate Sustainability

Members of the management committee reported the most significant decisions, which have influenced the CS practices of the company over the past ten years (figure 20). However, some decisions have emerged before 2014 and are considered as having great significance since they contribute to the explanation of the CS initiatives that have occurred in the past or the ones that currently still exist.

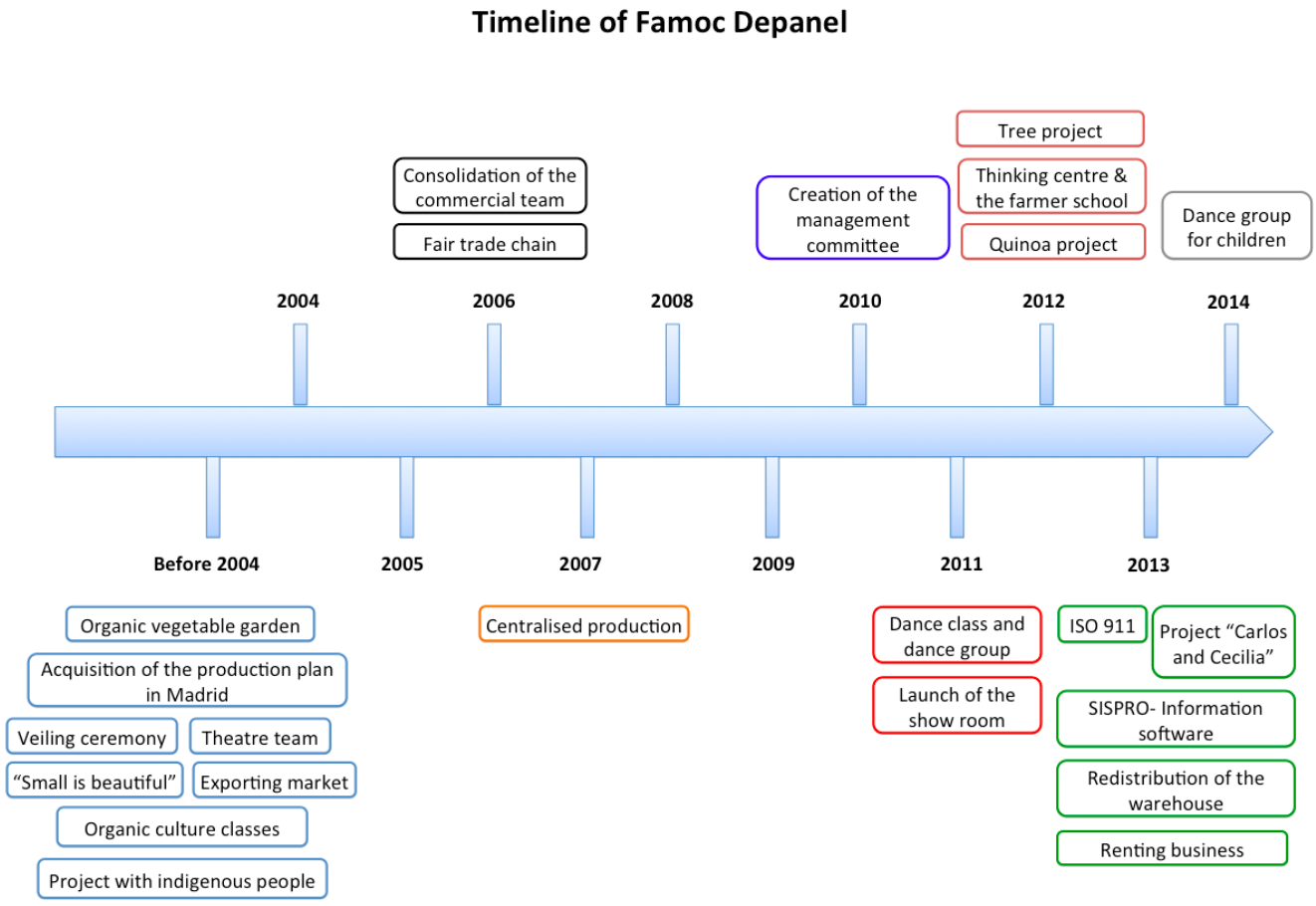

Figure 20- Strategical decisions having influenced CS practices of Famoc Depanel

Although these decisions seem important in the eyes of the members of the management committee, not all of them are relevant for this case study. Below, a description is given to explain the most important decisions in the context of this research.

Organic vegetable gardens

The project of the organic vegetable gardens was born in 1995 and still exists. It is considered as the biggest success of Famoc Depanel in the area of sustainability. On one hand the initiative focuses on environmental objectives where the green spaces in the surroundings of the company are converted into gardens to produce organic vegetables –no chemicals are used –and on the other hand, the social side is also present with the two weekly hours that are provided to the employees for gardening. Eventually, employees can take the organic vegetables home for their own consumption.

The CEO created this project in order to promote an ecological culture within the company while integrating a new way of team working [25].

The company was the first enterprise in the world to undertake this project [22]. This initiative received great attention from national newspapers [22,23,24] where it was considered as a trigger for raising awareness about socio-environmental issues to the employees of a company in which the core business activity had nothing to do with sustainability [23]. In collaboration with the University of Los Andes, Famoc Depanel has investigated how organic culture can lead to a systemic thinking [25]. Moreover, this project also received international recognition, when the United Nations Environmental Program (UNEP) invited the CEO to present the initiative in Tokyo in 1998 [22]. Further on, this project has been extended to various college and jails.

'Small is beautiful'

In 1988 the project 'small is beautiful' started at Famoc Depanel and lasted until 2002. This concept was first introduced in 1973 with the book "Small Is Beautiful: A Study of Economics As If People Mattered" written by the British economist E.F. Schumacher. In this book, the author explains that smaller enterprises are preferred over big organisations.

Famoc Depanel created small-interconnected cells at the end the eighties. Most of them were familiar enterprises. Famoc Depanel encouraged the formation of these small enterprises by providing them the training necessary to apprehend the administrative responsibilities and obligations of a company. All theses small enterprises were fully independent in their management, production processes, quality control, financial resources, etc.

On one side there were agencies of commercialisation and on the other side manufacturing enterprises that were connected between each other. They were acting as distributors and suppliers of Famoc Depanel. Each small manufacturing enterprise was specialised in one area: production, painting, assembling the pieces together, etc. Famoc Depanel was providing the raw materials to these manufacturing enterprises and eventually purchased the end products (figure 21).

The whole concept Schumacher entails that small enterprises stay small and do not pursue an objective of growing larger. At Famoc Depanel none of the small cells tried to buy another, even though the company would not have allowed it. Growth could be achieved by becoming more efficient. The more efficient small enterprises were, the more contracts they received from Famoc Depanel.

The introduction of this model at Famoc Depanel proved to have a major positive social impact on the employees. Through their newly acquired independence, their quality of life improved significantly. Many employees who owned a small enterprise described this period of time as their happiest moment of their working life [9, 12, 18].

However, this model ended in 2002 due to reinforcing laws around theses small enterprises, which impair their conditions. Famoc Depanel tried to save this model by converting the manufacturing enterprises into cooperatives. In 2007, it was decided to have a centralized production line in order to have a better control on the manufacturing processes, with the exception of two cooperatives that are manufacturing specialised furniture that cannot be produced in the production line.

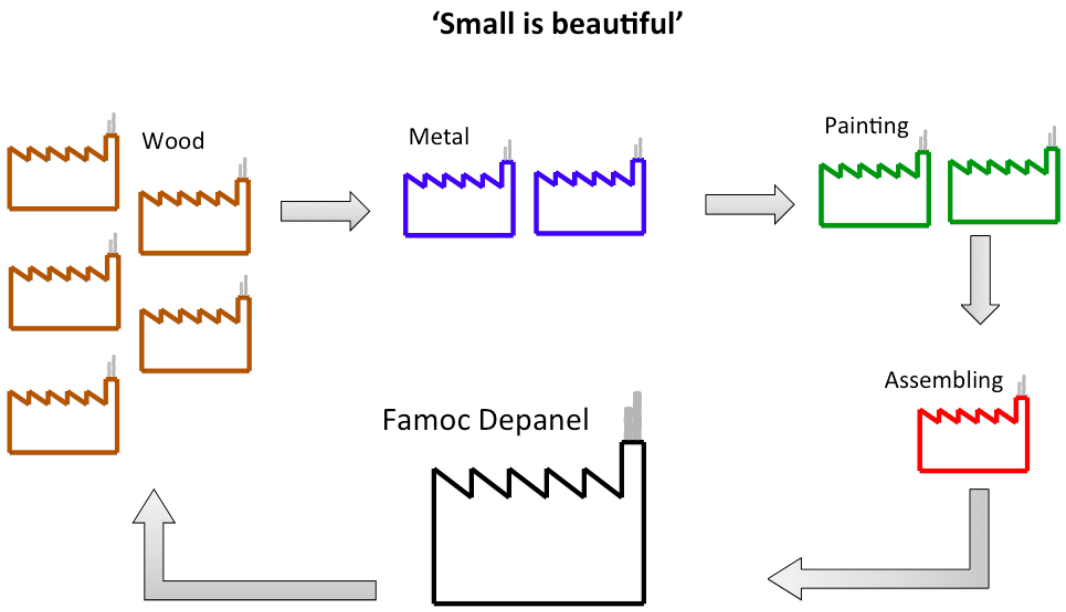

Figure 21- Decentralised manufacturing process (before 2007)

Centralised production

In 2007, Famoc Depanel decided to manufacture the majority of its products at the fabrication plant in Madrid (figure 22). Considerable investments were made in production machineries and installation that year.

Historically, Famoc Depanel has always focused on providing a service rather than manufacturing a product. Thus, a company that newly adopts a product business view faces many challenges. Famoc Depanel had no experience in the manufacturing processes. The main problems were delays in time delivery and flawed products due to a lack of quality management [13,14]. Thus, the disorganisation of the production line was reflected at the delivery stage of the products.

In order to answer to customers' expectation and to compete with rivals, Famoc Depanel tackled these issues by hiring a qualified quality director and later on an experienced production manager. Their know-how was found to be effective since the quality and delivery time improved significantly [13,14].

When a company manufactures a product, sustainability issues that were before inexistent arise. Thereof, new CS initiatives needed to be created to tackle these new issues.

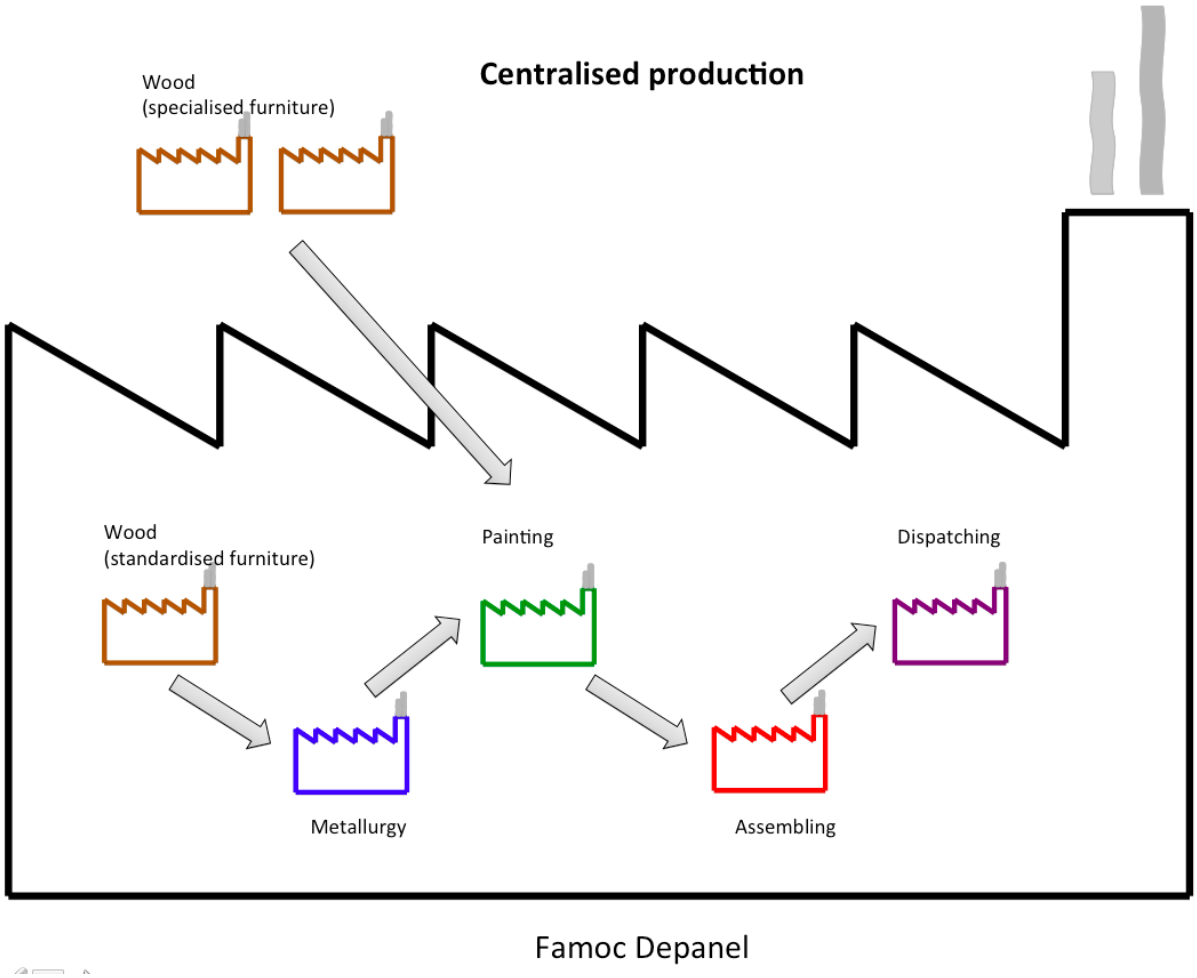

Figure 22- Centralised manufacturing process (from 2007)

Management committee

Four years ago, the company shifted from an unilateral decision-maker represented by the CEO to the creation of a management committee where the decisions are taken collectively with the CEO thanks to its four additional participating members who represent the four main departments: commercial –public and private –the production and administration. This management committee was created to respond to the urgency of the problems concerning their lack of experience in manufacturing processes, the growing customers' expectations and the increasing pressure coming from the competition.

