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The influence of Organizational Change Management on the effectiveness of Corporate Sustainability Strategies within Government Owned Companies

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The influence of Organizational Change Management on the effectiveness of the Corporate Sustainability Strategy within Government Owned Companies

Master Sustainable Business and Innovation
Utrecht University

Student name: Mart Willem van Kuijk
Student number: 3487016
Student phone: +31643917616
Student email: martvankuijk@gmail.com
University name: Utrecht University
UU supervisors: dr. Maryse Chappin
Supervisor email: M.M.H.Chappin@uu.nl

Company name: Sustainalize
Company supervisor: Wouter van 't Hoff, MSc
Company address: Herculeslaan 24, 3584 AB Utrecht
(until 29th of February)
Homeruslaan 85, 3581 ME Utrecht
(from 1st of March)
Supervisor email: wouter.van.t.hoff@sustainalize.nl

Abstract

A number of theories and models for organizational change management (OCM) for corporate sustainability (CS) have been developed to help organization to further integrate CS. This study made an initial attempt to study the influence of OCM for CS on the effectiveness of the CSS. As currently only limited knowledge is available on how OCM for CS influences the effectiveness of the CSS, three change management aspects are examined: 1) Leadership; 2) Measure and communicate progress; and 3) Aligning CS within the organization. This study is viewed from the perspective of Government Owned Corporations (GOC) as this type of organization feels a stronger need for accountability and legitimacy regarding sustainability and could therefore provide progressive results towards OCM for CS. A comparative case study collected qualitative data from 9 GOCs by using three data collection phases, i.e. desk research, semi-structured interviews and speed interviews. The findings of this study indicate that the three management aspects explored within this study all have a different influence on the effectiveness of the CSS. Based on these findings several interesting insights have been provided and suggestions for further research are given.

Acknowledgements

In the spring of 2014, which is exactly two years ago, I enrolled in the Master's Program of Sustainable Business and Innovation at Utrecht University. During the program previous to this research I performed several in-company exercises and as well I have taken the opportunity to go abroad for a consultancy project. These proceedings have equipped me for conducting this research: *The influence of Organizational Change Management on the effectiveness of Corporate Sustainability Strategies within Government Owned Companies*

I would first like to thank my thesis mentor dr. Maryse Chappin from Utrecht University. She was eager to help me out and the door to her office was always open when I ran into problems. She constantly pushed this paper to be my own work, but guided me in the right direction whenever she believed I needed it.

I would also like to thank Sustainalize for hosting this research, they supported me and provided me with expert knowledge on the market. A special appreciation goes out to my company supervisor Wouter van 't Hoff. He was always there for me, provided me with valuable insights and also became a friend. Because this research was performed in combination with an internship I occasionally struggled with my thesis/work balance, since I also performed consultancy services for my host employer. Although it was tough at times, I have learned so much from this period. Nonetheless, without the passionate participation and input of my colleagues it would not have been as much fun as it was.

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Mart Willem van Kuijk

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List of abbreviations

CS: Corporate Sustainability
CSR: Corporate Social Responsibility
CSS: Corporate Sustainability Strategy
GOC: Government Owned Corporation
OCM: Organizational Change Management
TBL: Triple Bottom Line
UNCED: United Nations Conference on Environment and Development
WCED: World Commission on Environment and Development
PPP: People/Planet/Profit

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1 Introduction

1.1 Research background and problem definition

Since the industrial revolution mankind has and still is exponentially deteriorating planet earth. This trend has led to several developments in the field of sustainability in order to slow down the impact of human activity on the environment (UNCED, 1992; Visser, 2012; WCED, 1987). These developments did not only put pressure on governments, but also indicated that companies contribute to a large share of the problem (Benn, Dunphy, & Griffiths, 2014; Sharma & Vredenburg, 1998). This is for example represented in the share of global greenhouse gas emissions that companies contribute, i.e. in 2013 the Fortune 500[1] was accountable for 13% of the global greenhouse gas emissions (Thomson Reuters & BSD Consulting, 2014).

The acknowledgement of the impact that companies have led to an increase of pressure from stakeholders such as investors and customers (Benn et al., 2014). As a result, companies gradually recognized their responsibilities concerning sustainability, which influenced them to focus on it more intensively (Visser, 2012). Companies began to strive for manageability in order to ensure responsibility and accountability. Also, a need emerged for plotting one's progress and impact against shifting measures of economic, environmental, and social valuation, and companies started integrating sustainability practices into their business model (Christofi, Christofi, & Sisaye, 2012; Visser & Kymal, 2014). Companies started to see a business case for sustainability (Hockerts & Dyllick, 2002).

Sustainability within companies is commonly defined as Corporate Sustainability (CS). In this study CS is described as a business approach that creates a long-term 'green' strategy. Here all the dimensions are taken into account (Benn et al., 2014; Marrewijk, 2003), such as the triple bottom line (TBL), explained by Elkington (1997) as a social, environmental and economic dimension. According to Lozano (2008) two-tiered model companies should also focus on long-term decision-making by taking into account the dimension of time. The dimension of time is defined as an element to observe continuous change within the other dimensions that together make up the full dimensions of sustainability (Lozano, 2008). This would create 'dynamic equilibria among economic, environmental and social actions, and the short-, long- and longer-term perspectives'.(Lozano, 2008, p. 1838). In addition, Azapagic (2003) mentioned that dimensions should not be seen as an add-on, rather as 'umbrella' tools that help companies to identify and manage economic, environmental and social actions in an integrated way.

For the integration of CS, sustainability issues need to be incorporated into the corporate strategy (Hockerts & Dyllick, 2002). Moreover, this corporate strategy should be designed to improve the performance CS related goals (Baumgartner & Ebner, 2010). As a matter of fact, KPMG (2011) mentioned that a large number of companies and organizations are anticipating the importance of sustainability issues by implementing CS related goals into their corporate strategy (i.e. the Corporate

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[1] The Fortune 500 is a list of the 500 biggest companies in the world ranked and listed through their annual turnover.

Sustainability Strategy (CSS).

Although efforts to incorporate sustainability goals within a company through a CSS are now increasingly being made (by organizations and companies), the efforts alone do not necessarily result in the achievement of these goals. Several studies indicate that often a gap exists between the vision (embodied in the strategy) and action (performance) on sustainability (Székely & Knirsch, 2005; S. Witjes, 2014). Therefore, in order to successfully integrate CS within a company, it is necessary to bridge the gap between the CSS and its performance in practice (I. S. Witjes, Cramer, & vermeulen, 2014). According to Epstein and Buhovac (2014) it is difficult for companies to successfully implement a CSS without influencing current business practices or their general corporate strategy, because it often conflicts with the short-term profitability of the business (Epstein & Roy, 2001). Nonetheless does current literature underline that the implementation of a CSS is an important driver for long-term profitability (Benn et al., 2014; Epstein & Buhovac, 2014; Epstein & Roy, 2001). This conflict between the short- and long-term profitability, referred to in this study as a 'gap', can only be bridged by a change or more precisely change management (Benn et al., 2014; Dunphy & Griffiths, 1998). Change management is an essential part of the integration of CS and scientific literature defines that organizational change management (OCM) or more specifically OCM for CS, is needed in order to accommodate this integration of CS (Asif, Searcy, Zutshi, & Ahmad, 2011; Benn et al., 2014; Székely & Knirsch, 2005; I. S. Witjes et al., 2014). Consequently, several scholars identified the importance to study the role of change management on the effectiveness of a CSS (Benn et al., 2014; Linnenluecke & Griffiths, 2010; Todnem, 2005). However, according to Gond et al. (2012) little is known about how change management influences the effectiveness of the CSS. In order to study this relationship, propositions were formulated based on OCM and OCM for CS literature. These propositions were then tested through a comparative case study design.

1.2 Government Owned Companies

It can be observed that several front-running companies in the field of CS are Government Owned Corporations (GOC) (Córdoba-Pachón, Garde-Sánchez, & Rodríguez-Bolívar, 2014; Ministry of Economic Affairs, 2015). GOCs are legal entities that provide commercial activities on behalf of a parent government, dependent on the share of ownership (Toninelli, 2000). The share of ownership can differ widely from being part of a government to having the government as a regular shareholder. Another characteristic of GOCs is that they are often involved in natural monopolies, infrastructure, natural resources, energy and strategic goods and services. According to Roper and Schoenberger-Orgad (2011), GOCs appear to react differently on issues of accountability and legitimacy and therefore approach CS in a different way than 'normal' companies. Because GOCs often provide a public service, they feel the need to serve the public. GOCs do this by offering transparency and are increasingly taking into account non-financials[2] into their 'business as usual' (Ministry of Economic Affairs, 2015; MVO Nederland, 2015). Currently no research has been performed on how to integrate CS for GOCs. However, literature on OCM for sustainability is available related to companies in general (Benn et al., 2014). Therefore this literature served as a basis for this study.

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[2] A quantitative measure of either an organization's performance that is *not* expressed in monetary units (e.g. CO_2, Full time equivalents, Energy)

The first aim of this study is to attain more knowledge on the relationship between OCM and the corporate strategy for sustainability within GOCs. Consequently, the findings of this study allow GOCs and other corporations to create a more effective CSS by having knowledge on how OCM influences this process. Secondly, because of the explorative nature of this study, it is aimed to develop a research design that would give insight in the relationship between OCM for CS and the effectiveness of the CSS. The third aim of this study is to provide practical knowledge on how GOCs can use OCM to improve the effectiveness of their CSS. This knowledge is especially useful for GOCs but also has a value for companies providing consultancy services (e.g. Sustainalize[3]).

1.3 Research questions

The theory base on the relationship between OCM for CS and the effectiveness of the CSS has not been researched extensively. To explore this relationship that SVC influences the integration of CS in an organization, this thesis is aimed on answering the following research question:

In what way does the Organizational Change Management approach influence the effectiveness of a Corporate Sustainability Strategy within Government Owned Corporations?

In order to answer the main research question, several sub questions were formulated:
1. What kind of Organizational Change Management actions are used for the implementation of a Corporate Sustainability within Government Owned Corporations?

2. What is the effectiveness of the Corporate Sustainability Strategy within Government Owned Corporations?

1.4 Scientific relevance and connection to theoretical debate(s)

The contribution to current literature is twofold. On the one hand, when looking at the context of other studies, they do not cover the relationship between OCM for CS and the effectiveness of the CSS. However, considering the change management approach that companies apply to obtain a more effective CSS, there is a wide variety of approaches to apply. Hence, there is only little known about how these approaches exactly influence the effectiveness of the CSS. Therefore, this explorative study attempts to gain valuable insights in how the management approach, and the various management aspects they consist of, is influencing the effectiveness of the CSS of GOCs. This connects and builds upon several studies that suggest approaches for OCM for CS (Benn et al., 2014; Doppelt, 2009; Lozano, 2013). From the management aspects that together make up the approaches within these studies, the most important aspects are selected. Secondly, the selected aspects are categorized into different more practical management actions. By these means, this study will give a more detailed view of how GOCs are using OCM for CS to achieve a more effective strategy. Hence, the results provide interesting new outcomes and insights upon which future research on the topic of OCM for CS can build upon.

On the other hand, previous studies regarding this relationship are mostly focused on organizations in general. However, this study is focused at GOCs specifically. As stated earlier, GOCs approach

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[3] Sustainalize is a consultancy firm that focuses for a large part on consulting companies on their CSS strategy. Since a substantial share of their customer base is a GOC, the aim of this research fitted the company seamlessly

sustainability differently because they react more heavily on issues such as accountability and legitimacy (Roper & Schoenberger-Orgad, 2011). Therefore, this study aims to, by studying this type of organization, observe a more profound and progressive relationship that could shine a new light on theories about OCM for CS.

Next to the scientific relevance, the results of this study also have a societal relevance. This relevance is expressed in obtaining better knowledge for implementing change towards sustainability. As Todnem (2005) argues that there is no real consensus on which approach, model or aspect is most applicable and should be used by companies, this research attempts to provide practical recommendations by two means. Firstly, better knowledge in the field of OCM for CS will generate valuable insights that can be used to improve the integration of CS within GOCs. Secondly, there is a large relevance for consultancy firms. The findings of this study provides consultants with applicable and more practical knowledge on how to use OCM to make a CSS more effective. In conclusion, this knowledge could initiate the development of a guidebook for how to effectively implement a CSS, and as a consequence, this will add value to the integration of CS within GOCs. A further integration of CS drives organizations to take more sustainability issues into account (social and environmental) within their business as usual. This will decrease the impact that these companies have on the environment and society and improve their 'license to operate'.

2 Theoretical background

In this chapter, the main concepts that form the base of this research are presented. First, the contextual concepts are addressed, i.e. CS and the CSS. Then, OCM and how this relates to the effectiveness of the CSS is discussed, resulting in three clarifying propositions.

2.1 Corporate Sustainability and Corporate Sustainability strategy

The business case for sustainability or 'Corporate Sustainability' as it is referred to in most literature, is defined by many authors (Benn et al., 2014; Hockerts & Dyllick, 2002; Lozano, 2015; Marrewijk, 2003). Although there is variation in the formulation of this concept, the authors agree upon most of the important elements. Still, in order to get a clear view of what is meant with this concept, it is described in this study as an approach to business that creates a long term 'green' strategy, hereby taking into account all the dimensions in which it is active (Benn et al, 2014). The dimensions referred to herein are ternary, referring to the social (people), environmental (planet) and the economic (profit) dimension. This aligns perfectly with the dimensions covered in the TBL (Elkington, 1997) and takes into account the element of time by looking at the longer term. However, CS should not be seen as a tool but rather as a goal to build towards (van Marrewijk, 2003). For a successful integration of CS into the core of a company (vision, mission and values), CS should be integrated into every layer of the organization (Benn et al., 2014). According to several scholars, in order to do so a tool for the integration of CS is necessary, which is described in this study as the (Baumgartner & Ebner, 2010; Benn et al., 2014; Borland, 2015). CSS is defined in this study as a tool for keeping the integration of CS in sight, which is culminated by formulating goals and is designed to achieve a long-term goal for sustainability. Also, CS is not a fixed state, but rather a continuous process of change.

As mentioned earlier, the CSS is considered a tool that keeps goals related to CS in sight (Benn et al., 2014; Epstein, 2008; Lozano, 2008). This goal towards CS in this study considered as a process that is categorized into three phases, which together form the path to a sustaining corporation. The three phases are the first, second and third wave of CS as visualized in figure 1. According to Benn et al. (2014) this 'path of sustainability' allows companies to understand in what CS 'wave' they are and simultaneously represents the path that lies ahead.
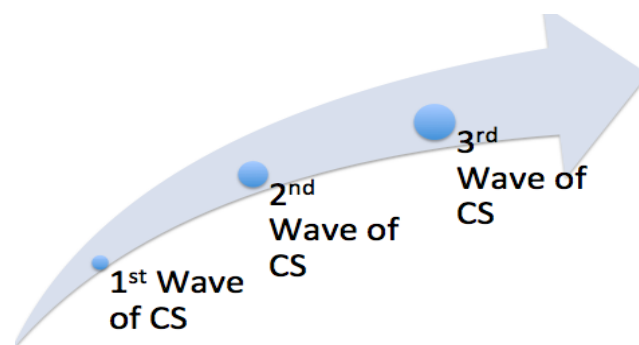
Figure 1: Conceptual model: Waves of Corporate Sustainability. (Source: Benn et al., 2014)

The first wave includes companies that are trying to move from complete absence of sustainability until compliance towards sustainability related laws and regulations. When compliance is achieved, they make the transition to the second wave of sustainability. The second wave focuses on the path from compliance to strategic pro-activity. This is the phase in which companies establish a CSS and continuously improve their sustainability performance. Whereas, the final wave is the transformation to the 'sustaining corporation', an end goal that companies should aim for. Third wave corporations can be seen as organizations of the future and act as essential cells in a self-replenishing world (Benn et al., 2014). This study focuses on the companies that are positioned in the second wave of CS. Second wave companies are interesting because they have transcended the non-compliance phase and are now focussing on setting strategic targets in order to further integrate CS into the organization (Benn et al., 2014).

2.2 Effectiveness of the Corporate Sustainability Strategy

As companies follow the path forward, often a gap exists within companies between the vision, which is formulated in the CSS goals, and action, which is translated in the performance on sustainability (Székely & Knirsch, 2005; S. Witjes, 2014). This relates to the integration of CS as mentioned earlier, as it might lack goals that were set in the CSS. Therefore, the gap between the vision and action should be evaluated in order to gain insight in the extent to which goals set in a CSS are achieved, defined in this study as the effectiveness of a CSS. Companies can create this insight by implementing indicators upon the goals formulated in the CSS (Epstein & Roy, 2001; Figge, Hahn, Schaltegger, & Wagner, 2002).

Before understanding how to translate the strategy into action, it is essential that an organization increases its information on the effectiveness of its strategy, as this can greatly benefit this translation (Epstein & Buhovac, 2014). Effectiveness in this study is regarded as the degree to which certain objectives or goals of a CSS are achieved. Therefore, the identification of sustainability indicators that link performance to the company's strategic objectives assists in translating a CSS into action (Epstein & Wisner, 2001). Also, Kaplan and Norton (2001) mention that this insight can support the implementation of corporate strategies and therefore the integration of CS (Kaplan & Norton, 2001). By connecting non-financial information with the long-term strategy, it becomes possible to take into account sustainability indicators, which also influence the success of the 'normal' corporate strategy (Epstein & Buhovac, 2014).

2.3 Organizational Change management

As mentioned earlier, often a gap exists between the vision (strategy) and action (performance) within companies. According to Porter (2002)differences in the effectiveness of a company's strategy are widespread. Some companies are able to get more out of their effort and live up to their vision more than others because some companies are able to stimulate employees better, or have greater understanding in how to manage change.

Managing change, more commonly labelled as 'Organizational Change Management' in scientific literature (Burnes, 2004b; Kotter, 1996; Lewin, 1947) can be defined as the process in which an organization changes its strategy, operations, technology, or its internal culture to affect change within the organization by moving the organization to a more desirable status quo (Burnes, 2004b; Todnem, 2005). It can be stated that successful OCM is crucial to any organization in order to survive and prosper in the present business environment that constantly evolves and which is exceedingly competitive (Todnem, 2005). However, theories and approaches of change management currently available to academics and practitioners (organizations) sometimes have a different understanding of change and can be contradictory (further explained in the following paragraph). Also, in many cases they lack knowledge on how to achieve results. In most cases these organizations use approaches supported by unchallenged hypotheses concerning the nature of contemporary OCM (Todnem, 2005). It is obvious that it is difficult to identify a consensus on a general framework regarding how OCM works and specifically how to implement change within organizations (Guimaraes & Armstrong, 1998).

