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CORPORATE RESPONSIBILITY, MARKETING, AND REPUTATION
A Stakeholder Approach for Sustainable Car Fleet Management

by

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Abstract

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Corporate responsibility is increasingly involved in corporate reputation, and so, in the economic success of a company. Car fleet operating companies are exposed to criticism and, as a direct result of this many corporate protagonists responsible for the operation of car fleets are developing measures to decrease CO₂ emissions and fuel consumption. A second trend is the increasing usage of image-generating marketing actions in the worldwide ‘information society’. For various reasons, these image campaigns do not always lead to the expected improvements in corporate reputation.

The crucial question is, how do these marketing actions, in the name of corporate social responsibility, relate to corporate reputation?

The objective of this research is to establish rules for these relationships and to derive a new stakeholder approach to optimise corporate reputation regarding car fleet management marketing.

First of all this study examines theoretical evidence in preparation for further empirical studies on the behaviour of sustainable car fleet management. With this in mind, the thesis looks at empirical evidence about the factors deemed necessary for successful responsible car fleet operation and its marketing. After conducting an online survey with more than 300 respondents, a multiple-embedded-case study with three cases, six supplementary cases, and several stakeholders represents the main part of this work.

As a result, this work depicts, through three models, and via a new stakeholder approach (a combination of the three), the relationships of certain main types of firm with main types of fleet as well as the main types of marketing to support corporate reputation.

Unexpected findings regarding the suitable intensity of communication to internal and external stakeholders have emerged.

This approach successfully supports the design of sustainable car fleet management and a suitable arrangement of the marketing approach.
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DECLARATION

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Relevant scientific seminars and conferences were regularly attended where the work was often presented to the Munich Node institutions. Additionally external institutions were visited for consultation purposes and several papers prepared for publication.

Details of publications and presentations carried out during the research programme can be found in the appendices.

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Papers, Poster, Journal Articles (see appendix)

Presentation and Conferences attended:

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Signed………………………………………………

Date………………………………………………
1. Introduction

This Chapter 1 presents a picture of the problem which is the basis of the research. It depicts the procedure of the Literature review and covers the theoretical framework. Also the research area is defined and the originality is demonstrated. An overview of the findings is presented and the chapter also introduces the concept of interplay-research, demonstrates the origins for the research programme and defines the aims and objectives. Then the research approach and methods are introduced and the contribution to knowledge is identified. Finally a discussion of the thesis structure is included to introduce the reader to the various aspects covered throughout the text.

1.1 Statement of the problem

Sectors such as the energy, the steel industry and logistics industry, are in public focus. Transportation of goods from one place to another is still one of the main reasons for emitting greenhouse gases (Stillhart, 2009). Since potential clients ask more and more about the eco-balance before they actually place an order, new transport-solutions with a high CO\textsubscript{2} efficiency are important. DIN EN 16258 is to be introduced in the EU with the aim of building up a system for reporting CO\textsubscript{2} exhaust emissions per consignment, per order, per vehicle, and per company. Based on this data, a trade of CO\textsubscript{2} certificates within the logistics industry will be regulated by law and will be implemented.

That is why many corporate protagonists in the operation of car fleets aim to develop measures to decrease CO\textsubscript{2} emissions and fuel costs.

A second trend is the increasing number of image-generating marketing actions in today’s information society. PR departments are releasing campaigns and success-stories on sustainable management. Marketing campaigns, target oriented public relations and advertising, sustainability reports and management reports are the tools used in this case.
Sustainable management, change of values, climate change, energy balances, and corporate social responsibility have become increasingly significant in public discussion. The portion of 77% of the top 50 companies within the Swiss-Market-Index fear image-risks and changing consumer behaviour. According to a current study by Pictet of Geneva, a Swiss foundation for sustainable development ethos, 80% of 170 surveyed companies in Germany would prefer logistics service providers who take measures against CO\textsubscript{2} emissions (Stillhart, 2009).

In product marketing and technical marketing it is essential to be aware that the core of a product or a service cannot by itself lead to customer satisfaction and is not the only basis for sustainable customer loyalty.

Therefore, it is necessary to offer additional benefits such as services, consulting, updates, and background information. Further characteristics are required, which make the customer feel better (e.g. corporate identity, corporate design, corporate behaviour, corporate reputation and corporate image) (Davidow, 1986).

Whilst the importance of CSR and the appropriate marketing measures to create a positive reputation in the market is widely seen as vital, the role of these items regarding car fleet operation in companies has not been researched.

To support the re-emergence of sustainability, this study addresses the issue of viable models, which could enhance the prospects of success. A model of best practices, if properly grounded in the experiences of both successful and unsuccessful firms, may provide a template to guide the formation and operation of car fleet operating companies. The contribution of this scientific work is twofold, first to collate the experiences of practitioners and secondly, to synthesise these into a model which identifies critical success factors, and issues which are important, but not deemed essential and the role they play in shaping success.

This study captures the implicit knowledge embedded in the experience of entrepreneurs and managers who are, or have been, engaged in operating car fleets in a responsible
way. It categorises and synthesises this wealth of experience. By analysing it a practical model is designed, specifying the variables and their criteria, which seem to be critical for improving the reputational success of CSR measures and marketing activities.

The final contribution of this work is to design a new strategy – represented as a model – for car fleet operating companies to introduce an appropriate approach of CSR measures and a marketing-mix to strengthen corporate reputation.

The methodology employs a multi stage research study, consisting of a pilot and a final survey, which is used in preparation for a multiple-case study with in depth interviews to develop a new model of action. This is designed out of various stakeholder maps, testing and refining through car fleet operating companies. This nature of research provides empirical evidence of the factors deemed necessary for successful responsibly operating car fleets. The work starts by explaining the methodology, which is grounded in the existing literature.

Through analysis and critical review of the relevant literature, some main theories for meeting the research objectives are noted. Key factors and their roles are identified. Starting from these initial findings, a tentative survey is set up, which is then operationalised in a pilot study. The first results lead to a revised questionnaire. Based on these data the multiple-embedded-case study is developed.

As a conclusion, the results of the critical literature research, the questionnaire, and the case study, a strategy is derived for implementing CSR and for marketing activities in a successful and reputation saving way.

1.2 Literature review

The critical literature review begins with the definition of the main terms, such as ‘Corporate Responsibility’, and the second part describes the main theories of corporate responsibility, using a wide perspective. Figure 1 shows the major approaches to corporate responsibility which need to be taken into consideration. Their placement on the figure
represents their recognised impact, in terms of a company ‘being good’ or ‘being focussed to produce a profit’. Two of them are German. This supports empirical research strategies, which are executed in the German car fleet management field. All approaches are evaluated with regard to their relevance to the research question and its objectives. Beginning with the philanthropic approach, which states that to be ‘good’ is the main focus, the review then switches to the profit maximisation approach, which selects economic success as preferential. After this, the main focus is on the incentive compatibility approach. The results of these theories lead to the stakeholder approach, which is identified as the most objectively compatible.

Figure 1 Portfolio of corporate social responsibility approaches
The third and fourth parts of the critical literature review focus on publications which consider the relationship between responsible approaches and corporate reputation, as well as on marketing approaches with corporate reputation. The objective is to determine the state of this relationship and to identify groups with successful results, and groups with ineffectual results, in order to derive a new model.

Finally the literature review focuses on a discussion of the themes concerning car fleet management. Publications of practical experiences and different views on the relationship of car fleet management, corporate responsibility, marketing, and corporate reputation are reviewed. The research gap, which is the basis of the empirical research, will be clearly defined.

The first objective of the literature review is to prepare an empirical research strategy survey. Based on the literature and the insights of the theoretical approaches and publications, a survey for the target group car fleet managing companies in Germany is designed. The second objective is to review the published debate in car fleet management with regard to CSR measures and the appropriate mix of marketing strategies, in reference to corporate reputation. This will be verified by the survey and multiple-embedded-case study.

1.3 Theoretical framework

The theoretical framework ranges from definitions of corporate responsibility as a term to an overview of important theoretical approaches regarding the research objectives. Firstly, it develops a common context for the term Corporate Responsibility, including Corporate Social Responsibility (CSR). The aim is to ensure a common understanding of the main terms and ideas with which this thesis works. The second part examines main theories of Corporate Responsibility (CR) to detect which are most suited to the research questions. The third part discusses the level of research about Corporate Responsibility and
Corporate Reputation. The fourth deals with Marketing and Corporate Reputation. And finally, the theoretical framework considers the current research and publishing status of car fleet management measures with regard to these views. The framework closes with the overall conclusion and the reason for empirical research, which is derived.

1.4 Research area

Figure 2 Research area of the thesis

As depicted in Figure 2 the thesis is subordinated to the marketing disciplines corporate strategy and decision-making.
1.5 Originality of the research

A great deal of theoretical and empirical work exists about corporate social responsibility as a marketing measure. Also the correlations between sustainability topics in marketing and corporate reputation are described intensively in science history. All these investigations have built up to suggest a general relationship between the issues for the company. None of them investigates whether there are particular rules between internal topics such as car fleet management (and communication about car fleet management) and the effects regarding corporate reputation. This could lead to the conclusion that the rules, which are derived from current research, also work in terms of internal issues such as sustainable car fleet management. This research investigates the aspects of such an internal culture within companies and the communication of these with regard to the effects on corporate reputation. In particular the sustainable car fleet management issue with different communication and marketing variations is investigated concerning its effect on corporate reputation.

1.6 Findings overview

The findings are subordinated into three groups. They start with the findings of the main theoretical approaches with respect to relevance to the research objectives (see section 2.7), in which the theoretical framework as a basic concept for the empirical study is built.

The findings of the survey, among car fleet responsible persons, are propositions to be tested and triangulated through the second empirical study, the multiple-case studies. From these case studies further propositions are derived regarding suitable amounts and intensity of sustainable car fleet management and suitable amounts and intensity of communication to the relevant stakeholders. These contexts are expressed through three hypotheses arranged as models for the three typical cases of fleets in certain circumstances. All three models, arranged in a particular
order, lead to the new stakeholder approach for sustainability of internal processes (e.g. car fleet management) and its suitable communication in order to affect the corporate reputation.

1.7 Research aims and objectives

Corporate responsibility is becoming more and more decisive for the reputation and the economic success of a company. Unfortunately to be ‘good’ is nowhere near sufficient to be successful in the market. There are impressive examples, where the wrong ‘good’ themes led to a negative result. Often the wrong way to handle or to communicate ‘good’ themes is the reason for disaster.\(^1\) That is why it is worthwhile researching how the three items of marketing, corporate social responsibility, and corporate reputation relate to each other in the car fleet business. Figure 3 illustrates a general model of the interplay between CSR, marketing, and reputation.

![Figure 3 The ‘Interplay Question’](image)

The research objective is to create a model and strategy which might be adopted by companies, to reflect their approach regarding CSR activities in running a car fleet, placing appropriate marketing activities and giving a picture of the impact of both issues on corporate reputation. As a result the research develops a new theoretical concept that might be applied as a model for a ‘Stakeholder approach for car fleet operating companies’.

---

\(^1\) One example is the fair trade campaign, which the German discounter ‘LIDL’ uses. To improve the image of the discount retailer, LIDL (LIDL has been accused of unfair purchasing methods, poor
1.8 Research approach and methods

The empirical part of the research is based on pragmatism-philosophy, and uses all approaches to focus attention upon and derive knowledge about the research problem (Creswell, 2003).

Combining deduction in the first step of the research (e.g. moving from theory to data, collection of quantitative data, highly structured approach) and induction in the second step (e.g. “gaining an understanding of the meanings humans attach to events”, “collection of qualitative data”, “…flexible structure to permit changes of research emphasis as the research progress”) (Saunders et al., 2009, p.127) increases the chances of finding useful answers to the research objectives.

According to methods of quantitative data collection and analysis procedures using a survey, the results are qualified though a qualitative multiple-embedded-case study (Creswell, 2003; Saunders et al., 2009). Therefore, this is a “mixed-model research” setup within a “cross-sectional” “mixed methods” approach (Saunders et al., 2009, pp.108,152-155). Figure 4 illustrates the classification based on Saunders’ ‘research onion’ (Saunders et al., 2009, p.108). The encircled topics show the research design of this thesis. The approach and the strategy are subdivided into two steps, first the deductive strategy survey and as a second step the inductive strategy case study.
The strategy of a representative survey with the objective of describing established measures of car fleet operating companies with respect to economic, ecological, and social responsibilities and related marketing activities is used as a first method. Besides the question ‘why?’, the questionnaire concentrates on the questions who, what, where, how much and how many (Saunders et al., 2009). Therefore, and to ensure the representativeness of the survey, the sample is drawn from 10% of the sampling frame. The entire population is defined by ‘DATAFORCE’ at approximately 120,000 car fleet operating firms with 5 or more cars (Dataforce, 2012). The online questionnaire addressed the actual car responsible persons of 25,000 car fleet operating companies by an e-mail newsletter. This mailing action was combined with more than 5,500 direct e-mails to car operators.

\footnote{‘Dataforce’ is a data agency, which specialises in the car fleet business. They constantly do interviews with car fleet responsible persons and actualise the database. Dataforce also sells qualified address material to several business sectors, such as car lease and car fleet management companies.}
fleet responsible persons provided by FleetCompany GmbH. The questions were selected to give a full picture of all measures, which are used to design a car policy and all marketing activities regarding car fleet aspects. At this stage the objective was to find out how intensive CSR themes are implemented in relation to car fleet operations, and to what intensity CSR and marketing were linked.

Another important need is to identify the main stakeholders of a car fleet operating company and how the specific stakeholders see their specific role. The final objective is to establish the nature of the relationship between the sector in which the firm is active and the behaviour when communicating their car fleet management CSR activities. Another specific aspect is whether or not car fleet operations affect the core business of the company.

In doing so, the thesis, that credibility of measures and public communication depends on an obvious relationship between a company’s task and appropriate measures will be verified.

By conducting the research in this way it is not possible to go into great depth to find out how reputation is dependent on CSR and marketing measures and how the mentioned stakeholder dialogue is applied.

The descriptive results of the research field just scratch the surface but can be regarded as a preparation for an in depth analysis employing the case study method.

Due to the complexity of the context it is developed as a multiple-embedded-case study (Yin, 2009).

Within this case study, three (multiple) exemplary car fleet operating companies are investigated. One firm has car fleet operation as a non core business using utility vehicles for services and passenger cars for its sales-force; another fleet management firm uses car fleets besides its company’s core business with passenger cars for its managers and sales-force; and a third enterprise operates its fleet as core business with utility passenger cars as taxicabs.
An overview of the three cases is illustrated in Table 1. It compares important framework requirements.