At the weekly meetings the financial performance of the previous week are reviewed and the progress over the projects are examined. Decisions are made about any issues appearing, which influence the core business activity like quality problem, prioritisation of a client, hiring/firing employees or purchase of more efficient vehicles for the transportation of the goods. Furthermore, decisions about socio-environmental projects that may or not have an impact on the company are also discussed during the meetings.

Tree project

Since two years, every commercial agent delivers a tree that needs to be planted to every user of a new workstation created in order to compensate Famoc Depanel's carbon footprint. The idea that lies behind the initiative is that by providing a tree, it reinstates the wood utilised by the company during the production process in the nature in order to contribute to a more sustainable world [25].

Renting business

Last year Famoc Depanel decided to initiate a new way of doing business. Now instead of selling office's furniture, the company offers the possibility to rent it for a period varying between three and five years. Renting instead of selling is seen as being more environmentally friendly since furniture can be reused repetitively until the end of their life span. Usually customers throw the furniture away after a few years but with the renting project, Famoc Depanel maintains the furniture by repairing it. By doing so, the company extends its life span since the furniture can be rented again. Thus, this way of doing business has a positive impact on the environment since the products are recycled and reutilised.

Project 'Carlos & Cecilia'

The project has been named in memory of the CEO's deceased parents who used to provide a house for free to the poorer community. The initiative addresses the employees of Famoc Depanel. The aim is that by 2016, all the employees own their own house [1,25]. Thus, the enterprise provides a subsidy of 1200 euros, which is the amount necessary to start acquiring a house in Colombia. However, not every employee can access this subsidy. Selection is made through a filtering process based on some requirements, which determines which employees can obtain the subsidy.

Quality management system-ISO 9001

In September of 2013, Famoc Depanel decided to integrate the Quality Management System (QMS), ISO 9001, which provides tools and guidance for improving the quality of end products by standardising the production processes of the company. The certification is expected to come into force by September of 2014.

Reasons to implement ISO 9001 are diverse. Firstly, the company hopes to respond to customer's needs by adopting the QMS. Indeed, some clients specifically require that Famoc Depanel embraces the ISO 9001 certification. Secondly, it is viewed as a competitive advantage in order to maximise the chances to expand the company internationally. Finally, some are convinced that ISO 9001 will help to improve the production processes not only in term of quality but also in term of efficiency [13,14].

In order to respond to the QMS's requirements, a vision and mission need to be created and adopted by every employee of the firm. Thus, the ultimate but not definitive version since it requires the approval of the members of the management committee defines the vision and mission at Famoc Depanel as follows:

Vision

To be a leading company in design, production and commercialization of furnishing's solutions through improvement of our capacity by increasing human, physical, technological and financial resources, and being recognized for our high competence nationally and internationally.

Mission

To design, produce and commercialise furnishing's solutions, by offering a wide variety of products and services, committed to sustainable development by minimizing the environmental impacts of our processes.

4.3 Hypothesis about the integration of sustainability within a company

As a start, five general hypotheses are proposed to test to what extent sustainability is integrated at Famoc Depanel.

Hypothesis 1:

H_0: Sustainability is implemented in the vision and mission of the company
H_1: Sustainability is not implemented in the vision and mission of the company

On the website of the company, no information can be found about the vision and mission implemented at Famoc Depanel. The website does mention little information about a vision on SSD but that does not constitute the overall vision of the firm. An unwillingness to communicate about these strategic components was assumed by the investigator to be the explanation of this lack of information on the website.

However, the analysis of the data gathered indicates that Famoc Depanel does not have a concrete vision and mission within the company. Indeed, among the employees of the tactical and strategical level, no shared vision and mission can be found. Every interviewee provides its own definition of the vision and mission, especially focused on the departments they are affiliated to (table 4).

Interviewee	Vision	Mission	
Business manager of the public sector	Achieve the mission over three years	Sell as much as possible to the public sector	Strategical
Administrative manager	Be recognise as a well-known company nationally and internationally	Reach clients' needs by selling their products	
Marketing director	Be the leader on the market	Create corporate spaces	Tactical

Table 4- Different definition of the vision and mission of Famoc Depanel

The CEO states that a fundamental vision and mission does not exist 'on paper'. Particular importance is given to the culture of design, authenticity and preserving the environment [1]. Further on, he claims that even though these important aspects are not written 'on paper' in a

concrete vision and mission, it is fully recognized and integrated in the deepest level of the organisational culture [1]. Nonetheless, the above definitions prove the contrary. This situation is expected to change in the future with the introduction of the QMS, which requires an overall recognised vision and mission within the company.

The null hypothesis is therefore rejected, which implies that the alternative hypothesis is accepted. It can be concluded that since there exists no concrete vision and mission, it is difficult to implement sustainability in something inexistent. This leads to an unsuccessful integration item, 'implementation of sustainability in the vision and mission of the company', since no vision and mission is implemented within the organisation.

Unsuccessful integration item	Type	3Ps	PDCA	Org. Structure	Org. Culture
Implementation of sustainability in the vision and mission of the company	Thought	Prosperity People Planet	P	S,T	

Hypothesis 2:

H_0: sustainability identified by the employees as a core value
H_1: sustainability is not identified by the employees as a core value

Values of the company can be easily visualised 'on paper'. Authenticity, integrity and sustainability form the core values of the company, as it can be identified on the website. Thus, the core values of the company can be seen on the artifact level of the organisational culture.

Although the core values can be seen on written documents, the employees are not aware of them. Interviewees identify the cores values of the company according to their beliefs (table 5). Moreover, often core values are confused with values.

Interviewees	Core values	
CEO	Authenticity, transparency and respect for the environment	Strategical
Production manager	Environmental commitment, supporting employees through various projects, honesty	Strategical
Business manager of the private sector	Sustainability, flexibility, satisfaction of clients' needs	Strategical
Business manager of the public sector	Respect for the environment, respect for the employees, supporting the employees	Strategical
Administrative manager	Respect, responsibility, quality, value the workforce	Strategical
Marketing director	Sustainability, innovation and creativity	Tactical
Manager of Organik	Respect for the employees, development of social side through diverse initiatives	Tactical
Regional manager of the office of Medellin	Equity, honesty, family culture	Tactical
Quality director	Professional ethic, responsibility, respect	Tactical
Chief of a group of commercial sellers	Authenticity, environmental management, visionary, know-how of employee	Operational

Table 5- Identification of the core values at Famoc Depanel

Respondents have identified many values. The CEO strongly emphasises on the importance of authenticity [1]. The production manager admits that he has a lack of knowledge since Famoc Depanel does not communicate about the core values [13] within the levels of the organisational structure and culture of the company.

The null hypothesis is therefore rejected, which implies that the alternative hypothesis is accepted. Sustainability is part of the core values of Famoc Depanel on artifact level but is not integrated within the organisational culture and structure of the company, which leads to an unsuccessful integration item, 'integration of sustainability as a core value in the company'.

Unsuccessful integration item	Type	3Ps	PDCA	Org. Structure	Org. Culture
Integration of sustainability as a core value within the company	Thought	Prosperity People Planet	P	S	A

Hypothesis 3:

H_0: sustainability performance improved through the adoption of ISO 9001
H_1: sustainability performance is not improved through the adoption of ISO 9001

The decision of implementing the QMS ISO 9001 is mostly driven by external motives like satisfying customers' needs and expectations or prospect of expanding the products of the company internationally [3,4,6,16,17]. However, the quality director and the production manager are convinced that adopting the certification also helps to organise and improve the internal processes [13,14].

The quality director and the production manager are responsible for the process of certification. They have to organize the company through standardising internal processes, training employees, increasing the responsibility of the employees for their own part of the process, having everything documented, creating indicators, measuring the indicators and doing periodic reunions to see whether the corrective actions have worked or not.

This is a step forward for Famoc Depanel, which is not an enterprise used to document, report, measure and act. Since May of 2014, minutes are taken within the weekly meetings of the management committee. Further on, talks and reunions have been made to inform all the employees of the company and especially the people from the operational level about the certification. Everyone is working collectively towards the goal of implementing the ISO 9001 within the company. The department of HR participate by creating specific profiles for hiring employees, which fit the requirements set up by the QMS.

Many integration items can be identified through the process of certification (represented in red in the table below): standardising internal processes, training employees, increasing the responsibility of the employees, documenting, creating indicators, measuring the indicators, doing talks and reunions, working collectively, creating specific profiles. However, for the moment they are not listed as integration items of Famoc Depanel since they are considered as ISO 9001's requirements and not a will of the company itself.

The null hypothesis is accepted and leads to a successful integration item, 'improvement of the sustainability performance through implementation of ISO 9001'. By adopting the QMS and fulfilling the ISO 9001's requirements, the company covers the three dimensions of the TBL, has a closed loop in the PDCA model, involve all the employees and incorporate them within the company's culture.

Successful integration item	Type	3Ps	PDCA	Org. Structure	Org. Culture
Improvement of the sustainability performance through implementation of ISO 9001	Thought Activity Interaction	Prosperity People Planet	PDCA	STO	A,V,I
Standardising internal processes through implementation of ISO 9001	Activity	Prosperity Planet	PDCA	STO	A
Training employees through implementation of ISO 9001	Activity	Prosperity People	PDCA	S, T	A
Written documentation through implementation of ISO 9001	Activity	Prosperity People Planet	PDCA	STO	A
Creation of indicators through implementation of ISO 9001	Activity	Prosperity People Planet	PDCA	T,O	A
Creation of meetings through implementation of ISO 9001	Activity Interaction	Prosperity People Planet	PDCA	S,T	A
Stimulation of team work through implementation of ISO 9001	Activity Interaction	Prosperity People	PDCA	STO	A
Creation of specific profile through implementation of ISO 9001	Activity	Prosperity People	PDCA	T	A

Integration items of ISO 9001

Hypothesis 4:

H_0: great communication used to raise awareness about the CS practices within the company
H_1: little communication used to raise awareness about the CS practices within the company

The CEO claims that transparency is a core value of the company. He says that the employees are aware about the CS initiatives happening within and outside the company [1, 20]. Indeed, the monthly internal review published by the marketing director and delivered to all the departments of the company communicates about the overall activities of the company. Thus, in these monthly reviews information can be found about the business projects that have been accomplished during the month, the new products they are selling, the socio-environmental projects, the business trainings, etc.

However, while analysing the data, many discrepancies have been discovered. The process of the painting warehouse is known as being the most polluting process of the production line at Famoc Depanel. Consequently, in order to tackle this issue, the company decided to gather the water in a tank. This water is then collected by an external enterprise, which treats it to make it clean. While employees of the strategical and tactical levels are both aware about the whole process for treating

the dirty water, employees who work in the painting warehouse believe that the water is gathered to be thrown away.

Another miscommunication concerns the provenance of the raw material. Employees at the strategical and tactical level intend to purchase as much recycled raw materials as possible through a careful selection of suppliers. However, interviewees from the operational level who are processing these raw materials during the manufacturing process are unable to say if the materials they use are recycled or not.

The null hypothesis is therefore rejected, which implies that the alternative hypothesis is accepted. Communication about CS practices appears on the artifact level but is not incorporated deeper in the organisational culture, despite the claim of the CEO. Moreover, there is a big lack of communication from the strategical to the operational level. It can therefore be concluded that the integration item, 'raising awareness about CS practices via communication', is unsuccessful.

Unsuccessful integration item	Type	3Ps	PDCA	Org. Structure	Org. Culture
Raising awareness about CS practices via communication	Thought Interaction	Prosperity People Planet	P	S,T	A

Hypothesis 5:

H_0: capacity to adapt to the changes of the micro/macro environment
H_1: no capacity to adapt to the changes of the micro/macro environment

Nowadays, adaptability is a crucial ability for companies and especially for SMEs. At Famoc Depanel, the CEO considers adaptability as a strength of the company. He states that without this characteristic, the enterprise would have gone bankrupt a while ago [19].

When looking at the history of Famoc Depanel, one can observe that many changes occurred throughout the years in its way of doing business. The company was founded in order to create panels for furnishing offices, which isolated the employee in an independent workstation. Nowadays panels do not exist anymore since the trend in the work environment is to favour shared office space, therefore Famoc Depanel had to design and produce new products which respond to the customers' needs. Further on, the company decided to expand its product internationally at the appropriate time when the economic situation was bad in Colombia, in 1999 [12]. Adaptive skills were also proven to be effective when Famoc Depanel decided to switch from a decentralized control in manufacturing–'small is beautiful' –to a centralized control production due to changes in legislation [2]. A final example with the renting business introduced last year, also demonstrates Famoc Depanel's capacity to anticipate customer's expectations by entering the eco-friendly market.

The null hypothesis is accepted and leads to a successful integration item, 'adaptation to the micro/macro environment changes through flexibility'. This strength is deeply rooted in the organisation culture of the company, thanks to the leadership of the CEO.

Successful integration item	Type	3Ps	PDCA	Org. Structure	Org. Culture
Adaptation to the micro/macro environment changes through flexibility	Activity	Prosperity People Planet	PDCA	STO	A,V,B

4.4 Sustainability indicators

After analysing all the data gathered, 114 sustainable indicators were discovered at Famoc Depanel. The repartition between the dimensions of the TBL is as follows: 36 indicators in the prosperity dimension, 53 indicators in the people dimension and 25 indicators in the planet dimension. The findings are disclosed in an exhaustive list, which can be found in appendix B.

Further on, based on the list of the sustainable indicators, KPIs need to be determined. Earlier, it has been displayed in the theory that KPIs measure the sustainability performance of the CSS. However, the rejection of the hypothesis 1 in the previous section, demonstrates that sustainability is not implemented in the vision and mission of the company. Thus, although the presence of sustainability indicators shows that actions are taken in the area of sustainability, there are no CSS at Famoc Depanel. This implies that no KPIs can be found in the company.