In spite of the inaudibility and different attitudes towards understanding OCM, there are three leading models of OCM, that have paved the way for the majority of research on OCM. The first of these is Lewin's (1947) 'three step model' of unfreezing-change-refreeze. This model is based on the need to reject previous behaviour, strategy values and for example culture, by implementing new ones. Lewin's model is also called the planned approach and focuses on small scale and incremental change. However, some organizations are in need for more rapid and transformational change (Burnes, 2004). Therefore, Burnes (2004) proposed another theory that is known as the emergent approach. This approach highlights the fact that change is continuous and open-ended, instead of it being a linear phenomenon. As change is unpredictable within this approach, it develops itself because it is influenced by multiple variables within the organization. Lastly, the contingency model or approach is based on the concept that the structure and the performance of companies are determined by situational variables (Dunphy, 1993). Dunhpy (1993) mentioned that all organizations differ from each other, similar to the way humans are all different and will be influenced by different variables. The change will for example depend on the size of the organization and on the type of leadership styles that are used. However, they do state that both transformational and incremental change can be demanded to achieve change.

Although these three OCM models have been the leading theories in OCM literature and many other studies have based their findings on their theoretical framework. This study does not exclude any of these models and uses them as a base to understand OCM within organizations. Although these approaches give an indication of how to understand OCM, it does not give organizations insight in how to implement this change. While Todnem (2005) reasons that there are no guidelines when it comes to leading and managing change, he also mentions that several scholars have suggested a multitude of management aspects that organizations can use to bring about change. Todnem (2005) also mentions that although many of the suggestions found in theory are rather abstract in nature and are challenging to implement, there are several scholars that have developed more practical models for change management such as (Luecke, 2003)and Kotter (1996)[4]. In table 1 an overview is given of those practical aspects for OCM. This table indicates that several management aspects are overlapping and some are only mentioned once.

Table 1: Change management approaches of Kotter (1996) and Luecke (2003) divided into management aspects

Kotter (1996)	Luecke (2003)
Developing a vision and strategy	Mobilize energy and commitment through joint identification of business problems and their solutions
Establishing a sense of urgency	Develop a shared vision of how to organize and manage for competitiveness
Creating a guiding coalition	Identify the leadership
Empowering broad-based action	Institutionalize success through formal policies, systems, and structures
Communicating the change vision	Focus on results, not on activities
Anchoring new approaches in the culture	Start change at the periphery, then let it spread to other units without pushing it from the top
Generating short-term wins	Monitor and adjust strategies in response to problems in the change process
Consolidating gains and producing more change	

From table 1 it shows that the relevant theories, models and practical models are sometimes similar and sometimes contradictory (Burnes, 2004a;Kotter, 1996; Lewin, 1947; Luecke, 2003). However, some practical aspects and actions are overlapping. Nevertheless, these leading theories and approaches are the foundation upon which other forms of change management are based upon, and

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[4] Also indicated by Burnes (2004)

have also been applied to integrate CS. Also called OCM for CS. In order to make clear how this study connects the various elements together in figure 2 an overview is given. As indicated first, OCM for CS is influenced by 'regular' models and theories based on OCM. Subsequently, the theories and models concerning OCM for CS eventually lead into an a change management approach for integrating CS. An approach is defined within this study as a way of how to accomplish change. Within the change management approach several aspects function as more specific elements of this approach. However, these aspects can still be broad and therefore these change management aspects are expressed into more specific change management actions. These actions are practical proceedings that eventually enable change and further integrating CS within the organization.
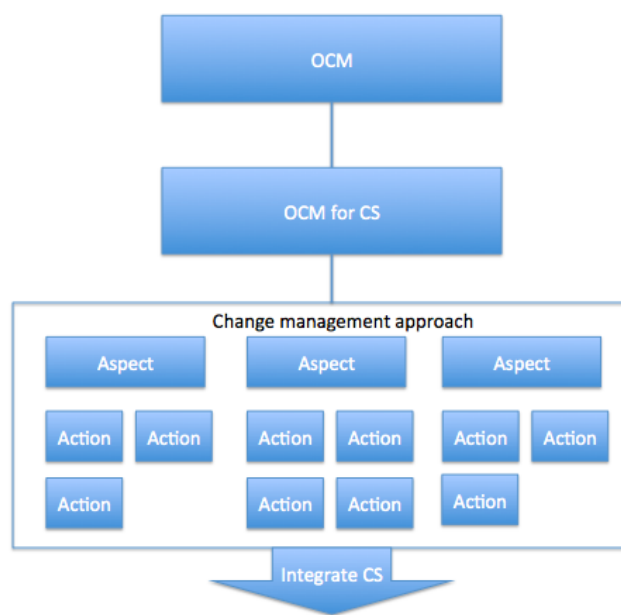
Figure 2: Connection OCM to Integrating CS as defined within this study

2.4 Organizational Change Management for Sustainability

Understanding change towards CS has been described by several scholars (Benn et al., 2014; Burnes & Todnem, 2011; Doppelt, 2009; Lozano, 2013). Although these scholars have slightly different definitions regarding this change towards CS. Their models mostly focuses on the 'identification of mission and values, collaboration and conflict, control and leadership, resistance and adaptation to change, utilization of human resources, communication, and management development' (Lozano, 2013, p. 277). Similarly to 'ordinary' change management, change management for CS includes specific aspects that are able to accomplish change for CS within organizations. Table 2 provides an overview of three of the most important approaches for OCM for CS (Benn et al., 2014; Doppelt, 2003; Lozano, 2013). Although the different approaches all provide an explanation on how to approach change for CS, they do have other designations for the elements within their approach. As Benn et al. (2014), names eight 'phases', Doppelt (2009) describes a 'wheel of change' concerning seven elements and Lozano (2013) provides a set of seven strategies. Nonetheless are the different designations by these authors comparable and therefore considered within this study as one and the same, i.e. management aspects.

Table 2: Leading management approaches for OCM for CS and the related management aspects (Source: Benn et al., 2014; Doppelt, 2009; Lozano, 2013)

Approach by Benn et al.(2014), Consisting of 8 management aspects	Approach by Doppelt (2011) Consisting of 7 management aspects	Approach by Lozano (2013) Consisting of 7 management aspects
Begin with future workshops	Change the dominant mind-set that created the system through the imperative of achieving sustainability	Empowerment of employees
Assess the organizations current position in relation to sustainability	Rearrange the parts of the system	Collaboration and shared values
Evaluate the type of change programme needed	Change the goals of the system	Changing attitudes
Identify change agents and leaders	Restructure the rules of engagement	Lifelong learning
Pilot new practices and innovations	Shift the information flows of the system by tirelessly communicating the need	Better information through the company
Harness further resources	Correct the feedback loops of the system by rewarding learning and innovation	Educated workers
Communicate and extend the programme.	Aligning governance with sustainability	Alignment in all key factors (e.g. leadership, vision, attitudes and the system)
Align organizational systems		

It appears that these three approaches to change share several commonalities but also differ from each other related to the management aspects. Firstly, it can be observed that *Aligning organizational systems* (Benn et al, 2014), *Alignment in all key factors* (Lozano, 2013) and *Aligning governance within sustainability* (Doppelt, 2009) are shared within all three approaches. This indicates that there is a large importance for organizations to align CS within the entire organization. The institutionalising of a new vision and strategy into the organizational systems is also found in general OCM literature (Luecke, 2003) as an important aspect for change. Secondly, literature describes that communicating information throughout the organization is important, reflected in *better information through the company* (Lozano, 2013), s*hift the information flows of the system by tirelessly communicating the need* (Benn et al., 2014) and *communicate and extend the programme* (Doppelt, 2009). This aligns perfectly with Kotter's (1996) aspect of change describing *the communication of the change vision* The third connection that is observed between the management aspect is leadership, which is embodied in *Identify change agents and leaders* (Benn et al, 2014) and *empowerment of employees* (Lozano, 2013). This aspect is also an important aspect of change in 'normal' OCM literature (J. P. Kotter, 1996; Luecke, 2003). Although several aspects can be extracted from these approaches, this study also identifies several aspects that are related to a post-change era, such as *evaluate the type of change programme needed* (Benn et al, 2014) and *harness further resources* (Benn et al, 2014). Other aspects are rather specific and can be included within other management aspects, such as for example *educated workers* (Lozano, 2013), which can be categorized under the management aspect of *better information through the company* (Lozano, 2013). This study determined, with the observance of the just mentioned approaches and aspects that the most important leading change management aspects for integrating CS within an organization are *leadership*, *measure and communicate progress* and *aligning CS within the organization*.

2.4.1 Leadership

Leadership within this study is defined as a process of influence that involves conveying a shared vision, aligning capitals to this vision, and motivating and inspiring people to accomplish this vision (J. P. Kotter, 1998). As shown by this definition Leadership is comprised of several different elements. Furthermore, Kotter (2011) explains that leadership is able to motivate employees in every level of the organization, aligning people on the path for change. In addition, Burnes (2004b, p. 627) argues 'that the prime task of leaders is to bring about change'. This is also important action of change for CS according to Benn et al. (2014, p. 19) as they claim, 'a powerful force for shaping the sustainable corporation of the future will be the collaborative initiatives of change agents'. Several other scholars have indicated that this aspect is important for the integration of CS within an organization (Baumgartner & Ebner, 2010; Lozano, 2012; Székely & Knirsch, 2005). Metcalf and Benn (2012) mention that concerning the development of leaders, it should be noted that several leadership styles are applicable (Burnes, 2004b). This also applies to leadership for sustainability as according to Visser (2011), a combination of leadership actions should be applied within a sustainability context. However, several scholars agree (Metcalf & Benn, 2012; Waldman & Siegel, 2008) that until this point, studies on CS have to a great extent ignored the position of the corporate leader in implementing CS initiatives and actions. Subsequently, research has not been able to examine the effect that leadership styles have on CS. However, Visser and Courtice (2011) do suggest several types of leadership styles that can be used separate or in combination and are aimed at integrating CS

within the organization as seen in figure 3.

Figure 3: Leadership styles for managing CS (source: Visser, 2010)

2.4.2 Measure and communicate progress

The theoretical foundation of this management aspect is defined as the continuing measurement of progress and information sharing on sustainability (Benn et. 2014). Especially if implemented throughout the entire organization it is one of the most effective and important management aspects (Epstein & Buhovac, 2014). This management aspect is concernced with the internal and external communication of material issues. It defines how the company should approach CS, thereon to better respond to the stakeholders(Benn et al., 2014). It is about transparency and highlighting success in a frequent manner and communicating sustainability issues in a relevant way (Doppelt, 2009)This is also an important aspect within general OCM literature as Schein (1996) elaborates upon Lewin's (1947) work and outlines the benefit of measuring and sharing progress throughout an organization. Based on this discussion this study proposes that change dominated by a continuing measurement of progress and information sharing on sustainability will further integrate CS within the organization.

2.4.3 Aligning CS within the organization

Theory underlying the third management aspect, is well described in OCM for CS and general OCM literature. It can be defined as the way in which the activities on CS are organised and co-ordinated (Doppelt, 2009). It means that employees from different departments work together seamlessly toward targets on CS (Doppelt, 2009, p. 233). For example, Aligning CS within the organization is indicated by Doppelt (2003) as an aspect that is essential for a successful integration of CS within the organization as it aims for embedding sustainability related thinking and attitudes in everyday operations, policies and the culture. Aligning systems for sustainability helps to give a clear sense of direction and fosters other change actions on its way. Kotter (2011, p. 5) builds upon this understanding as he states that 'when everyone is aiming at the same target, the probability is less that one person's initiative will be stalled when it comes into conflict with someone else's', which will

take away boundaries for change. Also Burnes and Todnem, (2011)indicate the importance of aligning the company's value system based on the vision, culture and attitudes as he claims that it is an important factor for success for change management initiatives. This proposition is related to and can be translated into the action for change management of 'alignment in all key factors. e.g. leadership, vision, attitudes and the system.

2.4.4 Organizational change management aspects and related actions for sustainability

As organizations try to transfer to a more sustainability oriented state, change management can influence this transition as discussed in the previous section. Lozano (2012), influenced by other scholars, defines several change management actions accelerating change towards a more sustainability oriented state. Next to the management actions explained by in Lozano (2012), this study also identified actions described by other authors that were deemed important for OCM for CS (Benn et al., 2014; Doppelt, 2003; Lozano, 2013). Moreover, if applicable, management actions are also supported by leading OCM models that are not related to OCM for CS (Kotter, 1996; Luecke, 2003) for reinforcing the validity of the identified actions. Table 3 gives an overview of in scientific literature described actions of OCM for CS. The actions are arranged by means of the three leading management aspects for CS recognized by this study. For a further definition on each of the management actions see appendix A (table 16, 17 and 18).

Table 3: Combined management aspects and related actions (Source: see appendix A for related sources)

Leadership	Measure and communicate progress	Aligning CS within the organization
Demonstrate innovation	Measure progress	HR related actions
Bottom up	Make a gap analysis for the sustainability performance	Top management commitment
Pro-active approach	Communicate progress	Partnerships between departments
Executive leadership	Implement sustainability goals	Integrated CS mission statement
Goal clarity	Stakeholder communication	Sustainability oversight commission
Restating the vision and higher mission	Educating and informing	Involve the whole organization (internal stakeholder dialogue)
Appointing sustainability roles	Interaction after informing/communicating	Encourage debate among employees
	Business intelligence approach: Managerial/technology	Aligning People Planet Profit (PPP) policies within strategy

The described management aspects and actions on change for CS form a comprehensive approach that is deemed important for the purpose of this study. However, this set of actions, does not elaborate on the importance of each of the management aspects or on which management aspect has a larger influence on the effectiveness of a CSS.

2.5 Linking the effectiveness of a CSS and OCM

This paragraph will give a further explanation on how the effectiveness of a CSS and OCM are linked. Doppelt (2009, p. 40) claims that 'when it comes to sustainability, most managers do not fully understand the issues and do not know how to change strategies needed to adopt to a more sustainable path' and 'but there are a number of key efforts for change to succeed'. This indicates that there seems to be little understanding of how managers should lead change for a more effective CSS, but that several actions for change appear to be promising. Benn et al. (2014, p. 179) argues that 'if companies want to shift to strategic sustainability there are human resource approaches that can be diffused internally in order to improve the performance of these areas'. Another study elaborates on this link by arguing that if more knowledge on how OCM influences the effectiveness of a CSS would be available, executives could gain key information on which actions to use in managing change (Epstein & Buhovac, 2014).

Although several authors have studied the relationship between OCM and the effectiveness of a CSS. This study is more interested in the 'how'. In this specific context, how does OCM influence a CSS, relates to what kind of management aspects and thereby, which diversity of management actions would have a larger influence on the effectiveness of a CSS. As listed in table 3, several authors have identified change management aspects for the integration of CS (in combination with general OCM literature). These management aspects and their related actions are not yet assessed on their effect on the effectiveness of a CSS. Therefore, within this study these will be evaluated how they influence the effectiveness of the CSS. According to Yin (2013) a comparative case study that starts with theoretical propositions will be easier to implement than one without propositions. The theoretical propositions should not be considered as grand theory but primarily suggest an assumed set of relationships, which provides a focus. They give an indication of management aspects and their related actions that are deemed important according to literature.

The following three propositions have been formulated in this study on the basis of connecting the most important theories and approaches on change for CS (Benn et al., 2014; Doppelt, 2003; Lozano, 2013) and are backed by general OCM literature (Burnes, 2004b; Dunphy, 1993;Kotter, 1996; Lewin, 1947; Luecke, 2003).

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1. **The presence of leaders for sustainability and the use of leadership actions positively influences the effectiveness of the CSS within GOCs**

2. **The continuous practice of measuring and communicating progress on sustainability and the use of related actions has a positive influence on the effectiveness of the CSS within GOCs**

3. **Aligning CS within the organization and the use of related actions throughout the entire organization has a positive influence on the effectiveness of the CSS within GOCs**

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2.6 Conceptual model

The conceptual model as displayed in figure 4 was created to visualize the different concepts and possible relationships between them. It can be observed that all three propositions suggest a positive influence on the effectiveness of the CSS.
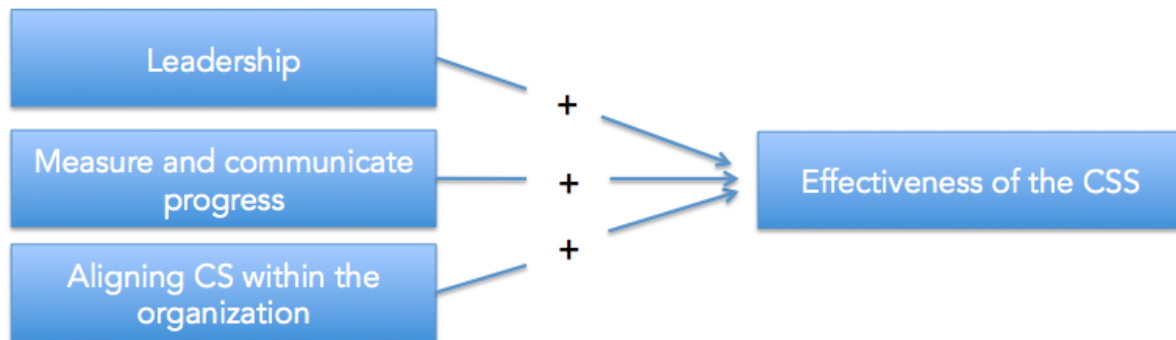
Figure 4: Conceptual model of proposed relationship between OCM for CS and the effectiveness of the CSS

3 Methodological framework

3.1 Research design

The objective of this research is to create a better understanding of how OCM for CS influences the effectiveness within GOCs and, subsequently, to find out which management aspects should be applied. The research design that was deemed most suitable for the purpose of this study is a comparative case study design. This choice is built upon several characteristics described by Goodrick (2014). First of all, according to Goodrick (2014) comparative case studies can be used to analyse similarities, differences and patterns between multiple cases that are pursuing a shared goal. Second, according to Mills et al. (2010), comparative case studies are not limited to descriptive, exploratory, or explanatory goals, which give the design of this study a rather broad basis for research. The comparative case study design is a suitable approach for the purpose of this study as it enables the exploration of differences within and between the selected companies, for the purpose of replicating findings across cases, which is essential for the success of this study. Last, the use of multiple data sources for both the dependent (effectiveness of the CSS) and the independent variable (OCM for CS) made it possible to apply a triangulation of results. This triangulation is explained in literature as a powerful method that improves the validation of data by cross verification from multiple sources (Denzin, 1978). Practically it refers to applying and combining different research methods for describing the same phenomenon.