<table>
<thead>
<tr>
<th>Owner management structure</th>
<th>Case A</th>
<th>Case B</th>
<th>Case C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Controlled by family and management</td>
<td>Shareholders Controlled by managers</td>
<td>Entrepreneur Controlled by owner</td>
<td></td>
</tr>
<tr>
<td>Market</td>
<td>Producing and selling white goods globally</td>
<td>Energy-intensive industries globally</td>
<td>Taxi-services locally</td>
</tr>
<tr>
<td>Type of fleet</td>
<td>Non core Utility fleet/sales</td>
<td>Non core Managers/sales</td>
<td>Core business Utility fleet</td>
</tr>
<tr>
<td>Size of fleet</td>
<td>1,200</td>
<td>1,200</td>
<td>60</td>
</tr>
<tr>
<td>Function of main informant</td>
<td>Commercial manager / Car fleet manager</td>
<td>Head of purchasing mobility global</td>
<td>Owner and General manager</td>
</tr>
<tr>
<td>Primary stakeholders regarding car fleet</td>
<td>Technical writers employees, trading partners</td>
<td>Employees, shareholders, CSR department</td>
<td>Employees, customers (Business and private)</td>
</tr>
</tbody>
</table>

Table 1 Case characteristics

The case study had to be conducted in an anonymous format in order to protect the participating firms and informants. For this reason the case informants have been systematically converted from their real identities to fictitious ones (Yin, 2009). The researcher declares that the data gathered for this thesis, and all publications based upon it, will take this anonymised form.’

To sum up, the tools of these case studies are in depth interviews with responsible car fleet managers, CSR managers, and marketing managers besides interviews with the main stakeholder groups regarding car fleet management. The objectives are to detect the
intentions of CSR measures and marketing activities and, after collecting answers to the questions ‘what’ and ‘how’, it focuses on the question ‘why?’. Looking at car fleet management and marketing activities (Saunders et al., 2009, p.146), it tries to find out how the impact on corporate reputation can be derived.

1.9 Contribution to knowledge

The contribution to knowledge of this research explicitly is to derive a relationship between particular types and characteristics of companies and a suitable communication policy for internal issues as sustainable car fleet measures. Drawing on the results of the critical literature review this research comes to a deduction with empirical results. The survey among car fleet operating firms leads to propositions and open questions, which are the basis for the multiple-embedded-case study. The results of the case study are propositions too, which are tested and approved through additional cases. At the end of the empirical results a final list of propositions is the outcome. This final list is cross-checked with the relevant theoretical results. The results of the combination of theoretical and empirical findings lead to a new theoretical concept expressed in three models, which stand for the pure forms of the approaches. These three models will lead to the main contribution of this work, which is to build up a new sustainable car fleet management communication approach: ‘The new Stakeholder Approach for car fleet operating companies’. This will introduce a fitting approach of sustainable car fleet measures and marketing mix to ensure strengthening corporate reputation.
1.10 Structure of the thesis

Figure 5 Structure of the thesis (objectives in rectangles)
Figure 5 Structure of the thesis (objectives in rectangles) illustrates the structure of the whole thesis. It shows that the research is subdivided into four main parts. Beginning with the theoretical research, completed through a critical literature review, (1) the methodology moves on to the empirical part using a survey method, (2) and is then followed by an embedded case study (3). Finally the results are put into a relationship and the conclusion is transferred into a new concept, which is reflected in practical implications (4). The particular objectives of the parts are depicted in rectangles.

1.11 Chapter summary

The above is a statement of the problem with which this research deals. It outlines the stages and content of the literature review, which prepares the theoretical framework. The research area is defined and the originality is demonstrated. An overview of the findings is given and the concept of interplay research is introduced. The aims and objectives of the research are developed. The research approach and methods are introduced and the contribution to knowledge is identified. The thesis structure is set out in diagramatic form.
2. Critical literature review

This Chapter 2 considers bodies of knowledge relevant to areas within the research programme (main theories of business ethics, corporate reputation and marketing approaches). There are several different approaches which relate to business ethics with different objectives. The most important opinions will be introduced and their relevance to the scientific interplay-question checked.

The chapter gives an overview of important theoretical approaches regarding the research objective. First of all, a common context for the term ‘Corporate Responsibility’ is developed including Corporate Social Responsibility (CSR). The aim is to ensure a common understanding of the main terms and ideas with which this thesis works. The second part examines, through main theories of Corporate Responsibility (CR), which of the approaches are suitable for dealing with the research questions. The third section discusses the level of research into Corporate Responsibility and Corporate Reputation. The fourth deals with Marketing and Corporate Reputation. And finally, the chapter looks at current research and the publications of car fleet management measures regarding these views. It is followed by a section, which contents the publications from the firms of the multiple-embedded-case studies with their supplementary cases. The last section states the overall conclusion and the basis for empirical research, which is derived.

2.1 The context of corporate responsibility

The term ‘corporate social responsibility’ is of international interest and is often used uncritically and does not reflect the total complexity of this issue. It is often simplified as a normative term to distinguish between good or bad. To enable the term to fulfil the guidance for modern society, especially taking into account the empirical conditions, it is important to create an appropriate theoretical structure. In principle, responsibility involves the notion of players standing up for their actions and their consequences. However, the crucial question is under what conditions they have to do so. Under increasingly complex
conditions it is no longer possible to find simple approaches for understanding this question. A reflected use of the concept of responsibility is necessary to combat the risk that requirements on behalf of responsibility are made which increase the conflicts of interest as a result, instead of creating solutions. Within the public discussion the term ‘corporate social responsibility’ is often linked to traditional moral values. This can no longer meet the needs of modern society because of increasingly complex structures and global boundary conditions. Therefore, it is necessary to align the concept of responsibility with the logic of interaction in modern society instead of pre-modern moral semantics.

First of all, main definitions of the terms ‘Corporate Responsibility’ and ‘Corporate Social Responsibility’ will be contrasted to achieve a common understanding as a basis for further examination.

Based on her book review of Irene van Staveren’s: ‘The value of Economics: An Aristotelian Perspective’, Hanoch (2002) indicates that for Starveren, Aristotele’s economic theory was rooted in, and extended from, his ethical theory:

“first, a commitment to moral values, second, emotion, third, deliberation, and fourth, human interaction” (van Staveren, 2001, p.8).


However, these terms are not well defined, they are often interchangeable and sometimes used to describe a wide variety of concepts. Their meaning is not accurately established and so this inaccuracy is often described as a problem that also obstructs further successful realisation of corporate responsibility (Beschorner, 2007; Kuhlen, 2005; Loew,
Perhaps a more precise definition of Corporate Social Responsibility would lead to a better understanding of the implications.

The academic literature has considered corporate responsibility for more than 60 years, the first publication being H.R. Bowen’s ‘Social Responsibilities of the Businessman’ (Carroll, 2008; Frederic, 2006). The terminology of responsibility of corporations is presented in a heterogeneous way across the discipline (Hansen & Schrader, 2005; Matten et al., 2003) and there appears to be little common understanding (Aupperle et al., 1983; Frankental, 2001).

Votaw considered the term Corporate Social Responsibility (CSR) in 1973:

> “The term is a brilliant one; it means something, but not always the same thing, to everybody” (Votaw, 1973, p.11).

The heterogeneity in terms of content leads to yet another problem; that CSR loses its overall meaning. The phenomenon was criticised in 1975 by S.P. Sethi:

> “The phrase corporate social responsibility has been used in so many different contexts that it has lost all meaning” (Sethi, 1975, p.58).

So in this sense, CSR can be seen not as a single concept, but as a construct, theory or field of scholarship with the core of the discussion being concerned with the social obligations and impacts of firms in society (Crane et al., 2008).

The European Parliament “recognises that a debate remains open among different stakeholder groups on an appropriate definition of CSR…” (European Parliament, 2007).

In this context David Vogel states:

> “The quality of writing on CSR is highly uneven, and much of it has a strong normative bias, making its value difficult to assess. And its quantity keeps growing” (Vogel, 2005).

The European Commission defines CSR in its 2001 green paper, ‘Promoting a European framework for Corporate Social Responsibility’:
“...a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis” (European Commission, 2001, p.6).

A stakeholder in an organisation can be seen as “any group or individual who can affect or is affected by the achievement of the organization’s objectives” (Freeman, 1984, p.46). Following another definition a stakeholder can “have, or claim, ownership, rights, or interests in a corporation and its activities, past, present, or future” (Clarkson, 1995, p.106). If managers take stakeholders’ interests into consideration, Freeman et al. (2007) insists, they are able to lead their firm to more success, particularly regarding the relationship between the interests of the stakeholders as shareholders and other stakeholders, which have been deliberated considerably in the literature.

In this regard, Corporate Social Responsibility means the responsibility of firms to act as a guarantor for the ecological and social repercussions for their stakeholders as a result of their business activities. It ranges from core business, to increasing value in a relationship, to employers, suppliers, customers, and society (Dresewski, 2007). With this notion, corporations are not just tied in with economic successes but they also have a responsibility to harmonise with social and ecological concerns. In this case three aspects are fundamentally equal: economic, ecological, and social. It is up to corporations to find the balance between these aspects and to balance the conflicts of interests among their stakeholders (Jordan, 2008).

The voluntary basis of CSR is an aspect that is broadly agreed (European Commission, 2001). Thus following this, social responsibility goes beyond legal guidelines. The model is supported by what is termed the ‘triple bottom line’ (TBL), a term proposed by John Elkington, who stated that the view of sustainability should not be restricted to the environmental sustainability of an actor’s actions, as it has been for a long time. He added economic and social considerations to build the three components of sustainability.
(Elkington, 1999). Figure 6 illustrates the model of Crane and Matten which takes into account the balance between the three components of sustainability. Economic, social, and environmental aspects should be considered in a comparable way.

**Figure 6 The three components of sustainability (Crane & Matten, 2010)**

An alternative model to the three aspects is illustrated in Figure 7, Carroll’s four-part model of corporate social responsibility, which distinguishes between economic, legal, ethical, and philanthropic responsibilities (Carroll, 1991).
Because of the different meanings of the term CSR, this thesis will not differentiate between phrases such as CSR, CC, and CR, but will use the term CSR as an umbrella to talk about the six main paradigms examined within the study.

- Philanthropic Approach
- Profit Maximisation Approach
- Incentive Compatibility Approach
- Stakeholder Approach
- Environmental Approach
- Risk Prevention Approach

In the following sections these important views and orientations to Business Ethics and CSR are investigated. In German speaking countries there are primarily two approaches to the economic and corporate ethics discussed: discourse ethics uses the philanthropic...
approach of integrative economic ethics, defined by Peter Ulrich, on the one hand, and
new institutional economics uses the incentive compatible approach of Karl Homann and
Andreas Suchanek on the other hand.
These are two complex, differentiated designs that link the economic and business ethics
perspectives closely.
In the international science of business ethics there are two other main (at first sight)
opposing views. One derives from Friedman’s statement about precedence of profit
maximisation (Friedman, M.;, 1970) and one, which regards all stakeholders of a company
(seen as a corporate actor) as being involved in a reasonable way; the so-called
stakeholder approach, well known since the famous book of R. Edward Freeman:
‘Strategic Management, A Stakeholder Approach’ (Freeman, 1984).
In the following all these main approaches will be introduced and examined with regard to
their respective contribution to the field of relevance to the research question.

2.2 Main approaches in corporate social responsibility

This section considers bodies of knowledge relevant to areas within the research
programme (business ethics, corporate reputation and marketing approaches). There are
several different business ethics approaches, all with different objectives. The most
important elements will be introduced and checked for their relevance to the scientific
interplay-question.

Two main approaches of German society and two internationally recognised approaches
added by the general approaches focussed on environmental and risk issues are taken
into consideration. Thus, the link between German and international theory is possible.
This is helpful for defining the following empirical research strategies, which are executed
in the German car fleet management market, but should also fit with international
companies operating in Germany. Due to the fact that many companies with an
international background are operating in Germany and vice versa, with German
companies acting globally, it is necessary to investigate the scientific questions from both perspectives; the German and the international point of view. Two of the three case studies which originated in Germany are acting globally. The approaches are evaluated in reference to their overall relevance to the research question and objectives; the interplay of corporate social responsibility measures, marketing activities and corporate reputation. The investigation starts with the philanthropic approach (Ulrich, 2008), which says that to be ‘good’ is the prime objective. The review continues with a profit maximisation approach (Friedman, M.;, 1970), which sets economic success as its principal preference. To reflect important views, the next sections focus on environmental and risk prevention aspects, which are seen as essential parts of the CSR discussion. However, this research comes to the conclusion that the incentive compatibility approach is nearer to the overall objective outlined (Homann & Suchanek, 2005; Homann, 2002; Suchanek, 2007). The work adds to the main approaches discussed, contributing business ethics theories and approaches to widen the view of established business ethics. The results of these theories lead to the stakeholder approach (Freeman, 1984; Freeman et al., 2007), which is recognised as the method which is most compatible with the objectives and forms a basis for further empirical investigations.

2.2.1 Philanthropic approaches

In accordance with interpretation of CSR as philanthropy the responsibility of a corporation can be found in giving a social benefit beyond the core business of the corporation to solve social problems (Westebbe & Logan, 1995).

Engagements like this are termed differently within the scientific discussion. Starting with ‘Philanthropic Responsibilities’ (Carroll, 1991; Burlingame & Frishkoff, 1996; Wulfson, 2001) or ‘(Corporate) Philanthropy’ (Johnson, 1966; Koch, 1981; Rampal & Bawa, 2008; Tracey et al., 2005) through ‘Strategic Philanthropy’ (Brammer et al., 2006; Gan, 2006; Post & Waddock, 1995; Saiia, 2001), the terms also include ‘Corporate Citizenship’
(Bassen et al., 2005; Gardberg & Fombrun, 2006; Habisch, 2003; Schrader, 2003; Wood & Logsdon, 2001). All these terms, apart from ‘Corporate Citizenship’, apply solely to corporate charity. ‘Corporate Citizenship’ is also used, overlapping with discussions about corruption or corporate global governance (Lin-Hi, 2009).

An important proponent of giving philanthropy priority is Peter Ulrich, so his Integrative Economic Ethics is the first approach upon which to reflect (Ulrich, 2008). Ulrich wants to emphasise the idea of discourse ethics, grounded in moral principles within the action area of the economy. Constructed in a simple formula he aims to bring economic rationality to (practical) reason. Where it is considered that economic reason, the utility-maximising use of scarcity, is the principal and entire objective of the corporation, there is no space for other motives, so the focus is “economism” (Ulrich, 2008, p.16).

Following Ulrich, modern business ethics has the task of working on the regulatory conflict between rational ethics and the normative economic claim of rationality.

This conflict between the ethics of reason and the ethics of economic activity is summarised as follows:

“*It's about future orientated knowledge for the integration of economisation-dynamics, which seems to be unchained, normative uninhibited, and opinionated, into principles and visions of an appropriate (i.e. legitimate and reasonable) arrangement of social ‘business-life’*” (Ulrich, 2000, p.558).

For this theory, a cultural reorientation in a yet to be developed ‘integrative’ economic style is required. The formal goal of socio-economic progress consists of a focus on the extension of the variety of free and civilised development-opportunities. This calls for a culture of self-limitation where people recognise when they really have got enough; a culture of, not striving for benefit, success, or advantage for the reason of a civilised life (Ulrich, 2000). Just as the ‘spirit of capitalism’ enabled economic modernization, it now needs a ‘new spirit’, a new motive-building economic ethos. There is no need for prevailing competition everywhere. It is also possible to build up a normative framework of general
and binding rules to limit competition and the market: for example, to limit the areas in which competition dominates and to equip individuals with the rights and requirements of “exchange contracts”. Today, so Ulrich argues, this could be successfully institutionalised on a supranational level. The possible outbreak of an economics of scarcity would not just appear as a result of economic growth and increasing productivity. “This will not come true until the system of economic governance is ethically enlightened, which requires principles of a good life with mutual coexistence of free citizens” (Ulrich, 2000, p.564).