Each sustainable indicator has been analysed over the dimensions of the organisational structure, learning and culture –appendix C, D, E. Thereafter, integration items have been deduced from the sustainable indicators and analysed through the LEAP FROCS framework to determine their levels of successfulness.

4.4.1 Prosperity

Six integration items based on the sustainable indicators of the prosperity dimension are determined as successful since they complete the PDCA cycle on one or two levels of the organisation structure, either on the strategical or the tactical level.

'Sustainable economic growth via improvement of turnover' is the result of strategic operations like exportation or organic growth and is embedded in the organisation culture. Continuous improvement is completed on the strategical level solely.

Organik, the sister company of Famoc Depanel, was created 20 years ago to ensure the constant supply of chairs. Thus, the integration item 'supplier guaranteed through the creation of a sister company' is the outcome of a strategical decision, which has been given particular attention through continuous improvement with an acceptable implementation in the organisational culture.

Decisions on how to handle the workforce have been planned by the management committee, but labour power is mainly managed by the tactical level through the departments of production and HR. 'Guarantee of efficient labour power via hiring process, salary and over benefits' also has an impact on the people dimension since it acts on the well being of the employees. The elaboration of the salary scale has been done through the collaboration of the CEO, the administrative manager and the director of HR. Salary and over benefits are adapted yearly due to internal –seniority –and external –legislation –policy, which contribute to closing the loop of the PDCA cycle. Moreover, it is

slightly rooted in the organisational culture since treating employees fairly is part of Famoc Depanel's value.

Shifting from a decentralized to a centralized production has allowed Famoc Depanel to gain control over the manufacturing processes. By self-manufacturing, the company can choose to act more or less eco-friendly. The decision of having a centralized production was taken by the CEO in 2007. 'Control of the manufacturing processes through a centralised production line' is executed, checked and correcting by the employees of the tactical and operational levels. Yet, the implementation in the organisational culture is superficial.

'Sustainable improvement in the quality and production processes via ISO 9001' is planned by the management committee in collaboration with the quality director and executed, measured and adapted by the tactical and operational levels. By increasing the responsibility of the workers through auto control of the tasks executed, flaws and problems are detected right away. However, two year ago, errors were only identified at the end, once the products were assembled. By focusing on each part of the manufacturing process and not on the end product, Famoc Depanel is saving time and money. The production manager is viewed as the leader for the implementation of ISO 9001 due to his experience. He intends to implement auto control in the deepest level of the organisational culture.

'Sustainable growth via improvement of margin' occurred through various strategies: the ending of the project 'small is beautiful', which triggered a centralised production and a change in the distribution strategy; importation of semi-finished goods; hiring not too qualified employees. The PDCA cycle has been completed by the strategical and tactical levels. The integration in the organisational culture is superficial.

Successful integration items	Type	3Ps	PDCA	Org. Structure	Org. Culture
Sustainable economic growth via improvement of turnover	Result	Prosperity	PDCA	S	A, V
Supplier guaranteed through the creation of a sister company	Outcome	Prosperity	PDCA	S	A, V
Guarantee of efficient labour power via hiring process, salary and over benefits	Outcome	Prosperity People	PDCA	S, T	A, V
Control of the manufacturing processes through a centralised production line	Thought Activity	Prosperity	PDCA	STO	A
Sustainable improvement in the quality and production processes via ISO 9001	Outcome	Prosperity Planet	PDCA	STO	A, V, I
Sustainable growth via improvement of margin	Result	Prosperity	PDCA	S,T	A

Two integration items are found unsuccessful on the prosperity dimension since they are not fully involved at least in one the following dimensions: organisational structure, learning and culture.

The renting business is displayed in the integration item 'sustainable financial investment via innovative eco-friendly business project'. The management committee agreed to implement this innovative business idea last year. Only high-positioned commercial agents like the chief of a group of commercial sellers are qualified to sell these products. Moreover, the Deming wheel is not closed.

The novelty of the project does not allow enough distance to measure the effects of such investment and therefore act upon it.

Famoc Depanel participates financially to many socio-environmental projects for improving the well being of the local community. The company has provided a lot of financial aid for the local community through for instance the construction of a school; offering a hospital; giving prefabricated houses. Only the management committee is involved in the decision process by granting a financial aid. Helping the local community is part of the values of the company. These social projects are often one-time investments. Moreover, impacts of theses financial aid are not measured. Thus, the integration item 'participation to social projects for the local community through financial aid' is unsuccessful.

Unsuccessful integration items	Type	3Ps	PDCA	Org. Structure	Org. Culture
Sustainable financial investment via innovative eco-friendly business project	Thought Activity	Prosperity Planet	P,D	S,T	A
Participation to social projects for the local community through financial aid	Result	Prosperity People	P,D	S	A, V

4.4.2 People

Six integration items based on the sustainable indicators of the people dimension are determined as successful.

'Fair employment policy, conditions and benefits through compliance with the law' has a closed loop in the PDCA model since an external authority is checking that the company fulfil the legal requirements –written contracts; respect of a minimum age; maximum number of working hours. The department of HR is in charge for these tasks. This is not an integration item that has been originally implemented by Famoc Depanel itself. This integration item has emerged from the obligation to meet the laws and regulatory requirements. However, since treating employees fairly is a fairly important value of the company's culture, this integration item is considered as an intrinsic value of the company.

Famoc Depanel is an enterprise that cares for its employees. The company values its people by 'improving the motivation of the working force through salary and rewards based on performance'. Thus, the management committee implemented a bonus plan called this year 'Trepa 2014', which is represented by a ladder that reports the continuous performance of each commercial agent in the public and private sector. Every year each commercial agent is given a sales goal –represented by 100% in the ladder –that needs to be reach by the end of the year, which will be eventually rewarded. Also, employees receive recompense when an intermediary level is reached. PDCA cycle is obviously closed since the performance of the employees is continuously checked throughout the year by the tactical –department of HR; chief of the commercial agents –and strategical levels.

Famoc Depanel gives the opportunity to some of its employees to get a college degree by providing a scholarship. However, the firm makes sure to have a return on investment by encouraging a field of study that can be useful for the company's business. The integration item 'support employees' education through the granting of scholarship' is an idea of the management committee, executed by the department of HR. It can be seen at the artifact and value level of the organisational culture.

The project 'Carlos & Cecila' was planned and finance by the strategical level. The department of HR is in charge of selecting the employees who fulfil the specific requirements through a filtering process. The requirements include for instance revenue, social stratum, urgency and necessity of acquiring a house. Once the filtering process has been executed, the HR department gathers these persons and inform them about the further steps for accessing the subsidy. A second filtering process took place since some employees complained that were omitted during the first filtering process. Thus, the department of HR verified the antecedents of these persons and if necessary included them in order to benefit the subsidy. Thus, the integration item 'improving the quality of life of the employees through granting a subsidy for acquiring a house' encompasses continuous improvement and is embedded in the organisational culture.

Since its arrival at Madrid, Famoc Depanel has always been involved in the local community. The company contributes to the development of the region by fostering local hiring. The company also support the fate of the displaced people due to the internal conflict in Colombia by offering them a job. Thus, 'community and social involvement via hiring local people and/or displaced people' is fully integrated in the organisational learning with the department of HR and is fairly involved in the organisational culture of the company.

'Improving well-being of the employees through the project of the organic vegetable gardens' is an integration item belonging to the most successful socio-environmental project within the company and famous worldwide. Famoc Depanel provides two hours every Thursday morning from 6:30 to 8:30 to all the employees from every levels of the company wishing to cultivate the organic vegetable gardens. Lately some employees working in the production line complained that the production manager was not giving them the appropriate time to work in the vegetable gardens [20]. However, the CEO insists on the importance of the project and asked the production manager to adjust the situation immediately. Thus, the continuous improvement is accomplished. With this project, the CEO intends to create an ecological thinking be by raising awareness about the protection of the environment [22] by grounding at the deepest level of the organisational culture.

Successful integration items	Type	3Ps	PDCA	Org. Structure	Org. Culture
Fair employment policy, conditions and benefits through compliance with the law	Activity	People	PDCA	S,T	A, V
Improving motivation of the working force through salary and rewards based on performance	Activity Interaction Result	People	PDCA	S,T	A, V
Support employees' education through the granting of scholarship	Interaction	People	PDCA	S,T	A, V
Improving the quality of life of the employees through granting a subsidy for acquiring a house	Outcome	People	PDCA	S,T	A, V
Community and social involvement via hiring local people and/or displaced people	Outcome	People	PDCA	S, T	A, V
Improving well-being of the employees through the project of the organic vegetable gardens	Outcome	People Planet	PDCA	STO	AVIB

Four integration items are found unsuccessful on the prosperity dimension since they are not fully involved at least in one the following dimensions: organisational structure, learning and culture.

Providing business training to the employees is seen as critical within the company since it bring continuous improvement so that the workers of the production line are more efficient and the commercial agents having more knowledge can respond better to the customers' need. Thus, 'continuous improvement of the employees via business training' is agreed upon during the meeting of the management committee and carried out by the marketing director and HR director through indoor formation. However, the chief of a group of commercial sellers complain that his subordinates have very little knowledge about the products they are selling and claim the urgency of a business training [12]. Thus, this integration item is focused on the planning and occasionally the cycle is closed especially for the business training in the production area. The assimilation in the organisation culture is superficial.

Also, the company is encouraging employees' development by 'supporting employees' self-education via non-business trainings'. These non-business training are not linked to the core business of the company, like for instance the partly-paid English classes or training for organic vegetable gardens. However, once the non-business trainings are carried out, their effects are not measured. It is well embedded in the organisational culture since contributing to the employees' development is a value of the company.

'Greater level of communication via flat hierarchy' is an integration item that is encouraged by the employees working at higher position in the strategical and tactical level. They consider having a flat organisation as a value of the company [1,3,10,16,17]. However, when looking at the organisational chart –appendix F –the three levels of the organisational structure are visible. Thus, this just a delusion of the higher levels, which blocks the integration item at the planning phase of the PDCA cycle.

The model 'small is beautiful' was planned, installed and checked by the CEO. However, the model ended up in 2002, which prevents the PDCA cycle to be closed since no corrective actions were brought up to help the model to endure. Entrepreneurs who were working in these small enterprises at the time still fail to understand the reasons leading to the abolition of the model [1,8,9,10,12,18]. On the one hand, the CEO claim that the hardening of the legislation and regulations by increasing the amount of administrative work made it difficult to guarantee the survival of these small enterprises [1,2]. On the other hand, entrepreneurs suggest a bad national economic situation, an increasing control on the production process or a change of strategy as influential factors [1,8,9,10,12,18].

Unsuccessful integration items	Type	3Ps	PDCA	Org. Structure	Org. Culture
Continuous improvement of the employees via business training	Outcome	People Prosperity	P	S, T	A
Supporting employees' self-education via non-business trainings	Outcome	People Prosperity	P, D	S, T	A, V
Greater level of communication via flat hierarchy	Thought	People	P	S, T	V
Social entrepreneurship via the project 'small is beautiful'	Outcome	People Prosperity	P, D, C	S	A

4.4.3 Planet

Five integration items based on the sustainable indicators of the planet dimension are determined as successful.

Having a clean manufacturing process is part of the values of the company. The management committee decided to establish a partnership with a company, Orion that manages the recycling of the waste of the processes [25]. Another company called Eficiencia Ambiental S.A. comes on a weekly basis to pick up the waste of woods and cardstock in order to recycle them. At the end of the year, Famoc Depanel receives a certificate showing how they have contribute to preserving the environment through indicators indicating how much tree, water and energy have been saved through the process of recycling. The production manager control that the workers of the operational level do it correctly, which closes the PDCA cycle of the integration item 'clean manufacturing process through partnership with recycling companies'.

In line with the values of having a clean manufacturing process, the CEO constantly verify the production processes of their suppliers with whom Famoc Depanel enters into business. Thus, the organisational learning of 'contract with environmentally responsible suppliers via verification of the suppliers' processes' is accomplished by the CEO solely.

For economic and environmental reasons 'improving energy efficiency in transportation purchase of new vehicles' has been decided by the management committee. In May of 2014 they purchased new delivery trucks use diesel instead of petrol and produce less carbon emission. Furthermore, the features of the internal combustion engine also contribute to improve the energy efficiency of the trucks.

Famoc Depanel has been embracing a culture of eco design within the company for a long time. This can be observed at every department of the company from the design to the production of the products. Designers conceptualise products that are easy to fabricate and repair where the material can be reused or recycled in order to extend the life span of the products. Thus, the integration item 'improving environmental performance via eco design' is fully successful on the dimension of the organisational structure, learning and culture.

'Compensation of the carbon footprint via the tree project' has emerged from the meetings within the management committee. It is accomplished by the commercial agents at the tactical and operational levels and checked by the marketing director. However inconsistencies have been observed by the marketing director who reported that the trees are not systematically offered to the clients. Moreover, Famoc Depanel has not been asking feedback from its clients to see whether or not the tree has been planted. Thus, the 'compensation of the carbon footprint via the tree projects' is block at the first stage of the PDCA cycle.

Successful integration items	Type	3Ps	PDCA	Org. Structure	Org. Culture
Clean manufacturing process through partnership with recycling companies	Result Interaction	Planet	PDCA	STO	A, V
Contract with environmentally responsible suppliers via verification of the suppliers' processes	Activity Interaction Result	Planet	PDCA	S	A, V
Improving energy efficiency in transportation via purchase of new vehicles	Activity	Planet Prosperity	PDCA	S	A, V
Improving environmental performance via eco design	Result	Planet	PDCA	STO	AVIB
Compensation of the carbon footprint via the tree project	Thought	Planet	P, D, C	STO	A

Two integration items are found unsuccessful on the planet dimension since they are not fully involved at least in one the following dimensions: organisational structure, learning and culture.

Famoc Depanel made some investments in production machineries and installation in 2007 when they decided to centralise the production. Having a clean process is part of the values of the company and therefore they want to achieve it by implementing 'eco-efficiency in the manufacturing processes through machineries and installation'. However, the current installations cannot be considered as state-of-the-art technologies. The production manager states that the machineries at Famoc Depanel are old-fashion compared to the competency [13]. Thus, the integration item is only at the planning phase of the PDCA cycle.