In order to accommodate the research question, several elements needed to be aligned. This comparative case study was performed based on the research design displayed in figure 5. The large arrow on the left side indicates the logical order of the different stages, while the small arrows on the right indicates feedback between the stages. This figure shows that first from a literature review, three propositions were formulated. These propositions formed the foundation of the comparative case study in which 9 GOCs were studied. The data that was collected within the data collection phase was constantly linked with the theoretical framework derived from the theory section. The data collection, consists of three separate phases that complement each other. In order to define several concepts into measurable data, a data operationalization stage defines the collected data for a more strong data analysis. Eventually the results are put in perspective of the three propositions for a first review of the findings. Finally, the findings are discussed and a general conclusion is provided. By taking into account these different elements, this research design accommodated the research question by enabling the full scope and depth of the relationship between the two variables.
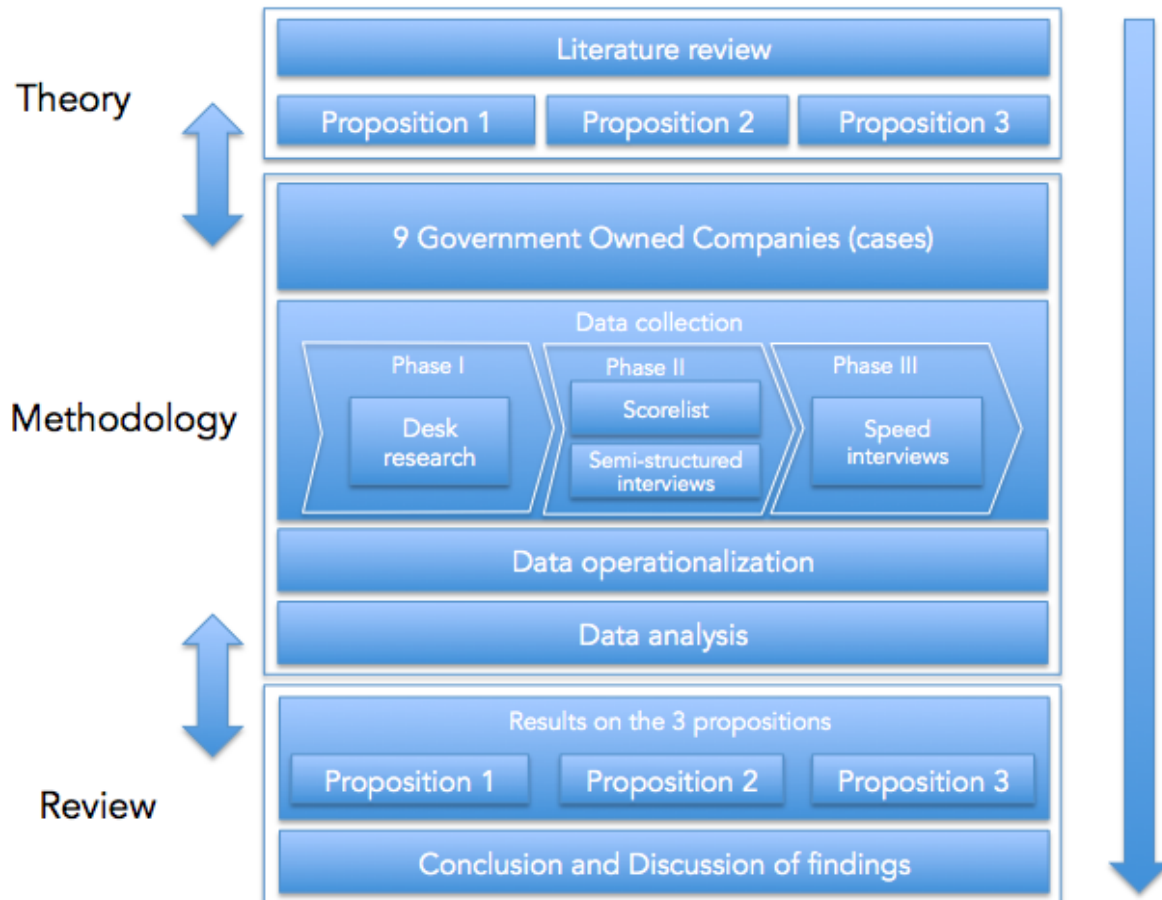
Figure 5: Research design: Theory, Methodology and Review

3.2 Data collection

The data collection stage consists of three phases for the purpose of triangulating results. These phases were performed following one another in time. The phases were conducted separately but all contributed to forming one comprehensive data set. See figure 6 for the three phases of data collection, i.e. desk research, semi-structured interviews and speeds interviews. This sequence is also held for describing the data collection stage (also within the data operationalization and the data analysis section).
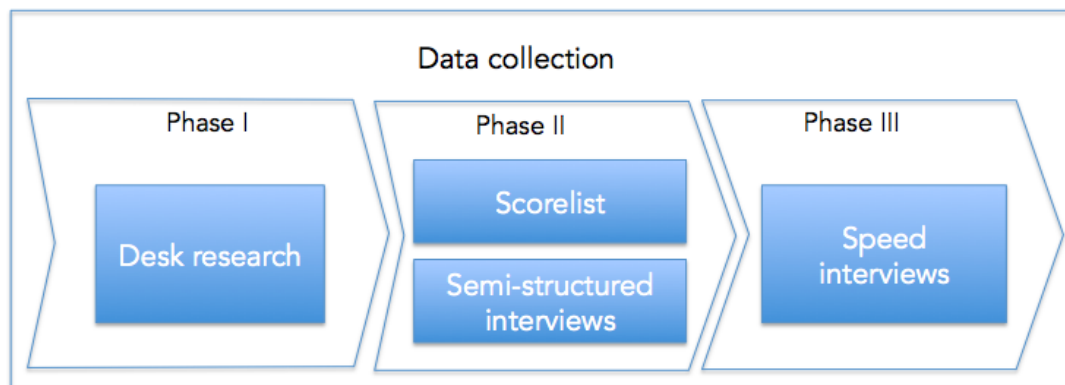
Figure 6: Chronological order of the three phases that the data collection stage consists of

3.2.1 Phase I: Desk research

The first data collection was focussed at finding suitable GOCs within the Netherlands. The case study GOCs were chosen carefully upon several characteristics. In this way similar results across cases would have a higher content validity (Yin, 2013). Therefore, this study performed a desk research on finding a population of case study GOCs that was suitable for the purpose of this study. The case study selection was based upon the following characteristics:

- Government Owned Company (The company had to be listed by the (Rijksoverheid, 2014) as a company that is fully or partly owned by the Dutch government and is therefore labelled as a GOC)
- Founded in the Netherlands
- >1000 employees
- 2nd wave of Sustainability (established CSS)

The total population fitting this description was 25 GOCs. Eventually, this study resulted in gathering a sample of nine case study GOCs, which formed the basis of this comparative case study design. The reason for not being able to study all suitable entities within the population was because of ignoring or rejecting the invitation by the GOCs to participate in this study (see appendix B for the invitation). In most cases the GOCs that did not take part in this research indicated that they didn't have sufficient time for participating in this research.

Moreover, within the GOCs that did participate the professional responsible for CS was asked to take part in this study. It was found that there is a difference in the type of sustainability function of the interviewees. This can be explained by the fact that companies have different names for almost the same functions. Hence, all interviewed managers were or are the highest manager on sustainability or had a senior management position related to integrating sustainability within the GOC.

Next, it was attempted to find commonly applied sustainability indicators on all GOCs. However, as already described in the theory section, the selection of indicators for a group or sector can prove difficult. Therefore, each GOC was assessed separately on the material indicators within its CSS. The process of deciding upon indicators for each company was based upon two factors. First, it was important to evaluate what kind of sustainability indicators were representative for the different case study companies. This brought forward a set of several sustainability indicators. Second, the sustainability indicators were categorized according to the three dimensions of the TBL (Elkington, 2004), i.e. social, environmental and economic. Unfortunately there was no indication of sustainability indicators for the economic dimension. Therefore, within this study only the social and the environmental and dimension are taken into account. Each dimension was represented by at least two sustainability indicators, in most cases more. To summarize the selection of sustainability indicators, the main feature that they needed to possess was their relevance to the integration of CS within organizations. The selected sustainability indicators are a representation of the important elements of the CSS. After identifying all the material indicators of each of the participating GOCs CSS, this study looked at if the GOCs externally reported the effectiveness of the CSS. If shared publicly by the GOCs, the goals set within the CSS were evaluated upon the effectiveness and given a score, which is further elaborated upon in the data analysis section.

The desk research also provided a foundation for Phase II. By having insight in the CSS of the GOCs, it would be easier to start a critical discussion. As the interviewer invited the CSR managers to think of the material sustainability indicators, CSR managers would be able to make a better judgement on how well they achieved the goals set on those indicators.

3.2.2 Phase II: Interviews

Data has been collected through interviews with CSR managers of the GOCs. More specifically semi-structured interviews. This type of interviews provides an opportunity to address pre-determined topics while at the same time providing room for follow-up questions (Drever, 1994). It gives the interviewer the possibility to develop during the interview. Although a guidebook is applied (within this study a topic list) the interviewer may follow other trajectories within the interview. Phase II is comprised of two different data collection methods, i.e. a score list and the actual semi-structured interview.

3.2.2.1 Score list

The score list was used for collecting data on both the effectiveness of the CSS and OCM for CS. First, the CSR managers scored the effectiveness of the CSS of the GOC they represent, by taking into account all the material indicators. This was executed by asking the interviewees to score on a score list. This created insights in how effective the CSS of GOCs is in the perception of the CSR manager. Second, this was performed for scoring the management aspects of OCM for CS. The interviewees were asked to score how important the use of leadership was for managing CS within their organization. This question was used because it would first of all give some indication of the use, while simultaneously indicating a value judgement. Although this score did not show how it is used or how often it is used, the other data sources complement on the score list and give a deeper explanation.

3.2.2.2 Semi-structured interview

According to Doppelt (2009), an effective way to evaluate operational and governance-change strategies and approaches is to conduct interviews with managers and employees. The semi-structured interviews within this study were designed to assess two elements. First the effectiveness of the CSS and second for what kind of OCM aspects and related actions managers use in their effort to achieve the goals set in the CSS. Although semi-structured interviews are a solid method of data collection, there are some limitations that could influence the validity of this study. Saunders (2010), describes two limitations for conducting interviews, i.e. participant bias and observer bias. Participant bias occurs when interviewees are influenced by their attitudes and adjust answers because of their expectations or on what they think the interviewer would like to hear. This study will attempt to avoid this bias by clearly outlining the purpose of this study and setting some expectations. Observer bias on the other hand can occur if the author/interviewer interprets interviews with a bias on the main topics of this research. Avoiding observer bias was attempted by setting out clear rules by clearly describing definitions of topics beforehand. By considering them beforehand and using the strategies to avoid those biases, this study attempted to limit these effects to a minimum.

The CSR managers of the participating GOCs were interviewed as these managers have the best overview of the CSS within the organization and are responsible for changing the organization towards a more sustainable one (Perera Aldama, Awad Amar, & Dani, 2009). The average duration of the interviews was 64 minutes, the shortest was approximately 50 minutes, and the longest interview lasted approximately 80 minutes. Table 4 presents a list of all interviews, including the interviewee's function and the date and location of interview. The identity of the interviewees and companies they

represent is not presented because of confidentiality reasons. The semi-structured interviews followed an arrangement of topics and questions in order to gain the needed insights, which was structured in a topic list. The interview topic list is further described in the data operationalization section.

Table 4: List of interview characteristics

GOC	Sustainability position interviewed	Date	Duration (in min)
A	Sustainability Manager	02/11/2015	58
B	Advisor Corporate and Financial information	02/11/2015	65
C	Sustainabilty Manager	05/11/2015	67
D	Corporate Responsibility manager	11/11/2015	70
E	Program Manager CR	18/11/2015	64
F	CSR Manager	03/11/2015	61
G	Sustainability Manager	12/11/2015	63
H	Manager Integrated Reporting	12/11/2015	80
I	Senior Communication Manager CR	02/11/2015	50

The empirical results of the semi-structured interviews provided a large amount of empirical data for explaining both the effectiveness of the CSS, OCM for CS and the relationship between those two variables. For the effectiveness of the CSS, within the first part of the semi-structured interview the different sustainability indicators are discussed upon their effectiveness. The second part of the semi-structured interview was based on OCM for CS and its proposed influence on the effectiveness of the CSS. The data on both sources was transcribed and further categorized as described in the data operationalization section.

3.2.3 Phase III: Speed interviews

The final data collection method used within this study were speed interviews. Whenever possible, meaning that the GOCs allowed for such an interview, a speed interview was conducted with a 'random' employee within the company. These interviews were chosen at random, in the sense that the employee did not have any responsibilities regarding sustainability. This method, also termed by Harrigan (1983) as a multisite research methodology is suggested for studying companies in order to obtain generalizable findings. It is a method that uses multiple sources that can be used for a twofold check of the results. This speed interview was performed by telephone and ranged from 10-15 minutes. The subject of the speed interview was based on the conversation with the Sustainability managers of the company in order to assess if the data from the CSR manager was not blind-sided by its own function. This part of the data collection is an addition to the score list and to the semi-

structured interviews and occupies the function of reliability of information. It functioned as a check upon the results and if contradictions were found this was taken into account in the analysis of results.

3.4 Data operationalization

Especially in Phase II, there were several concepts that needed further clarification for acquiring empirical evidence. For the purpose of obtaining empirical findings several concepts needed to be defined. Therefore, specific research procedures were used that would result in empirical observations. The operationalization of data was performed for two elements of phase II, i.e. the score list and the semi-structured interview.

3.4.1 Phase II: Score list for the Effectiveness of the Corporate Sustainability Strategy

The level of the effectiveness of the CSS was determined by asking the interviewees to what extent goals and targets that are set on material sustainability indicators were achieved. The level of this effectiveness was then scored on a scale from 1 to 10 on a score list as displayed in table 5.

Table 5: Score list question on the effectiveness of the CSS used within the semi-structured interview

What is your opinion on the effectiveness of Company X's Corporate Sustainability Strategy?										
Could you give an indication on a scale from 1 to 10 (1 not effective, 10 very effective)										
0 Not effective	1	2	3	4	5 Moderate effectiveness	6	7	8	9	10 Very effective

3.4.2 Phase II: Score list for OCM for CS

The interviewees were also asked how important the use of the different management aspects was within their organization. This was performed for all three management aspects. An example of the score list is shown in table 6.

Table 6: Example of one of the score list questions on the use of a management aspects as used within the semi-structured interview

How important is the use of Leadership for managing CS within your organization?										
Could you give an indication on a scale from 1 to 10 (1 not important, 10 very important)										
0 Not important	1	2	3	4	5 Moderate important	6	7	8	9	10 Very important

3.4.3 Phase II: Semi-structured interviews

For the purpose of acquiring as much data from the interviews as possible, a topic and questions list was established based on the theoretical concepts described in literature. This list was used for conducting all interviews and can be found in appendix C. It should also be mentioned that within the interview a question was added regarding leadership styles as part of OCM for CS. Literature indicated that this is an important element for integrating CS. Nevertheless, it is hard to figure out what style is used when you ask the leaders themselves. Therefore the question was asked: what kind of leadership style do you believe would be the most important for managing CS within GOCs.

Following from the data collection of the semi-structured interviews, the data was transcribed and coded in QSR Nvivo 10. This tool provided a structured overview for the numerous management aspects and related actions. Because of the large number of management aspects and related actions a number of sub-nodes was established derived from the literature review. An example of this list, including key words for identifying these change management aspects is given in table 7. For a complete overview, including nodes that are complementary to the literature review, see appendix A.

Table 7: Example of definition and signal word description for a management action

Leadership		
Management action/#Node	**Definition**	**Signal words for recognition**
Demonstrate innovation	Demonstrating innovation by leaders for sustainability is carried out by involvement in value adding and innovation based activities for example based on efficiency or related to social or ecological issues (based on Benn, Dunphy, & Griffiths, 2014, p. 122).	• Innovation • Technological solutions • Finding novel ways to improve • Innovative leadership • Progressive actions

3.5 Data analysis

For this study several qualitative data sources were collected in order to obtain the required results for the data analysis. There are several strategies by which qualitative data can be combined to create a single comprehensive dataset for further data analysis. Such a strategy is for example using a matrix table (Miles & Huberman, 1994). However, first the data analysis of the different data sources is dealt with separately.

3.5.1 Phase I: Desk research

The annual reports of all case study GOCs were evaluated upon the achievement of the set targets and goals. This could be indicated by metrics in the form of multi-year data or by statements within the report. Scoring this phase was executed according to the grouping of scores as displayed in table 8.

Table 8: Categorization of scores: Desk research

Indication	Meaning	Range
N/A	If no targets were reported	Goals or targets are not reported externally
L	If there was no effectiveness of the CSS	None of the goals set in the CSS were achieved
M	If there was little effectiveness of the CSS	Only half or less of the goals set in the CSS were achieved
H	If there was a high effectiveness of the CSS	Between half and all goals set within the CSS were achieved

3.5.2 Phase II: Semi structured interviews

3.5.2.1 Score list

For the score list, these scores are based upon the score list questions that were conducted in the interview for both the dependent and the independent variable. Since the scores for both variables were found to be positioned only on the right side of the scale (between 6 and 10). For this study to create a visual distinction between outcomes, the scores have been divided into three categories. The scores are based upon a categorization as shown in table 9.

As the speeds interviews were only conducted for 10-15 minutes it should be realized that the results were not detailed enough in every case. The data collected regarding OCM for CS to sufficient enough to provide a score. This is probably cause by the specific knowledge that requires OCM for CS, it did however provided a second view on what a 'regular' employee experiences related to this subject. This limitation is created by a lack of knowledge of the speed interviewee and because of time constraints.

Table 9: Categorization of scores: Score list

Indication	Meaning	Range
L	If there was no effectiveness of the CSS	7 and lower
M	If there was little effectiveness of the CSS	Between 7 and 8.5
H	If there was a high effectiveness of the CSS	8.5 and higher

3.5.2.2 Semi-structured interviews

The categorization of the scores for the interviews was based on the objective look at the results of the interviewer. Also, the transcripts functioned as a base of evidence. The nodes description (see appendix A) and classification gave a clear overview and made it more comprehendible to assign scores. Assigning scores to the GOCs based on the interviews was primarily focused on the score-list. If the interviews gave a contradictory view compared to the score list, the score could differ. If the results were comparable the score would be medium. In addition to establishing an interview score, the empirical evidence gained from performing the semi-structured interviews also provided further evidence by statements and elaborations of the CSR managers. This data is used in the results & findings section to provide additional evidence for identifying management actions and for supporting or rejecting the propositions.

3.5.3 Phase III: Speed interviews

The speed interviews were conducted for the purpose of acting as a second check. It would be able to act as a check in multiple ways, by letting us pursue more evidence to check the theoretical propositions that form the basis of this study. According to Hollway and Jefferson (2012), it is a suitable way of triangulating results. If no discrepancies were encountered, the score was held from the 'normal' interviews. If there were signs of positive or negative discrepancies the score was adjusted upwards or downwards.

3.5.4 Matrix table & Data visualization

The ultimate goal of this study was to gain insight in how OCM influences the effectiveness of a CSS for the successful integration of CS within GOCs. Therefore, to gain a complete overview of the effect of the OCM aspects, a framework in the form of a matrix table was constructed based upon matrix tables used by Miles and Hubermann (1994). A matrix table is a functional tool to observe patterns within qualitative data analysis and best fitted the purpose of this study. In table 10 an example of the matrix table is displayed. The content of the table is explained below.