For a well-ordered society of free and equal citizens - so says Ulrich following Rawls (Rawls, 1979) - the priority of justice within the meaning of the same fundamental rights and fundamental freedom is constitutive for all. At the same time the socio-economic and socio-cultural conditions of this general freedom are also key issues.

In this approach, Rawls’ rules of justice must not be reduced to the Pareto Efficiency. Therefore, the free market requires integration into constitutionally guaranteed and practicable civil rights to ensure people’s status as self-determined citizens.

In summary, Ulrich’s business ethics stem from a criticism of the normative implications of an economic area of action.

“Numerous investigations during the last years tried to demonstrate a correlation between ethical engagement and economic success. Thus, it was attempted to prove the corporate advantage of entrepreneurial measures, which are not related to the core business of companies and hence legitimated” (Schunk, 2009, p.95).

Public welfare oriented engagement of corporations and entrepreneurs (e.g. monetary donations) is not a new phenomenon at all but has a long tradition. An essential motivational force for this is often found in the philanthropic conviction and motivation of
the entrepreneur (Blanke & Lang, 2010) while economic interests are of secondary importance (Enquete-Kommission, 2002; Habisch et al., 2007).

Often corporate citizenship (CC) is seen as the first level of Carroll’s CSR Pyramid, illustrated in Figure 7 Carroll’s four-part model of corporate social responsibility; i.e. the philanthropic activities of the firms in the scope of ‘corporate giving’ or ‘corporate volunteering’ (Schrader, 2003; Habisch, 2003). Thus, ‘corporate giving’ means corporate donations and sponsorship while ‘corporate volunteering’ means all kinds of engagements of employees supported by the firm (Hahn, 2009). Matten and Crane (Matten & Crane, 2005, p.168) as well as Matten, Crane and Chapple (Matten et al., 2003, p.112), denote this as the “limited view of corporate citizenship”. From this perspective, CC is a part of CSR activity, often expected as a philanthropic contribution to society. Whereas from the corporate point of view, measures are encouraged by self-interest to increase corporate reputation or to invest into a stable sphere to achieve profit maximisation advantages in the long run (Seitz, 2002). Doméne Melé states in the Oxford Handbook of CSR (Crane et al., 2008) that for a long time business leaders have been engaged in philanthropic activities and contributing to charity where they were running their business. The intention was to be regarded as a good corporate citizen, which is continuously accepted by scientists. Carroll states that to be a good corporate citizen includes activities to promote human welfare or goodwill, and that this is merely desired rather than expected or required (Crane & Matten, 2010; Carroll, 1991). These activities are related to philanthropic responsibility which

“reflects global society’s expectations that business will engage in social activities that are not mandated by law nor generally expected of business in an ethical sense” (Carroll, 2004, p.118).

In ‘business ethics’, Crane and Matten (2010) refer to Kottler and Lee (2005), noting that many large corporations have actually founded corporate foundations or at least established particular bodies to strategically manage philanthropic measures.
In an article in the Harvard Business Review in 2003, Michael Porter and Mark Kramer stated that philanthropic engagement can and should go further than just generating goodwill. Examples are given on how a firm’s productivity is increased by enhancing the health of the firm’s workers and contractors (Porter & Kramer, 2002). They present a model that illustrates how to enhance the positive effects of philanthropy. They also demonstrate four ways to create value through charity foundations (which have been outlined in the Harvard Business Review of 1999), to be applied to corporate giving, and suggested how corporate “philanthropy can often be a most cost-effective way for a company to improve its competitive context” (Porter & Kramer, 2002, p.9). The four ways to create value are illustrated in Figure 8 Maximising philanthropy’s value. It shows an increasing social and economic value the more philanthropic and the more business orientated the activity is undertaken.
2.2.2 Profit maximisation approaches

Milton Friedman’s famous essay of 1970, entitled ‘The social responsibility of business is to increase its profits’ (Friedman, M.;, 1970), is one of the most influential contributions in business ethics. Nevertheless in 1962 Friedman already states:

“There is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game” (Friedman, 1962/2002, p.133).

Notable in this quotation is the term ‘social responsibility’ which is an indication that one should not merely focus on the shareholder.
But “short-term profit-maximisation is not intended”; rather long term profit-maximisation, states Rappaport, seeing the long-term issue as the sustainable attribute (Rappaport, 1986/1999). Also Jensen supports this point of view on corporate social responsibility (Jensen, 2002).

Besides Friedman, who is the most famous representative, there are statements from others which follow this line of thinking; e.g. ‘The Stakeholder Concept of Corporate Control is Illogical and Impractical’ (Barry, 2002), ‘The Dangers of Social Responsibility’ (Levitt, 1958), ‘A Fiduciary Argument Against Stakeholder Theory’ (Marcoux, 2003), ‘The Corporate Objective Revisited’ (Sundaram & Inkpen, 2004), and ‘Misguided Virtue – False Notions of Corporate Responsibility’ (Henderson, 2001).

Indeed, the profit maximisation position is often perceived as criticism of the stakeholder approach and of charity as well or even as criticism of corporate social responsibility in general. That is why this position is not really popular within the discussion about the responsibility of corporates (Hill et al., 2007).

### 2.2.3 Incentive compatibility approaches

Homann emphasizes that business ethics must start from the understanding of the social structures of modern societies (Homann & Suchanek, 2005; Homann & Blome-Drees, 1992).

While philosophical ethics starts from pre-modern notions of society and limitations on the definition of standards, Homann’s business ethics start from modern social structures and attempts to reflect these structures in its ethical considerations. As for the basic structures of modern societies, he examines the functional differentiation of society, individualisation, forming organisations and the exorbitant increase in mobility (Homann & Blome-Drees, 1992).
Even Adam Smith, according to Homann, reacts to the evolution of modern societies with his “The Wealth of Nations”. Given the structure of modern societies Homann sees the implementation of moral standards as a key issue, which could be based on direct action, a guiding motive being the striving for individual advantage.

Standards are followed only if their compliance promises the actor greater individual benefits than their non-compliance (Homann, 2002). Modernity implies that these actors have control over their own action conditions. Therefore, Homann argues that modern ethics have to be built in two steps: ethics of action and ethics as a condition. As long as the rules of the game and the scope of policy options are established the ethics of action takes priority. The action itself will follow incentives, according to economic logic. In this approach it is obvious that the central issues of morality shift from action level to system level, and from the game moves to the game rules. In this sense the conditions of action are the game rules and the action is the game move within the game (Dixit & Nalebuff, 1991).

*The systematic place of morality in a market economy is the framework of institutional rules* (Homann & Blome-Drees, 1992, p.35).

Thus, ethics of action, such as regulatory ethics, must be based on consistent calculations of advantage. This is important for two reasons: under modern social conditions, the old system of social control will be replaced by a system based on self-control, alongside actors’ own interests and incentives (Homann, 2002).

By self-control and by using personal advantages, modern, anonymous and large societies have the necessary functions for the replacement of complete social control similar to a less complex face-to-face society.

Far from denouncing actors’ striving for personal gain as a socially harmful activity, complete self-control places personal interests as the only consistent and effective
instrument of social control in modern societies. Homann states that morality follows the incentives, that there is an incentive to morality.

Control by an internal morality is doomed to fail, because moral behaviour in the competition of market economies is exploitable. Therefore, the pursuit of self-interest develops within pre-modern societies to a more precise form of social control.

Modern societies, Homann concludes, are not constant or in a ‘zero-sum game’. Instead they are growing societies, in a ‘positive-sum game’. Modern market economies have reached an exceptional level of prosperity based on the pursuit of self-interest by individuals in a system of forced competition.

The term ‘advantage’ is used by economists in a wider sense. It can include income, wealth, possessions, but also leisure, the good life and community. As soon as advantage thinking is accepted as the key for individual action control, which replaces the moral motive, the redesign of the institutional control systems is ensured. The result is advantage thinking with the aim of being the individual’s desire to have positive results for society.

Homann’s corporate ethics is closely related to the identified premises on business ethics. As soon as morality is introduced in the institutional framework there is no need for any explicit business ethics. It is only necessary if we assume that the condition of a perfect framework will never be complete or perfect (Homann & Blome-Drees, 1992). Framework regulations are often delayed and suffer from control problems. It is expected that the regulatory competence of politics will progress. However, if regulatory deficits are apparent at the action level, the moral responsibility must fall to the company.

Homann’s corporate ethics is primarily geared towards an ethics of institutions rather than towards the individual level or action ethics for managers and entrepreneurs. At a company level, Homann differentiates systematically between two types of game moves (Dixit & Nalebuff, 1991):

- Action-for-profit business activities in competition, which are relieved by the moral claims through the existing framework. (Economic type of action).
• Political game moves that are aimed at the general regulations to improve the interests of all businesses. (Political type of action).

Homann emphasises that the differences in both types of action are driven by vested interests.

Considering this, what are the implications for this research? The idea of placing corporate responsibility into game rules and defining corporate activities as game moves (Dixit & Nalebuff, 1991), is rather relevant to the research objective and questions. There are many companies, which are starting to use CSR activities for economic reasons, and being motivated by incentives as well as being a part of a future paradigm.

A variation on Homann’s theory is the idea of Suchanek who transforms the “golden rule” “One should treat others as one would like others to treat oneself”\(^3\) into a “heuristic rule of three”, which fits the economic approach. The normative recommendations result from normative ideals and empirical conditions. The required consensus for normative ideals of the modern society can be achieved by using a variation of the golden rule: “Invest in social cooperation for mutual advantage” (Suchanek, 2007, p.31).

However, to avoid normative fallacies it is also necessary to consider the empirical conditions. Therefore, it is important to ensure an incentive compatibility and to consider the logic of interactions; see also ‘prisoner’s dilemma’ (Dasgupta, 1988; Kreps, 1990/1997). The management of interaction conditions is possible through institutions that have the task of assuming the rules of the game at a constitutional level, within which the player is able to move and interact in a reliable way. In this case, Suchanek states that the actor can have the legitimate expectation that, due to this institution, the potential for cooperation is maximised and thus a long-term improvement of the status quo in the light of adequate alternatives (seen as an investment) makes sense. Seen from the same perspective, the actor has the right to veto if systematic discrimination is made by the

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\(^3\) The "Golden Rule" has been attributed to Jesus of Nazareth: “Therefore all things whatsoever ye would that men should do to you, do ye even so to them” (Matthew 7:12, see also Luke 6:31). The common English phrasing is "Do unto others as you would have them do unto you" (Vaux, 1583).
institution (on the game rule level). Thus, Suchanek incorporates these components into a single formula (Homann & Suchanek, 2005, p.73):

\[
\text{Conditions of behaviour}_{t1} \rightarrow \text{Behaviour}_{t1} \rightarrow \text{Impact of behaviour}_{t1} \rightarrow \text{Conditions of behaviour}_{t2},\ldots
\]

Within this schematic representation of the relationship between actions and future conditions, a time dimension is considered as well. This results in an incentive structure for actors in the optimisation in sequences (e.g. t1, t2). Thus responsibility can be seen as an investment in the prospective conditions of behaviour, considering the maximum preservation of liberties. The golden rule is adopted in accordance with Suchanek:

\begin{quote}
“Invest in the conditions which foster social cooperation for mutual benefit!” (Suchanek, 2008, p.4).
\end{quote}

This normative logic of reciprocity can even be detected in management jargon:

\begin{quote}
“Strive for win-win situations!” (Suchanek, 2008, p.3).
\end{quote}

This position matches Homann’s statement on the need for vested interests.

Another perspective leads to Lin-Hi’s 2009 theoretical modification which states that the acceptance of responsibility by companies has to be incentive compatible. It must be consistent with the intention to realise corporate profits. He demonstrates that it meets the interests of society not to allocate unlimited responsibility to companies. For good reasons companies have to be conducted to make a profit, but that does not mean that every form of profit is responsible. Lin-Hi argues that companies should have an interest in avoiding forms of profit that endanger the conditions of their future success.

His theory offers heuristic evidence and helps to simplify the distinction of normative expectations of companies in the name of their corporate responsibility and helps to provide management relevant aspects of responsibility. The theory also enables the public to discuss corporate responsibility rationally and not in an ideological or emotional prism.
For this purpose, the company must be defined as a corporate actor (Coleman, 1990/1995). To be perceived and become effective as a capable actor, the company needs a corporate constitution, which is defined by its corporate members/owners, but may also be supported voluntarily by employees (Homann & Suchanek, 2005). Thus, they can also be regarded as corporate members. Due to the defined corporate structure, descriptions of jobs, functions and commonality of purpose can be accepted by all members of the company and they may be regarded as corporate actors as well (Homann & Suchanek, 2005; Coleman, 1974/1979).

Regarding its members (owners and employees), the formal goal and the incentive-compatible responsibility to maximise profits remain unchanged (Homann & Suchanek, 2005). There is also potential for improvement in the status quo for employees. Thus, companies have a responsibility to behave in a way that seriously considers sustainable investment. Due to the entering of partnerships with other stakeholders, the objective of sustainable profit maximisation can be achieved.

An additional potential for successful cooperation arises from explicit and implicit mutual contracts (i.e. contract theory’s “nexus of contracts” (Eisenberg, 1999, pp.819-36)) between the actors, such as employees, owners, customers, suppliers and other corporate actors (companies). Hence, the reason for the existence of companies and businesses is clearly justified. Nevertheless, it is not possible to derive social legitimacy from this fact alone.

As a corporate actor the company is able to act as such; it can be seen as responsible for its interaction effects (Lin-Hi, 2009). Therefore this institution (e.g. company), which is now regarded as social, can be attributed responsibility and can be seen as a responsible subject. The existence of free enterprise is for its own benefit and is itself a creation of a potential freedom. That is why companies constitute conditions of social freedom and are social assets. The fact that a company can and does take responsibility is in itself the entrepreneurial legitimacy for the acceptance of their constitutionally assigned
responsibility. Seen in this way they also have the social responsibility function as subjects.

Thus, companies are part of a structure of responsibility and companies have a structure for responsibility (Lin-Hi, 2009). Corporations are able to break down responsibility by defining workplace and job descriptions (Suchanek, 1999). Due to structures of corporate governance, firms have the potential and means to institutionalise responsibility. That is how companies are able to motivate employers as natural actors towards responsible behaviour applying suitable incentive schemes.

Social enterprises are well known as actors, as their missions tend to achieve positive results. Such a perspective, on the ability to act, often leads to the semantic problem that it is difficult to illustrate, in a socially understandable way, why undesirable effects to the company itself cannot be counted as negative. The relevant alternatives (instead of the sole reflection of a theoretical ideal state) could be consensus, and thus cannot be classified as not responsible (Friederich, 2005; Homann & Suchanek, 2005). For this reason, the assumption of responsibility has to serve in such a way that under the conditions of modern society social freedom is maximised and the scope of corporate responsibility is limited.