The management committee also decided to have a 'clean manufacturing process through the use of recycled raw materials'. Although the CEO check the manufacturing processes of its suppliers, that does not imply that Famoc Depanel uses raw materials composed of natural components. In Colombia, it is difficult to find suppliers who provide recycled raw materials and importing from external countries is too expensive [16]. Thus, they are limited in their scope of actions and the continuous learning cannot be completed.

Unsuccessful integration items	Type	3Ps	PDCA	Org. Structure	Org. Culture
Eco-efficiency in the manufacturing processes through machineries and installation	Thought	Planet	P	S	V
Clean manufacturing process through the use of recycled raw materials	Thought	Planet	P	S	V

4.5 Main conclusions about the integration items

To sum up 30 integration items are proving that sustainability is implemented to some extent within the company, in which 5 are considered fully successful, 2 partly successful, 12 slightly successful and 11 unsuccessful (table 6).

Integration items	Type	3Ps	PDCA	Org. Structure	Org. Culture
Adaptation to the micro/macro environment change through flexibility	Activity	Prosperity People Planet	PDCA	STO	A,V,B
Improvement of the sustainability performance through implementation of ISO 9001	Thought Activity Interaction	Prosperity People Planet	PDCA	STO	A, V, I
Sustainable improvement in the quality and production processes via ISO 9001	Outcome	Prosperity Planet	PDCA	STO	A, V, I
Improving well-being of the employees through the project of the organic vegetable gardens	Outcome	People Planet	PDCA	STO	AVIB
Improving environmental performance via eco design	Result	Planet	PDCA	STO	AVIB
Clean manufacturing process through partnership with recycling companies	Result Interaction	Planet	PDCA	STO	A, V
Control of the manufacturing processes through a centralised production line	Thought Activity	Prosperity	PDCA	STO	A
Fair employment policy, conditions and benefits through compliance with the law	Activity	People	PDCA	S,T	A, V
Improving motivation of the working force through salary and rewards based on performance	Activity Interaction Result	People	PDCA	S,T	A, V
Support employees' education through the granting of scholarship	Interaction	People	PDCA	S,T	A, V
Improving the quality of life of the employees through granting a subsidy for acquiring a house	Outcome	People	PDCA	S,T	A, V
Community and social involvement via hiring loca people and/or displaced people	Outcome	People	PDCA	S, T	A, V
Guarantee of efficient labour power via hiring process, salary and over benefits	Outcome	Prosperity People	PDCA	S,T	A, V
Sustainable growth via improvement of margin	Result	Prosperity	PDCA	S,T	A
Contract with environmentally responsible suppliers via verification of the suppliers' processes	Activity Interaction Result	Planet	PDCA	S	A, V
Improving energy efficiency in transportation via purchase of new vehicles	Activity	Planet Prosperity	PDCA	S	A, V
Sustainable economic growth via improvement of turnover	Result	Prosperity	PDCA	S	A, V
Supplier guaranteed through the creation of a sister company	Outcome	Prosperity	PDCA	S	A, V
Compensation of the carbon footprint via the tree project	Thought	Planet	P, D, C	STO	A

Raising awareness about CS practices via communication	Thought Interaction	Prosperity People Planet	P	S, T	A
Implementation of sustainability in the vision and mission of the company	Thought	Prosperity People Planet	P	S, T	
Integration of sustainability as a core value within the company	Thought	Prosperity People Planet	P	S	A
Clean manufacturing process through the use of recycled raw materials	Thought	Planet	P	S	V
Continuous improvement of the employees via business training	Outcome	People Prosperity	P	S, T	A
Supporting employees' self-education via non-business trainings	Outcome	People Prosperity	P, D	S, T	A, V
Greater level of communication via flat hierarch	Thought	People	P	S, T	V
Social entrepreneurship via the project 'small is beautiful'	Outcome	People Prosperity	P, D, C	S	A
Sustainable financial investment via innovative eco-friendly business project	Thought Activity	Prosperity Planet	P, D	S, T	A
Participation to social projects for the local community through financial aid	Result	Prosperity People	P,D	S	A, V
Eco-efficiency in the manufacturing processes through machineries and installation	Thought	Planet	P	S	V

Table 6- Summary of the integration items applied into the LEAP FROCS framework

It has been discovered that Famoc Depanel does not have any vision on sustainability. Thus, no CSS could be found in the company and, thereof, sustainability KPIs could not be captured since they are interlinked with the CSS (Witjes, 2013b). However, despite the fact that sustainability is not integrated in the mission and vision of the company, it is part of the core values of the enterprise. The large quantity of integration items identified proves that sustainability is incorporated within the organisational culture to some extent.

The analysis of the integration items through the LEAP FROCS framework can already provide some good insights about a potential gap between vision and action. Even though sustainability is not implemented in the vision and mission of the company, the integration items reflect Famoc Depanel's intrinsic motives –vision –to implement CS practices within the company. The level of successfulness of these integration items demonstrates their performance in practice –action. Out of 30 integration items, only five are fully successful, which implies that the gap is inexistent. Two have a small gap, twelve a medium gap and eleven a large gap.

4.5.1 Integration items within the organisational culture model

The integration item 'implementation of sustainability in the vision and mission of the company' cannot be seen at any level of the organisational culture. Famoc Depanel is operating into the furniture market without a general vision and mission. Therefore, it is difficult to implement sustainability strategies into something inexistent.

For the remaining integration items, the repartition of the level of embeddedness within the organisational culture is as follows:

- 26 integration items on the artifact level
- 20 integration items on the value level
- 4 integration items on the intention level
- 3 integration items on the behaviour level

These findings show that at Famoc Depanel sustainability is mostly implemented on the first two levels of the organisational culture. Most of the integration items are stuck at the value level. Nevertheless, five integration items get past the value level, which correspond to the ones considered as fully successful.

Furthermore, three integration items are found at the value level solely: 'clean manufacturing process through the use of recycled raw materials'; 'greater level of communication via flat hierarchy'; and 'eco-efficiency in the manufacturing processes through machineries and installation'. These rather uncommon cases are associated to the 'thought' of the employees on what they believe to be a value of the company. Moreover, they are all stuck at the planning phase of the PDCA model.

4.5.2 Integration items within the organisational learning model

18 integration items have a closed loop on the PDCA model. All the successful and partly successful ones go through the complete cycle. In the slightly successful integration items, only one of them does not have a complete cycle: 'compensation of the carbon footprint via the tree project', where no corrective actions have been taken to tackle the issue concerning the inconsistency of the employees delivering the tree to their clients.

All the unsuccessful integration items do not perform a continuous improvement since they do not go through the whole PDCA cycle. Most of them are stuck at the planning phase, the first phase of the cycle. Nevertheless, three unsuccessful integration items go to the do phase and one till the check phase.

It has been observed that the plan and act phase are usually attributed to the strategical level; the do, check and act to the tactical; and the do to the operational level.

4.5.3 Integration items within the organisational structure model

All the integration items are embedded in the strategical level. The management committee takes all the decisions at the strategical level, which corresponds to the planning phase of the PDCA cycle. These results imply that Famoc Depanel uses a top-down approach when implementing CS practices within the company.

Only fully and partly successful integration items include all levels of the organisational structure.

With the exception of three, all the integration items, which include the people dimension, involve the tactical level. The department of HR is particularly important in the management of the employees of the operational level. Moreover, the HR department has a role of intermediary between the top and bottom level since he has to apply the decisions taken by the management committee concerning the conditions of the employees of the operational level.

4.5.4 Triple bottom line

Only five integration items cover the three dimension of the TBL in which two of them are fully successful and three of them unsuccessful.

4.5.5 Generalisation

To sum up, the LEAP FROCS framework enables to analyse the gap at Famoc Depanel between the vision of sustainability and its performance in practice. Furthermore, the degree of successfulness of the integration items reveals a path concerning their implementation in the dimensions of organisational culture, learning and structure. Indeed, an order of prioritisation has been observed. Thus, the study shows that Famoc Depanel implements their CS practices in the following order:

1. Organisational learning
2. Organisational structure
3. Organisational culture

At Famoc Depanel it seems easier to integrate sustainability through continuous improvement within the different levels of the organisational structure. Furthermore, since only the fully successful integration items are included in the intention level or even in the behaviour level, the main challenge for Famoc Depanel is to embed sustainability at the deepest levels of the organisational culture.

4.6 Applying MoCSAs to the CS practices of Famoc Depanel

For each of the six aspects discussed before –scope/vision; why; what; how; where; when –a graph will be shown to represent all six question systems. Two different situations are represented in each graph in order to study the gap between vision –future intention –and actions –current situation –in the CS practices in the company.

4.6.1 Scope/vision

Focus on the three dimensions of the TBL vs. limited focus on the three dimensions of the TBL

The CEO at Famoc Depanel envisions focusing on the three dimensions [1] of TBL. Even though integration items can be found on the three dimensions, it is possible to observe a bias especially toward the people dimension. Everyone in the company is aware of the social projects, especially the ones focused on the well being of the employees [1…18], as opposed to the ones for the local community [1,2,4,5,8,10,13,14,16,17,18]. Most of the employees know that Famoc is also focused on the planet dimension, especially with the project of the organic vegetable garden [except 14]. Finally, the profit dimension is also visible but not all the respondents mentioned it [1,3,4,5,10,13,14,15,15,17] like in the previous two dimensions.

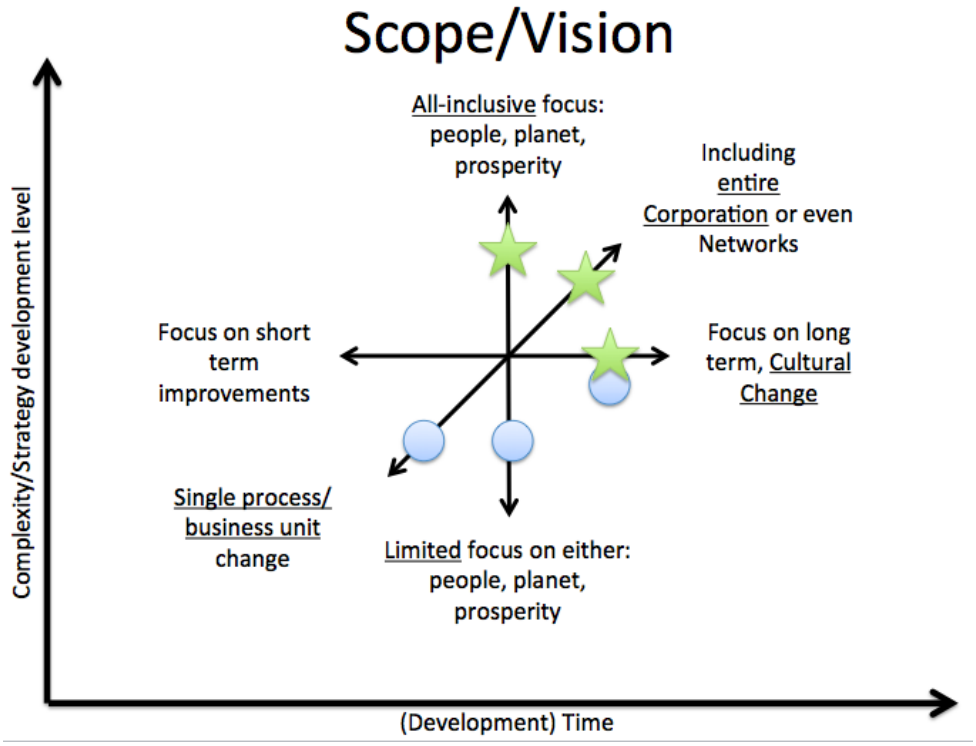

Figure 23- Scope/vision of Famoc Depanel's CS (Jankov and Koehler, 2013)

Focus on short-term improvement vs. focus on long-term improvement, cultural changes

Science suggests that short-term actions in CSS do not match with sustainable development (Dyllick and Hockerts, 2002). Up to now, CS initiatives were more focus on long-term improvement. For instance, the project of the organic vegetable garden has been in the company for almost 20 years. This long-term project has made the fame of Famoc Depanel worldwide in the area of socio-environmental development within a SME. Next, the decision of focusing on eco-design furniture also emphasises on the long-term view. Another example of long-term focus can be shown with the adoption of the QMS. The next step is to adopt the EMS, the ISO 14001 and for this purpose, the quality director and production manager are completely changing the way of doing and thinking of the employees by elaborating and communicating a vision and mission based on sustainable development [13,14,16,17].

Change occurs on a single process/business unit vs. change occurs on the entire organisation

The future intention for the implementation of CSS of the company should match with the development of an overall vision and mission of the company through the certification of ISO 9001. There is an aim to address a cultural change in the entire company. Thus, each employee is expected to work towards the same vision and mission [13,14]. However, as it has been mentioned before, in Famoc Depanel there is a lack of communication between the different levels of the organisational structure, especially between the strategical and operational levels [19].

4.6.2 Why?

Focus on values vs. focus on profit

If a company wants to improve its sustainability's performance, there is a need to implement the CSS inside the organisational culture (Baumgartner, 2009). Thus, the values are part of the

organisational culture but not the profit as a main motive to implement CS practices. The current CEO has been working at the company almost since the funding of Famoc Depanel. He always got involved in socio-environmental projects outside and inside the company. Even though now the decisions are taken in the management committee, most of the socio environmental projects start from his own initiative [1,3,4,10,13,16,17]. The CEO aims to transmit this system thinking to his employees [21]. Thus, the personal values of the CEO are the main driver for the implementation of CS practices. Moreover, the majority of the socio environmental projects have no or very poor return on investment, which makes it difficult to believe that it is profit driven [20]. On top of that, the general lack of interest for the topic of sustainability in Colombia makes it difficult for the companies to implement CSS as a profit driver [3,4,13,14,17,20].

Anticipation due to future market inevitability vs. ethical predisposition

The main driver has always been ethical reasoning. Indeed, since the CS practices usually have a short-term focus and are based on the personal values of the CEO make it difficult to anticipate future market inevitability. Nonetheless, the future adoption of the ISO 9001 is definitely a decision to respond to future market inevitability [3,4,13,14,17,20]. More and more clients require that companies have a QMS and some interviewees also view the certification as an opportunity for the company to operate in new markets, especially outside Colombia [4,14,17,20].