Table 10: Example of the matrix table used within this study (based upon matrix tables described by Miles and Hubermann, 1992)

	Effectiveness					OCM: Leadership		
Cases	Scorelist	Interview	Speed interview	Reporting	Total	Scorelist	Interview	Total
GOC A	H	M	M	N/A	M	H	L	M

Within table 10 several scores are indicated in the form of L(orange)/M(yellow)/H(green), which are representing Low (L), Medium (M) and High (H). Also if missing results were encountered it was indicated with N/A.
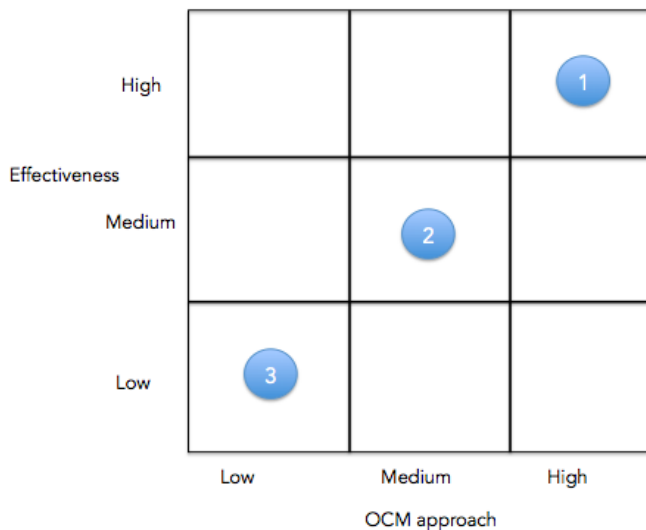
Figure 7: Example of the diagram used within this study to identify the relationship between OCM for CS and the effectiveness of the CSS

Assembling the total score per case requires a consistent method of adding up the scores. Although all scores contribute to the total, the first two elements are deemed of a higher importance and value. The motivation for this is the fact that the results of the score list and the primary interview are collected first-hand from an expert. The other two elements (speed interview and reporting) are fulfilling the role of a double check and can influence the total score, but are not guiding elements. Eventually also the total score is displayed as high, medium or low. The same order and display followed for the management aspect elements. However, this variable only consists of two variables (score list and interview). Therefore the total score of this variable is a combination of these two. Ultimately the results of both variables were combined and viewed relative from each other in a diagram as displayed in figure 7. This allowed for perceiving possible trends in the relationship between these two variables.

The last data analysis method used within this study was used for analysing the diversity of actions that the separate GOCs performed. Within the semi-structured interviews the interviewees indicated specific management actions within the management aspects. By visualizing this diversity in graphs this study was able to review how GOCs with a large diversity of management actions performed on the effectiveness of the CSS compared to GOCs with a low diversity of management actions. This gave insight in how management aspects are approached and together with the matrix table and diagram formed the foundation for answering the research question.

3.6 Research quality indicators

This section further clarifies how this study deals with the different quality indicators and how this relates to the validity and the reliability of this study.

External validity is outlined as the extent to which observed effects can be generalized outside of the experimental setting that was created within this study (Mitchell & Jolley, 2012). As this study is focussed at explaining OCM for CS within GOCs, the findings resulting from this research may be relevant to other GOCs as the sample of the population is a fairly large share. It is however questionable how this research could relate to OCM for CS within other sectors or type of organizations, this would partly be reliant on the extent to which company specific factors play a role (M. Saunders, Lewis, & Thornhill, 2009).

Considering the *internal validity*, this study refers to the use of the correct measures for the concepts being studied (Yin, 2009). To enhance the internal validity of this study as a whole, each concept was clearly defined in advance, based on existing literature. In an attempt to exclude other causes and enhance the internal validity of this research, an attempt was made to keep variables such as GOC characteristics and sectors constant when selecting the cases. This study acknowledges that these variables can have an influence on both the independent and dependent variables.

According to Yin (2013) comparative study research should have correct research indicators such as the internal validity, external validity and reliability (Yin, 2013). With validity is meant the level in which the research is able to measure the underlying theoretical concepts in a proper way (Yin, 2013). For example with examining the effectiveness of the CSS it was important that this concept was scored properly and not by any means was influenced by the mood of the interviewee. The internal validity of this research was also enforced by applying a triangulation on the data. According to Yin (2013) the use of multiple sources of evidence for collecting data make the eventual findings more credible and accurate. The interviews that were conducted serve as the gathering of data. On the other side, the speed-interviews are used to verify the data collected in the interviews and enable a higher credibility on the interpretations of the data.

The reliability of this research was attempted to keep as elevated as possible. For the reliability of a study it is important that the consistency of the scores or the degree to which these are applied are constant (Yin, 2013). One of the elements within this study, where the reliability had to be ensured, was the categorization of the scores. Therefore, it was attempted to keep the categorization as transparent and objective as possible. Again, the reliability is about the showing how the performed operations of this study can be repeated with the same results (Yin, 2013). In order to ensure this reliability, all stages taken in this research are defined in a precise manner in this method section or with more background information in the appendices.

4   Results & findings

The content of this chapter comprises the results of the analysis of the collected data. As an introduction to this chapter, first an overall description is provided of the data in order to give the reader more background information on the cases and how they relate to each other. Second, the results found on the dependent variable, the effectiveness of the CSS are elaborated upon. Third, the results of the three independent variables, i.e. leadership, measure and communicate progress and aligning CS within the organization are explained upon their relationship with the dependent variable, summarized and used for checking the propositions of this study. Last, there is another results section, which comprises other relevant results that this study has become aware of.

4.1 Profile description of the companies

Although all companies that participated in this research are GOCs or construed as such, they do show variability in several different ways as seen in table 11. First of all, there is a large difference in the turnover, ranging from 8.055 billion for GOC C to 354 million for GOC G. These numbers are followed by the amount of employees that each company employs, which do not correlate in a linear manner based on the turnover. GOC C, the company with the biggest turnover employs approximately 22.000 people, whereas GOC D with 56.000 employees only has a turnover of a mere 4.215. Other than that, of these 9 GOCs, 6 are fully owned and 3 are partially owned by state entities, of which the latter ranges from the 69,8% - <5% state ownership. Another important finding was that one GOC was in the process of being partly divested by the state during the course of this study. This event however, did not influence the results as the data were collected in advance of this change of ownership. Also there was some variation in the type of state-entities. It was found that different type of state-entities were shareholders of GOCs, i.e. 6 were owned by the Dutch governments, 2 by a combination of provinces and municipalities and 1 owned solely by municipalities. Besides, there was also a difference in the sectors in which the GOCs were active, i.e. the Financial, Energy & Utility and Transport sectors. This corresponds with the assumption that GOCs are in most cases providing services that traditionally were public affairs. See table 11 for more detail on these characteristics and how they relate to each other.

Table 11: GOC characteristics

GOC	Turnover (in mln. Euro)	Amount of employees (in FTE)	Sector	% GOC (and ownership)
A	4.590	7.023	Energy/ Utilities	Municipalities, 100%
B	1.696	7.170	Energy/ Utilities	Provinces, 66,2% Municipalities, 33,8%
C	8.055	22.215	Financial services	100% (NLFI)
D	4.251	56.221	Transport	State, <5%
E	1.474	2039	Transport	State, 69,8%
F	6.558	6.386	Financial services	100%(NLFI)
G	354	1.403	Energy/ Utilities	Provinces/ Municipalities,100%
H	660	1.128	Transport	State. 29,2%
I	2.243	2.596	Energy/ Utilities	State, 100%

4.2 Effectiveness of the CSS

The dependent variable within this study is the effectiveness of the CSS, defined as the extent to which these GOCs meet the objectives they have set. It was suspected that this variable would have a diversity of outcomes for the different GOCs. Therefore, this study started at the source in which the achievements are externally reported, the annual reports. The desk research, performed by examining the annual reports of the GOCs, pointed out that several indicators were comparable between GOCs. Within the social dimension, also known as People, it was found that the indicators Safety and Sustainable employment were represented in the CSS of all companies. The Environmental dimension, also regarded as Planet, all companies shared the indicators of CO_2 or Energy reduction within their CSS. Also, there was one CSR manager that indicated that there was no material indicator for the environmental dimension of sustainability within the GOC that it represented. In some cases this information was reported externally and in some cases it was not. Therefore, as indicated in the methodology multiple information sources were used to acquire data on the effectiveness of the CSS. Attaining data on the effectiveness of the CSS of the GOCs, as described in the methodology consisted of four data sources. First, the interviewees scored the overall effectiveness of the CSS within their GOC. These score list results were a first indication of the CSS effectiveness of the GOCs. It was found that they did not score their own GOC with a low score, this resulted in many medium and several high scores. Second, the interviewer's interpretation of the interview with the GOCs provided a score based on discussing the indicators of the CSS in more detail. It was found that this resulted in affirmative scores for some of the GOCs and demonstrated a contradictory image in others. Third, the speed interviews were conducted for a double check. These however did not indicate any discrepant

image of the GOCs effectiveness. At last, in some cases the external public reporting provided more evidence for the effectiveness of the CSS. However, taking all scores together, this resulted in a total score for effectiveness of the CSS of the 9 GOCs, displayed in table 12.

Table 12: Matrix table representing the results for the effectiveness of the CSS

Effectiveness					
Cases	Scorelist	Interview	Speed interview	Reporting	Total
A	H	H	H	H	H
B	M	H	H	H	H
C	H	M	N/A	H	H
D	M	M	M	N/A	M
E	M	H	N/A	N/A	M
F	M	M	M	N/A	M
G	M	H	N/A	N/A	M
H	M	L	N/A	N/A	M/L
I	M	L	L	N/A	L

The GOCs are put in order based on the effectiveness of the CSS. Considering the variation in scores that formed the total score, several remarkable observations can be identified. First, it was found that GOCs scoring a high effectiveness are also reporting their targets and achieving those. Second, there are several discrepancies between the score list and the results from the interview. GOC C, H and I were found to score higher on the score list in contrary to the interviews. On the other hand did GOC B, E and G score lower on the score list and score higher based on the score of the interview.

Also, to rule out alternative explanations and influencing factors for the effectiveness of the CSS, several combinations of GOC characteristics were analysed such as sector groups, size in turnover, size in employees and the share of state ownership. See appendix D for a detailed overview of these results. It was apparent that there was no real indication found of any relationship between the size of the GOC in turnover and the effectiveness of the CSS. This was also the case for share of state ownership. Comparing the size in FTE there was some indication that there could be a possible link between the amount of employees within a company and the effectiveness. For this feature of the GOC, of four of the GOCs with the most employees three GOCs scored high for effectiveness. Also the two lowest scoring companies were both in the lowest four, which could indicate a relationship regarding this feature. Viewing the breakdown by sector, it was found that the financial sector was scoring the highest, followed closely by the energy and utilities sector and finally the transport sector, which scored considerably lower for the total effectiveness of the CSS. Considering the just mentioned alternative explanations for the effectiveness of the CSS (i.e. size, sector and share of state ownership), it could be possible that some results were influenced by other factors. Therefore, throughout the results section, whenever it is suspected that there is another factor in play, this will be mentioned correspondingly.

The effect of Organizational Change Management on the effectiveness of
Corporate Sustainability Strategies
within Government Owned Companies

4.3 Organizational Change management for Corporate Sustainability

This section will first present the results on the relationship between de dependent and the independent variable, of which the latter is divided into leadership, measure and communicate progress and aligning CS within the organization. This will be concluded with reviewing the proposition.

4.3.1 Leadership

As previously indicated, in literature leadership is divided into two different segments. The first is based on literature that describes leadership actions and the second explains leadership styles. This paragraph will first report on the relationship of the effectiveness of the CSS with the diversity of the used actions.

Proposition:

1. **The presence of leaders for sustainability and the use of leadership actions positively influences the effectiveness of the CSS within GOCs.**

4.3.1.1 Presence of leadership and use of management actions

Within this sectoin, first the results on the effectiveness of the CSS of the nine different cases are combined with how the GOCs use leadership and if this leads to a higher effectiveness of the CSS. Second, the proposition will be tested in order to see if this primary bearer of truth is reflected in the cases studied in this research. Ultimately, an indication of the most important leadership styles for CS are reviewed.

To determine whether the proposition is supported or rejected the following overview is established as seen in table 13. Next to the total score of the dependent variable, it provides an overview of two scores related to leadership, i.e. a score list and interviews, and a total score consisting of those two scores.

Table 13: Matrix table representing the results of the effectiveness of the CSS and of the management aspect of leadership

Cases	Effectiveness	OCM: Leadership		
	Total	Score list	Interview	Total
A	H	H	M	M/H
B	H	H	H	H
C	H	M	M	M
D	M	M	M	M
E	M	M	M	M
F	M	L	H	M
G	M	H	M	M/H
H	M/L	H	L	M
I	L	H	L	M

Within the score list it is presented that of the nine GOCs, six indicated that the use of leadership is of a high importance for managing CS within their organization, two pointed at a medium importance and one a relative low importance. The interview column, made up out of scores studying the interview yielded an impression of how, to what extent or how often this management aspect is performed, this shows that there is a large variation between these two scores within GOCs, such as for example GOC H and I that scored high within the interviews but got a low score based on the interviews, in which they did not have enough empirical evidence for the use of a large diversity of leadership actions. The score list and interview scores resulted in a rather high score with a total score of two high, two medium/high and five medium. In figure 8 a diagram is presented that next to the total score for leadership, also displays the score for effectiveness and represents the relationship between those two variables.
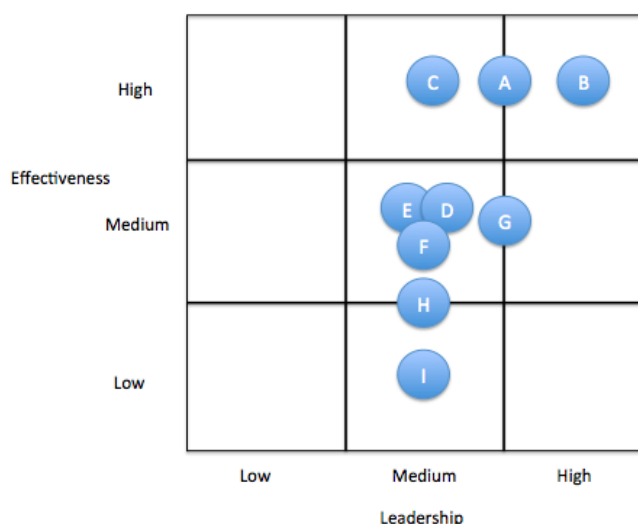
Figure 8: Diagram representing the relationship between the effectiveness of the CSS and the use of the management aspect of leadership

Within the diagram several things can be observed. First of all, making some general statements regarding this figure, it should be mentioned that there are no low or low/medium scores for leadership. This could indicate that at least every organization performs some form of leadership related actions. Second, there appears to rest a certain middle class based on the score for leadership, consisting of six GOCs, that score medium on the effectiveness. Finally, there is only one GOC scoring a double high. Next to these scores, a lot of information about the relationship between this independent variable and the dependent variable was

extracted from the interviews. Which is therefore elaborated here for the purpose of finding reinforcing or even contradictory statements relative to the proposition.

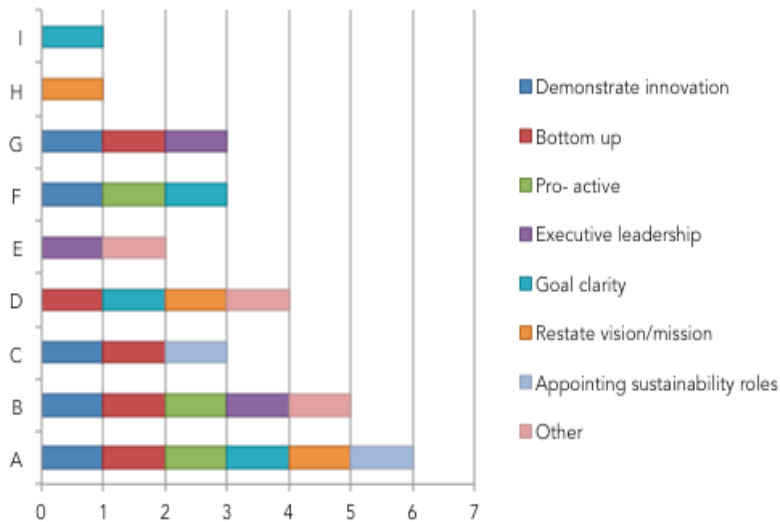Figure 9: Diversity of used management actions related to the management aspect of leadership

From the interviews also the diversity of used leadership actions were considered. These results are displayed in figure 9 for every case seperately. It shows that the companies with the highest effectiveness perform a larger diversity of leadership actions compared to the ones that have a lower effectiveness score. Also it is noteworthy that the leadership actions of 'demonstrate innovation' and 'bottom up' have been mentioned the most overall and in particular also by the top three performing GOCs on the effectiveness of the CSS.

The following paragraphs discuss the results by considering sets of GOCs that had a similar total score on the management aspect of leadership. This arrangement will improve the ability to identify if and what kind of influence it has on the effectiveness of the CSS.

As shown in figure 8, only GOC B scored high for the management aspect of leadership. Actually it was the only GOC that totalled with a high score on both this independent variable and the dependent variable. Not only did this GOC execute the second largest diversity of leadership actions, the information was strengthened by the interviewee stating that 'Our CEO & CFO show their values for CS in the open, this has a large influence on how he leads our company. We can move forward steadily knowing we have their support. We perform better than our peers'. This indicates that leadership is definitely influencing GOC B to achieve their goals on sustainability and makes them able to progress quicker, as evidenced by their statement.

The second group, consisting out of GOC A and G both scored medium/high on leadership. GOC A, scored high for the effectiveness of the CSS. The interviewee explained that this was not due to their CEO or CFO as they stated that 'Perhaps we do not lead with people but we do lead as a company. This is a big difference but a very important action. Because of this, everyone within the company acts alike'. Although, this does not show a direct link with the effectiveness of the CSS as described in literature, it does indicate that leadership can come in different forms other than 'human leadership'. It could also originate from 'company leadership' and still be effective. Also, since the employees act more sustainable, most likely they are more willing to achieve goals, which in its turn influences the effectiveness of the CSS. Also it was found that GOC A applied the largest diversity of actions, by

identifying almost all relevant OCM actions. The other GOC within this selection, GOC G, made it clear that leadership is an aspect that is definitely widespread within their business. GOC G specified only an average diversity of leadership actions. However, they did mention that specifically one management aspect influenced the effectiveness of the CSS, i.e. 'demonstrate innovation'. They declared that 'We use innovations. By this you can examine what the potential of new ideas is, lead the way and improve on your non-financial indicators. Not only in numbers but also among your employees. Otherwise you remain a bit stuck in the status quo'. The improvement of non-financial indicators signifies an enhancement on sustainability related indicators that are most likely embedded in the CSS, which therefore indicates a positive influence of leadership on the effectiveness of the CSS.