The necessity to limit this scope can be derived from the “tragedy of the commons” from Lin-Hi (Lin-Hi, 2009, p.112). First of all, any player benefits individually, exploiting a commonly available limited resource. The collective damage that results from overuse is understood by all. It is accepted that an institutional framework has to be created, which is a kind of self-regulation of the exploitation. Similar to the case described above, a variety of actors in society address claims and demands to the responsible subject company in the name of responsibility. The demanding actors benefit from each settlement of the claims. If a company’s profit is reduced by the settlement of non-incentive-compatible claims, thus reducing the incentive for investment in enterprises that are associated with the decline of the conditions of free society, the loss is borne collectively. Because these
costs are perceived as low by individuals, it is necessary to avoid the unlimited allocation of responsibility to companies. The company, as a responsible subject in an infrastructure of social interactions and therefore a responsible subject of the social freedom, can be treated in conjunction with institutions. That is why the capacity for consensus is not defined on the results of activities. It needs to be considered whether the two abstract rights of stakeholders are met: (1) the right of long-term improvement of the status quo taking account of relevant alternatives and (2) a veto against institutions that systematically discriminate against a particular stakeholder (Lin-Hi, 2009, pp.116-17). It can be derived that the concept of responsibility, the institutional existence of any legitimate business interests (even not the interests of the corporate members) must not be systematically endangered.

Conversely, this means that without a breach of legitimate interests, all responsibilities of a company are in consensus with each other. All further claims, which are addressed to companies, are not acceptable in the name of responsibility.

In this case the responsibility is the investment in the conditions (such as reputation and credibility) of the company.

In addition to necessary individual self-restraints (to ensure non-infringement of legitimate interests to ensure the entrepreneurial ability to cooperate) the business owners can decide on voluntary self-commitments. These can be seen as the market-oriented fulfilment of interests to members of the society, but may also be rejected as illegitimate.

Yet it may make sense to create incentives for players to voluntarily commit themselves to responsible behaviours, as long as these behaviours are for some mutual benefit and not directed systematically against incentive compatibility. A point of reference for how responsible action can be institutionalised, are corporate minimum standards. These standards must reflect the specific local conditions in which they operate. The company can assert enshrined minimum standards and thus encourage managers to take specific sustainability-related issues into their focus. This can create new conditions for long-term
gains in cooperation, and further investment in conditions for social cooperation and mutual advantage.

2.2.4 Stakeholder approach

In his famous book, 'Strategic Management – A Stakeholder Approach', R. Edward Freeman left his indelible mark, which is the starting point of many discussions about this approach (1984). To begin with his definition of 'stakeholder':

“A stakeholder in an organization is (by definition) any group or individual who can affect or is affected by the achievement of the organization’s objectives” (1984, p.46).

Freeman developed his stakeholder management stipulation from the consideration that “good managers” are forced to reach their goals without looking for all relevant stakeholders and in this way miss the chances and potentials of their corporate environments (Freeman, 1984, p.4). If managers take stakeholders’ interests into consideration, says Freeman, they are able to lead their firms to greater success. More – firms should proactively pay attention to their stakeholders. Nearly all scientists agree to this basic definition. Nevertheless, there are different terms besides ‘stakeholder approach’, such as ‘stakeholder model’, ‘stakeholder theory’ or ‘stakeholder management’, and several arguments in discussion (Phillips et al., 2003; Donaldson & Preston, 1994).

The nature of the stakeholder approach is to consider the interests of all relevant stakeholders. Different kinds of stakeholders are defined, as shown in Figure 9 Basic stakeholder map, and classified according to their relevance for the firm. The inner circle contains the primary stakeholders while the secondary stakeholders are placed in the outer circle.
In general there are many more stakeholders with very different proximities to the firm and it is clear that there will be plenty of conflicts of interest. Clarkson shows in his overview of stakeholder interests the variety of potential conflicts of interest (1995). He defines Stakeholders as persons,

*“who bear some form of risk as a result of having invested some form of capital, human or financial, something of value, in a firm” (Clarkson, 1994, p.5).*

The relationship between the interests of the “stakeholder shareholder” and other stakeholders is particularly intensively discussed in the literature (Carson, 1993; Chilosi & Damiani, 2007; Goodpaster, 1991).

**Figure 9 Basic stakeholder map (Freeman et al., 2007, p.51)**

In general there are many more stakeholders with very different proximities to the firm and it is clear that there will be plenty of conflicts of interest. Clarkson shows in his overview of stakeholder interests the variety of potential conflicts of interest (1995). He defines Stakeholders as persons,
This leads to the ethical discussion about profit maximisation and normative criterions (Wheeler et al., 2003; Marens & Wicks, 1999). The stakeholder model is designed as a networking construction while corporations as corporative actors deal with other actors in a more or less direct way. As the corporations are embedded somewhere in society they are not able to gain long-term success without taking the stakeholders into consideration and they have to fulfil a social mission as well (Buchholz & Rosenthal, 2005).

Harrison & Wicks argue that the value orientation within the stakeholder approach has been oversimplified and focussed too narrowly on economic success. They developed a four factor perspective “for defining value that includes, but extends beyond, the economic value stakeholders seek. The four factors are defined in terms of the perceived utility stakeholders receive from the firm”. This fits with the thesis that perception has an influence on utility. These four factors are (Harrison & Wicks, 2013):

1. Stakeholder utility associated with actual goods and services.
2. Stakeholder utility associated with organisational justice.
3. Stakeholder utility from affiliation.
4. Stakeholder utility associated with perceived opportunity costs.

The term ‘utility’ is used to reflect the value a stakeholder receives, which actually has advantage in the eyes of the stakeholder.

2.2.5 Focus on environmental CSR

One important approach to CSR considers the environmental impact of business. Wöhler (2008) states that CSR is a concept of corporate responsibility, which refers to the idea of sustainability and connects the three components of sustainability (economic, social, and environmental) far in excess of legal requirements with certain corporate acting. See also Figure 6.

The content of the three components can be deduced from the expectations of several stakeholders (Carroll, 1991). The environmental or ecological corporate responsibility is
expressed in an environmentally friendly and thus sustainable production of products and services, which is embellished in a proactive way and aims at more than meeting legal stipulations (Roos & Hümmer, 2009).

The environmental focus of corporate responsibility seems to be very close to the original meaning of the term ‘sustainability’, which has become indispensable in modern discussions about corporate responsibility since the eighties. The basic idea behind this is to spend just as much of a resource as will recover within the upcoming cycles. The origin of this idea came out of forestry and was defined by Hans Carl von Carlowitz in 1713. Based on the fact that stocks of wood were low, he defined sustainability to mean that only as many trees should be logged as would grow back within one year.

As the modern founder of this interpretation of sustainability the Norwegian Prime Minister, Gro Harlem Brundtland, presented her report, “Our common Future”, during the Brundtland Commission of 1987 to the United Nations. This report defines sustainable development as that which gives all parts of the world good opportunities in their lives now and also in the future. This means the preservation of good living conditions for future generations also (Hauff, 1987). Brundtland also felt that the classification of sustainability into three dimensions, ecology, economy and the environment, had some merit. Ten years later the idea was established through the term “the triple bottom line” by Elkington (1999). It demonstrates that besides the common bottom line in terms of accounting there are two more bottom lines for corporations, which are the social and the environmental components. It is common that sustainability is hard to quantify. The reason for that is the diversity of aspects which are connected with sustainability, especially bearing in mind the different views of different countries in various stages of development. Subject to the development status of a country, the focus might be completely different with regard to the three aspects, ecology, economy, and social approach (Brückmann et al., 2003).

It is possible that social pressure from environmentalists can lead to managers’ acknowledgement of the negative effects of their business and subsequently, through
implementation of large-scale changes, these measures can also be beneficial for the business (Hawken, 1994; Galdwin et al., 1995).

Critical representatives argue that the most environmental initiatives are caused by this pressure; by legal regulations; by aiming for competitive advantage; or by focusing on an upright corporate reputation, which is often named ‘greenwashing’ (Kuhn & Deetz, 2008). Authors such as Green et al. (1996) and Coeck (1993) state that if a company implements environmental supply chains it will benefit in efficiency and business performance. Theyel (2001) and Zsu and Sarkis (2004) are of the mind that the primary motivation for such activities lies in stakeholder pressure.

Crane and Matten (2010, p.376) suggest that

> “the most obvious way for firms to respond to the challenge of sustainable consumption is to develop and market products that impact less harmfully on the environment”.

They state that such activities have been taking place for about 25 years and give examples of environmentally responsible products, such as energy-efficient appliances and low emission cars with high fuel efficiency; for example the Toyota Prius.

### 2.2.6 Focus on risk and CSR

The focus on risk in conjunction with CSR is related to reduced costs and risks to the firm. Kurucz et al. (Kurucz et al., 2008) list several hypotheses for this approach (trade-off hypothesis, available funds hypothesis or slack resources, and enlightened value maximisation), which can be seen as views on value creation through cost and risk reduction by way of social, environmental and economic engagement.
With regard to this, stakeholder management outlines how the companies are concerned with a focus on risk (and cost) reduction through respecting stakeholder concerns in the companies’ management process (Berman et al., 1999).

Owen and O’Dwyner (2008) comment upon the role of sustainability reporting in increasing the significance of reputation and risk management in recent years. They suggest that because of the well known purposes of risk reduction and reputation building the positive effect of sustainability reports and accountability has decreased.

“Managing and reducing risk has become one of the key components of business ethics management, not least because awareness of potential reputational and financial risks has been one of the key drivers of increased attention to business ethics in recent years” (Crane & Matten, 2010, p.186).

Crane and Matten (2010) also suggest that the risk management systems of companies tend to focus more on clearly identifiable risks and quantifiable risks, such as pollution or product liability. Most companies up to the present do not have implemented an explicit approaches to risks and ethics. Nevertheless, major firms are focussing more and more upon possible ethical problems such as corruption, human rights violation and climate change impact.

Fombrun (1996) suggests that, for companies which are dependent on clients’ perceptions and services (fashion business, banks, business schools, consumer goods companies), reputational risk affects their means of existence. These kinds of companies are increasingly paying close attention to ensure that their corporate reputation shows continuance. They know that they are “inextricably tied to the ethics of individual traders and bankers”. Because of that they are aware of the significance of “strong internal culture” (p.79) that reduces the reputational risk.
Fombrun and Van Riel (2004) suggest that reputation management, which is strictly speaking risk management, should be aware that every public communication to one stakeholder has sustainable effects to all other interest groups. “The (corporate) story has to succeed in finding and maintaining the right balance between the competing demands of all relevant stakeholders and wishes of the organization itself” (p.222).

With regard to communication, their investigations showed that if companies experience increasing negative visibility “they are increasingly at risk of suffering reputational decline” (p.110), which can result in a vicious circle.

Following Kleinfeld and Schnurr (2010) dealing with ethics and CSR represents chance and risk at the same time. If there is accord between desire and doing then the company can build up confidence in stakeholders as customers. But if there are raised expectations, which are not being realised, this will lead to an extra negative assessment and thus to a reputational risk. Communication has to reflect action and vice versa.

To invest in minimum standards in terms of employment, environment-friendliness or anti corruption rules can lead to a sustainable profit maximisation and so incentive compatibility. Examples of the advantages include energy efficiency, reduction of employee absenteeism, motivation management, reputation management, and risk management (Lin-Hi, 2009).

Alsop (2004) states that there are several examples where being defensive offends the public and endangers the corporate reputation.

Corporate responsibility also means engaging in a fight against corruption. Every measure of a company against corruption is also an investment for the corporate reputation. Such a ‘non corruption reputation’ protects from business partners with a corrupt background which represent a volatile risk (Muche, 2007).
2.3 Corporate responsibility and corporate reputation

“Corporate reputations are both products and by products of competition. They are direct products of competition because companies strategically manipulate the images they project to gain favour with constituents. Reputations are also indirect by-products of competition because they crystallize from the assessments generated by reporters, analysts, and the rumor mill” (Fombrun, 1996).

Fombrun states that firms internally adopt managerial practices that are more or less employee friendly. Externally they actively project their most attractive features to different stakeholders in different ways: to customers through advertising, to communities through social and environmental projects, and to investors through profitability. As a result some firms treat their employees better than others, some have better products than others, some are more profitable than others, some act more responsibly or are environmentally friendly. Clearly, says Fombrun, corporate reputations fulfil an important role in the competitive process.

“For one they inform constituents about the merits of a company’s products, jobs, and strategies. For another, companies held in higher regard attract more and better resources than rivals. Their products entice more customers, their jobs lure more applicants, and their stock offerings draw greater demand” (Fombrun, 1996).

Fombrun’s research concludes that reputations deserve greater attention from both practitioners and researchers because they create economic value. In Fombrun’s view, two sets of factors affect a firm’s ability to realise value from its reputation. One is the company’s ‘strategy’, which is the basis of the firm’s activities. The second set of factors is ‘corporate practice’ in identity shaping and image making. If both work in tandem they reinforce each other and create reputational capital.

Examples of these practices regarding sustainability are:

- “Maintaining control systems that carefully screen employee activities for their possible reputational side effects
• Demonstrating sensitivity to the environment, not only because it is socially responsible but also because actions that safeguard the environment dovetail with marketing programmes to generate sales.” (Fombrun, 1996, p.6)

Measures like these reflect a commitment to build long-term reputation as well as short-term self-interest. Thus, it is also an approach of incentive compatibility. They also create economic value because they enhance the firm’s competitive position and increase the long-term chances of achieving and maintaining success.

As a result of his research Fombrun has developed three value propositions regarding reputational capital (Fombrun, 1996):

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<tr>
<th>Value Proposition 1:</th>
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<tbody>
<tr>
<td>The more a company pursues a strategy that differentiates it from rivals with each of its major constituent groups, the more likely are constituents to ascribe a strong reputation to the company, and the greater the company’s reputational capital.</td>
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<tr>
<th>Value Proposition 2:</th>
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<tbody>
<tr>
<td>The more a company pursues a diversification strategy around a core competence, the more likely constituents are to ascribe a strong reputation to the company, and the greater the company’s reputational capital.</td>
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<table>
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<tr>
<th>Value Proposition 3:</th>
</tr>
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<tbody>
<tr>
<td>The more a company adopts identity-shaping systems and image-making practices that reinforce its strategic position, the more likely are constituents to ascribe a strong reputation to the company, and the greater the company’s reputational capital.</td>
</tr>
</tbody>
</table>

These propositions are a basis for comparison with the results of the empirical research. Therefore, the term “constituents” from Fombrun equates to “stakeholder” in this work.

Another important publication by Ronald J. Alsop (2004) delivers 18 “laws” regarding creating, protecting, and repairing Corporate Reputation. Law 3: “Learn to play to many audiences” gives an interesting view on how to handle stakeholders with regard to reputational affairs. Law 4: “Live your values and ethics”, emphasis'es that to raise
sustainable corporate reputation authenticity is a crucial characteristic of a company. Thus, it is important to create a culture of morality instead of publishing platitudes and “paper programmes”.

Also a list of rules is developed in Fame & Fortune by Fombrun & Van Riel (2004) which is stated as: “Be visible, be distinctive, be authentic, be transparent, and be consistent”. The authors develop the thesis:

“A powerful reputation begins with organisational values that are clearly stated and rigorously upheld. Employees, consumers, and customers of businesses today, while still expecting quality and price, increasingly value integrity…” (Fombrun & Van Riel, 2004).