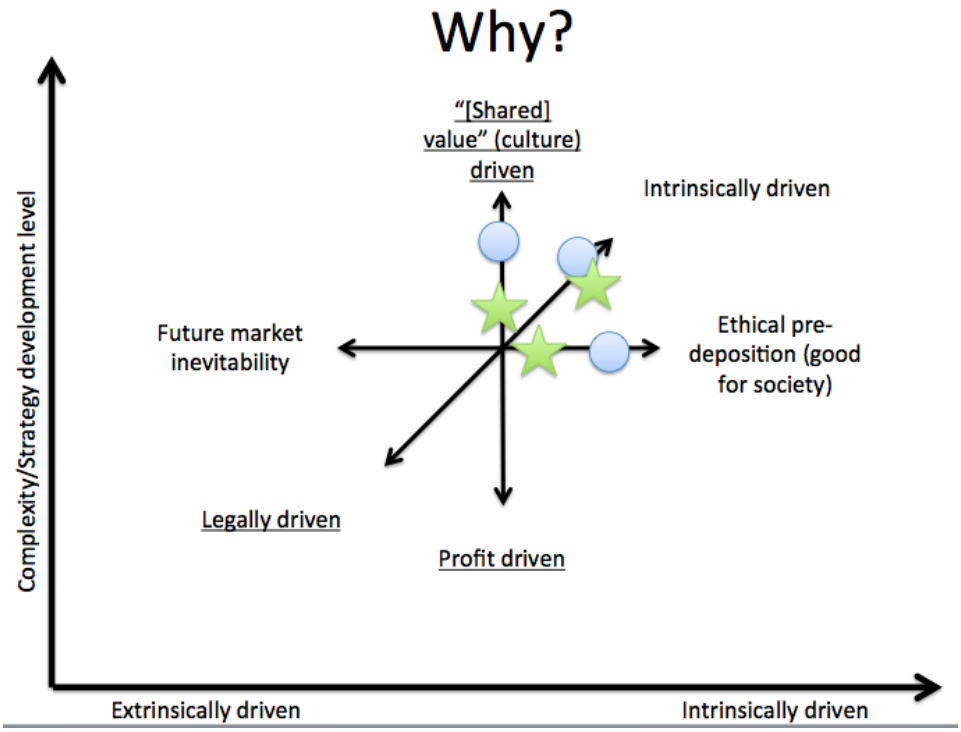

Figure 24- Why has Famoc Depanel implemented CS? (Jankov and Koehler, 2013)

Legal obligation vs. intrinsic motivation

Most of the CS initiatives of Famoc Depanel are due to intrinsic motivation and personal values of the CEO. However, some of the CS practices are done in order to comply with the law, especially in the people dimension [3,9,10,15,17,20]. Thus, the hiring process, health, salary and over benefits of the employees are CS practices that meet the laws and regulatory requirements. But Famoc Depanel

usually tries to have one step ahead by implementing CS initiatives before it becomes a requirement of the legislation. CS practices exist at Famoc Depanel for a long time and the decisions were not taken because it is fashionable but because of true intrinsic motivation of the CEO himself [5,10,12,16,17].

4.6.3 What?

Product-service oriented vs. product-production technology oriented

In the past, Famoc Depanel was mainly focused on providing a service that sell the furniture. During the period of 'small is beautiful' the company outsourced its production to small production enterprises. Famoc Depanel also had small commercial agencies that were selling the products. They were not producing their own furniture until 2007. Nowadays, the firm has a production line and tries to orientate itself towards a product and production technology company but many problems still remain since Famoc Depanel is new in the production sector [6,11,13,14,15,18]. This new focus is emphasised with the creation of two new positions: quality director and production manager. The adoption of the QMS, which requires a certain standard of quality in the production process, demonstrates the importance of this new orientation. However, Famoc Depanel does not want to give up its service-oriented vision and wishes to be a product-service and a product-technological enterprise oriented [13,16,20].

Incremental redesign of processes vs. radical redesign of processes

Famoc Depanel being a medium-sized family enterprise always followed a very conservative approach by minimizing the risks as much as possible [1,5]. The company's strategy always rested upon incremental changes rather than radical changes.

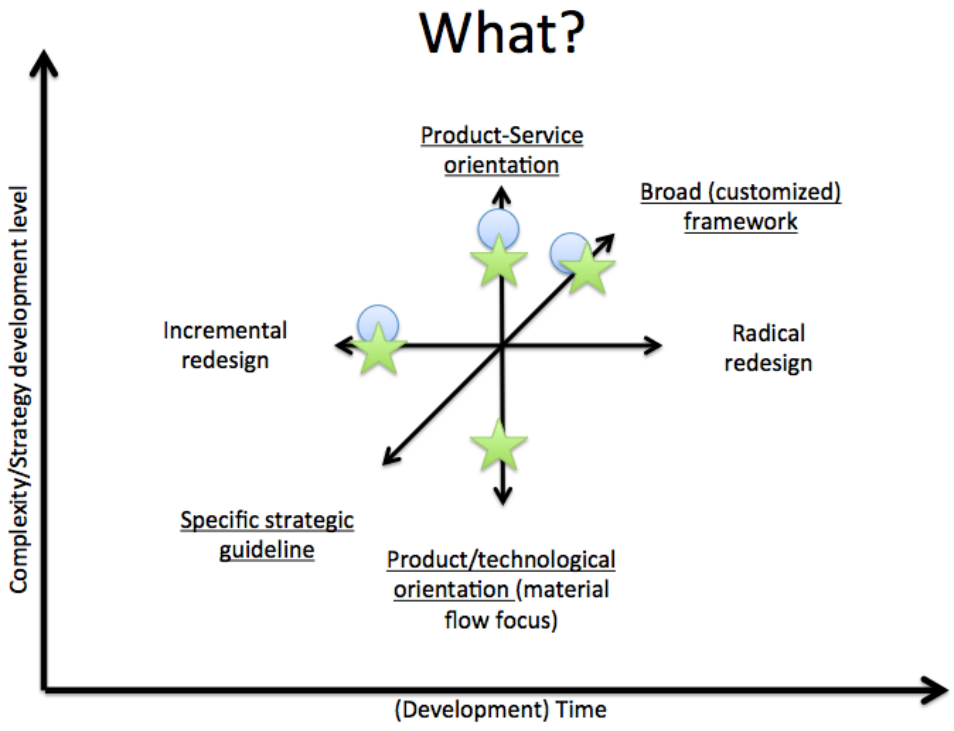

Figure 25- What is being done to implement the CS at Famoc Depanel? (Jankov and Koehler, 2013)

Specific strategic guideline vs. broad customised framework, which needs to be deeply embedded

Since always, the implementation of the CSS has always been intended to embed CS in the company's culture, influencing the deepest level of the organisational culture, the behaviours. Indeed, some members of the company hope that the various CSS have an influence on the way people think about sustainability and on their behaviours outside the company [1,3,21]. The project of the organic vegetable gardens for instance has been developed in this sense. The CEO hopes that "the project can raise awareness on what can be done for the environment" [21]. Apart from the ISO 9001, which can be seen as a CSS also focused on a specific strategic guideline, the majority of the CSS are seen as a broad customised framework deeply embedded in the company's culture.

4.6.4 How?

Continuous improvement vs. linear process of implementation

The problem is that some CS initiatives have a complete continuous improvement cycle and others do not. It has been observed that the majority of the sustainable indicators have a closed PDCA cycle. It can be concluded that Famoc Depanel is focused on a circular approach and will remain the same in the future.

Control through monitoring and reward system vs. value based discourse and mutual control

Famoc Depanel's CS practices are focused on value based discourse and mutual control. There is no such a thing as implementation of CS initatives based on reward. For instance, the employees of the production plant recycle automatically the raw materials' waste [1,3,4,7,8,13,14,16,17,18]. Moreover, the adoption of ISO 9001 increases the personal responsibility of employees by auto-controlling their own tasks. [13,14]. A shift from value oriented to monitoring is not expected in the close future.

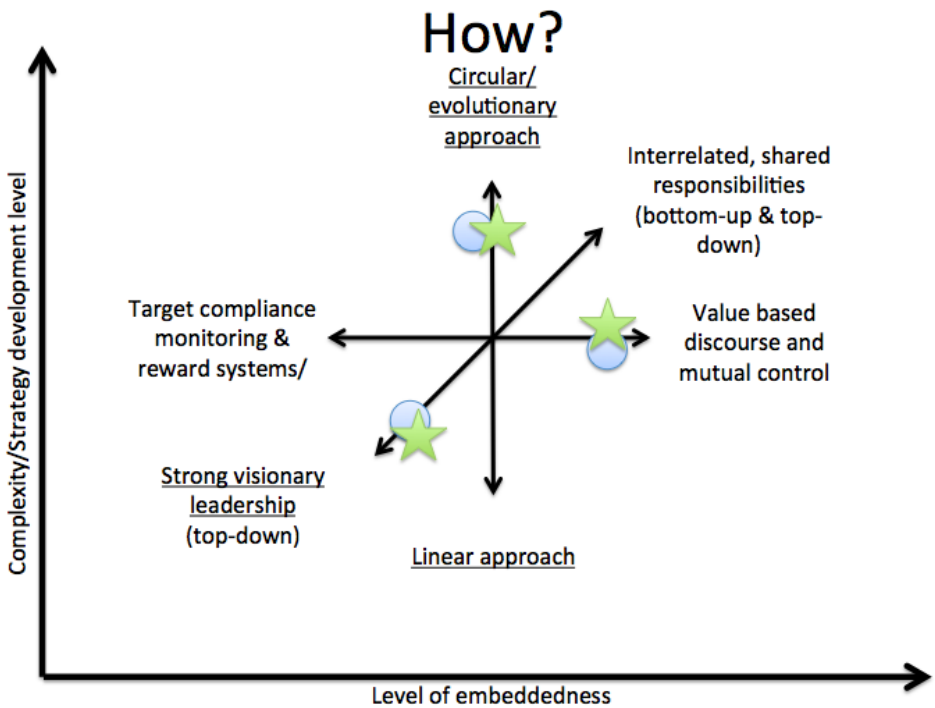

Figure 26- How does Famoc Depanel implement CS inside the organisational culture of the company? (Jankov and Koehler, 2013)

Strong leadership (top-down) vs. shared responsibilities (bottom-up & top-down)

As for now, the decisions about the CS initiatives of the company come mostly from the CEO [3,4,10]. Nevertheless, some initiatives also emerge from the other members of the management committee [13,17] or from the department of human resources, especially CS practices concerning the people dimension [4,15,16]. The CEO is the leader in the company concerning the CS practices.

4.6.5 Where?

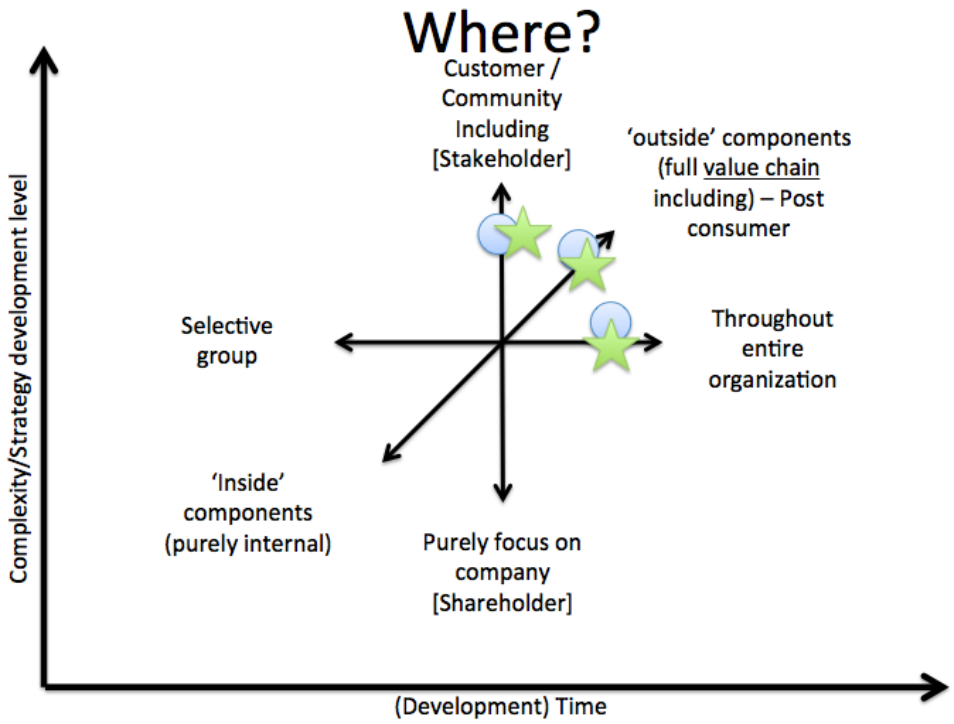

Figure 27- Where are the CS implement at Famoc Depanel? (Jankov and Koehler, 2013)

Focus on stakeholders vs. focus on shareholders

"Organisations have come to realise that meeting stakeholder expectations is as necessary conditions for sustainability as the need to achieve overall strategic business objectives" (Ballou et al., 2006). At Famoc Depanel the main intention of the CEO and the shareholders is to deeply embed the notion of sustainability in the organisational culture of the company [20,22]. CS initiatives have a strong focus towards their stakeholder [1,3,4]. By looking at the drivers of CS practices in the people dimension, it can be observed that they are focus towards their stakeholders. Famoc Depanels fosters the improvement of the employees' quality of life but also the local community of the company's surroundings [1,2,4,5,8,10,13,14,16,17,18]. Moreover, the CS practices taken on the planet dimension are usually customers driven [3,4,13,14,17,20].