The third group, consisting of GOC C, D, E, F and H all scored medium for the management aspect of leadership. GOC C, scored high on the effectiveness. They claim to have a unalike way of dealing with this change management aspect. GOC C indicated that `within the organization it isn´t easy to talk about sustainability, many departments still think that it is a weird or scary subject`. However, with the highest score for the effectiveness of the CSS, this could indicate that they use leadership in a way that is less on the surface and more into integrating CS within the entire organization. They indicated that because of the divergent views within the company about CS, it is difficult to appoint one strong leader on CS. However, employees are stimulated and 'are able to assume a role in sustainability from itself, which gives a more gradual feeling instead of people being pushed to participate resulting, which in our case resolves in a more pro-active stance'. This bottom up approach seems to work accordingly for GOC C, and could be positively influencing the effectiveness of the CSS. GOC F, an interviewee that appointed a low score to its organization regarding leadership, received a high score based on the interview. This can be explained by the many activities that unfold in the daily management of the company. GOC F claimed that ´there was no physical strong leader for sustainability needed because they are a modest organization based on values that are already considered sustainable. Everybody already knows it and can take this role if something needs to happen´. This indicates that within GOC F leadership for sustainability is hard to get grip on, perhaps similar to GOC C, and is present in some form but perhaps not in the form of a CEO that shouts it from the rooftops, but more a general shared feeling. The positive atmosphere that is created within GOC F and the diversity of used actions led to a high total score for this GOC. GOC D, in contrast to GOC C and F, approached leadership top-down, but also indicated that leaders for sustainability were relatively absent. GOC D did indicate that it is important that 'Our CEO should be a visionary and set out a long term strategy in order to achieve short term goals' but they also mentioned that there was a lack of an actual leader. Taking all three organizations into regard, it appears that leadership is indicated as something that does influence the effectiveness but can be present in different forms. Also, except for GOC C, GOC D and F are not achieving the full potential of the effectiveness of their CSS, which is found in their medium effectiveness score. Another entity, GOC E, comments on the leaders as 'the most important element is support from the board and the executive leaders in order to move the strategy and get things done'. This indicates that the leaders for sustainability need to be supported by actions by the executive leaders for having an influence on the effectiveness on the CSS, which was the case within GOC E. However, they did not indicate a large diversity in leadership actions. The final two GOCs within this group, GOC H and I are the lowest scoring on the effectiveness

of the CSS and are perceived as not using leadership to its full extent. GOC I confirmed this with commenting 'It would be so practical and motivational if the CEO and CFO would scream it of the roofs. This is however not the case within our organization', which indicates that they do see the potential of a leader for sustainability. Interestingly, GOC H also made a link with the CEO as they stated 'Although our CEO could be that guy, he is focused on other things. In that way, it is halted and you can not move forward'. This indicates that both organizations do not have abundant leaders that have the potential of making a substantial difference. Both GOC H and GOC I did not carry out a multitude of leadership actions, tantamount to one each. As both organizations scored relatively low for the effectiveness of the CSS, it seems to be evident that a small effort and diversity of used management actions is not how a GOC should approach this management aspect.

4.3.1.2 Summary of results

The combination of qualitative data provides us insight into the influence of leadership on the effectiveness of a CSS. This study found that the proposition is: partly supported. This can be determined from several findings. First, this study points to a 'partly' supported proposition because of limiting results. Within this management aspect it was observed that all GOCs scored medium or higher for leadership, which indicates that there is some form of tactic, that leaders are present and that a diversity of actions is undertaken. However, it also shows that there are no low scores, indicating that no full range of the scale was observed. Therefore, no fully supported proposition could be established. Second, regarding the positive 'supporting' the proposition, it was observed that most GOCs score medium or high for the effectiveness and for the management aspect of leadership. This was also in line with how GOCs linked the effectiveness of the CSS with the management aspect of leadership CSS in the interviews. Next to that no contradictory results were found in the speeds interviews, supporting these findings. Third, it appeared that almost all GOCs approach leadership differently. This was found in the interviews but also indicated by the diversity of leadership actions. Despite, these different approaches, this study found that if a large diversity of actions are taken, it does exerts a positive influence on the effectiveness of the CSS. Fourth, it was indicated within the interviews by the two lowest scoring GOCs for the effectiveness of the CSS that only little diversity of actions was undertaken and that leadership for sustainability was almost non-existent. This was found at GOC H and I. These GOCs had difficulty in explaining what kind of leaders or leadership actions were present at their organization. Together with a low effectiveness, this indicates that if little effort is put into this management aspect, it negatively influences the effectiveness of the strategy. This might indicate that a positive influence on the effectiveness of the CSS is achieved if this management aspect is approached actively. Although it is very likely that no leadership actions have a negative, rather than a positive effect on the effectiveness of CSS, the results of the research did not provide enough information that no leadership actions or a too little diversity of actions actually negatively impacts the effectiveness of the CSS. Last, as displayed in figure 9, the GOCs named actions for leadership in a wide variety of different possibilities. It was however found that demonstrating innovation and a bottom-up approach were popular actions to deploy in the workplace in general and could therefore enhance a more solid approach on leadership. Altogether, the management aspect of leadership for CS seems to have a positive effect on the effectiveness of the CSS of the GOCs, especially it was found that if only little leadership actions are used, the effectiveness of the CSS is expected to decrease.

4.3.1.3 Leadership styles

The interviewees responded with a variety of different leadership styles and combinations of those styles on the question of what kind of leadership style they believed would be the most important for managing CS within GOCs. This resulted in interesting results, which are not taken into account in relation to the effectiveness of the CSS (see the discussion of findings section for a further elaboration upon this matter). However, because of the relevance of leadership styles within the management aspect of leadership, the results are presented within this section.
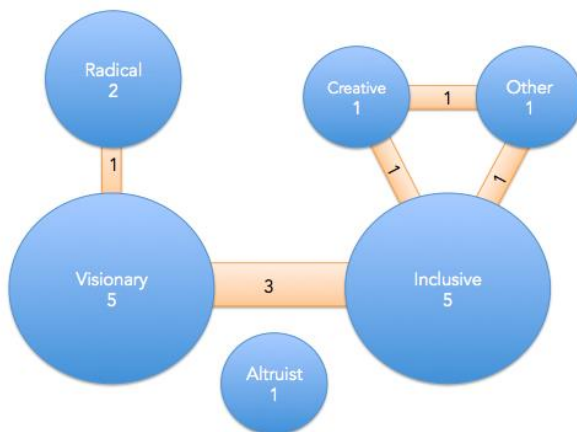
Figure 10: Leadership styles and combinations

In figure 10 it can be readily observed that the visionary and Inclusive leadership style are the most mentioned within this study. Also, the five leadership styles described in literature have all been named at least once, in which the fact that they were named in combination or in one answer is most relevant as indicated in literature. Therefore, this study takes both into account. If it is solely considered how often the leadership styles are mentioned as the only answer, this gives two for visionary and one for inclusive. The answers pointed solely at the visionary leadership style were mainly based on giving examples of how leaders should be. GOC E for example claimed that 'leaders need to look at a spot on the horizon, Paul Polman is an example of such a leader'. The leadership style inclusive was named once as a separate answer by GOC D as they said the following: I think that a balance is the most important and that finding the equilibrium between the highest possible goal and reality is key, doing this together and in this process make people feel like they are contributing to the organization. The most discussed leadership styles are visionary and inclusive, which together represent 2/3 of the total mentioned styles of leadership. Moreover, the combination of those two was mentioned thrice. GOC H commented on this by mentioning that 'inclusiveness is fueled by intrinsic motivation and the passion that you transfer. Nevertheless, you also need to inspire and think of the long term by being a visionary'.

4.3.1.4 Summary of results

In sum, it was found that the paramount leadership style was a combination of two styles, i.e. visionary and Inclusive. However, it should in particular be mentioned that the results are based on the preferred leadership styles of the CSR managers of the GOCs and are not primarily based upon the currently used style.

4.3.2 Measure and communicate progress

Similar to the previous paragraph, this paragraph will continue to combine the results of the CSS effectiveness of the 9 different cases with how they use the management aspect of 'measure and communicate progress' within their organization for managing CS. At the end of this paragraph the proposition will be evaluated based on the findings and determined how this management aspect influences the effectiveness of the CSS.

Proposition:

2. **The continuous practice of measuring and communicating progress on sustainability and the use of related actions has a positive influence on the effectiveness of the CSS within GOCs.**

Table 14: Matrix table representing results on the effectiveness of the CSS and of the management aspect of measure and communicate progress

Cases	Effectiveness	OCM: Measure and communicate progress		
	Total	Score list	Interview	Total
A	H	H	M	M/H
B	H	H	H	H
C	H	H	M	M
D	M	M	H	M/H
E	M	H	M	M/H
F	M	L	H	M
G	M	M	M	M
H	M/L	M	M	M
I	L	M	M	M

Within table 14 it is noticeable that the score list and the interview score do not always align, especially not for the GOCs with the highest effectiveness. For example GOC A, C and E provided a score list score that did not match the evidence from the interviews, resulting in a lower score. Another result that stands out is GOC F, which scores low on the score list and high based on the interview. Moreover, it should be mentioned that there are no low or low/medium scores for this management aspect. Ultimately, this resulted in a total score of one high, three medium/high and five times medium. Also, to determine whether a positive trend was present between this management aspect and the effectiveness of the CSS a diagram was established as visualized in figure 11.

Within the diagram two observations can be made. Firstly, although not very clear, there seems to be a postive trend. This might give a first indication that the use of measuring and communicating progress is positively influencing the effectiveness of the CSS. Secondly, it can be observed that within the group scoring medium for this management aspect, the GOCs are wel diversified on the effectiveness of the CSS.

As mentioned in the theoretical framework, organizations use the management aspect of measuring and communicating progress to further integrate sustainability within their organization. It was found that all GOCs keenly used a large diversity of actions for measuring and communicating progress on CS to influence the effectiveness of their CSS. From the interviews also the diversity of actions for measuring and communicating progress were summed. This resulted in the following figure 12. Several observations can be made from this figure, such as the fact that all GOCs undertake a certain diversity of management actions related to measure and communicate progress. Next to that, the

Figure 11: Diagram representing the relationship between the effectiveness of the CSS and the management aspect of measure and communicate progress

communication of progres is named by all GOCs scoring high for the effectiveness of the CSS. Other than that, it is clear that the diversity between GOCs of the actions related to this management aspect is not that large or in most cases is not worth mentioning. Also, there is an average of four different actions used, explored by all but one GOC. It should however be noted that a large diversity by itself is not a guarantee for an effective strategy as it could also be that only several of those actions are positively influencing the effectiveness of the CSS. Similar to the previous change management aspect of measuring and communicating progress, the GOCs will first be grouped based upon their score on

measuring and communicating progress. Within those groups the GOCs are described independently based upon their score on the management aspect of meausure and communicate progress and explained by connecting comments from the interviewees.

Starting with the highest scoring group for this management aspect, i.e. GOC B. For GOC B, which also scored high on the effectiveness this management aspect was seen as a means to be effective in other fields and less for improving the effectiveness by itself. GOC B underwrote this by providing a strong statement claiming that 'we try to look at what kind of impact we have. We try to communicate this and thus
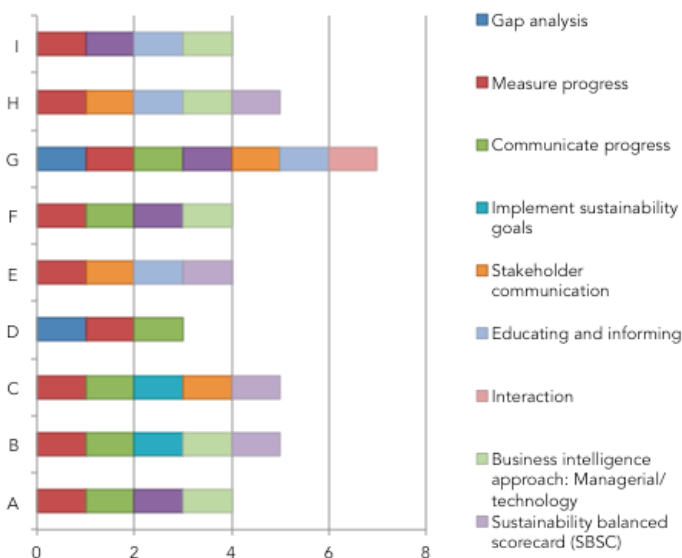

Figure 12: Diversity of used management actions related to the management aspect of measure and communicate progress

we can better translate our results and establish a strong story'. This points at a broad approach that is central to the organization's strategy and not something that is directly influencing the effectiveness of the CSS. Next to that, GOC B also performed a diverse set of actions related to this management aspect. However, this does not indicate a higher presence of this management aspect because there is no indication of how often it is used or the effort that is put in.

The second group, consisting of GOC A, D and E is comprised of GOCs that scored medium/high on this management aspect. The highest scoring entity of these two, GOC A, had a strong opinion about this change management aspect. The CSR manager highlighted that this was one of their core elements for creating a CSS and developing it further as they mentioned, 'measuring and communicating progress for us is checking if we are still within the boundaries that we have set within our CSS and is intensively used. It leads the way and lets us know which direction we need to go'. This signifies that within GOC A this management aspect is an important factor for having an effective CSS, but is not influencing it directly. Nonetheless they are achieving a high score on the effectiveness of the CSS and could therefore be an essential part of their business. It shows a high resemblance with GOC B, the other GOC that scored a high effectiveness, as both are specifying that it keeps the goals in sight, but not necessarily is achieving them. For GOC D measuring and communicating progress is an important part of their business. This was also found in a statement by the interviewee mentioning that 'this is something that we do really accurately and outstanding. This makes it easier to follow certain trends and adjust our management accordingly to achieve our goals'. This statement aligns with the other two GOCs. Furthermore, GOC E focussed on another approach saying that 'when we communicate our sustainability results externally, this is integrated into our 'normal' business results. However we could communicate much better internally'. This shows that there is a dichotomy in communicating progress on sustainability internally and externally for GOCs. Next to that they linked this management aspect to a concept named integrated reporting (further explained in the secondary results section). GOC E did not indicate the same relationship as GOC A and D but instead indicated that it did not use this management aspect to its full extent.

The final group based on the score of the management aspect is comprised of GOC C, F, G, H and I. They share a medium score for measure and communicate progress. GOC C, an entity scoring the highest for the effectiveness of the CSS within this group, unfortunately did not provide sufficient comments upon this management aspect and how this related to achieving their goals. Moving down the diagram presented in figure 11, we notice that GOC F and G are positioned in the middle quadrant for effectiveness. Also GOC F, similar to GOC E related this management aspect to the concept of integrated reporting by saying that 'we integrated our indicators and communication, now we can push our assurance and respond much faster on these CS related themes. This is what we now use as a tool to push things through within our CSS. We as the CS department however, still have to guard the implementation with our expertise'. This indicates that GOC F uses this management aspect and related actions as an effective tool, as they mentioned that it was beneficial for the CSS. However, this does not indicate that this management aspect directly influences the effectiveness of the CSS. GOC G approached this relationship differently, which might be caused by their size, being much smaller than the two other just mentioned GOCs. They bet on a more interactive approach saying that 'although we do report and measure our progress, we are focussing more on an internal assurance in order to change our organization for the better'. Also, this GOC performed the most actions related to

measuring and communicating progress. This is perhaps caused by the fact that the interactive and technology related actions are easier to implement in smaller organizations. Yet, the amount of actions did not lead to a higher effectiveness for GOC G. GOC H and I, scoring both lower for the effectiveness of the CSS did not fall out considerably regarding how they used this specific management aspect. GOC H indicated that 'when the board approves my plans. The first thing that I will do is formulate a new communication plan, which now is too incoherent and to unstructured'. This explains that they are not yet fully focussed on the internal part of communicating sustainability related themes. On the other side, their reporting and measuring of sustainability related indicators was fitting for their purposes and assisted the CSS accordingly. GOC I, although scoring low for the effectiveness, scored medium on this management aspect. They mentioned 'We continuously measure. However, you should not measure because of the measuring. There should be some targets behind it'. This comment illustrates that there should be a basis for measuring and communicating progress, however companies should not start measuring as an obsession but rather with a purpose, initiated from a clear and material CSS. Although GOC I indicated that targets would be the most effective, this was not found to be one of the actions that were undertaken in their approach. It appears that the GOCs scoring lower for the effectiveness of the CSS are aware of the importance of this management aspect and are trying to improve their approach and related actions. Thus, it appears that this group, composed of four GOCs that connected by their medium score for this management approach, shows within this group the approach or the 'how' is fairly different and also the effectiveness of the CSS. Nevertheless, all GOCs do indicate that it is an important part for their CSS to function.

4.3.2.1 Summary of results

Reflecting on the mentioned actions for measuring and communicating progress (figure 12) it was noticeable that all GOCs used this management aspect. Interestingly the action of communicating progress was only mentioned by six GOCs and not mentioned by the two GOCs with the lowest score, i.e. GOC H and I. Even if the difference in the other actions besides measuring and communicating progress are explored, such as interaction, business intelligence approach or a SBSC, the actions are quite evenly dispersed over the GOCs. Also there is no relationship in the diversity between the high and lower scoring GOCs for effectiveness. Other than the above observations there were no other patterns derived from figure 12.

The combination of qualitative data provides us insight in the influence of this management aspect on the effectiveness of a CSS. Considering the proposition and the above description and interpretation of results it was found that the proposition is nor supported nor rejected. The results indicated that this management aspect shares a different relationship with the effectiveness of the CSS. First of all, figure 11 shows that a large group of GOCs with a moderate effectiveness and OCM level score both high and medium on this management aspect. However, the scores of the surrounding GOCs are not that convincing as the GOCs scoring high for effectiveness are dispersed and the low scoring GOCs are scoring medium on the use of this management aspect. Second, in general, almost all GOCs are deploying actions for measuring and communicating progress. There seem to be two matching actions, while for the other actions a large variation between firms is present. Also, taking into account the interviews, it becomes clear that this management aspect was almost impossible to link

to the effectiveness of the CSS. It was explained by the interviewees more as a 'should have'. For example GOC A, B and all indicated that this management aspect is supporting the effectiveness of the CSS, which indicates perhaps a more indirect effect. It is something that should be present and provides a base for other OCM aspects to build upon. Therefore, this management aspect is labelled as a 'necessary condition' for an effective CSS.

4.3.3 Aligning CS within the organization

The results on the management aspect of aligning CS within the organization are displayed in table 13. Similar to the other management aspects, at the end of this paragraph the findings are summarized, which will lead to the proposition to be accepted or denied.

> 3. **Aligning CS within the organization and the use of related actions throughout the entire organization has a positive influence on the effectiveness of the CSS within GOCs.**

To determine whether proposition 3 is sustained or rejected the following overview is established as seen in table 15. The same method has been practiced that was used in the previous sections for establishing the total scores for both variables. From this table it can be observed that for this management aspects nine GOCs scored high as a total score for this management aspect The interview column, made up out of scores studying the interview yielded an impression of how, to what extent or how often this management aspect was performed, resulted in four high scores. Interestingly, five GOCs received an + next to their score, indicating an integrated sustainability approach within their strategy. Also it was found that within GOC I, the two separate scores were not aligned. While the GOC indicated a high score on the score list, the interview did not correspond with this result. Altogether, the score list and interview scores resulted in a total score of three high, two medium/high, three times medium and one low/medium.