Another issue developed by Fombrun and Shanley (1990) with regard to engaging in corporate reputation says that favourable reputation may allow companies to charge premium prices, attract better conditions when refinancing in the capital markets, have advantages in number and quality of employee applications, and attract better investors. They state:

“Well-reputed firms have a competitive advantage within their industries, but poorly reputed firms are disadvantaged.”

Bronn and Vrioni (2001) discuss the view that differentiating the company or brand “through the image of care and compassion to society is a strategy that can be highly rewarded. However, only a consistent, believable contribution to a cause can build brand image and brand equity”.

Lewis states (2003) that “CSR is now established as a fundamental addition to stakeholders’ criteria for judging companies, and calls for a reappraisal of companies’ brand and reputation management”. Therefore, he uses data from numerous stakeholder audiences.
2.4 Corporate marketing and corporate reputation

According to Kottler, societal marketing is a marketing concept, which considers the needs of the stakeholders including the society and aligns them in an incentive compatible win-win situation between society and the company (Kottler, 1972).

Crane and Desmond (2002) discuss the moral critique of the societal marketing concepts. They emphasise how firms impose their corporate perceptions of societal welfare in comparison to focussing on the needs of the stakeholder ‘society’.

The importance of enhancing the corporate reputation is investigated by Abratt (1989) who elaborates upon the firm’s need to revise its marketing communication with the aim of reaching, affecting, and positioning the company in the direction of its stakeholders. He also shows how acting responsibly and being economically successful can work together in practising societal marketing. He states that firms who “adopt the societal marketing concept will be the ones most likely to make long-term profits as well as be beneficial to society as a whole” (Abratt & Sacks, 1988).

The ‘brands & values’ European CEO survey shows that economic growth and achievement of competitive advantage are the main motivators for engaging in sustainability initiatives and programmes. The actual challenges in social and environmental affairs “are drivers of product and business model innovation – with environmental technology being the clear leader” (Blumberg, 2009). From the study, ranked second are the ethical/moral expectations of shareholders, and third are cost reduction and process efficiency (Blumberg, 2009). According to this, Fombrun’s Proposition 2 also fits the question of marketing and reputation.

**Value Proposition 2:**

The more a company pursues a diversification strategy around a core competence, the more likely constituents are to ascribe a strong reputation to the company, and the greater the company’s reputational capital (Fombrun, 1996).
Döhl (2007) states that the differentiation in terms of one product for every market segment leads to advantages through adapted products. Therefore, cost efficiency is an important factor of success. Döhl also reflects the first/follower problem in cases of diversification through sustainable co-products. Examples are firms building up a sustainable product line besides their core products or core services. In addition, new technologies to compensate for environmental pollution are developed. Although the first enjoys many advantages, many competitors might achieve better results by assuming a ‘wait and see strategy.’ Figure 10 illustrates this schematically. While the profit of the “first” is a sustainable positive following this model, the “follower” gains a lower profit through later cost-reduction.

Figure 10 'First' and 'follower' systematic (Döhl, 2012)
While the basic assumptions seem to give the following competitor advantage compared to the first, Döhl discusses the phenomenon as follows in Table 2 (Döhl, 2012):

<table>
<thead>
<tr>
<th>The follower is able to copy the first solution</th>
<th>But not before the first has launched its solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>The R&amp;D lead time of the follower is shorter because the technology (or parts of it) are available</td>
<td>But the technology might be protected until a new generation is available for the first and the ‘out-dated’ solution is free for competitors</td>
</tr>
<tr>
<td>The follower is faster because he knows how the first solved particular problems</td>
<td>But the follower has to know and understand the particular problems that have been solved</td>
</tr>
<tr>
<td>The follower might launch a better product than the first</td>
<td>This might happen if the first has made a mistake in designing its solution for the wrong target group (e.g. for pioneers instead of the mass market)</td>
</tr>
<tr>
<td>The follower has lower marketing costs because the market is already prepared due to the activities of the first</td>
<td>Just applicable if there is a mistake in the product of the first</td>
</tr>
</tbody>
</table>

**Table 2 ‘First’ and ‘follower’ comparison (Döhl, 2012)**

The idea of cause related marketing approaches is being used to target new technologies. Often these activities are perceived as ‘Green Washing’, which is often reality. Blumberg and Conrad (2006) conducted a study and derived four success factors for cause related marketing activities: Relevance, Credibility, Integrity, and Commitment. Regarding integrity they state that “cause related marketing programmes need a good strategic fit to the brand and should be developed from inside the firm”. This is transferable to the development of
new sustainable products and services, which firms often add to their core business, or which firms develop for their core business.

Döhl’s ‘first’ and ‘follower’ schematic is also suitable for these activities. That is why it is an advantage to be the first protagonist within a sector to come up with a sustainable service or product.

Not only technology related to environmental issues is important in creating a good corporate reputation. As Martin Blumberg in ‘brands & values’ states in an interview, it is those "brands rated with the best image and preference score, which do well also in social aspects". This means “that they have good evaluation with regard to their role as a good employer and a good citizen. For example, Toyota is leading in the ecological dimension but has a deficit in the social and societal dimension. In this dimension VW is an outstanding example. Obviously positioning through the application of environmental technologies is losing power for differentiation. Thus, automobile brands are well advised profiling in a comprehensive way, especially in the social dimension of sustainability” (Kretschmer, 2009).

Holtsinger and Veliaj (2013) come to the conclusion that companies from "extractive industries" are not able to overcome their critical reputation due to their very low engagement in social initiatives.

“...societal marketing could effectively assist companies in enhancing their image based on a bottom-up development approach, thereby considering the host community needs.”

Porter and Kramer (2002) point out that visibility could be increased through philanthropic investment such as sponsoring charitable events, conducting community projects, and awarding educational grants, and thus the future corporate reputation could be enhanced.
In contrast, Lin-Hi says of the philanthropic aspect:

“For me it is important to emphasise that it is not about abandonment or any charity-projects. To formulate it in an economic way it is about reduction of reputational risk, which arises through regulatory violation regarding environmental- or social standards.”

And further:

“All over the world the rule counts: integrity, trust, and reputation are assets, namely outmost volatile assets. The economic damage is immense, if the credibility is damaged” (Lin-Hi, 2009).

As far as fairness is concerned Kahneman (2012) reflects the old doctrine that economic behaviour was driven by egoism and that fairness was regarded as irrelevant. Actual science, however, acknowledges the findings on fairness reaching the conclusion that aspects of fairness are economically significant.

“A fact, which we had assumed but not evidenced” (Kahneman, 2012).

LeBlanc and Nguyen (1996) investigated the concept of corporate reputation in service management. They conducted an empirical study in financial institutions. Their corporate image concept affords two elements: the functional one, which is related to measurable tangible characteristics; and the emotional one, which refers to psychological dimensions. Following Meffert and Brun (2012), corporate reputation is decisive in the marketing of service firms. Because of the immaterial status of services and the difficulty of comparison to competitors the corporate image has a large influence on the ordering decision. It has an influence on the perceived risk to the customer, which is higher at service products.
2.5 CR, marketing and reputation in car fleet management

To draw a picture of the development of communication in sustainable car fleet management the publications are arranged according to the research objectives illustrated in Figure 5. The objective of this section is to provide an overview of the state of the art in car fleet management. This overview is divided into two main parts.

The first part aims to answer the questions ‘what’ is sustainable car fleet management and ‘how’ is it undertaken.

The second part investigates the state of the art with regard to strategy in sustainable car fleets, with a focus on the question, ‘why’ are sustainable car fleet measures implemented. Therefore, this chapter is a preparation for the empirical part of the thesis where the questions ‘what’, ‘how’ and ‘why’ in relation to sustainable car fleet management are investigated.

2.5.1 The ‘what’ and ‘how’ questions on sustainable car fleet management

2.5.1.1 Car policy measures in general

Several statements about the change in corporate car policy have been published in expert magazines. Holzer (2009) reported on Arcandor’s cost saving and saving the climate activities, and within a few weeks the new ecologically orientated car policy was implemented. For the driver, environmental protection already starts with car configuration, which offers an automated bonus-penalty system. In a presentation at B.A.U.M. e.V. (Vogt, 2009) it was stated that changes in driving behaviour are necessary for every driver, to reduce energy resources, to reduce stress and increase safety.

Pruvost (2009) emphasises the downsizing phenomenon in many car fleets. She interviewed the relevant leasing companies and fleet management service providers. Due to the author the firms at least reduce the possible choice of brands if they are not able to enforce downgrading of engines Three quarters of the interviewees stated that their
customers were scaling down their fleets in one way or another. Because of developments during recent years regarding increasing vehicle costs and fuel costs and regarding accelerated climate change, and also because of the scatter-effect, the trend is seen as sustainable.

Holzer (7-2009) describes the kinds of environmentally friendly car policies but meanwhile green car policies are more than a “green image polish”. Laws and increasing prices are forcing car fleet operating companies to “rethink”.

Zielonka (2010) reports about the CSR mobility award with regard to the measures conducted in the different categories. The winners of the category ‘large companies > 1000 emp.’ (employees) (NSN, Bayer AG, Deutsche Bahn) focus on car policy measures added by CO\textsubscript{2} neutralisation of consumed rail energy.

The winners of the category ‘midsize companies 100><999 emp.’ (FCm, Kaco New Energy, Autodesk) focus on avoiding travelling, using rail and introducing e-mobility.

The winners of the category ‘small companies 5><99 emp.’ focus on using rail, avoiding travel and compensation for CO\textsubscript{2} emissions.

‘Autoflotte’ (Dünkelmeyer, 2010) reports on the sustainable car fleet management activities of the large car fleet of Deutsche Telekom with about 33,000 company cars. The new car policy involves the employees in a direct way in terms of the sustainability objectives of Deutsche Telekom. To achieve this, the car policy foresees a bonus-penalty system with CO\textsubscript{2} references as well as eco-training and individual fuel consumption monitoring. These activities are accompanied by pilot tests of alternative fuels with the aim of giving the automotive industry important feedback for developing tomorrow’s mobility.

Evers (2011) reports on a study of ‘Arval’ the Corporate Vehicle Observatory (CVO). According to the study, it is mainly top management who decide company car policy. Thus, they control the image of the company; for example, in terms of environmental awareness. A sustainable fleet needs a car policy. Between 30% and 50% of the companies approached intended to reduce CO\textsubscript{2} emissions.
Pruvost (2011) emphasises the seriousness of setting CO$_2$ limits. She calculates that 40% of the companies asked impose a CO$_2$ limit in their car policy, 40% partially adopt such measures and 20% do not use this approach at all. The most effective tool is a car policy with CO$_2$ limits.

Dünkelmeyer (2012) reports on the 2012 GreenFleet Award with the winners being Globetrotter, Hamburg Airport, and HypoVereinsbank. The initiator and presentator Roland Vogt states:

“When we started the GreenFleet Award five years ago, the trend to environmental friendly car fleet management had just started. Today energy efficiency and CO$_2$ reduction are compulsory in car policy and are top level issues for every car fleet manager.”

In “bfp fuhrpark.de GE Capital Fleet Barometer”, Jung (2012) states that engines with low fuel consumption are the trend for 2013. Among those people responsible in car fleet a broad rethinking is perceivable. E-mobility is still in discussion. The experts only see a market chance in car fleets if there is support for lower taxes and suitable laws.

In “aboutFleet” Thilo v. Ulmenstein (2013) states that firms are increasing their engagement with sustainable car fleet management, which promotes cost-efficiencies, environmental friendliness, and safety. Usual measures are the usage of new cars with modern technology and eco driving training for the drivers.
Some short messages are delivered within the news from “Autoflotte online” (2013):

- **Fleet**: The actual base setting of many car fleet managers is to wait until cars suitable for daily use come to market, which are subsidised by policy.
- **Greenpeace and VW**: Greenpeace and VW are on the same wavelength regarding the aims of VW to reach the 95 g/km CO$_2$ emission.
- **Go Green**: Go Green changes their car policy with the aim of reducing fuel consumption by 15 to 20%. Aims are 117g/km CO$_2$ emission in 2014 and 95 g/km in 2020.
- **Badenova AG**: Badenova AG purchased 10 Ford Focuses with “Econetic Motors” with a CO$_2$ emission of 109 g/km.

Many of these general statements increasingly address the direction of e-mobility and alternative fuel with an increasing percentage during the last years.

### 2.5.1.2 Car policy measures with a focus on e-mobility and alternative fuel

TÜV SÜD (2012) has conducted a study on e-mobility, which investigates the driving forces and the potential of e-mobility in the sector of public fleets. For this target group energy-efficiency has a high significance and will increase. The main drivers are a low purchase price and operating costs. Energy consumption, fuel saving and CO$_2$ emissions are seen as the most important criteria regarding energy efficiency. In Energie & Mobilität with regard to the GreenFleet Award winner Hamburg Airport, Vogt (2012) states:

> “The daily use of e-mobility is a strong signal to other car fleet operators that e-mobility works even in professional applications.”

E-mobility (driving cars with pure electric power) is particularly suitable for corporate fleets because the “fleet-kind” of usage fits to the necessary and available infrastructure (Vogt, 2012). In ‘Automobil Electronic’, Vogt (Vogt 3, 2012) states that because of their usage profile car-fleets in particular have good opportunities to use e-mobility. For example, pool
fleets are predestined for centralistic e-mobility. In ‘emobilitytec’ the same author emphasises that car fleet operating companies are able to set and foster new trends (Vogt 4, 2012). ‘Clean and Green’ reports are published on the actual status of the e-mobility discussion. There are several articles published in their ‘Greencars’ chapter. Chardon and Chardon (2012) list a number of facts, which draw a rough picture of the e-mobility situation:

- It is a fact that e cars are not yet being bought
- It is a fact that it needs time, re-thinking needs time
- It is a fact that e-mobility just makes sense in combination with renewable energy
- It is a fact that if we do not speed up – in research – we will have problems in some decades’ time
- It is a fact that the OEMs (Original Equipment Manufacturers) have to reduce the average CO₂ emissions to 130 g/km
- It is a fact that the oil century was a short 200 year flaring up of earth history

Kern (2012) offers some statements to illustrate some results of the E-Mobility Conference 2012 in Graz, Austria. Following these statements, the preparation for broad market invention has already started. E-mobility is useful as a sportive car for purists or as an environmentally friendly second car. The climate debate sensitises people for e-mobility but they mainly decide for classic empowerment. Weise (2012) gives a report about the experience of the car rental companies in Germany. A large problem is the small coverage of the batteries in particular on cool winter days. Also due to careless drivers’ behaviour, which is common in the rental business, the range decreases. Zielonka (2012) introduces the new diesel hybrids of Audi, BMW, Mercedes-Benz, Volvo, Toyota, and Citroen. He states that fuel saving in the city and on motorways is that what frequent-travellers need. In this case it is not just the success of hybrid technology that matters; brand, image and TCO (Total cost of ownership) are the most important issues. He comments on the trend towards hybrid-cars and currently to diesel-hybrids as follows:
“If image and TCO fit, there are no further obstacles for usage as company-cars.”

Schou (2013) reveals that a large proportion of car fleet managers deal with sustainable fleet management planning and e-mobility. The most important motivation is to stay within certain CO₂ limits and to enhance the corporate reputation. Schou states about motivation of sustainable car fleet management. The following section deals with the main objectives for conducting sustainable car fleet management.