Directed towards a certain group vs. directed throughout the entire organisation

By looking at the CS initiatives focused on improving the well-being of the employees, they are meant to benefit everyone working at the company [1]. There is no wish to restrict the CS practices to a certain group. Members of the management committee state that the hierarchical structure is flat at Famoc Depanel, which fosters equality between the employees [1,3,17]. For instance, the

project 'Carlos & Cecilia' was address to every employee of the company. All the employees passed through the filtering process to see whether or not they fit the specific requirements for accessing the subsidy [15,17]. Moreover, equal treatment between the employees is part of the personal values of some employees and is also seen as a core value of Famoc Depanel [1,3,5,10,15,17,18].

Internal processes orientation vs. full value chain orientation

At Famoc Depanel, sustainability is not only involved in the internal processes but throughout the entire value chain. For example, the company looks into the suppliers' processes to see whether they have a clean process production or not [1,20,25].

4.6.6 When?

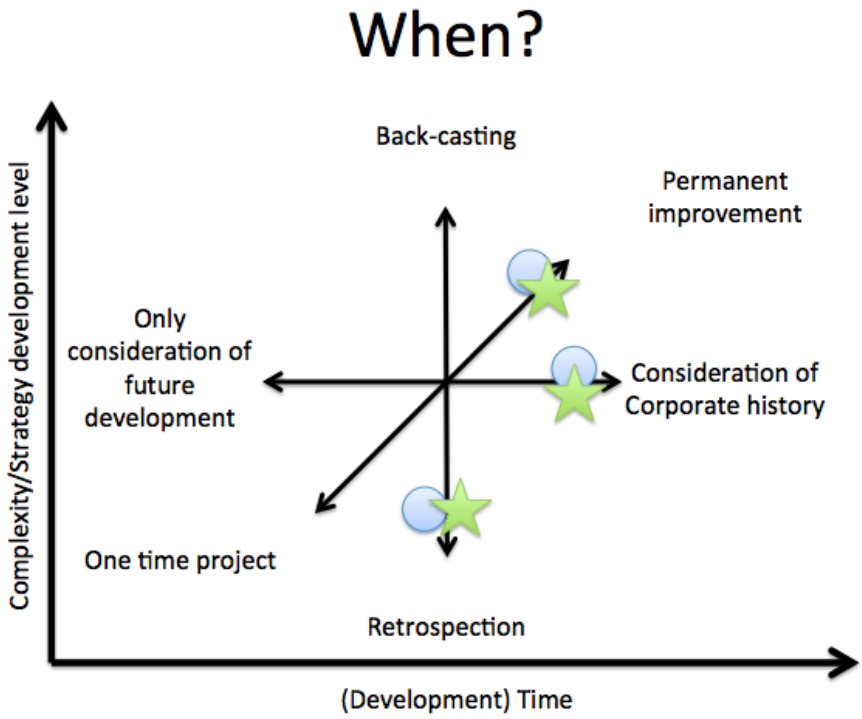

Figure 28- What is the time dimension that is considered by Famoc Depanel in CS? (Jankov and Koehler, 2013)

Backcasting vs. retrospection

Famoc Depanel does not embrace the principle of backcasting [1]. Backcasting is an approach that first set the goal of the company for the future in term of a desirable profile of the sustainability performance of the company. After the goal has been identified, the company develops the plan, internal policies and strategies in order to best reach the goal previously mentioned (Saghafi et al., 2013). Although, the CEO recognises the importance of backcasting for further development of a vision involving sustainability [20], he is not planning to do it in the near future.

Consideration of corporate history vs. only consideration of future development

Famoc Depanel is a 42 years old company whom went through many changes as it has been discussed previously. Learning from the past experiences is considered as an important characteristic for the company in order to avoid perpetrating the same mistakes in the present [20]. Moreover, employees' seniority is highly valued at Famoc Depanel [1,5,10,12,17] since their years of

experience and knowledge of the company's history is an advantage. Even newcomers –quality director and production manager –consider the corporate history in order to bring a smooth change for future development, especially in the process of adopting the QMS [13,14].

One time project vs. permanent improvement

The implementation of most of the CS initiatives is meant to bring a permanent improvement. From time to time, it occurs that some projects are a one-time investment but with a purpose of sustainable development. For instance, Famoc Depanel offered a school for the local community. It is indeed a one-time action but with the intention to bring education for the children of the local community [1,4,16,17,20]. The adoption of the certification ISO 9001 also goes in the sense of permanent improvement.

4.6.7 Bridging the gap between current situation and future intention

The results of the application of MoCSAs to the case study show that not many aspects have a gap between current situation and future intention. This section gives a brief overview of the approaches necessary to bridge the gap proposed by Jankov and Koehler (2013). Also, each aspect where there is a gap is associated to an unsuccessful integration item that can be improved as a solution to provide a bridge.

Scope/vision

Focus on the three dimensions of the TBL vs. limited focus on the three dimensions of the TBL

Famoc Depanel emphasizes its CS practices on the people dimension. However the company envisions including all the dimensions of the TBL in the future. The TBL was suggested as being the only approach to bridge that gap (Jankov and Koehler, 2013). Thus, an enhancement on the following unsuccessful integration items could help to bridge the gap along with the approach suggested:

- *Implementation of sustainability in the vision and mission of the company*
- *Integration of sustainability as a core value within the company*

Change occurs on a single process/business unit vs. change occurs on the entire organisation

Famoc Depanel also wants to include the entire organisation in its CS practices but in order to achieve this goal the company has to work on its communication skills. The approaches suggested to bridge the gap are: TBL, CP, CSR, C2C and TNS (Jankov and Koehler, 2013). Thus, an improvement of the following unsuccessful integration items could help to switch the focus:

- *Implementation of sustainability in the vision and mission of the company*
- *Raising awareness about CS practices via communication*
- *Integration of sustainability as a core value within the company*
- *Greater level of communication via flat hierarchy*

What?

Product-service oriented vs. product-production technology oriented

The company wants to be both product-service oriented and product-production technology oriented. However, up to now Famoc Depanel only emphasises on the former one. The approaches advised to help to have a better focus on focusing on the material flow are EE, CP and TBL (Jankov

and Koehler, 2013). Hence, improving the following integration item could help the company to intensify the focus on product-production technology oriented:

- *Eco-efficiency in the manufacturing processes through machineries and installation*
- *Implementation of sustainability in the vision and mission of the company*
- *Integration of sustainability as a core value in the company*

Thus, the TBL seem to be the one solution fit-all sustainability approach for bridging the gap between current situation and future intention. Moreover, implementing sustainability in vision, mission and core values of the company seem to be an effective integration item to bridge the gap.

5. Discussion

The previous chapter was describing the findings of the case study. Some conclusions have been drawn about the degree of the gap between vision and actions in CS practices. The following discussion serves to investigate how the case study can answer the research question stated in chapter 1. This section is divided in two parts. Firstly, the findings of the case study are compared with the theories mentioned in the literature review in chapter 2 to see how they contribute to answer the research question. Secondly, the problems of the LEAP FROCS framework applied to the case study are discussed to assess the improvements that need to be achieved for further research.

5.1 Case discussion

In the previous chapter it has been discovered that the level of (un)successfulness of the integration items combined with the intention gap found through MoCSAs prove that a gap between vision and action exists at Famoc Depanel.

It has been observed that the company fails to integrate CSS in its vision. Székely and Knirsch (2005, p.628) state that "[…] the reason is that most sustainable development initiatives have been developed in isolation of business activity and are not yet directly linked to business strategy". Indeed, at Famoc Depanel CS practices are not linked to the core business activity. The company prefers to adopt initiatives, which improve the well-being of its stakeholders. While literature says that companies usually tend to focus on the environmental side rather than the social side of the TBL (Hubbard, 2009), the trend was reversed at Famoc Depanel due to the emphasis on CS initiatives towards their employees and local communities. These findings are in line with the study of Pastrana and Sriramesh (2014) on Colombian companies who discover that most Colombian enterprises adopt CSR activities in order to satisfy their main stakeholders: employees, suppliers, customers and local community. Furthermore, Lindgreen et al. (2010) state that companies in Colombia have a crucial role on improving the well-being of the employees and local community since the government do very little in that sense. The project 'Carlos & Celia' or the grant of scholarship for the education of its employees reflect very well this philanthropic effort made by Famoc Depanel, which can be linked with the second stage of the social strategies, the new alliances (Lindgreen et al., 2010).

Famoc Depanel does not have any CSS since the company has not developed any vision on sustainability. Székely and Knirsch (2005) identify vision as being one of the critical success factors to achieve sustainability. Many authors agree on the fact that a company needs to implement its CSS in the vision, mission and values (Azapagic, 2003; Székely and Knirsch, 2005; Lindgreen et al., 2010). Although a vision and mission on sustainability are inexistent, sustainability can be found 'on paper' in the core values of the company. Nevertheless, few interviewees identify sustainability as being a core value of Famoc Depanel due to a lack of communication, but communication of current and future challenges is an important step to achieve sustainability (Hocke, 2014).

Although CSS are inexistent, many CS practices exist in the company. The analysis of the integration items demonstrates that the planning of CS initiatives is mostly done by the strategical level. This

implies that Famoc Depanel is following a top-down approach. MoCSAs indicates that a top-down approach requires strong leadership. It has been observed that the CEO plays an important role in spreading sustainability at Famoc Depanel. The CS initiatives emerge from the personal values and motivation of the CEO to protect the environment and improve the life of his employees. Thus, the emotional and behavioural attitudes of the CEO are the main reasons of the large implementation of CS in Famoc Depanel. Pastrana and Sriramesh (2014, p.24) observed that in Colombian companies, the owner-manager is usually the only one taking the decisions about CSR activities and stated that "the beliefs and personal characteristics of the CEO invariably get transmitted to the organisational culture and are reflected in the business actions of these organisation".

The CEO of Famoc Depanel intends to transmit informal and emotional attitudes to all his employees. Through the project of the organic vegetable gardens, the aim of the CEO is to raise awareness about the protection of the environment. Thus, the CEO is considered as the leader of the company, the person who decides the CS practices. Authors acknowledge that the leader is an important factor to achieve sustainability (Székely and Knirsch, 2005; Lozano, 2013a). The leader has different tasks (Székely and Knirsch, 2005). Deciding on the CS initiatives is one of them, but communicating CS to all the employees is another one (ibid). The findings show, however, that Famoc Depanel has a problem of communication in the different levels of the organisation. Although the CEO initiates many CS projects, he misses the necessary skills expected from a leader to transmit CS throughout the company. The lack of communication skills of the leader explains partially the gap between vision and action in CS practices.

The LEAP FROCS framework applied to the case study of Famoc Depanel reveals that continuous improvement is generally done successfully in the company. Indeed, it is the dimension that contains the highest number of successful integration items. Continuous improvement is required when the company takes a long-term approach (Székely and Knirsch, 2005). This is consistent with the results of the MoCSAs on the scope and vision of the CS practices that have determined that Famoc Depanel is a company focusing on a long-term approach involving cultural change rather than on short-term improvements. A cultural change in CSS needs to be implemented at every level of the organisational culture (Baumgartner, 2009) thanks to the leader (Székely and Knirsch, 2005).

Famoc Depanel's management committee intends to enhance a more sustainable behaviour among the employees through the implementation of the QMS. Although no studies mention a positive correlation between QMS and improvement of the company sustainability performance, Famoc Depanel is convinced that the QMS is the first step of the solution. Epstein and Roy (2001, p.593) state that "the alignment of strategy, structure and management systems are essential to companies to both coordinate activities and motivate employees toward implementing a sustainability strategy".

It has been noticed that the adoption of ISO 9001 provides a whole new set of integration items. All of them are assessed as slightly or partly successful. However, they cannot be associated as an integration item belonging to Famoc Depanel. These integration items are actually the requirements imposed by the QMS and, thereof, are not considered as Famoc Depanel integration items. However, this might change in the future if the company develops a vision on sustainability and decide that those integration items are part of the strategy.

Finally, the LEAP FROCS framework shows that sustainability is mostly embedded at the levels of artifact and value in Famoc Depanel. Most of them are stuck at the value level since the CEO only focuses on conveying informational and emotional attitudes to his employees, instead of focusing on behavioural attitudes. Focusing on behavioural attitudes will enable to implement sustainability changes deeper into the levels of the organisational structure. The best sustainability strategy –the systemic visionary strategy –is possible if CSS are grounded into every level of the organisational culture (Baumgartner and Bidermann, 2007).

It has been noticed that many integration items fail to be successful on the dimension of organisational culture, while the dimension of organisational learning and structure are easier to meet the requirements. The deeper a company wants to implement sustainability in the organisational culture, the more time it requires (Baumgartner, 2009). Thus, the results show that more time and effort is needed to implement CS practices in the dimension of organisational culture than in the dimensions of organisational learning and structure.

5.2 Reflections on the LEAP FROCS framework and further development

This thesis introduces a new framework, the LEAP FROCS framework, in order to capture the gap between vision and actions in CSS. Up to now, the literature did not provide any satisfying framework to investigate this issue. However, many models and theories explain how to best implement the CSS in order to bridge the gap. The LEAP FROCS framework emerged from the combination of these models and theories into a single framework. The current version of the framework needs to be further developed because of the problems identified once it was applied to the case study.

The first problem identified concerns the theoretical background used for the elaboration of the list of sustainability indicators –appendix A. This list is based on the GRI 3.1 guidelines, Vision 2050 by WBCSD and the indices and indicators of the SSI Review 2014 and covers the dimensions of the TBL. Every dimension of the TBL is divided into categories and then each category contains one or more indicators. However, when looking at the list of sustainability indicators of Famoc Depanel –appendix B, some indicators could not fit any categories mentioned in the literature. Two new categories were created to fill the gap: in the prosperity dimension, the category ‘corporate image’, which includes the indicator ‘brand recognition via an integrated structure’; and in the people dimension, the category ‘well-being of the employees’, which includes indicators of diverse projects and activities that contribute to the improvement of the well-being of the employees. Thus, in the future it is recommended to dig indicators in other reports in order to have a more exhaustive list.

Next, the selection process of the various integration items was based on subjectivity, and thereof biased. During the analysis of the data, a large number of integration items have been identified. However, for reasons of both space and time, a selection must be made. It was problematic to decide on the quantity and quality of the integration items. Furthermore, the list of the integration items discovered in the case study proves that some are more detailed than others. While the integration items resulting from the hypothesis are more general, the ones stemming from the sustainability indicators provide more details on how the sustainability has been implemented

within the company. Hence, a tool needs to be created to define the importance of an integration item over another.