Table 15: Matrix table representing the results on the effectiveness of the CSS and on the management aspect of aligning CS within the organization

Cases	Effectiveness Total	OCM: Aligning CS within the organization Scorelist	Interview	Total
A	H	H	H+	H
B	H	H	H+	H
C	H	M	H+	H
D	M	M	L	M/L
E	M	H	M+	M/H
F	M	M	H+	M
G	M	H	M+	M/H
H	M/L	M	M	M
I	L	H	L	M

In figure 13 a diagram displays the total scores for aligning CS within the organization and the effectiveness of the CSS, and represents the relationship between those two variables. Here it shows that the cluster of GOCs, made up out of A, B and C, which individually score high for aligning the organization and for effectiveness. Furthermore, there also established a middle class ranging from D, E, F and G, which score medium for effectiveness and surrounding medium for aligning CS within the organization. GOC H and I, form a group that scored low on effectiveness and scored medium for the OCM aspect. From these observations, it can be observed that the management aspect of aligning CS within the organization showed that the most GOCs score high for this management aspect compared to the other OCM aspects. Correspondingly, these three GOCs also all scored high on the effectiveness of the CSS. Also, unlike the other aspects there was no low score, only a medium/low. This indicates that the third OCM aspect scores the highest of all three.
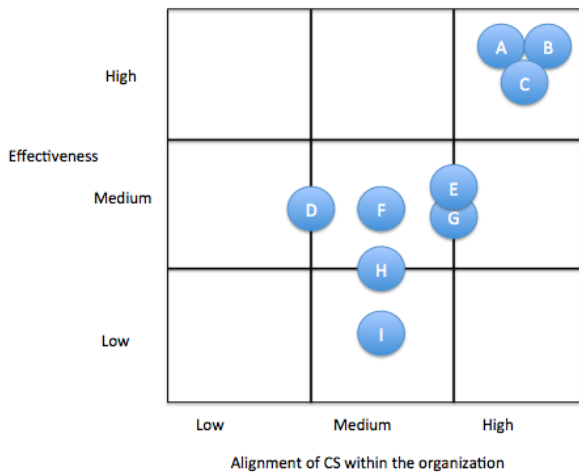

Figure 13: Diagram representing the relationship between the effectiveness of the CSS and the management aspect of aligning CS within the organization

Congruently also the diversity of used management actions within the GOCs was totalled, as displayed in figure 14. Again the GOCs are arranged based on their effectiveness score, with A as the highest and I as the lowest. With this classification it becomes more apparent that there is a trend regarding the amount of actions that are applied within a GOC related to the effectiveness. Also the actions of top management commitment and aligning PPP within the corporate strategy are all used by the top three performing GOCs. This might indicated a positive influence on the effectiveness. But first, we should find more evidence for these findings in the interviews per case. For this purpose, the GOCs are grouped according to their score on the management aspect of aligning CS within the organization, resulting into four groups.
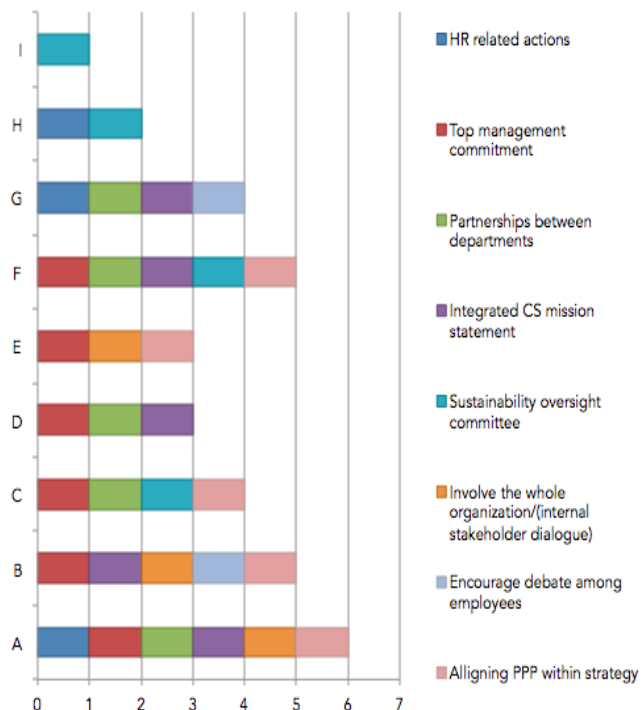

Figure 14: Diversity of used management actions related to the management aspect of aligning CS within the organization

The first group, scoring high on this management aspect, consisting of GOC A, B and C. They appear to fully support the third proposition, by also scoring high on the effectiveness of the CSS. GOC A, elaborated on this with multiple examples with regard to aligning CS within the organization. The interviewee indicated that 'we do not do other stuff than sustainable stuff it is integrated in our strategy. Every decision we make is based on this, as it is in our core. It is more a lack of resources than will, everyone wants'. Another interesting comment is that within their CSS they have a sustainability performance indicator based on the alignment within the organization. GOC A explains that 'we measure how our employees contribute to our mission, we call this internal alignment. This is based on how they interpret the strategy and what his or her contributions is to this. In this way we can manage how concerned the people are to the reason for our existence'. From the scores and this elaboration GOC A is unquestionably using this management aspect and positively affecting its CSS. GOC B, the second GOC that scored high on aligning the organization, was the only company that mentioned that almost every employee has an affinity with sustainability. This did not only affect the alignment of the organization, but more importantly it was the key element for integrating sustainability, as they stated 'our employees are proud of the company and proud of what we have accomplished in the field of sustainability, this creates solidarity towards progress in this area'. The interviewee indicated that this situation was very beneficial for achieving sustainability related goals. Although GOC B might seem very aligned, they also named 'fragmentation of their departments and business locations' as a negative influence on the overall alignment. Yet, in general GOC B is performing this management aspect. GOC C, also with a high score on the effectiveness of the CSS, argued that 'our CSS strategy is partially integrated in our corporate strategy as we are in the process of integrating it further. In this way we can make sure that our business is aligned. This is an effective tool as there is a large dissimilarity between departments'. Next to this statement, GOC C indicated that top management commitment, aligning PPP policies within the company, integrated CS mission statement and a sustainability oversight committee were of the biggest importance, which align with their statements and scores. GOC C addressed the word 'integrated thinking' multiple times (see the secondary results section for a more elaborate explanation).

The second group, consisting of GOC E and G, scored medium/high on this management aspect. Also they both score a medium effectiveness of the CSS. GOC G, the company that indicated that aligning CS within the organization is the most important aspect for sustainability as it connects the other parts. GOC G stated that 'these three aspects can't be seen separately'. GOC G made the comment that 'alignment is speaking the same language. It makes things go faster without blockades. We see this as a cycle. Which is important for sustainability to be successful'. GOC E is one of the company's that actively embraces aligning PPP policies within the organization. This can also be classified as a form of 'integrated thinking' (see the secondary results section for further elaboration on this topic). GOC E pointed out that it did not possess a CS department. While the CSR manager claimed that 'we don't need a whole department as we think that everyone should do its part. However, to move forward we need people that are motivated. To establish that, we need commitment from the top'. Both GOC E and GOC G mentioned aligning CS within the organization as a management aspect that is able to speed up the process of moving forward, which can increase the effectiveness of the CSS.

The third group, comprised of GOC F, H and I, is the group that scored as the second lowest on this management aspect with a medium score. GOC F provided fairly low scores for aligning CS within

their organization and also how effective their CS strategy is (medium).The respondent did indicate that they 'are doing a really good job'. GOC F specified that 'there is the manifest program, which is our integrated strategy. There also is a manifesto manager, a steering committee manifesto and the CEO that oversees the manifest between departments, its projects and if we create value. Not only financial, off course'. This indicates that GOC F is in the process of aligning CS within the regular strategy, but no positive influence was found regarding this case. GOC F did address the word 'integrated thinking' multiple times (see the secondary results section for a more elaborate explanation). GOC H, with a medium/low) score on the effectiveness of the CSS did see the importance of aligning CS within the organization. Evidence of using the management aspect was however less apparent. GOC H, mentioned that it is key to think about how to integrate sustainability throughout the entire organization in order to make progress. GOC H named several attributes of their management but named the top management commitment as the most valuable stating that 'when it is carried by the top, it will automatically penetrate into the other layers and departments of the organization'. Although GOC H claimed that it actively tried to align CS within the organization it also mentioned that when CS is too much intertwined in the normal business strategy it could be lost out of sight as the respondent mentioned. 'because of this integration, I am the only one that has the complete oversight'. This indicates that GOC H did make an effort of using this management aspect, but that it was not implemented correctly and therefore has no influence on the effectiveness of the CSS. The last GOC within this group with a low score for the effectiveness, GOC I, is in an early stage of integrating sustainability within the company. However, the vision of GOC I goes hand in hand with that of the former two GOCs. Aligning the organization should first of all be about aligning PPP policies within the company as they declare that 'steps must be put here. It is time that CSR will be part of the corporate strategy. It needs to be less inseparable. In this way, sustainability will be a goal, instead of a department'. This comment implicates the importance of the management action of aligning PPP policies. However, they did not indicate that this was the case within their organization nor was it linked with the effectiveness of the CSS. In fact, GOC I only indicated that they had a sustainability oversight commission linked to this management aspect. This group, and especially GOC H and I, collectively show that they are making an attempt to implement this management aspect, but that it is not working out as planned. This is however not linked or does not lead to the desired effectiveness of the CSS but they do indicate that it is an essential part of their management approach.

GOC D, scoring the overall lowest for aligning CS within the organisation also claims that top management commitment is important, next to that they see the added value of an integrated CS mission statement. GOC D scored medium/high on the effectiveness of the CSS. There was however no positive influence found related to this management aspect. GOC D encounters a large gap in their quest to align the organization regarding CS as they claim that 'the people in charge are fully aware of how the company should address sustainability, they are now confronting employees with the potential sustainability risks of doing business. This appears to be very effective for our blue-collar workers but lacks results for our white collars'. GOC D was the only case that mentioned this gap when trying to align the organization. It appears that the way, they approach aligning CS within the organization does not positively influence the effectiveness of the CSS.

4.3.3.1 Summary of results

Reflecting on the mentioned actions for aligning CS within the organization it was noticeable that GOCs using a large diversity of management actions were also scoring higher on the effectiveness of the CSS. Interestingly the action of aligning PPP policies was mentioned by most GOCs and linked to the concept of integrated thinking (see the secondary results section for a more elaborate explanation)

The qualitative data provided us insight into the influence of aligning the organization for CS on the effectiveness of a CSS. Considering the proposition and the above description and interpretation of results it can be found that the proposition is supported. GOCs such as GOC A, B and C, the GOCs that were scored the highest on this management aspect, were also scoring the highest on the effectiveness of the CSS. This indicates that this is an essential element for making progress in CS. Also, they are utilizing more related management actions compared to the GOCs scoring lower on effectiveness. Next to that, the alignment of CS within some GOCs (GOC D, H and I) did not show any signs of positively influencing the effectiveness of the CSS but accordingly these GOCs indicated that this management aspect was not implemented sufficiently. But on the other side was indicated by the CSR managers as a convincing OCM aspect for integrating CS within GOCs. Also, there seems to be a positive influence in the use of actions related to aligning CS within the organization. In particular actions such as top management commitment (A,B,C,D,E,F) and aligning PPP policies (A,B,C,E,F) within the company were mentioned multiple times and especially by the GOCs scoring higher on effectiveness.

4.3.4 Conceptual model

The following model (figure 15) summarizes the different concepts and relationships found within this study between OCM for CS and the effectiveness of the CSS. First, the influence of the management aspect of leadership appears to be positive, but there is not enough empirical evidence to fully support this proposition. Second, measure and communicate progress performs more as a necessary condition for an effective CSS instead of positively influencing it. The final management aspect of aligning CS within the organization appears to have a positive influence on the effectiveness of the CSS.
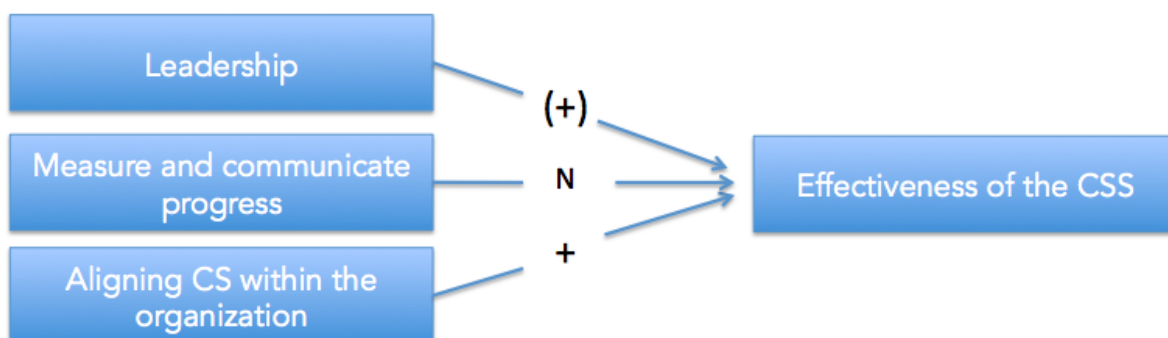

Figure 15: Conceptual model explaining the relationships found based on the results of this study

4.4 Secondary results

This section consists of results that were not the primary focus of this study but are related to the concepts studied in this study.

4.4.1 Integrated approach

Within the management aspects of measure and communicate progress and aligning CS within the organization a common concept was identified, labelled as an *integrated approach* that did not completely connect with theory that defined those two management aspects and their related actions. In order to understand this concept, it needs to be further defined based on literature, before linking it to the results. An integrated approach for the purpose of this study is divided into two sub-concepts. Firstly, *integrated reporting* is defined, linking to the management aspect of measure and communicate. Secondly *integrated thinking* is explained, which associates with aligning CS within the organization. The first concept integrated reporting can be understood as the merging of the sustainability report and the financial report into a single 'narrative' integrated report (Churet & Eccles, 2014). It was found that several GOCs had named the concept of integrated reporting but since no management action related to this concept, this could not be incorporated into the results. The second concept, labelled as integrated thinking, can be explained as a strategy that embraces elements of CS in an integrated way (IIRC, 2014). Within this study it showed resemblance with the management action of aligning PPP policies within the organization and was therefore accounted for as such. It is highly likely that if this concept is applied within a diversity of other management actions it could influence the effectiveness of the CSS. Therefore, further research is suggested on this concept. However, between companies the path to full integration into the corporate strategy differed. Furthermore, 5 out of 9 companies identified that CS was integrated to a large extent in the mission and vision, strategy of the business. The remaining 4 companies acknowledged that they were in the process of integrating this further in the business, of which 2 companies indicated that the integration was too slow. The importance of mentioning this secondary results comes forward out of the fact that the majority of the GOCs that used an integrated approach scored higher on the effectiveness of the CSS compared to the GOCs that didn't.

4.4.2 Influence of the parent government

The main assumption of this study; that GOCs act stronger on issues of accountability and legitimacy and therefore approach CS in a different way was one of the starting points for performing this study. The GOCs were asked if the influence originating from the parent government as a shareholder influenced their CS performance in positive or negative manner. It was found that 8 of the 9 (except GOC E) companies had a shared vision on the call for sustainability from the parent government, (as a shareholder), it was found that 3 GOCs experienced a negative influence and 6 a positive influence. Interestingly all GOCs expressed both positive and negative arguments and provided an abundance of different explanations for this influence. The relevance of this secondary result is expressed in one of the interviews by GOC B saying that 'the government acts as a two-headed dragon', meaning that a parent government often conducts contradictory policy regarding sustainability related themes. For a more elaborate description of these results please see appendix E.

5 Discussion & Conclusion

The main aim of this thesis was to explore the influence of OCM for CS on the effectiveness of the CSS in GOCs. As mentioned in the theoretical framework, earlier research did not focus explicitly on how different management aspects within OCM for CS influenced the effectiveness of the CSS. However, theory did point out a positive influence of OCM for CS on the effectiveness of the CSS as a whole (Benn et al., 2014; Epstein & Buhovac, 2014). Within this study, the influence of the management aspects of leadership, measure and communicate progress and aligning CS within the organization were chosen as those aspects emerged to be the most important in theory.

5.1 Discussion of the findings

5.1.1 Leadership

The findings related to the management aspect of leadership indicated that it is very likely that leadership has a positive influence on the effectiveness of the CSS. Although there is a strong indication of this relationship, it could not be supported entirely. However, this finding indicates that the presence of a leader and a diversity of used actions for CS within a GOC is important for the effectiveness of the CSS. This was indicated by a positive trend that was found in the diagram within figure 8, which displays the relationship between the use of leadership and the effectiveness of the CSS. This finding was also confirmed by the diversity of the management actions, of which the diversity of used actions was relatively larger with GOCs that performed higher on the effectiveness of the CSS. Reflecting on Doppelt (2011), he mentions that 'if effective leadership does not exist or a business as usual mentality has not been sufficiently undermined, it is highly unlikely that a sufficient number of people can be engaged in the change effort'. Also, Lozano (2015) states that 'leadership is the most important internal driver' and that it is important for the promotion of sustainable change'. From these statements it becomes clear that the authors do not link the management aspect directly to the effectiveness of the CSS. Also, these authors are not describing how the management aspect of leadership is influencing this.

The results of this study give a more solid view on how and what type of actions and leadership styles are more useful than others. It was found that the management action of demonstrate innovation was used by almost all GOCs. Yet, the diversity of used actions was relatively high and did not indicate any other 'winning' combinations. These empirical findings partly concur with literature in regard to how and what type of actions should be used. Doppelt (2009) for example focused on a pro-active stance by naming demonstrating innovation and creating a mission statement as effective management actions for leadership on sustainability. These management actions are also found in the diversity of actions used by the GOCs. Benn et al. (2011), is more focussed on executive leadership and says leaders for CS should have an inclusive stance. On the other hand, Visser (2011) suggested that leadership for sustainability is 'fraught with paradoxes' and certain shifts in approach can be desired. Several scholars find consensus in the fact that leadership for sustainability is highly context specific (Metcalf & Benn, 2012; Visser, 2011). Relating to the results found in this study, it could be

that GOCs adopt different diversities of actions related to their specific context and knowledge on change management. While these studies give a broad explanation of different leadership actions for CS it was also found that the diversity was broad and that this might indicate an actual context specific use of leadership actions. Also the CSR managers specified leadership styles deemed important for CS. It was found that a combination of leadership styles was preferred, i.e. a combination of visionary and inclusive. Visser (2011) defined that multiple leadership styles for sustainability are important for integrating CS within an organization. The defined leadership styles did not indicate that one leadership style or that a combination of leadership styles would be preferred. Although this study did not directly link leadership styles to the effectiveness of the CSS, it did provide a first indication of which styles could be effective. this study found that a combination of two leadership styles would be the preferred style (inclusive and visionary). However future research should further examine the influence of these leadership styles on the effectiveness of the CSS.