2.5.2 The ‘why’ question on sustainable car fleets

The main objectives of conducting sustainable car fleet measures are divided into three general issues: the emphasis on environmental protection, cost saving aspects, and corporate reputation supported by marketing activities. Often there exists a combination of more than one objective. Pruvost (2010) reports in her ‘Autoflotte’ article about the situation of green car policies, that the two most important motives for sustainable car fleet management are ecology and economy. Therefore, many companies implement any kind of downsizing into their car policy. There is also a trend of caring about the reputable corporate image through “choosing restraint cars instead of decadent cars”. Bonus-penalty systems are rarely used with some exceptions. More than 8 out of 10 fleets do not implement incentive systems for their employees for abdication of company cars. There is a trend to share the fleet costs with the employee. For all these systems the financial incentive is essential for the employee. Peter Kruse (Kruse & Boblenz, 2010) states in an interview, companies do not lead the way for sustainable mobility. They react more than act. He detected that issues of ecological sustainability have been more significant in the spectrum of values of society. The firms use this as a PR-measure to take a stand in this case. Sustainability has advanced from a nice to have to an absolute must. Companies could assume the role of model for the whole of society if they find and apply smart mobility solutions. It is not necessary to provide a company car anymore. The premium car
segment is no longer as accepted as they were in the past. Manufacturers cannot achieve results by labelling their cars ‘blue efficiency’ or ‘efficient dynamics’. The psychologist Kruse states, upper class models and big SUVs especially provoke a lot of stress in society. Advertising slogans such as “rationality is the new punk” by Toyota represent the new spirit that has reached the people having fun by being reasonable. Wyman (2010) conducted a study with more than 230 car fleet decision makers with the focus on environment, purchasing and leasing. The results regarding environment show that 53% of the firms have reworked their car policy to pursue environmental aspects. Sixty percent would accept a moderate rise in total costs of ownership (TCO) through their environmental engagement. Even 9% would accept significantly higher costs. The aspects for a sustainable car policy were:

- Prohibition of SUV: 61%
- Max engine power: 42%
- Max CO₂ emission: 26%
- Monitoring fleet CO₂ amount: 21%
- Bonus for choosing a smaller car: 15%
- Bonus for choosing a car with alternative fuel: 5%
- Consideration of the CO₂ rate of the OEM: 3%
- None of these: 2%
- Others: 6%

Finally 16% of the decision makers are already using cars with alternative fuel. Forty-six percent thought that the percentage of alternative fuel would rise moderately within the next three years, 3% expected a significant increase. At the GreenField Symposium in 2011, which places emphasis on the use of natural gas and biogas solutions, Vogt (2011) stated:
“Only those who care about the legitimate interests of all involved parties can create long lasting and sustainable conditions for a cooperation of mutual benefit. Therefore, the responsible behaviour concerning the natural resources is necessary to avoid systematically damaging society. Natural gas in combination with biogas can give a valuable contribution in support of this objective.”

In her article about alternative fuels Vieser (2011) states:

“To live sustainable car fleet management it is not sufficient to take care of fuel consumption and emissions. A penetrative mobility-management saves resources, saves costs and is good for reputation.”

Boblenz (2011) reports about leasing companies and their task to accompany firms on their way to sustainable car fleet management. Ludger Reffgen, managing director of ASL Fleet Service, summarises in this article on the trends in the sector:

“The change in the direction of Green Fleet is politically desirable, technically possible, and ecological feasible.”

Pruvost (2012) conducts an expert review among leasing and fleet management service providers on the trends in sustainable car fleet management. As a result the currency of green car policy in firms has again slightly increased. Meanwhile CO₂ limits are established for several employee groups. Seventy percent of the specialists state that SUVs (Sports utility vehicles) are commonly forbidden.

“Mostly the SUVs are phased out of the programme for reputational reasons” (Steffen Giebler CEO HPI Fleet & Mobility).

Nevertheless, top management does not often follow its own rules about SUVs.

In general car fleet responsible persons search for an optimised combination between operation purpose and fuel consumption.

“In general the meaning of sustainability in this regard develops from the ‘green idea’ to a sustainable economic development” (Roland Vogt CEO FleetCompany and Fleet Logistics Germany).
The e-mobility topic is still suffering from a very low degree of implementation. About 50% of car fleet responsible persons believe in a break through under certain circumstances. If e-mobility is used already today, it is mainly for reasons of image and reputation as well as marketing and promotion purposes. Another intention is the corporate strategy of the technology leadership to demonstrate progress in engineering.

Altogether positive public image, fuel cost saving, and TCO are the main drivers for sustainable car fleet management. Pruvost (2013) reports in her annual green fleet analysis about the development of the activities regarding sustainable car fleet management. Important leasing companies and fleet management service providers use their experience with their customers. The number of car fleets with a focus on ecologically orientated car policy is further growing. Again the main motivation is economic success. The second most important objective in sustainable car fleet management is to achieve a positive reputation. Also e-mobility is mainly used because of image building. The core opinion is that firms try to demonstrate ecological engagement in doing so. The share of respondents who have doubts about the breakthrough of e-mobility has decreased from 47% to 37%.

While these publications are more generalised and not focussed on particular issues there are different publications with a focus on a particular objective, such as environmental protection, cost saving aspects, and corporate reputation.

2.5.2.1 Focus on environmental protection

Schneider (2011) reports on the sustainable strategy of Geberit and its aim to reduce both fuel consumption and CO₂ emissions. Therefore, they use a CO₂ orientated car policy. DEKRA (2012) publishes the result of the study ‘Managementkompass Nachhaltige Wertschöpfung’: More than two thirds of transport and logistics companies regard the topic of sustainability as important. They consistently appreciate climate protection, social standards and conservation of natural resources.
Rathmann (2013) reports on the logistics company Meyer & Meyer, which implemented two electric trucks for the distribution of goods. Motivation is environmental friendliness and the participation in an EU-funded project named ‘Nanu’.

2.5.2.2 Focus on cost saving

Brockmann (2010) states, in ‘bfp fuhrpark & management’, about green car fleet activities in Germany:

“The fact that sustainable car fleet management serves concrete cost saving advantages helps the design of ‘green fleets’.”

In his article in ‘KMU LIFE’, Imwinkelried (2011) states that business decisions are not only taken explicitly. Often implicit decisions are the reality. Therefore, issues such as the reputation of the firm or the appearance of the representative count. It also depends on the behaviour, the way of speaking, clothes and the company car which is used as well. Company cars can represent the state of the art in CO₂ emissions, which is defined due to the function of the car. Also image-aspects such as brand, type, colour, age, and condition of company cars matters. The perceived image of company cars is significant. The impression given by the fleet provides a hint as to the offered service or product. In ‘Dialogforum für Fuhrparkmanagement’ Vogt states, that the main motivation for an ecological car policy is cost reduction. Eco-training would be a good start but – to be sustainable, it is important to install a bonus-system or another incentive system for long lasting success in fuel-saving (Vogt 2, 2012-2). Due to Wuttke (2012) the credo in car fleet business is ‘fuel saving – and more environmental friendly cars are welcome too but both aspects please only with equal or even lower total cost of ownership’. The investment in such a vehicle has to pay back during the life cycle. In this case the company receives a positive image of a green fleet on top. Mag (2012) reports on the results of the CAR-study, that car fleet operating companies thrive in the face of requirements regarding environment
and sustainability but the solutions must not involve greater expense. From the study, the drivers also appreciated environmentally friendly company cars, as long as they were not smaller. Due to the automotive experts, another trend indicates that more and more firms are focussing on target group aligned vehicles due to public awareness. In ‘Autoflotte’, Reffgen (2012) states that the pressure to save costs forces quick solutions for approximately 70% of car fleet operating companies. But the implementation of sustainable car fleet management enforces tenacity, therefore, the entire firm has to cooperate including management, personnel, and workers’ councils. Three quarters of car fleet managers have already implemented or can imagine engine-down-sizing. Again the driving force is not the promotion of environmental protection – but the pressure for quick cost efficiency.

“Who ever blanks out the issue of sustainability will end up in the breakdown lane” (Ludger Reffgen CEO ASL Fleet Services).

2.5.2.3 Focus on marketing and corporate reputation

Wuttke (2007) states that firms demonstrate active environmental awareness. At shareholder owned companies “it is a clear signal to the shareholders. But also smaller and regional enterprises should not underestimate the possibilities for self-expression” because every positive report in the regional press is worth at least as much as advertising. Hilgenstock (2009) reports about the RWE fleet of more than 10,000 company cars that future environmentally friendly and economical cars are in the company’s focus. As a signalling effect the new fleet approach should be clearly visible to third parties. Climate protection and energy efficiency are basic areas of the RWE concern. In order to be a holistic ideal for RWE it is important to signalise this in day-to-day action too. The CEO of TÜV SÜD, Dr. Axel Stepken, stated on the occasion of the GreenFleet Award 2009 in ‘Autoflotte’ (Dünkelmeyer, 2009):
An emerging solution represents e-mobility (Pruvost, 2011). Especially this innovative approach is often used to increase corporate reputation. A portion of 7% of the leasing companies assume that marketing is the driving force for this. In the panel discussion of the AGRION Meeting about e-mobility Roland Vogt states that it is possible to generate a positive influence on corporate image, but it has to fit with the firm’s core business. It is authentic, if a postal service applies e-mobility, but for a firm with no relationship to mobility, activities could be perceived as an ecological disguise. The CEO of Hertz Germany, Katrin Teichert, reports about the sustainability strategy of Hertz car rental service (Teichert, 2012). In her opinion, sustainability is going to be an important topic from the market point of view. The decision-making process even in the rental car market requests more and more sustainable behaviour. Especially in mobility, which is per definition associated with consumption of energy, responsible behaviour is compulsory. Swantusch (2012) analyses a Dataforce survey on the corporate image of car manufacturers, which seems to be built on the gut feeling of the respondents. The winner was Toyota and the loser Opel. The exciting result is that the image does not relate to the facts, due to which VW is the top-performer with 4.95 l/m on average. Following Schou (2013) the most important motivation is to stay within certain CO₂ limits and to enhance the corporate reputation.

2.6 The literature review of the cases of the multiple-embedded-case study

In order to prepare the interviews and as part of the multiple-embedded-case study research several publications from all integrated cases and supplementary cases are assembled within the literature review.
Besides preparing for the interviews, this was necessary and useful for illustrating how the companies publish car fleet items and their sustainable aspects. It was crucial to collect the kinds and intensity of communication about these two aspects in order to determine the different marketing approaches of the cases. In addition to that, the literature review made it possible to draw conclusions about references by the fleets to the companies’ core business.

There are three cases with two supplementary cases each. The cases are:

- Case A: ‘Miele’ with supplementary cases ‘Volkswagen’ (VW) and ‘Deutsche Telekom’
- Case B: ‘Linde’ with supplementary cases ‘RWE’ and ‘BASF’
- Case C: ‘TCO’ with supplementary cases ‘Deutsche Post’ (DP) and ‘UPS’

2.6.1 Analysis of publications regarding the car fleet and sustainability of Miele

2.6.1.1 Structure of the web site of Miele

The German corporate web site of Miele covers at its horizontal level all product categories. This is an indicator of the company’s focus on products. In every category of products energy efficiency or sustainability are permanent configuration tabs.

In the vertical direction two main categories are highlighted: Miele as a company, and sustainability. Those are followed at a second level by the usual themes like news, household appliances, business appliances, services, media information, careers and a search engine for trade partners. A third category leads to B2B (business to business) information for suppliers, specialised trade and project partners.

2.6.1.2 The part of the fleet within the web site of Miele

The car fleet is not mentioned on the web site either in the domestic part or in the business part, but a photo of a service car is included under the heading of on-site services.
In the press section of the public relations category there are several articles on sustainable themes but none on fleet management.

2.6.1.3 Analysis of the Miele annual business report for the year 2011

Following Miele’s business philosophy a ‘continuous stream of innovation’ is the basis for the business success. Innovation is also covered under Miele’s transformation from a supplier of devices to a system with a complete range of solutions for business customers. Miele underpins its perceived innovation leadership by listing inventions launched and patents granted during the year.

It is worth mentioning a drying system, which is the best in class with regard to energy efficiency and life cycle economy. The paradigm of quality leadership and product orientation is obvious in several passages of the report. Investment was focussed on improvement of the production facilities in several branches.

With regard to stakeholder orientation, Miele conducts an ongoing survey among its main stakeholders; e.g. members of the science industry, the economy, the government, society (including employees), trade media and NGOs. In addition there is direct dialogue between the specialist departments and the interest groups.

Many awards for product quality, customer satisfaction and design substantiate Miele’s highly regarded corporate reputation. Miele has been awarded prizes for one of the best product-brands and also for one of the best corporate brands.

2.6.1.4 Sustainability approach of Miele

On the entire web site there are many places where sustainability themes are exposed. In one of the two main categories, ‘sustainability’, an illustrated summary of sustainability topics referring to corporate profile, sustainability management, product responsibility, employees, society, and service is presented.
Nearly every category refers to these sustainability themes. Two categories play an outstanding role in this case: the press category and the award category.

Many awards for success of the brand, the products, and services are listed. Again the focus is on products and hereinafter the brand becomes apparent. Even more, the fact that the sustainability report has been published for several years highlights the focus and importance of sustainability in this company.

2.6.1.5 External independent appraisals regarding corporate sustainability

Nine more independent appraisals are published on the web (WeGreen Miele, 2013):

• Miele receives an ethics score of 11.5 out of a maximum of 15 points from ‘Corporate Critic’, which is a ‘positive’ evaluation. The ethics score is a result of an evaluation of 15 criteria out of the sectors environment, people, animals, politics, and product sustainability.

• At ‘Rank a Brand’ Miele fulfils 5 out of 19 criteria and receives a D. The evaluation D means that the company fulfils the requirements in the disciplines of climate protection, environmental engagement, and fair working conditions/trade between 15% and 35%.

• ‘Goodguide’ assigns Miele 7.2 out of 10 points and the ranking ‘good’. In the discipline ‘environmental aspects’ the brand receives 7.3 out of 10 points. This category considers transparency, greenhouse gas emissions, water pollution, and environmental management. In the category social behaviour the brand scores 7.4 out of 10 points. In this category ‘Goodguide’ investigates aspects such as working conditions, occupational safety, and equality. In the category health, ‘Goodguide’ investigates the impact of the firm’s products on human health as well as the product and the manufacturing process. In this category Miele scores 6.2 out of 10 possible points.
• At ‘GUTcert-NachhaltigkeitsChecks’ Miele gains a score of 743 out of 1000 and is classified as ‘mature’. The Miele sustainability report is amended by links and downloads to several topics. The emphasis is placed on environmental aspects of production, the product itself, and on the usage of products. In the fields of management and communication, product and production, and human resources management the report assigns 69%.

• At ‘IÖW/future-Ranking der Nachhaltigkeitsberichte’ Miele scores 66%, which is a ‘positive assessment’. In the sustainability report ‘Der Mensch steht im Mittelpunkt Nachhaltigkeitsbericht 2011’ Miele is ranked 7th out of the 160 largest German companies.

• ‘Climate Counts’ assigns Miele 37 out of 100 possible points in the categories climate policy and CO₂ reduction, which leads to the ranking ‘yellow’. This rank stands for a low engagement with avoiding climate change.