Another problem was found in the attribution of accomplishment of sustainability within the levels of organisational structure. The method employed was to consider an integration item successful on a level of the organisational structure if one stage of the PDCA cycle was completed by a person of that level. However this method does not say if sustainability has been implemented across all the departments of the same level. Nonetheless, literature on organisational structure insists on the importance of implementing sustainability on every levels of the organisational structure from top to bottom and left to right. But in practice it is not always possible to implement an integration item through all the departments. For instance, 'improving the quality of life of the employees through granting a subsidy for acquiring a house' is executed, checked and act on the tactical level through the department of HR. Involving other departments of the middle management into this process would not make sense since the management of the employees is part of the responsibilities of the department of HR. Hence, further development is necessary in the dimension of the organisational structure on the LEAP FROCS framework. A solution could be the creation of a tool that can judge on an individual case basis to what extent the integration item needs to be implemented within a level of the organisational structure.

Combining the models of organisational structure and learning has shown to be problematic. Some integration items –especially in the people dimension –are focusing on the management of the employees and, therefore, the implementation cannot be achieved on the operational level. For instance, 'guarantee of efficient labour power via hiring process, salary and over benefits' has been planned by the management committee and executed, checked and acted by the department of HR. This integration item influences all the employees at every level of the organisational structure. But the way the LEAP FROCS framework has been conceptualised does not allow to say that the integration item has been implemented in the operational level since no stages of the PDCA cycle are been completed on that level. An easy solution would be to assess the successfulness of the integration item on each model separately.

Difficulties were experienced when stages of the PDCA cycle were not completed with consistency. If the observations were not convincing on the topic, a choice had to be made to determine whether or not the integration item was accomplished on that stage of the PDCA model. For instance, 'compensation of the carbon footprint via the tree project' is executed by the employees of the tactical and operational level, however, the marketing director reported that the project was not done constantly. Since it has been observed that a tree was given in most of the cases, the do phase was considered as accomplished. However, this decision does not reflect entirely the reality. Further development of the LEAP FROCS framework should consider a tool that can better translate the reality.

Finally, the results show that few integration items are implemented at the deepest levels of the organisational culture: intention and behaviour. Literature says that basic assumptions are hard to decipher (Schein, 2004; Baumgartner, 2009). Thus, there is no absolute certainty that the findings in the case study concerning the embeddedness of the integration items within the organisational

culture reflect the reality. The general limitations of the research mentioned in the section 3.9 might explain the lack of information on these two levels.

Despites these problems, the LEAP FROCS framework remains a useful tool for analysing the gap between vision and actions in the area of sustainability. Furthermore, the framework provides a helpful glimpse on where the integration items have been stuck in the various dimensions. Thus, the LEAP FROCS framework enables to capture and identify the problems of the not fully successful integration items, which can serve as a first step towards a solution in bridging the gap between vision and actions in CS practices. However, further development should be made in order to minimise the disadvantages and to produce a more accurate tool.

6. Conclusion

In the context of identifying the gap between the vision in sustainability and its implementation in practice, the LEAP FROCS framework was build. The dimensions used inside the LEAP FROCS framework were not new, but the combination of all these major theories was a step forward in the comprehension of the social factors leading to the discrepancy between vision and actions.

The research question was based on the assumption that the vision of sustainability was necessarily transcribed into its CSS. The case study conducted at Famoc Depanel demonstrates that although no CSS were identified, the company was embracing sustainability as a value but not as a core business's strategy. The company had already taken some actions in the domain of sustainability; however, these actions are not framed as part of a bigger vision. This lack of vision explains to a great extent the non-coordinated actions and the poor impact of thereof on the company sustainability scorecard.

The LEAP FROCS framework was applied to the case study and the results show that sustainability is usually well implemented in the organisational structure and learning but not in the organisational culture. An unsuccessful leadership due to a lack of communication between the different levels of the organisational structure and a lack of behavioural attitudes among the employees are, thus, the social factors that explain the gap at Famoc Depanel.

The research has presented a new model, which captures the gap between vision and actions in CS practices. While many authors have already developed frameworks and models to explain the best way to insert CSS within a company, none of them provided a satisfying picture of the reality. The LEAP FROCS is innovative in the way that it uses a holistic approach that combines five dimensions identified by many authors as important theories for integrating sustainability within an enterprise. However, during the analysis process, it has been observed that none of the dimensions was showing the importance of direct and indirect stakeholders in the process of CSS implementation. Thus, for further research it is recommended to add the stakeholder to the LEAP FROCS framework as a sixth dimension.

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Appendix

A. Sustainable Indicators from GRI 3.1, Vision 2050 and SSI

Dimension	Categories	Indicators	Source
PROSPERITY	**Economic performance**	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	GRI 3.1
		Financial implications and other risks and opportunities for the organization's activities due to climate change	GRI 3.1
		Significant financial assistance received from government	GRI 3.1
		Coverage of the organization's defined benefit plan obligations.	GRI 3.1
		Innovative financing mechanisms focus on longer term sustainable investments	Vision 2050
	Market presence	Policy, practices, and proportion of spending on locally based suppliers	GRI 3.1
		Procedures for local hiring and proportion of senior management hired from the local community	GRI 3.1 SSI
	Indirect economic impacts	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial or pro bono engagement	GRI 3.1
		Accounting standards integrate positive and negative externalities	Vision 2050
	Salary	Policy, practices for a minimum wage	SSI
		Policy, practices for a living wage	SSI
	Buyer/seller relation	Rate of written contract between buyers and sellers	SSI
	Governance	Participation of major collection of international agreements on climate and energy	Vision 2050
	Product responsibility	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	GRI 3.1 SSI
		Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	GRI 3.1
		Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	GRI 3.1
		Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	GRI 3.1

Dimension	Categories	Indicators	Source
PEOPLE	**Employment**	Total workforce by employment type, employment contract, broken down by gender	GRI 3.1
		Total number and rate of new employee hires and employee turnover by age group and gender	GRI 3.1
		Return to work and retention rates after parental leave, by gender	GRI 3.1
	Employment conditions	Percentage of employees having a written contract	SSI
		Policy, practices for a maximum number of working hours	SSI
		Percentage of timely payment of wages	SSI
		Transparency of employment practices	SSI
		Policy or practices for treatment of contract workers	SSI
	Employment benefits	Policy, practices for paid leave in case of sickness or maternity/paternity leave	SSI
		Policy, practices for pension and security benefits	SSI
	Labour/management relations	Percentage of employees covered by collective bargaining agreements	GRI 3.1
		Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements	GRI 3.1
	Occupational health and safety	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by gender	GRI 3.1 SSI
		Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	GRI 3.1 SSI
		Access to medical assistance at work	SSI
		Access to safe drinking water and sanitary facilities at work	SSI
	Training and education	Average hours of training per year per employee by gender, and by employee category	GRI 3.1 SSI
		Education about reproductive choice, contraception and family planning	Vision 2050
	Gender equality	Policies or practices for women's labour right	SSI
		Policies or practices for women's health and safety	SSI
		Policy or practices to educate women and improvemen of the engagement in economic activities	Vision 2050
	Diversity and equal opportunity	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	GRI 3.1 SSI
	Equal remuneration for men and women	Ratio of basic salary and remuneration of women to men by employee category	GRI 3.1 SSI
	Forced and	Operations and significant suppliers identified as	GRI 3.1

PEOPLE	**compulsory labour**	having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	SSI
	Assessment of human rights	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	GRI 3.1
	Investment and procurement practice	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening	GRI 3.1
		Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken	GRI 3.1
		Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	GRI 3.1
	Non-discrimination	Total number of incidents of discrimination and corrective actions taken	GRI 3.1 SSI
	Freedom of association and collective bargaining	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	GRI 3.1 SSI
	Child labour	Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	GRI 3.1 SSI
		Policies or practices implementing a minimum age	SSI
	Indigenous rights	Total number of incidents of violations involving rights of indigenous people and actions taken	GRI 3.1
	Remediation	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	GRI 3.1
	Local community	Percentage of operations with implemented local community engagement, impact assessments, and development programs	GRI 3.1 SSI
		Operations with significant potential or actual negative impacts on local communities	GRI 3.1
		Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	GRI 3.1
	Human treatment of animals	Policies or practices for human treatment of animals	SSI
	Corruption	Percentage and total number of business units analysed for risks related to corruption	GRI 3.1
		Percentage of employees trained in organization's anti-corruption policies and procedures.	GRI 3.1
		Actions taken in response to incidents of corruption	GRI 3.1

	Public policy	Public policy positions and participation in public policy development and lobbying	GRI 3.1
	Compliance with law and regulations	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations	GRI 3.1

Dimension	Categories	Indicators	Source
PLANET	**Materials**	Materials used by weight or volume	GRI 3.1
		Percentage of materials used that are recycled input materials	GRI 3.1
		Policy or initiative to set standards for recycling and reuse	Vision 2050
	Energy	Direct energy consumption by primary energy source	GRI 3.1 SSI
		Indirect energy consumption by primary source	GRI 3.1
		Energy saved due to conservation and efficiency improvements	GRI 3.1 SSI Vision 2050
		Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	GRI 3.1
		Initiatives to reduce indirect energy consumption and reductions achieved	GRI 3.1
		Participation for cap & trade or carbon tax	Vision 2050
	Water	Total water withdrawal by source	GRI 3.1
		Percentage and total volume of water recycled and reused	GRI 3.1 SSI
		Policies or practices for waste water disposal	SSI
		Policies or practices for water reduction	SSI
	Biodiversity	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	GRI 3.1 SSI
		Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	GRI 3.1
		Initiatives to increase knowledge and attention on ecosystem services	Vision 2050
		Habitats protected or restored	GRI 3.1
		Strategies, current actions, and future plans for managing impacts on biodiversity	GRI 3.1 Vision 2050
		Initiatives for flora density and diversity	SSI
		Initiatives to protect endangered species	Vision 2050
		Respect of initiatives for prohibition of conversion of high conservation value land	SSI
	Agriculture	Initiatives to have a freer trade in agricultural products	Vision 2050

PLANET	**Forest**	Initiatives to shift the production from modified natural forest to planted forest	Vision 2050
		Policies or practices to reduce deforestation or to encourage afforestation	Vision 2050
		Participation to program to gain carbon credits for avoided deforestation	Vision 2050
	Soil	Initiatives for the soil conversion by preventing the erosion and reductions achieved	SSI
		Initiatives for the maintenance of the soil quality	SSI
	Emissions, effluents and waste	Total direct and indirect greenhouse gas emissions by weight	GRI 3.1 SSI
		Other relevant indirect greenhouse gas emissions by weight	GRI 3.1
		Initiatives to reduce greenhouse gas emissions and reductions achieved	GRI 3.1 SSI
		Emissions of ozone-depleting substances by weight	GRI 3.1
		NO, SO, and other significant air emissions by type and weight	GRI 3.1
		Total water discharge by quality and destination	GRI 3.1
		Total weight of waste by type and disposal method	GRI 3.1 SSI
		Total number and volume of significant spills	GRI 3.1
		Policy or practices for waste management	SSI
		Initiatives for soil carbon sequestration	SSI Vision 2050
	Synthetic inputs	Enforcement of a prohibited list of synthetics	SSI
		Initiatives for complete prohibition of synthetics	SSI
		Policy or practices for pest control and management	SSI
	Utilization GMO	Initiatives to reduce the use of genetically modified organisms and reductions achieved	SSI
	Buildings	Initiatives to reduce the energy use of the building and reductions achieved	Vision 2050
	Products and service	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	GRI 3.1
		Percentage of products sold and their packaging materials that are reclaimed by category	GRI 3.1
	Environmental compliance	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations	GRI 3.1
	Transport	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	GRI 3.1
		Initiatives to reduce the fossil fuel used in transportation and reductions achieved	Vision 2050

B. Sustainable indicators at Famoc Depanel

Dimension	Categories	Indicators
PROSPERITY	**Economic performance**	Flexibility in production power via seasonal hiring and/or outsourcing
		Financial aid from the government in a corporate cooperative structure
		Financial independence with "small is beautiful"
		Gain a lot of market shares and brand recognition
		Improved turnover via organic growth
		Improved turnover via volume discount
		Improved turnover via exportation
		Incentives and additional benefits for working sale force
		Market pricing strategy (price competitive vs. differentiation)
		Matching direct competitor pricing strategy
		Innovative financial mechanism via the renting business
		Low investment in production tool
		Improved margin via new centralised production
		Improved margin via change of the distribution strategy (distributors vs. in-house commissioned sellers and independent architect)
		Improved margin via hiring medium professionals
		Improved margin via importation of semi-finished goods
		Conservative indebtedness policy
		Low working capital via low inventories
		Transport optimization leading to improved cost of distribution
		Set optimization leads to higher production cost
		Guarantee of a specific supplier via creation of a sister company (Organik)
		Lower transportation costs via own production process in the regional offices
		Guarantee of specific suppliers via creation of smal production enterprises
		Guarantee of specific distributors via creation of small commercial agencies
	Market presence	Local hiring policy
		Build the local community via social investments
		Employees' transportation to work sponsored by the company
		Investments on socio-environmental project

PROSPERITY	**Salary**	Fair salary progression based on performance, seniority and law
		Insurance and pension part of over benefits
		Minimum fixed wage guaranteed vs. salary highly dependent on volume
	Buyer/seller relation	Improving the product timing delivery
		Order of prioritization of best clients
	Product responsibility	Process and quality improvement via ISO 9001
		Quality control via integrated production
	Corporate image	Brand recognition via an integrated structure