5.1.2 Measure and communicate progress:

The results of this study have indicated that the use of this management aspect and the use of related actions are needed for having a functional CSS in the first place. A functional strategy consists of basic elements such as measurement systems. This is first of all suggested based on figure 11. The groups presented in this graph demonstrate a relatively positive trend. Second, these results are comprehended in combination with the diversity of the used management actions for this management aspect. However. it is found that the diversity of used management actions does not show a considerable variation in the diversity of the use of management actions (figure 12) as this was relatively similar across the nine cases. This indicates that the management aspect of measure and communicate progress is applied by all GOCs and must be in place. Within this management aspect it was shown that a large diversity of management actions could be applied. Also it was found that certain diversity of management actions is a necessary condition for having a functional CSS. Instead of a sufficient condition for achieving an effective CSS. Therefore, the results indicate that this management aspect is more a 'should have' and is a necessary condition for an effective CSS. Reflecting on theory this study examined this management aspect because of the fact that it was indicated as an important management aspect by several leading scholars (Benn et al., 2014; Epstein & Buhovac, 2014). Epstein and Buhovac (2014) claimed that managers and employees need accurate and real-time communication on CS to make optimal and strategic decisions in their daily work. Also, they mentioned that 'it identifies if an organization is on the right track to achieve its sustainability objectives and whether a strategy is working'. Even so, Benn et al. (2014, p. 166) mentioned that 'The aim is to use the resulting information to further drive the development of capabilities in product and process design to increase sustainability'. Linking to the necessity of this management aspect, Epstein and Buhovac (2014) even mentioned that it is a necessary enabler for progress. This statement was also one of the findings related to this management aspect as all GOCs made at least a minimal effort to make use of enough actions for having insights in the effectiveness of the CSS within their organization. This discussion indicates that this management aspect has a different relationship on the effectiveness of the CSS than the other two management approaches. Future research should rather focus on how this management aspect can assist in creating a more complete instead of a more effective CSS.

5.1.3 Aligning CS within the organization

Within this study it was found that when GOCs use a diversity of actions based on the management aspect of aligning CS within the organization that there is a high likelihood that the effectiveness of the CSS is high. This was first of all proven by the position of the cases in the diagram presented in figure 13, indicating a positive trend. Second, the effectiveness of the CSS proved to be higher if a large diversity of management actions was present (figure 14). Hence, this study shows results that are supporting the alignment within the organization as a way to put more focus and set targets, which is in accordance with Burnes (2014) and (J. Kotter, 2011). Relating to how this should be executed, it seemed that certain management actions were applied more often than others, such as top management commitment and aligning PPP policies. Also, it appeared that GOCs that applied the management action of aligning PPP policies were in most cases scoring high on both the effectiveness and on the management aspect of aligning CS within the organization. Likewise, some GOCs that were found in the middle group for effectiveness mentioned using this action for better aligning CS within the organization. However, there was some indistinctness over what this action exactly meant and if it explained what the interviewees wanted to convey. Nonetheless, it was indicated that this management aspect is positively influencing the effectiveness of the CSS. Also, it is highly likely that implementing the management action of aligning PPP policies is applied by GOCs with an effective CSS. However, how this should be performed was not described into detail. It was found that the organizations mostly related this action to 'integrating thinking' and mentioned that it should be included into the regular corporate strategy instead of a separate CSS. Interestingly, this was not indicated in the theory, which was mostly focused on embedding sustainability next to the current corporate strategy (Benn et al., 2014; Doppelt, 2003; J. Kotter, 2011). For example Doppelt (2011, p. 244) states that 'every department and function of the organization must adjust its written and unwritten policies and procedures to serve the vision of sustainability'. This indicates that there is a separate sustainability strategy and vision. However, the findings of this study indicate that the participating organizations are having a higher intention towards the use of an integrated approach. Therefore, this study proposes a focus shift based on these results in current literature. This should not be focussed on alignment per se but rather on the integration of CS within the organization based on an 'integrated approach'.

5.2 Theoretical implications

The outcomes of this study have several implications for the theory. The first implication to theory based upon the findings of this study is the overlap that is found in the OCM aspects that were examined. Visser (2009) for example, in his study on leading change for CS, interchangeably uses the different OCM related actions tied together as a bundle of aspects ready to use. However, in this study to find differences in effectiveness, the actions are grouped into the three management aspects by viewing the management aspects separately. This however in some cases lead to overlapping aspects and actions. It was for example suggested by some GOCs that the management aspect of aligning the organization could also be implemented by applying a visionary leadership style and also by the management action of demonstrate innovation. However, this leadership style and management action are both categorized under the management aspect of leadership. This has implications for current literature as it suggests a further and deeper categorization of management aspects and perhaps finding interlinked management actions that can be grouped under multiple

management aspects or can be combined. Therefore, this study proposes that future research related to this topic should consider using a configurational approach. A qualitative configurational approach is an innovative approach that would make it easier to identify multiple pathways and combinations by looking at patterns in the empirical data.

The second implication is formed out of the fact that there might also be management aspects other than the ones used within this research that have an influence on the effectiveness of the CSS. This is true for management aspects such as leadership and aligning CS within the organization that are thought to have a positive influence on the effectiveness of the CSS and also for management aspects such as measure and communicate progress which are thought to have a 'functional' relationship for an effective CSS. Therefore, it is suggested that future research takes into account a larger set of management aspects, if these are relevant.

Third, regarding the theoretical approach that was used to describe the relationship between OCM for CS and the effectiveness of the CSS, it was sometimes difficult to find this relationship. As Epstein and Buhovac (2014) for example mention that 'these actions should result in an improved sustainability performance'. However, in practice it is difficult to find this relationship, as sometimes there is no indication of what actions have a larger influence. Only to a small extent previous studies were linking these two theoretical concepts, in contrary to this study. This study showed that the three management aspects all have a different influence on the effectiveness of the CSS. This resulted in the management aspect of aligning CS within the organization as the aspect with the largest influence. However, this study did not allow for a detailed identification of how the numerous management actions influenced the effectiveness of the CSS, which therefore could be a starting point for future research.

Finally, established on the findings and relating to the contribution of this study to current literature, it can be stated that the three management aspects all have a different influence on the effectiveness of the CSS. Firstly, this study adds additional support to literature on OCM for CS showing the importance of these management aspects. Secondly, this difference in the influence on the effectiveness of the CSS, as this has not been indicated in the theoretical literature is an extension to current literature, and provides avenues for further research on OCM for CS.

5.3 Limitations and future research

Discussing the *external validity* of this study, the approximate truth of the drawn conclusions need to be considered. Reflecting on the research environment and the population, several possible limitations should be considered regarding the generalizability of the results. First of all it should be mentioned that the population that fitted the GOC characteristics consisted of approximately 25 GOCs. The sample of GOCs that represented the total population consisted of 9 GOCs. These numbers show that there is a decent portion of GOCs included within this research regarding the population/sample ratio. This gave an accurate image of the population, which adds to the generalizability of the findings. Second, regarding the amount of corporate ownership of parent governments, it was found that during the course of this interview one of the GOC experienced a buyout. This implies that the parent government brought the GOC to the stock exchange (Financieel dagblad, 2015) and decreased its say and hereby possible its influence on the CS strategy. Another

condition that was questioned during this study is the type of government (as a shareholder) that for the cause of this study was widened (State, Provincial and Municipality). As stated by Vernon and Aharoni (2014), the diverse entities could have different agendas and interests compared to each other, also related to sustainability. This could lead to different outcomes because of differences in local preferences of a municipality compared to that of a regional or a national one. Nevertheless, there was no indication that this could influence the CSS of the GOCs. However, the inclusion of different type of government (shareholders) did enlarge the population and helped to gain an appropriate sample size. Also, another element that was recognized, but not fully explored, is the percentage of state ownership. As mentioned in the results section the amount of ownership ranged from 100% to <5%. This could have influenced the results as pressure that comes from the government being (partial) stakeholder differs. Nonetheless, as this study did take the share of ownership into account, it is expected that the limitations are circumvented. Furthermore, considering another possible limitation is the sample/population ratio. Within this study the sample size was 9 GOCs on a population of 25 GOCs based on GOCs in the Netherlands that fitted the population description (see methodology). This demonstrates that the sample size includes more than one-third of the qualifying population. This indicates that the findings can also be generalized to other GOCs, providing a comprehensive view of the population. Regarding the generalizability of the findings to other organizations and placed in another context, this study expresses itself with caution. There might be a different level of effectiveness because of the distinctive situation of GOCs, however de relationship between the effectiveness of the CSS and how OCM for CS influences this is not necessarily different. Nevertheless, the findings apply particularly to GOCs. However, further research is needed on a larger population of 'regular' organization before the results can be generalized and act as an example for non-GOCs literature on OCM for CS (Benn et al., 2014; Doppelt, 2009; Lozano, 2012).Though, as a final comment on the generalizability of the drawn conclusions. Viewing this study from a wider context, it should be noted that within one of the latest studies regarding integrating CS, Engert et al. (2015) mentioned that 'companies should move from focusing on whether or not companies need to integrate CS into strategic management to how this could be done in practice', which perfectly aligns with the findings of this study.

Considering the *internal validity* of this study several elements should be mentioned. First the exploration of other variables that could have influenced the relationship between the dependent variable and the independent variable should be taken into account, also called moderators. It would be naïve to not take these into account, because moderators (control variables) could affect the relationship between OCM for CS and the effectiveness of the CSS. The observed control variables were the size of the GOCs viewed from both the amount employees (FTE) and turnover (in euro's), the sector in which they are active and the share of state ownership (in %). It was found that the amount of employees and the sector in which the GOCs are active could have moderated the relationship researched within this study. However, these two control variables did not indicate a substantial difference. Second, during the course of this study, there was an indication of another variable that could have influenced this relationship; the ambition level of the GOCs CSS. Meaning the ease of achieving goals and targets within the CSS. This variable could have influenced the effectiveness of the CSS because if goals are not ambitious and are easy to achieve, without much effort a high effectiveness can be reached. It says something about the quality of the target setting

process and particularly the level of ambition. The latter sometimes leaves much to be desired. One GOC (GOC I) started rather late with CS had a similar reaction on this topic and stated 'you could discuss about the progressiveness of the goals that have been set, but if you look at the effectiveness, the extent by which we achieve targets is fine'. Some respondents stated that they were not totally satisfied with the ambition level and stated that this could be more audacious. Therefore, this possible moderator should be taken into account for future research. The final limitation concerning the internal validity of this study has to do with time constraints. As the effectiveness of the CSS was measured at a single moment in time it was not possible to find quantitative data on the effectiveness because of a certain management aspect. If it had been possible to perform a quantitative longitudinal research design, the effectiveness of the CSS could have been reviewed on multiple moments in time, this could have led to more detailed results and outcomes and should be considered for future research.

Concerning the *reliability* of this research, two implications were identified. First, the phenomenon of observer bias, could have influenced the results. During the course of this study, the interviewer perceived information about the effectiveness of different companies. It could potentially be that the interviewer formed an image of what it should look like regarding certain topics and could therefore have influenced the final answer of the interviewees into something that was favourable for the results. This however was attempted to be avoided as much as possible by the interviewer by taking into account this effect in advance by performing desk research on the GOCs before entering an interview. This makes it possible to comprehend company data more easily and attempt critical and case specific interviews. Second, regarding the reliability on the results of the effectiveness of the CSS. The results were formed of multiple data sources, the total score was partly based on the perceived level of effectiveness by the CSR managers. It was found that they all scored fairly positive and mostly between 7 and 9. This might have influenced the results as the interviewees could be biased towards spreading a positive image of the organization in which they are involved. The influence of this implication was however attempted to minimize by improving the differentiation with a categorization of results (into low/medium/high). This eventually led to an enhanced image of the variation that existed within the results of the dependent variable. Also, it was found that several data sources were absent. One of those missing data sources is the speed interviews of which four were missing out of nine. Also the annual reports of the GOCs sometimes did not provide the correct information, resulting in six missing data sources. However, for the purpose of this study, the data was sufficient. It should be taken into account that this missing data could have led to a different outcome. However, because of the triangulation applied within this study, these missing data sources were counterbalanced and therefore the findings of this study remain reliable and trustworthy.

5.4 Conclusion

First, this thesis examined the link between the OCM for CS and the effectiveness of the CSS by constructing a theoretical framework. Second, in order to find more evidence on this relationship and to deepen our knowledge on the influence of different OCM aspects on the effectiveness of the CSS, three propositions were tested. Based on empirical evidence from the multiple case study performed within this study a data set was formed. This data was derived from 9 interviews, 5 speed interviews, 9 score lists and 9 annual reports. From this a matrix table arose which together with the interviews was used to identify patterns, testing the propositions and eventually answer the following research question:

In what way does the Organizational Change Management approach influence the effectiveness of a Corporate Sustainability Strategy within Government Owned Corporations?

The OCM approach, defined by three management aspects for integrating CS was found to have the following influence on the effectiveness of the CSS. Concerning the first management aspect of leadership it was found that it had a partially positive influence on the effectiveness of the CSS. Also it was found that if a too little diversity of management actions was undertaken it would most likely lead to a low effectiveness on the CSS. For the second management aspect of measure and communicate progress, it was observed that a certain diversity of actions is required for having an effective CSS in the first place. Also, if there was a high use of this management aspect it did lead to a higher effectiveness, but the other results did not indicate a strong trend and this was not as obvious as compared to the other two management aspects. The management aspect is categorized as a necessary condition for the CSS to function. The third management aspect, aligning CS within the organization, showed the largest positive influence on the effectiveness of the CSS. It was found that GOCs with a high effectiveness were all more concerned with using this management aspect. Especially the management action of aligning PPP policies apparent for higher scoring entities, which was found to have comparability with the principle of 'integrated thinking'.

When answering the research question several overall findings need to be considered. First, the results indicate that the GOCs did differentiate in how effective they were in their CS. Second, concerning what kind of OCM aspects are used for the implementation of Corporate Sustainability within Government Owned Corporations. It was discovered within the management aspects that there was a large diversity in approach. Last, the empirical findings show that the three OCM aspects do not influence the effectiveness of the CSS in the same manner. Next to that, the management aspects can be approached differently by using a diverse set of management actions.

Further research regarding OCM for CS should most of all focus on taking into account management aspects that were not included in this study or were not identified as such and if these also have an influence on the effectiveness of the CSS. Also, for a better understanding on how OCM aspects for CS and combinations of those aspects influence the CSS, other methods for assessing this relationship are recommended to explore. A suggestion would be to explore a qualitative configurational approach. Although further research is highly suggested, this study provides an important contribution to our existing knowledge on the influence of OCM for CS on the effectiveness of the CSS.

5.5 Managerial Implications

The integration of Corporate Sustainability (CS) within organizations is widely attempted by performing change management for sustainability. This doesn't mean that these attempts are also improving the effectiveness of the sustainability performance, i.e. the effectiveness of the Corporate Sustainability Strategy. Based on the current leading change management models for CS and a comparative study on 9 Government Owned Companies the following observations were made for managing change for CS.

Firstly, there are numerous management theories available for companies to change their organization in order to become more effective or achieve certain goals. More specific, are there theories or approaches based on achieving goals related to sustainability. In most cases these theories and models are a set of management aspects that do not clarify in detail what kind of management actions should be applied. Therefore, three management aspects, i.e. leadership, measure and communicate progress and aligning CS within the organization were identified as the most important management aspects.

Secondly, relating to the comparative case study at the GOCs, it became apparent that all GOCs are fully aware of the need to manage change for sustainability within their organization. However, it was observed that the application of these management aspects and related actions differed greatly among organizations. The different approaches between GOCs provided manageable simplicities that made it possible to identify how these management aspect and the related management actions influence the performance on CS.

Last, the managerial implications that can be drawn from this study's findings are reasonably easy to connect to specific actions. The major contribution of this study is the further deepening of the relationship between the OCM for CS and the effectiveness of the CSS within GOCs. Nonetheless, the results provide example non-GOCs to consider.

Translating the results from this study into useful and straightforward recommendations to GOCs and possibly other organizations comes down to the following suggestions.

- Leaders apply different styles. This influences their effectiveness. This research indicates that leaders should try to embrace a visionary and inclusive stance towards their employees. Also it is key that progress is initiated and shown by demonstrating innovation. For example interacting with employees on a new technology that decreases the amount of CO_2 and how this impacts the business and them as employees.
- Measuring and communicating progress should at all times be sufficient or a general focus point. It has been found that this management aspect is regarded as necessary for an effective CSS. Also, the external profiling of targets will enable you as an organization to better consider the ambition level and eventually how your organization is achieving its goals. Also, it does not stop with measuring your performance on CS.

- Aligning CS within the organization as a management aspect should be embodied by using the approach of *integrated thinking*. This will give organizations a more solid base to integrate CS within their strategic management. However, organizations should not hurry this process but preferably give it a gradual but continuing implementation.

Taking the above managerial implications into account, it should be mentioned that organizations (GOCs in particular) should not just implement a set of change management actions and aspects. Within the known change management models, there are multiple management actions that are not applicable or effective. It is recommended to find management actions for integrating CS that are actually influencing the sustainability performance by reviewing the effectiveness. This study advocates for more innovative ways to assess the influence of OCM for CS for providing organizations with an tailor made solution.