• In the view of ‘Brandoscope’, Miele is certified in 3 out of 10 areas of sustainability, which is evaluated as ‘positive’. The Company is certified in the areas of environmental protection, social responsibility, and employee rights.

• ‘Companize Image Ranking’ grants 35 image-points to Miele and assigns Miele to the enterprises with a ‘positive reputation’. The score is based on 6 media reports on such topics as environmental affairs, data usage, and awards such as fair employer.

2.6.1.6 Analysis of published sustainability report of Miele

2.6.1.6.1 The Structure of the Miele Sustainability Report

Figure 11 shows the main structure of Miele’s web-published sustainability report which starts with an overview and information about the company. A chapter on sustainability management is followed by chapters on product responsibility, relating to employees,
society, and service. Miele’s product-focus is underlined again in the two main categories: products and service. Social aspects such as society and employees are mentioned twice. Economy, the third part of the integrative sustainability triangle (Kleine & von Hauff, 2009), is not listed within the structure.

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**Figure 11 Structure of sustainability report**

The report is delivered in three formats: the entire sustainability report (1) and a specific excerpt concentrating on facts and figures with evaluated measures shown in detail (2). In addition to that there is a folder offered with press releases relating to sustainability topics (3).

2.6.1.6.2 *Miele sustainability report (main document)*

On more than 40 pages the sustainability report covers all relevant topics which are to be expected in a report, and this fulfils the regulations of the Global Reporting Initiative (GRI). The main chapters are the company profile (about 5 pages), sustainability management (about 5 pages), product responsibility (about 15 pages) employees (about 10 pages), and society with GRI Index (the rest). Again the focus (based on sheer volume) is on the product side and secondly on the important stakeholder employees, providing more proof of a product focussed firm. Sustainable products and product responsibility as well as the strongly trusted brand are already mentioned in the introduction.
Apart from the integrated management system and sustainability in the supply chain the dialogue with the stakeholders is a main aspect in the sustainable management part. The results of the stakeholder-survey are introduced. Most of the participating stakeholders evaluate Miele’s activity to achieve sustainability either as ‘excellent’ or ‘good’.

2.6.1.6.3 Evaluated measures of Miele

Not to depend on the results of the stakeholders’ survey as the only source, Miele collected and published its facts and figures concerning annual sustainability activities in an extra file, which is structured in the same way as the sustainability report. R&D expenditure related to sales has increased over recent years to more than 5%. This fits with the approach of investing in innovation already mentioned. The reports on the supply chain also provide interesting aspects; all new suppliers had to confirm compliance with social standards. The number of new suppliers has decreased over recent years, and the number of contracts rejected due to non-confirmed compliance with social standards is increasing in terms of the number of events and percentage. This fact might be an indicator of Miele’s increasing risk awareness and its desire to protect the good corporate reputation.

As far as the dialogue with stakeholders is concerned, Miele publishes the results in terms of the relevance of sustainability topics to stakeholders. Ten categories are mentioned. The most elected theme was energy-efficient products, followed by climate protection with CO\textsubscript{2} emissions and recyclability of products and materials. Ranks 4 to 7 relate to products or production. Ranks 8 to 10 represent the importance of the ‘employee’ as a stakeholder, with safety, fair treatment and society topics like sponsorship and voluntary work. This also highlights that nearly all of the 30 stakeholder groups focus on product-aspects. The conclusion might be that the company’s approach fits the stakeholders’ requirements. The product responsibility part reveals that three out of five core products are achieving the
highest existing energy efficiency class. The other two products are far from achieving that aim, but made great efforts in the right direction.

There is a huge volume of figures, which prove the progression of consumption data for Miele appliances, all of them with enhanced results.

In the next part of the report, the decreasing specific energy consumption for all products is mentioned as well as other ratios concerning the production process such as water consumption, waste and gas emissions.

In a brief chapter on transport and logistics the development of the multi modal transportation type is explained. It is demonstrated that transportation by rail is slightly decreased due to the closing down of several connections to subsidiaries by the rail operators. The share of transportation by HGV (Heavy Goods Vehicle) is increasing at the expense of transportation by ships due to shifts in sales during the financial crisis.

From the ecological point of view, it would be better to increase the share of transportation by ships and railway at the expense of HGV transportation. So the mentioned rationale behind the move (that the shift was not caused by Miele) could be interpreted as indicating that the firm again wants to protect its high brand reputation.

Concerning Miele’s car fleet, there is a strong increase in the number of vehicles meeting the highest standard (Euro 4-5) for exhaust emissions, both in passenger cars and in LCVs (Light Commercial Vehicles). This aim can be achieved by a short turnover rate of vehicles to participate in technical innovation by buying new vehicles.

Due to the policy for fleet purchase at Miele the figures can be seen as an ecological investment, which might have a negative impact on economic success.

With regard to employees, the usage of the train with ‘Jobticket’ (a subsidised train ticket for employees) is increasing slightly. This might be seen as a promising indicator of improvement in ecological staff transportation.

Another interesting figure is the decreasing percentage of staff turnover coming from a very low level of about 0.8% p.a. down to 0.7%. This might be an indicator of greater
satisfaction amongst employees. Another figure is the increasing number of training courses concerning occupational safety, including training in safe driving.

2.6.1.6.4 The proportion of core business to fleet management at Miele

The sector ‘Facts and figures’ of the Miele sustainability report provides half a site of more than 40 pages regarding car fleet measures, which are mentioned in section 2.6.1.6.3. About one-point-one percent of the amount of space is used for facts and figures and this could be interpreted as an indicator of the very low significance of the car fleet aspects in Miele’s sustainability approach. Most of the figures are related to product topics, which fit well with the overall impression of Miele’s sources.

2.6.1.6.5 Rankings and awards regarding fleet management at Miele

Miele holds many awards for success in the fields of product design, brand-value, professional education, most trusted brand, best brand and so on. Amazingly, not a single award concerning any internal management issue or car fleet management is mentioned; this is more proof that the communication of product related issues is regarded as essential, and that communication about fleet related themes is neither intended nor executed at Miele.

2.6.1.7 Conclusion of publications regarding car fleet and sustainability of Miele

The overall impression as well as the overall facts and data exhibit a clear ranking in the priority of the issues. In all areas of the web site the number one point is to focus on the product, followed by production of the product and issues concerning the employees. The overall emphasis is on corporate branding and corporate reputation. Besides these three categories, other issues have less priority. It is obvious that everything is undertaken to enhance the corporate reputation and everything which would put the positive brand value at risk is avoided. This attitude of avoidance is probably the reason why issues such as car fleet management are not mentioned.
Issues of fleet management would disturb the perfect picture and detract from the impressive success in all aspects concerning corporate reputation.

2.6.2 Supplementary case VW

2.6.2.1 Corporate reputation, VW

VW in Germany is highly reputed as an employer as well as a producer. It was the winner in the ‘car’ category of the Reader’s Digest Trusted Brands Survey 2013. Eight more independent appraisals are published on the web (WeGreen Volkswagen, 2013):

- Volkswagen receives an ethics score of 7 out of a maximum of 15 points from ‘Corporate Critic’, which is a ‘weak’ evaluation. The ethics score is a result of an evaluation of 15 criteria out of the sectors environment, people, animals, politics, and product sustainability.

- At ‘Rank a Brand’ Volkswagen fulfils 15 out of 24 criteria and receives a ‘B’. The evaluation B means that it fulfils the requirements in the disciplines climate protection, environmental engagement, and fair working conditions/trade between 55% and 75%.

- ‘Goodguide’ assigns Volkswagen 6.2 out of 10 points and the ranking ‘good’. In the discipline ‘environmental aspects’ the brand receives 7.2 out of 10 points. This category considers transparency, greenhouse gas emissions, water pollution, and environmental management. In the category social behaviour with aspects such as working conditions, occupational safety and equality the brand scores 5.3 out of 10 points. In the category health, which considers the impact of the firm’s products on human health, the product and the manufacturing process, Volkswagen scores 6.4 out of 10 possible points.

- At ‘IÖW/future-Ranking der Nachhaltigkeitsberichte’ scores Volkswagen at 65% in the ranking of sustainability reports, which equates to a ‘positive assessment’. In
the sustainability report ‘Nachhaltigkeits Bericht 2010’ the firm is ranked 9th out of
the 160 largest German companies.

- ‘RepRisk – Reputational Risk Radar’ attests Volkswagen a ‘medium’ reputation
  risk. Since 2007 RepRisk had collected 64 media articles, in which Volkswagen
  was criticised in some 24 topics. Therefore, the firm has a RepRisk index of 31. Its
  worst score was in March 2013 with 43 out of 100.

- ‘Companize Image Ranking’ grants 215 image-points to Volkswagen and assigns
  the brand to the enterprises with a ‘positive reputation’. The score is based on 104
  media reports about such topics as environmental affairs, data usage, and awards
  as a fair employer.

- ‘Faircompany’ ranks Volkswagen as a ‘fair company’, which commits through
  adherence of certain rules to a fair treatment of its trainees and temporary staff.

- ‘Great Place to Work’ evaluated Volkswagen in first position as ‘Germany’s best
  employer 2012’. The company was presented with this award for their quality and
  attractiveness as an employer.

- ‘Serviceplan Gruppe’ evaluated Volkswagen in 16th position. In so doing, the firm is
  located in the upper range of the ranking list and so a ‘sustainable firm’ in the view
  of customers. Within the study, Volkswagen could compete with its competitors
  because of its sustainability strategy with perceived low consistency.

In the case of reputation, sustainability in car fleet management is very prominently
mentioned in many of VW’s publications, but the entire range of publications is on the
products they sell – cars.
2.6.2.2 Sustainable car fleet management, VW

Regarding VW’s corporate car fleet management it is not possible to detect much activity in their publications. The sustainability Report 2012 (Volkswagen AG, 2013) mentions some activities:

- E-Mobility field project in the region of Braunschweig
- Parking space for ride sharing
- Intra-plant bus shuttle
- Multi modal logistics

2.6.3 Supplementary case Deutsche Telekom

2.6.3.1 Corporate reputation, Deutsche Telekom

Deutsche Telekom is the winner of the “internet service provider” category in the Reader’s Digest Trusted Brands Survey 2013. Another nine independent appraisals are published on the web (WeGreen Deutsche Telekom, 2013):

- Telekom receives an ethics score of 7.5 out of a maximum of 15 points from ‘Corporate Critic’, which means a ‘weak evaluation’. The ethics score is a result of an evaluation of 15 criteria from sectors such as the environment, people, animals, politics, and product sustainability.
- ‘Die Verbraucher Initiative e.V.’ gives Telekom in their CSR-company check the status ‘Gold’ and thereby a positive evaluation. In the case of ‘sustainability of core business’ the company is seen as very strongly engaged, in their ‘supply chain’ as very strongly engaged, and in ‘supporting sustainable consumers’ as strongly engaged.
- At ‘GUTcert-NachhaltigkeitsChecks’ Deutsche Telekom gains a score of 872 out of 1000 and is classified as ‘exemplary’. The basis for the evaluation is the CR online
report 2010/2011 which shows the strength of the firm in cases of strategy, organisational structure, risk management and compliance. In the three areas of management and communication, product and production, and human resources management, the report gets a fulfilment of 85%.

- At 'IÖW/future-Ranking der Nachhaltigkeitsberichte' scores Deutsche Telekom at 66% in the ranking of sustainability reports, which is a ‘positive assessment’. In the sustainability report: ‘Corporate Responsibility Bericht 2011/2011 – Wir leben Verantwortung’ Telekom is ranked 6th out of the 160 largest German companies.

- ‘Tomorrow’s Value Rating’ assigns Telekom 40% and evaluates it as ‘fairly good’ The firm lies in the sector ‘Information and Communications Technology’ in position 13 out of 20.

- In the view of ‘Brandoscope’, Telekom is certified in 1 out of 10 areas of sustainability, which is evaluated as ‘middle-rate’. The company is certified in the area of CO₂ reduction.

- From ‘RepRisk – Reputational Risk Radar’ Deutsche Telekom has a high reputation risk. Since 2007 RepRisk has collected 46 media articles in which the firm was criticised in 17 topics. Therefore, Telekom has a RepRisk index of 25. The highest was in December 2011 at 51 out of 100.

- ‘Companize Image Ranking’ grants 68 image-points to Telekom and assigns the brand to the enterprises with a ‘bad reputation’. The score is based on 61 media reports about such topics as environmental affairs, data usage, and awards as a fair employer.

- ‘Serviceplan Gruppe’ evaluated Telekom in position 95. Therefore, the firm is located in the lower range of the ranking list and so not a ‘sustainable firm’ in the view of customers. According to the study Telekom could not compete with its competitors because of a sustainability strategy with perceived low consistency.
2.6.3.2 Sustainable car fleet management, Deutsche Telekom

Deutsche Telekom’s corporate car fleet management is mentioned in several places. The web site (Telekom, 2013) is vertically subdivided into six sectors. One of them is called ‘responsibility’. This part lists ‘climate-friendly mobility’ as a subdivision.

- Telekom introduced the “Green-Car-Policy”, which should lead to the CO₂ aim of 110 g/km in average of all fleet cars of the whole concern until 2015. They marketed it with ‘Rightsize’ which points to the selection of energy efficient models.
- In addition to this, Telekom tests natural gas vehicles, electric powered cars and hydrogen fuel cells. This is called “Substitute” and should further the usage of alternative power units in mobility.
- “Econimize” is the name of the training programme for drivers, which has been conducted with 7,600 company car drivers.
- The E-Mobility project is one of the world’s largest field experiments regarding usage of electric vehicles.
- Travel behaviours could be influenced in terms of movements by train by using of CO₂ neutral electricity, and saving CO₂ through video conferencing.

Telekom Deutschland have received numerous awards for their service quality:

- Regarding Telekom’s mobility, they received from the ‘Aachen Initiative for clean Air’ an award for supporting employees’ travel by train.
- Telekom received the Blue Fleet Award from TÜV Rheinland for saving 1.9 thousand tons of CO₂ in 2010.

Several short reports on all activities are offered in this subdivision.

All in all Deutsche Telekom conducts numerous activities regarding sustainable car fleet management.

The marketing power of these activities is not very large in relation to the company’s marketing activities overall but is far more than simply passive.
2.6.4 Analysis of publications regarding the car fleet and sustainability of The Linde Group

2.6.4.1 Structure of the web site of The Linde Group

There is a strong horizontal orientation of The Linde Group’s web site with the following categories:


Each of the categories has its own vertical subdivisions so as to provide an in depth overview within this category. There are just two places where products are mentioned.

The first place is in the category ‘About Linde’ within the subdivision ‘Divisions’ where the three product groups as divisions are mentioned: Gases Division, Engineering Division and ‘Gist’ division. These divisions stand for product lines, which are briefly explained in this subdivision.