Dimension	Categories	Indicators
PEOPLE	**Employment**	Improved retention rate via new organisation structure
	Employment conditions	Written contract for every employee
		Policy for a maximum of working hours
		Favour internal promotion over external hiring
	Employment benefits	Three weeks of paid vacation
		Insurance and pension paid
		Subsides for acquiring a new house -"Carlos & Cecilia"
		Reward based on performance
	Labour/management relation	Respect the procedure for firing employees
	Occupational health and safety	Yearly complete medical check-up for all the employees
		Offering organic vegetables
	Training and education	Scholarship provided for the employees wishing to study
		Business training for the employees (internal vs. external)
		Partly-paid English classes
		Training for organic vegetable gardens
		Training for funding enterprises
	Diversity and equal opportunity	Equity and diversity between the employees
		Hiring displaced people
		Hiring people based on a checklist (experience, studies, etc.)
	Equal remuneration for men and women	Fair salary based on performance
	Non-discrimination	Respect between the employees
		Equal treatment between employees
	Child labour	Minimum age respected

PEOPLE	**Indigenous rights**	Help indigenous people via various projects (computer, office)
	Local community	Local hiring policy
		Building school in the region
		Helping farmer of the region
		Giving prefabricated house to the community
		Photography contest for farmers' children of Barrichara
		Creation of a farmers' school
		Supporting health of farmer's children of the regior
		Offering a hospital to the local community
		Sponsor dance class for children of the community
		Offering used/damaged furniture to local school
		Creation of a health centre
		Creation of a thinking centre
		Creation of fair trade chain between farmers and the employees
		Quinoa project
		Supporting organic farmers' organisation
		Small cells of production enterprises and commercialisation agencies –"Small is beautiful"
	Corruption	No use of corruptive actions for winning a business
	Well-being of the employees	Free time during working hours for various projects (dance class, theatre class, English class, etc.)
		Sponsor football tournament for the employees
		Integration event
		Two weekly hours for organic vegetable gardens
		Dance group
		Veiling ceremony
		Close to nature working environment
		Gifts given on special date (Christmas, Mother's day, etc.)
		End of the year party
		Flat hierarchy
		Free bus transportation for the employees

Dimension	Categories	Indicators
PLANET	**Materials**	Warehouse recycled
		Use of materials composed of natural components (recycled)
	Energy	Efficiency in machinery and installation
		Cleaner production process
		Contract of suppliers with a clean and healthy production system

PLANET	**Water**	No road surface for an easier infiltration of the water
		Water from the well
		Dirty water treated via an external enterprise
	Biodiversity	Production plant in a natural environment
	Soil	No use of chemicals, pesticides and fungicide
	Emission, effluents and waste	Recycling raw materials' waste (wood, plastic, carton…) via an external enterprise
		No use of polluting, solvent and elements with bad effects for the environment
		Process for washing metallic pieces
		Aluminium and plate reprocessed
	Synthetic inputs	Organic vegetable garden
		Use of natural fertilizer/compost
	Buildings	Use of materials reducing the heat
	Products and service	Eco design
		Respect and preservation of the environment via various environmental projects and compliance with the law (RUA-Regristro Unico Ambiental)
		Compensation of their carbon footprint by offering a tree to their clients
		Renting project vs. selling furniture
		Importation of carpets following the philosophy "Cradle-to-Cradle"
	Transport	Goods' transport optimization
		Employees' transport optimization via the route
		Purchase more efficient trucks

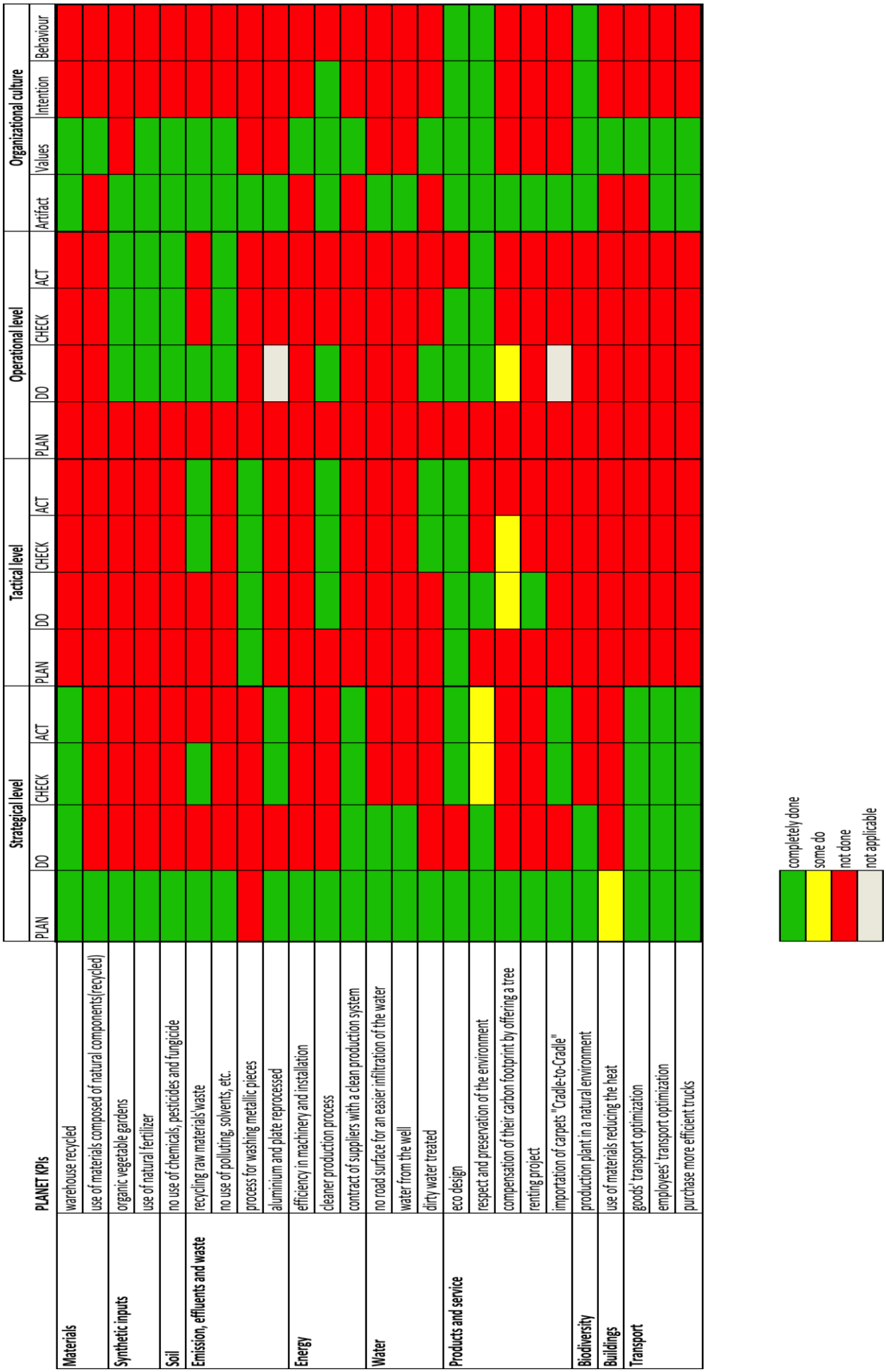
C. Sustainable indicators-prosperity dimension

	PROSPERITY KPIs	Strategical level			Tactical level				Operational level				Organizational culture			
		PLAN	DO	CHECK	ACT	PLAN	DO	CHECK	ACT	PLAN	DO	CHECK	ACT	Artifact	Value	Intention	Behaviour
Economic performance	flexibility in production power via seasonal hiring and/or outsourcing																
	financial aid from the government in a corporate cooperative structure																
	financial independence with "small is beautiful"																
	gain a lot of market shares and brand recognition																
	improved turnover via organic growth																
	improved turnover via volume discount																
	improved turnover via exportation																
	incentives and additional benefits for working sale force																
	market pricing strategy																
	matching direct competitor pricing strategy																
	innovative financial mechanism via the renting business																
	low investment in production tool																
	improved margin via centralised production																
	improved margin via change of the distribution strategy																
	improved margin via importation of semi-finished goods																
	improved margin via hiring medium professionals																
	conservative indebtedness policy																
	low working capital via low inventories																
	transport optimization leading to improved cost of distribution																
	set optimization leads to lower production cost																
	guarantee of a specific supplier via creation of a sister company																
	guarantee of specific suppliers via creation of small production enterprises																
	guarantee of specific distributors via creation of small commercial agencies																
	lower transportation costs via own production process in the regional offices																
Market presence	local hiring policy																
	build the local community via social investments																
	employees' transportation to work sponsored by the company																
	investments on socio-environmental project																
Salary	fair salary progression based on performance, seniority and law																
	insurance and pension part of over benefits																
	minimum fixed wage guaranteed vs. salary highly dependent on volume																
Buyer/seller relation	improving product timing delivery																
	order of prioritization of best clients																
Product responsibility	process and quality improvement via ISO 9001																
	quality control via integrated production																
Corporate image	brand recognition via an integrated structure																

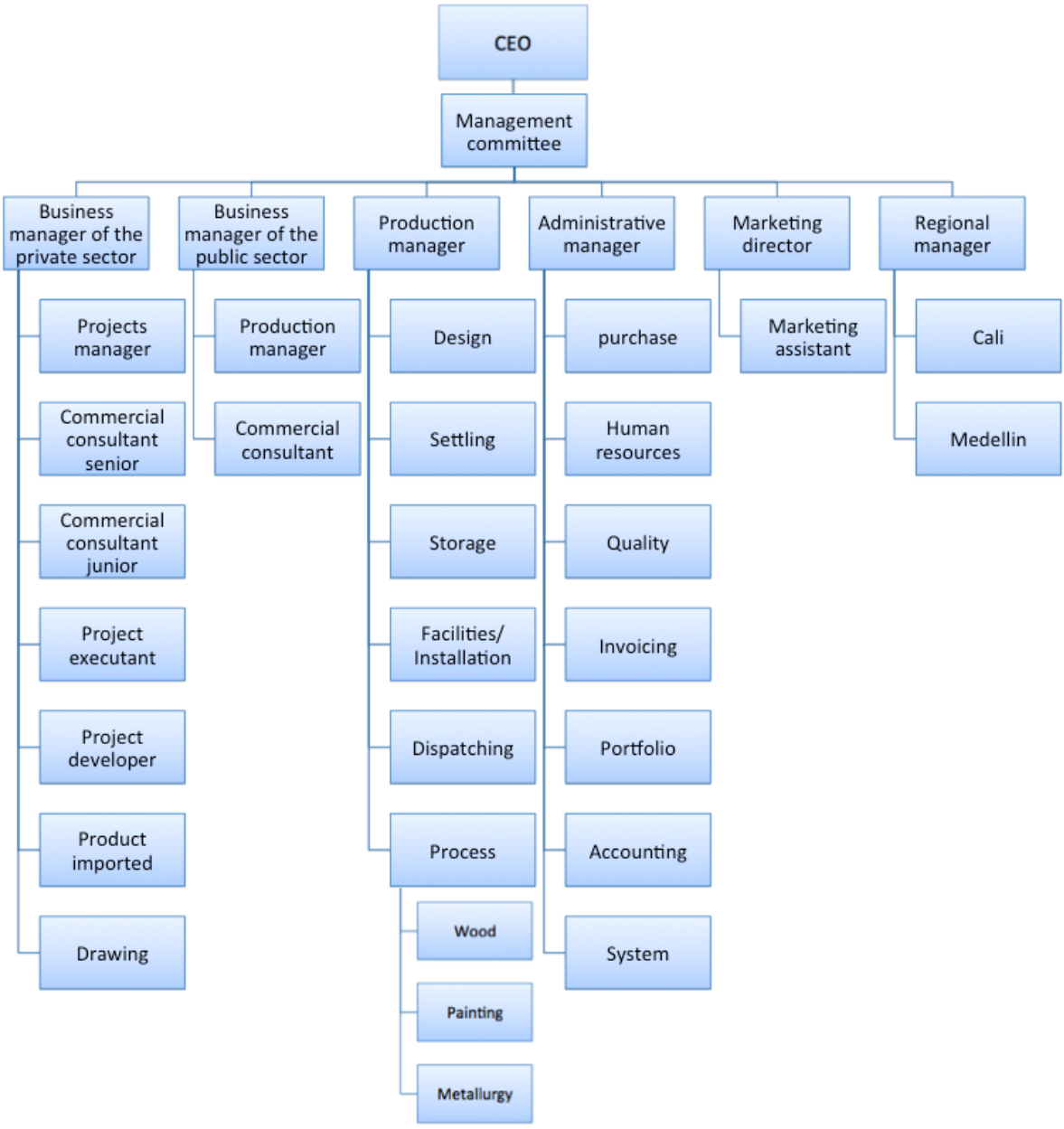
completely done
some do
not done
not applicable

D. Sustainable indicators-people dimension

E. Sustainable indicators-planet dimension



F. Organisational chart of Famoc Depanel



G. List of data collected

#	Subject Matter	With	Date
1	Interview	CEO of Famoc Depanel S.A.	01.04.2014
2	Interview	CEO of Famoc Depanel S.A.	27.04.2014
3	Interview	Business manager of the public sector	28.04.2014
4	Interview	Marketing director	29.04.2014
5	Interview	Manager of Organik	29.04.2014
6	Interview	CEO of Famoc Depanel S.A.	29.04.2014
7	Interview	CEO of the company FABRIOLI	30.04.2014
8	Interview	CEO of the company Carro di Muebles	30.04.2014
9	Interview	Seasonal employee	30.04.2014
10	Interview	Regional manager of the office of Medellín	05.05.2014
11	Interview	CEO of Famoc Depanel S.A.	06.05.2015
12	Interview	Chief of a group of commercial sellers	06.05.2014
13	Interview	Production manager	13.05.2014
14	Interview	Quality director	13.05.2014
15	Interview	Human resources director	14.05.2014
16	Interview	Business manager of the private sector	26.05.2014
17	Interview	Administrative manager	27.05.2014
18	Interview	Supervisor of the wood production line	27.05.2014
19	Meeting	CEO, production manager, Sjors Witjes & Walter Vermeulen	20.05.2014
20	Meeting	CEO	18.06.2014
21	Documents		
22	Newspaper article	Huerta & cía (Nacional)	
23	Newspaper article	Para 'cultivar' un mejor país (El Tiempo)	06.11.1999
24	Newspaper article	La huerta hortelana (El Espectador)	15.12.1999
25	Documents	Nuestro compromiso socio ambiental Famoc Depanel	