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7 Appendices

Appendix A : Definition of management actions

Table 16: Further elaboration on the management actions related to the management aspects of Leadership

Leadership		
Management action/#Node	**Definition**	**Signal words for recognition**
Demonstrate innovation	Demonstrating innovation by leaders for sustainability is carried out by involvement in value adding and innovation based activities for example based on efficiency or related to social or ecological issues (based on Benn, Dunphy, & Griffiths, 2014, p. 122).	• Innovation • Technological solutions • Finding novel ways to improve • Innovative leadership • Progressive actions
Bottom up	A bottom-up approach can be implemented by having employees participate in the decision-making about the sustainability strategy but also in finding material topics to be pursued regarding sustainability (Lozano, 2013; Sustainalize, 2015).	• Bottom-up • Employee involvement • Create participation • Employee centred decision making
Pro-active approach	Process of constructing a committed team of leaders for sustainability that reaches an agreement on the centrality of sustainability within the corporate sustainability strategy (based on Benn et al., 2014, p. 298).	• Pro active • Positive approach • Gathering sustainability minded people • Transition teams
Executive leadership	The organization's executives acquire personal convictions on sustainability are intrinsically motivated and initiate change efforts (Doppelt, 2009, p. 111; Epstein & Buhovac, 2014).	• Executive leadership • Board of executives involvement • Intrinsically motivated • Personal affection with Sustainability • Spreading the word
Goal clarity	Leaders for sustainability have formulated a 'strategic intent' that they carry out on a daily basis. This can be a direction or an intuitive response to the organizational situation (Benn et al., 2014; Sustainalize, 2015).	• Goal clarity • Creating a strategic intent • Pronouncing the current state towards the goal • Identifying a gap
Restating the vision and higher mission	As effective leaders for sustainability have to keep their organization focused it is essential for them to frequently remember employees of the mission for sustainability (Benn et al., 2014, p. 244).	• Continuous repetition, frequency • Vision/mission • Clarification of higher purpose • Set a focus
Appointing sustainability	Sustainability roles are related to functional occupations within organizations for the purpose of creating a group of sustainability leaders that is	• Appoint change agents • Group of sustainability leaders

roles	spread on different parts of the company for further integration of CS (Benn et al., 2014).	• Sustainability role models • Find sustainability winners • Diversity of functions and departments

Table 17: Further elaboration on the management action related to the management aspect of measure and communicate progress

Measure and communicate progress		
Management action/#Node	**Definition**	**Signal word of recognition**
Measure progress	Understanding the effectiveness of a corporate strategy acquires adopting new measurement systems to increase and remain focused (Benn et al., 2014; Doppelt, 2009; J. M. Lozano, 2005; Luecke, 2003).	• Measure progress • Adopt new measurement systems • Creating performance insights
Make a gap analysis for the sustainability performance	Focussing on closing the gap between the desired state of sustainability and the existing circumstances that are present. Creating capacity to implement required programs to close this gap (Doppelt, 2009).	• Establish a gap analysis • Set goals vs. sustainability performance • Align vision and action • Close the gap • Performance evaluation • Assess the effectiveness of the corporate strategy
Communicate progress	'communicate and dramatize success; foster transparency and truth' (Benn et al., 2014, p. 282). For this action it is essential to report regularly on progress regarding sustainability on a weekly to monthly basis. (J. P. Kotter, 1996).	• Communicate progress • Internal and external reporting • Communication frequency • Communication approaches • Transparency and openness
Implement sustainability goals	The continuous transmission of strategic goals towards all relevant business units and uninterruptedly emphasize the end goal or relevance (Benn et al., 2014; Doppelt, 2009).	• Implement sustainability goals • Communicate sustainability goals throughout the organization • Externally report sustainability goals and performance
Stakeholder communication	The development of processes for stakeholders that emphasize accountability, transparency, materiality and most of all living up to stakeholder expectations (Benn et al., 2014; Doppelt, 2009; Lozano, 2013; Ministry of Economic Affairs, 2015; Sustainalize, 2015).	• Stakeholder dialogue • Internal and external stakeholders • Stakeholder expectations • Communicate materiality • Interaction after dialogue
Educating and informing	A constant stream of information, workshops, events, employee training, award programmes. But also discussing sustainability efforts on intra-net and incorporating sustainable values within the HR process (Doppelt, 2009; Lozano, 2013).	• Educate employees • Information sharing throughout the organization • Discuss sustainability efforts • Incorporate CS values within HR • Frequency of information

		sharing
Interaction after informing/comm unicating	For the process involving stakeholders and employees it is necessary to continue after the information sharing and communication. This management actions provides the possibility to interact with the company on the provided information (Reilly, 2009; Sustainalize, 2015).	• Interaction with employees and stakeholders • Find material issues • Deepen knowledge and sustainability debate
Business intelligence approach: Managerial/tech nology	The use of new technological information systems. Often there is no effective support for information systems. A business intelligence approach can be viewed as a combination of different innovative applications used to analyze an and manage the organization's data (Doppelt, 2009; Lozano, 2013).	• Technological solutions • Innovative applications • Information systems • Data operationalization • Performance measurement
Sustainability balanced scorecard	The use of a management tool that assists the successful implementation of corporate strategies based on sustainability performance indicators that link to causal chains (Figge et al., 2002)	• Link performance with strategy • Implementation of sustainability strategy • Manage sustainability indicators collectively

Table 18: Further elaboration on the management actions related to the management aspect of aligning CS within the organization

Aligning CS within the organization		
Management actions/#Node	**Definition**	**Signal words of recognition**
HR related actions	Systems alignment requires reward systems that incorporate the vision, goals and strategies for employees by rewarding sustainability related undertakings (Benn et al., 2014, p. 134; Doppelt, 2009, p. 239; Lozano, 2013).	• Human resource management • Alignment of employee values • Corporate sustainability reward systems • Employee engagement
Top management commitment	This action implies that there is a participation from the top management on the implementation and alignment of sustainability within all levels of the organization. This commitment also includes an active role further down the organization for additional alignment to lower management roles. The top management needs to provide exemplary behaviour (Doppelt, 2009, p. 126).	• Top management commitment • Participate in the alignment of systems for CS • Active role within and outside of the organization • Relationship of top management with 'regular' employees • Exemplary behaviour
Partnerships between departments	Effective partnerships eliminate obstructing elements. Partnerships allow departments to achieve a vision or goals set within the strategy together, which increases the total performance on sustainability (Doppelt, 2009, p. 236)	• Partnerships • Inter-departmental collaboration • Achieve goals together • Shared goals
Integrated CS mission statement	The implementation of the sustainability mission statement into the corporate statement. Establishing this management action can create a motivating sense of identity, which results in more cohesion among stakeholders and employees (Doppelt, 2009, p. 152).	• Mission statement • Integrating CS into Corporate strategy • Establishing a shared mission • Building cohesion among the organization • Motivated towards an aligned goal
Sustainability oversight commission	Gathering a multitude of employees and higher managers from all departments into one commission or committee. This management action improves the collaboration and at the same time oversees the sustainability change process from multiple points of view (Doppelt, 2009, p. 132).	• Sustainability oversight commission • Sustainability committee • Transition team • Inter-departmental collaboration • Incorporate diverse

		team
Involve the whole organization (internal stakeholder dialogue)	Performing stakeholder dialogues includes defining roles, responsibilities and most of all, focus. By evaluating the material sustainability issues deemed important by the internal stakeholders, managers have the possibility to anticipate. This can increase sustainability initiatives throughout the organization by communicating that resources are available (Benn et al., 2014, p. 88; Sustainalize, 2015).	• Internal stakeholder dialogue • Communicate shared goals • Define aligned responsibilities towards CS • Evaluate material issues that are represented in the entire organization • Frequency and form of action
Encourage debate among employees	Starting group discussions and a debate among employees increases the alignment of CS within the organization. By incorporating employee visions and ideas into the decision-making process, employees will take a more significant role CS. (Benn et al., 2014, p. 324; Epstein & Buhovac, 2014, p. 244)	• Encourage debate • Incorporate employees opinion • Group discussions on material issues • Further define the direction concerning CS • Frequency and form of action
Aligning PPP policies within strategy	Aligning the existing sustainability policy and department with the current corporate strategy to prevent the two separate elements from working past each other (Benn et al., 2014; Doppelt, 2009; Epstein & Buhovac, 2014, p. 81; Lozano, 2013)	• Aligning sustainability policies • Combine with corporate strategy • Mutual goals for the corporate and CSS • Align CS goals with business goals • Governance

Appendix B: Interview invitation email - Dutch

Beste meneer/mevrouw,

U bent als Duurzaam Bankieren manager geselecteerd door de toonaangevende rol die uw organisatie speelt binnen het duurzaamheidslandschap in Nederland. Ik zou u als onderdeel van mijn afstudeeronderzoek graag willen interviewen om meer te weten te komen over hoe duurzaamheid leeft binnen uw organisatie en welke management aspect wordt gebruikt door uw organisatie.

Mijn afstudeeronderzoek schrijf ik als onderdeel van mijn stage bij Sustainalize en mijn Master opleiding Sustainable Business & Innovation aan de Universiteit Utrecht . Het doel van het onderzoek is om een beter inzicht te krijgen in hoe duurzaamheid binnen (voormalige) staatsdeelnemingen gemanaged wordt.

Uw deelname zal bestaan uit een interview en niet meer dan 60 minuten van uw tijd in beslag nemen. De informatie die u verstrekt tijdens het interview zal geanonimiseerd worden en niet gedeeld worden met derden. Graag verwijs ik u voor een verdere beschrijving van mijn onderzoek naar de officiële uitnodiging (zie bijlage).

Ik hoop dat u er voor openstaat om mij te woord te staan. Binnenkort zal ik u telefonisch benaderen om een afspraak met u te maken en het interview in te plannen. De interviews zullen begin November afgenomen worden. Twijfelt u alstublieft niet om mij te contacten mocht u vragen hebben met betrekking tot het bovenstaande.

Met vriendelijke groet,

Mart van Kuijk

Sustainalize

+31(0)6 43917616

www.sustainalize.nl

mart.van.kuijk@sustainalize.nl

Twitter: @sustainalize

Official invitation Interview – Dutch

Geachte heer/mevrouw ......,

Bij deze zou ik uit willen nodigen voor deelname aan een onderzoek dat ik uitvoer als onderdeel van mijn afstudeerstage bij Sustainalize en de Master opleiding aan de Universiteit Utrecht, genaamd Sustainable Business and Innovation. Graag verschaf ik u meer informatie over dit onderzoek en wat uw betrokkenheid zou inhouden, mocht u besluiten deel te nemen.

Het onderzoek waarvoor u bent geselecteerd, samen met CSR managers van andere toonaangevende bedrijven, is gericht op bedrijven in Nederland die een staatsdeelneming zijn of dit tot vrij recent zijn geweest. De keuze voor bedrijven die gedeeltelijk in handen zijn/waren is gebaseerd op het feit dat zij vaak enige vorm van legitimiteit uit willen stralen of een publieke taak vervullen. Dit zou een positieve factor kunnen zijn voor een beleid op duurzaamheid. Daarom focust dit onderzoek zich op de invloed van verander management op de effectiviteit van de duurzaamheidsstrategie binnen uw organisatie. Wanneer u besluit om deel te nemen aan het onderzoek zal u additionele informatie ontvangen met betrekking tot de strekking van het onderzoek

Betreffende uw mogelijke deelname aan het onderzoek. Uw participatie aan het onderzoek is volledig vrijwillig. Uw deelname zal bestaan uit een interview van ongeveer een uur in een wederzijds overeengekomen locatie. Met uw toestemming zal het interview worden opgenomen, dit om het verzamelen van informatie te vergemakkelijken en voor het later transcriberen en analyseren van de resultaten. Kort na het interview zal ik u een kopie van het transcript sturen om u de kans te geven om de nauwkeurigheid van het transcript te bevestigen en mogelijk punten die u wenst te verduidelijken. Alle informatie die u verstrekt wordt volledig vertrouwelijk beschouwd. Uw naam of organisatie zal niet gelinkt worden met mogelijke uitspraken die u tijdens het interview hebt gedeeld. Echter, met uw toestemming zou ik anonieme quotes op willen nemen in het eindrapport. U zult uiteraard na afloop van het onderzoek een kopie ontvangen van het eindverslag.

Mocht u naar aanleiding van deze brief nog vragen hebbenneem dan contact met mij op via email (mart.van.kuijk@sustainalize.nl) of telefonisch (+31643917616). U kunt ook contact opnemen met mijn begeleider bij Sustainalize, Wouter van 't Hoff (wouter.van.t.hoff@sustainalize.nl & +316 55253416) .

Ik hoop dat de resultaten van mijn onderzoek ten goede zullen komen aan uw organisatie en die van de andere participanten die direct betrokken zijn bij de studie, evenals de toevoeging voor de wetenschap en in bredere zin, onze maatschappij.

Bij voorbaat zou ik u willen bedanken voor uw mogelijke deelname aan mijn afstudeeronderzoek. Ik kijk er naar uit om u binnenkort te spreken.

Met vriendelijke groet,

Mart van Kuijk   Wouter van 't Hoff
Stagair/Student   Sustainability Consultant
Sustainalize./Universiteit Utrecht   Sustainalize

Appendix C: Interview topic list – English

Interview topic list – English (~60 min

Personal Introduction (~2 min)

- Thesis/Internship Sustainable Business and Innovation
- Utrecht University
- Sustainalize

Introduction to research (~1min)

- Define the most important terminologies: Organizational Change Management/ Organizational Change management for Sustainability / Corporate Sustainability/ Corporate Sustainability Strategy / People Planet Profit / Effectiveness

Basic questions

1. What is your position and what are your responsibilities within this organization?
    o Did the CSR manager discuss all 3 topics (OCM/CSS/Effectiveness)?

2. How long have you been working for Company X?
3. How does Company X take Corporate Sustainability forward and how would you define its Strategy on Corporate Sustainability?

4. Do you think the fact that Company X is a GOC influences the effectiveness of the Corporate Sustainability Strategy?

Could you give an indication on a scale from 1 tot 10 (1 is large negative influence, 10 is large positive influence

0 Large Negative influence	1	2	3	4	5 No influene	6	7	8	9	10 Large positive influence

Corporate Sustainability Strategy:

5. What is the effectiveness of Company X's Corporate Sustainability Strategy?

Could you give an indication on a scale from 1 tot 10 (1 not effective, 10 very effective)

0 Not effective	1	2	3	4	5 Moderate effectiveness	6	7	8	9	10 Very effective

Company X →Has specific goals/targets on the following sustainability indicators.

6. How did the targets on the different Sustainability Indicators come about and who was responsible for this? (e.g. safety (LTIF/LTIR), absentism, CO_2 emissions, energy reduction)?

7. Who has the responsibility of managing these sustainability indicators and which body/department manages this?

8. What is your opinion on how well these indicators are managed within the organization, please indicate according to the following Lykert scales.

People:

Indicator 1:

0 Not effective	1	2	3	4	5 Moderate effectiveness	6	7	8	9	10 Very effective

Indicator 2

0 Not effective	1	2	3	4	5 Moderate effectiveness	6	7	8	9	10 Very effective

Planet:

Indicator 3

0 Not effective	1	2	3	4	5 Moderate effectiveness	6	7	8	9	10 Very effective

Indicator 4

0 Not effective	1	2	3	4	5 Moderate effectiveness	6	7	8	9	10 Very effective

Organizational Change Management for Corporate Sustainability:

1. How does Company X manages sustainability and what kind of change management action
2. s do you think are effective in doing so?

10. Could you give a description of what kind of competences a leader for sustainability should posses within your organization in order to manage sustainability effectively?

- Radical
- Altruistic
- Creative
- Visionary
- Inclusive

11. Could you describe what kind of Leadership actions are important for managing sustainability related themes within Company X

Organizational Change Management for Sustainability actions for Leadership:
- Demonstrate innovation
- Bottom up/top down
- Pro-active approach
- Executive leadership
- Goal clarity
- Restating the vision and higher mission
- Appointing sustainability roles

12. Could you describe how Company X measures progress and communicates and shares information on sustainability throughout the entire organization. Could you name some important actions and explain how these have effected the progress on CS?

- Make a gap analysis for the sustainability performance
- Measure progress
- Communicate progress
- Communicate performance
- Implement sustainability goals
- Frequency communication

- Stakeholder communication
- Educating and informing
- Interaction after informing/communicating
- Business intelligence approach: Managerial/technology
- Sustainability balanced scorecard (SBSC)

13. Could you describe how Company X aligns organizational systems such as its vision, leaders and attitudes, throughout the entire organization? Could you name some important actions and explain how these have effected the progress on CS?

- Making it an integral part of your organization
- Share value in publicly held organization
- Commitment & charity
- Completeness of change process
- Eliminating opposing structural systems: Structural/Network/Matrix/functional
- HR related actions
- Top management commitment
- Develop partnerships between departments
- Develop a freestanding sustainability mission statement
- Create a sustainability oversight committee

- Involve the whole organization/(internal stakeholder dialogue)

Appendix D: GOC characteristics in relationship to the effectiveness of the CSS

Table 19: Overview of the GOC characteristics in relationship to the effectiveness of the CSS

Turnover High to low turnover	Effectiveness of the CSS	Size in FTE High to low FTE	Effectiveness of the CSS	Amount of state ownership High to low ownership	Effectiveness of the CSS	Sector State or Provincial/ Municipality	Effectiveness of the CSS
C	H	D	M	C	H	Financial (C)	H
F	M	C	H	F	M	Financial (F)	M
A	H	B	H	I	L	Energy/Utility (A)	H
D	M	A	H	G	M	Energy/Utility (B)	M
I	L	F	M	A	H	Energy/Utility (G)	L
B	H	I	L	B	H	Energy/Utility (I)	H
E	M	E	M	H	M/L	Transport (D)	M
H	M/L	G	M	D	M	Transport (E)	M/L
G	M	H	M/L	E	M	Transport (H)	M

Appendix E: GOC vs Parent government

Table 20: Influence of the parent government on the CS performance of the GOC

Company	Influence on CS performance
A	7
B	8
C	7
D	6
E	5
F	3
G	4
H	8
I	7
Average: 6,1	

This section provides an overview of the the relationship that GOCs have with the government (as a shareholder). It appeared that the GOCs have different views on this relationship. GOC B for example quoted 'For us, the government as our main shareholder acts as a two -headed monster. On one side it asks us to prove our sustainability progress and on the other side it wants us to maximize our profits'. Within this conflict, which was echoed by all but one interviewee, there were different opinions on if this conflict has a negative or a positive influence on the CS performance. As seen in table 18, 6 companies indicated a more positive influence on the CS performance and 3 had a more negative point of view, this resulted in an overall average of 6.1. This result is considered a small positive influence. However, it should be approached carefully as the conflict between the positive and negative side of the parent government can differ greatly. This was also expressed by several companies for example GOC B stated 'It are not only financial shareholders trying to get money out of your company, this are public shareholders, looking at a longer term. They get a small dividend every year and are satisfied'. Also GOC H commented on this 'I experience tension between on one side the reification and on the other side independence. This results in more pennies on the watch, which allows the social objectives to shift a little to the background '. GOC F noted that 'The minister of Finance only steers on one thing, returning tax money'. These statements make it difficult to understand the influence that parent governments have on GOCs. Taking into account the time and money that is invested in both the 'financial' and the 'sustainability' side of state policy, this conflict does not seem sustainable.

Table 21: Influence of the parent government on the effectiveness of the CSS divided into sectors

Sector	Influence on CS performance: Average score
Financial services	5,5
Transport	4,7
Energy & Utilities	7,5

Another difference between the GOCs is the sectors in which they do business (table 19). Although the sectors differ, there is a connection between the sectors as traditionally GOCs are positioned in sectors that fulfil a public service or a usual state service. These are Financial Services, Transport and Energy & Utilities. The best represented is the energy and Utility's sector with 4 companies, the transport sector comprises 3 companies and the financial services includes 2 companies. It can be noted that GOCs in the three sector categories differ greatly in how they see the influence of the state on CS as a shareholder (see table 14) on a 0 (negative influence)-10 (positive influence) scale. This finding shows that the balance between a positive and a negative influence can differ among sectors. Several interviewees (GOC A, B, H) indicated this conflict in state influence as s a delicate affair and 'time and money consuming'. Also, the results showed that within GOCs there is a lot of uncertainty

with respect to the role that government shareholders play and how they change their 'face'. Within the Energy and Utility sector there was a strong indication of a two -headed monster, which was specified by all interviewees (GOC A, B, G and I).