The second place where products are mentioned is the category ‘Clean Technology’ where in the subdivision ‘Our Clean Technology Portfolio’ six product lines are described, which have a close relationship to the sustainable solutions. The introduction to this subdivision gives a first feeling for the overall sustainability approach:

“We must expand the current energy mix and develop the share of renewable energy sources. There is no single technology or resource, however, which can function in all regions and for all needs. The solution is a balanced energy mix that is both economically and ecologically viable” (The Linde Group, 2013).
These products regarding The Linde Group sustainability approach are (The Linde Group, 2013):

- Carbon Capture and Storage; a technology to reduce the CO₂ and the greenhouse gases that result from energy production with fossil fuels like coal and natural gas.
- CO₂ Applications: a procedure to use CO₂, for example for plant assimilation in greenhouses in the Netherlands.
- Liquefied Natural Gas; to make it available for transport in local and global markets.
- Hydrogen as an energy carrier; solutions ranging from the generation and liquefaction of hydrogen to its transport and the fuelling of hydrogen powered vehicles.
- Enhanced Oil and Gas Recovery; to deliver the required large amounts of nitrogen or carbon dioxide for efficient use of oil and natural gas fields.
- Biotechnology and Photovoltaic; reduction of emissions that develop during the energy-intensive production of solar cells through the use of the environmental neutral gas fluorine.

These products are described in the context of environmentally friendly behaviour in spite of the energy intensity of the main products of The Linde Group.

Altogether the structure of the web site has more of a sustainability orientation than a product orientation.

### 2.6.4.2 The part of the’fleet within the web site of The Linde Group

The car fleet is mentioned in several places within the web site. There are different types of information about The Linde Group’s fleet.

In the ‘Corporate Responsibility report 2011’ The Linde Group states its climate protection goals. They admit to producing large amounts of greenhouse gas through their core business production and mention the measures they are taking to decrease this volume in spite of the growing business.
“As production levels rise, so do direct and indirect emissions. We aim to combat this trend by concentrating our climate protection efforts on CO₂ intensive activities – on our air separation plants, and in areas that provide the greatest potential for wide-scale emissions reductions, for example transport logistics” (The Linde Group CR Report 2011, 2012).

...and continuing about The Linde Group car fleet:

“We implement a wide range of measures to reduce emissions caused by the transport of our products. These include optimal routing, improved capacity planning and training courses in fuel-efficient driving. We have defined CO₂ emissions targets for our fleet in Germany, which numbers almost 1,000 cars, and we have replaced over one third of our vehicles to comply with the new targets. In addition, we introduced an incentive system for fuel-efficient driving. Through these measures, we were able to reduce the average greenhouse gas emissions of our German fleet from 167 grams per kilometre in 2008 to 147 grams per kilometre in 2011. This translates into total carbon savings of around 240 tonnes between 2008 and 2010. In recognition of this sustainable company car strategy, TÜV SÜD, a leading German testing, inspection- and certification-company, presented its Green Fleet Award to Linde in 2011. This was the second time we had received this award. In 2011, we launched a global project to add CO₂ emissions to the selection criteria for transport service providers” (The Linde Group CR Report 2011, 2012).

This is a relatively prominent part in the corporate responsibility report of a DAX-30-concern in Germany. It is significant that The Linde Group mentions its internal strategy for drivers’ behaviour and car policy.

Another example is the report about activities mentioned in the Linde Technology paper 1.12. They report about liquefied natural gas as fuel for trucks. In that article it is mentioned that Linde uses liquefied natural gas (LNG) for its own truck fleet, having tested it on three LNG-trucks in Los Angeles. As a result fuel costs have been reduced by 30%, which is seen as an important factor because of the yearly mileage of 50,000, which is about 80,000 km. In the meantime The Linde Group had purchased 20 more trucks with this technology and signalled that they will adopt this approach because the plan is to provide all 700 Linde trucks with this technology (Zörlein, 2012).
Also the fuel cell technology, which is developed and supported by The Linde Group, is used for its own vehicles within the group. A press release in April 2012 mentioned:

Munich, 23 April 2012 – “The technology group The Linde Group has reached another milestone in its journey to produce hydrogen from sustainable sources. The hydrogen generated from biodiesel by-products at the company’s pilot plant in Leuna, Germany, was certified by TÜV SÜD, one of the world’s leading test, inspection, and certification organisations, in time for the HANNOVER MESSE 2012 trade show. Opening today, HANNOVER MESSE is the world’s most important technology event. At this year’s show, Linde will be the sole supplier of hydrogen for the fuel-cell vehicles organised by the Clean Energy Partnership (CEP)” (The Linde Group, 2012).

2.6.4.3 Analysis of the 2012 annual business report of The Linde Group

At the beginning of the 2012 annual business report, Wolfgang Reitzle (CEO of The Linde Group) describes in his letter to the shareholders the philosophy of the company regarding sustainability:

“Above all, however, the performance indicators for the past financial year demonstrate that our business model, which is geared towards sustainability, is working...Over the next few years, we will continue to benefit from mega trends (energy and the environment, and health) as well as from sustained dynamic growth in the emerging economies” (Reitzle, 2013).

A passage about the company profile describes a feeling one has about the innovative approach of the Group:

“The Linde Group is geared towards long-term, profitable growth and focuses on the expansion of its international business with forward-looking products and services.”

…and continuing on the stakeholder orientation…
“Linde acts responsibly towards its shareholders, business partners, employees, society, and the environment – in every one of its business areas, regions, and locations across the globe. The company is committed to technologies and products that unite the goals of customer value and sustainable development” (The Linde Group, 2013).

The Linde Group has received various awards for its activities, particularly in the field of safety and environmental management. Also the HR department of Linde Gas Germany has received an award for developing an on-going qualification process for its 2,500 employees. These examples show again, how the image transfer is conducted by The Linde Group from an energy intensive business to a future oriented, helpful company, which is focused on solving the greatest challenges we have on earth.

### 2.6.4.4 Sustainability approach of The Linde Group

In the whole of the Linde Group web site there are many places where sustainability topics are mentioned. The already mentioned focus on the expansion of business with future oriented products and services is immediately apparent. There are themes on solutions to environmental problems, which are brought together in The Linde Group’s business line “Clean Technology”. The Linde Group repositions itself as a firm which is focused on solutions for a sustainable world. Nearly every category of the web site refers to sustainability. One example is the press release from April 2013 during that year’s ‘Hannover Messe:

“Under the ‘CLEAN TECHNOLOGY BY LINDE’ label, the company offers a wide range of products and technologies that help to render renewable energy sources financially viable, and significantly slow down the depletion of fossil resources or reduce the level of CO₂ emitted. This ranges from specialty gases for solar module manufacturing, through industrial-scale CO₂ separation and application technologies, to alternative fuels and energy carriers such as liquefied natural gas (LNG) and hydrogen.”
2.6.4.5 Independent appraisals of the corporate sustainability of The Linde Group

Additionally, five independent appraisals are published on the web (WeGreen Linde, 2013).

- At ‘GUTcert-NachhaltigkeitsChecks’ The Linde Group gains a score of 518 out of 1000 and is classified as ‘advanced’. The company has an integrated and broad management system. The Linde sustainability report is augmented by links and downloads about different topics. The emphasis is on environmental aspects of production and products. In the field of management and communication, product and production, and human resources management the report assigns 47% on average.

- At ‘IÖW/future-Ranking der Nachhaltigkeitsberichte’, The Linde Group scores 40% in the ranking of sustainability reports, which equates to ‘fairly good’. In the sustainability report ‘Corporate Responsibility Report 2010’ The Linde Group is ranked 47 out of the 160 largest German companies.

- According to ‘RepRisk – Reputational Risk Radar’ The Linde Group has a medium reputation risk. Since 2007 RepRisk had collected 14 media articles in which The Linde Group was criticised in nine areas. Therefore, The Linde Group has a RepRisk index of 10. The highest score was reached in September 2011 with 25 out of 100.

- ‘Companize Image Ranking’ grants 10 image-points to The Linde Group and assigns the company to the enterprises with a ‘positive reputation’. The score is based on 5 media reports on such topics as environmental affairs, data usage, and awards as a fair employer.

- ‘Faircompany’ ranks The Linde Group as a ‘fair company’ which commits, by adherence to certain rules, to a fair treatment of its trainees and temporary staff.
2.6.4.6 Analysis of The Linde Group’s 2011 corporate responsibility report

2.6.4.6.1 The Structure of The Linde Group’s corporate responsibility Report

The responsibility report is segmented with a main structure with subdivisions. Integrated in this structure are several folders with different emphases.


2.6.4.6.2 Sustainability report of The Linde Group (main document)

The corporate responsibility report covers, on 84 pages, all topics which are seen as relevant by the regulations of the Global Reporting Initiative (GRI).

The main chapters are About this report (about 5 pages), Strategy and management (about 21 pages), Environment and safety (about 17 pages) Employees (about 14 pages), Social engagement (about 4 pages), Performance (about 18 pages) and Assurance (about 2 pages). The mixture seems to be well balanced between ecological, economic and social aspects with a little emphasis on management themes. It is interesting in the development of communication that Linde mentioned in its current communication policy via web site strongly to the aspects of a sustainable and helpful product line ‘clean technology’, which is mentioned just on one page in the 2011 CR report (The Linde Group CR Report 2011, 2012).
2.6.4.6.3 Evaluated measures of The Linde Group

In this section the following topics are investigated: the focus on products, stakeholders, the stakeholder employees and the car fleet. Relating to products there are numerous parts in the report that relate to the future strategy to focus on products and technologies that contribute to the goals of environmental and climate protection (Figure 12). This fits with the emphasis of The Linde Group’s 2011 annual report, in which a focus on ‘Clean Technology’ can be perceived.

The chapter ‘Strategy and management’ contains the subdivision ‘Goals’ where strategic goals regarding transparency, compliance, supply chain, capital market, stakeholder engagement, products, safety, climate protection, further environmental goals, employees, occupational health, and social engagement are formulated. All mentioned measures are supplemented with planned figures, timelines and the actual progress. The status is symbolised by a circle, which is more or less filled with colour to give a picture about the current achievement of the goal.

Regarding stakeholder engagement, The Linde Group reports that 1,400 inquiries from stakeholders have been answered and 550 individual meetings with financial analysts and investors have been conducted. This could lead to the conclusion that in the case of stakeholder management the focus of The Linde Group is investor orientated (The Linde Group CR Report 2011, 2012).

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Employees safety is measured through the achievement of the aim to conduct driver training with 10% of drivers, which is stated to be 50% complete.

At Figure 12 the achievement level of the measures are evaluated. The fulfilment of the goal to reduce accidents per employee or for a given mileage is reported later, where the occurrence of serious incidents involving trucks per million km is reported. Falling from 0.106 events per million km in 2008 to 0.083 in 2009 and 0.085 in 2010, the number decreased to 0.077 in 2011. This could be seen as a result of the driver training which was being conducted.

In the section ‘climate protection’ among other measures, a German award in recognition of Linde’s sustainable company car strategy is mentioned. This is again an indication that the activities in German fleet management are well noted within the report.

Regarding the fleet, several figures are given which relate to its development. In direct greenhouse gas emissions The Linde Group’s transportation-fleet shows a movement from 430 thousand tons CO₂e (CO₂ equivalent) in 2008 to 380 in 2009, 410 in 2010, and 420 in 2011. Under the category indirect greenhouse gas emissions the product of transport by contractors is recorded. It begins in 2008 with 330 thousand tons CO₂e, and becomes 320 in 2009, 310 in 2010, and 395 in 2011.

Business travel is recorded as producing 30,6 thousand tons CO₂e. The leap in the transportation figures can be explained by the increase in transportation distance from 764 million km in 2010 up to 866 million km in 2011.

With regard to the stakeholder ‘employees’, two sustainability figures are evaluated. The staff turnover rate, which relates to employees who left the Linde Group voluntarily during the reporting period, rates as medium developing from 6.6% in 2008 to 4.2% in 2009, 5.7% in 2010, and 6.3% in 2011. The average length of employment is increasing too; the figures start at 8.5 years in 2008, were 10.1 years in 2009, 9.7 years in 2010 and 9.8 years in 2011 (The Linde Group CR Report 2011, 2012).
Because these figures are better than the average for this type of international company, both may be seen as an indication of satisfaction amongst employees.

2.6.4.6.4 The proportion of core business to fleet management at The Linde Group

The fleet of The Linde Group is mentioned in several places within the 2011 Corporate Responsibility Report. On four pages figures about fuel consumption or numbers of accidents are mentioned. There are another two pages explicitly illustrating the measures, and results of the car fleet managers.

As a result, the car fleet appears on 6 out of 84 pages; Figure 13 illustrates an example of this in the CR Report. This high level of attention to the fleet suggests that the Group, a large global company, feel that it is important to communicate on this theme’.

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Figure 13 Describing car fleet measures in The Linde Group 2011 CR report (The Linde Group CR Report 2011, 2012)

2.6.4.6.5 Rankings and awards regarding fleet management, The Linde Group

The Linde Group have received several awards, including ‘Responsible Care Certification’, the ‘Safety and Environmental Performance’ award, the ‘Environment Excellence Award’ from the Pakistan National Forum for the Environment, an ‘Environmental Award’ from the European Industrial Gases Association, and a ‘Gold Award in the Workplace Safety & Health Awards’ from Singapore’s Workplace Safety & Health Council. Finally Linde received an A+ from the Global Reporting Initiative (GRI) for the highest standard of application in their corporate responsibility report.
With regard to car fleet topics, the company has received an award in recognition of its sustainable company car strategy in Germany, the Green Fleet Award from TÜV SÜD, which is mentioned in the 2011 corporate responsibility report (The Linde Group CR Report 2011, 2012).

The Linde Group is also listed in several key sustainability indices and SRI ratings. In September 2012, it was added to the global Dow Jones Sustainability Index (DJSI World). In this regard analysts from the Sustainable Asset Management (SAM) Group recognised the firm’s continuous improvement in the area of sustainability.

“We received particular recognition for activities in the areas of climate strategy, environmental management systems, and risk and crisis management” (The Linde Group CR Report 2012, 2013).

The Linde Group was also listed in Deutsche Börse's STOXX® Global ESG Leaders Index. Finally, in an analysis of 101 chemical companies conducted by the specialist sustainability rating agency Oekom Research, the Group received the top ranking in 2012 (The Linde Group CR Report 2012, 2013).

2.6.4.7 Conclusion of publications regarding the car fleet and sustainability of The Linde Group

The overall impression as well as the overall facts and data show a balanced ranking of the topics. In all sections of the web site the emphasis is on measures to reduce the negative environmental impact of the core business. Due to the energy and CO₂ intensive nature of the core business, many measures have been implemented to enhance the acceptance of the business by reducing CO₂ emissions. The Linde Group have outlined their new product line ‘Clean Technology’ which should improve their efforts in relation to energy and environmental solutions.
2.6.5 The supplementary case RWE

2.6.5.1 Corporate reputation, RWE

Like The Linde Group RWE is also listed in the DOW Jones sustainable index. In 2011 they won the fifth place in the ‘Best Employer Brand Award’.

Seven more independent appraisals are published on the web (wegreen RWE, 2013).

- RWE receives an ethics score of 8.5 out of a maximum of 15 points from ‘Corporate Critic’, which equates to a weak evaluation. The ethics score is a result of an evaluation of 15 criteria out of the sectors environment, people, animals, politics, and product sustainability.

- At ‘GUTcert-NachhaltigkeitsChecks’ RWE gains a score of 582 out of 1000 and is classified as ‘advanced’. The basis for the evaluation is the 2010 report, which emphasises the firm’s security of energy supply and the energy efficiency in production. In the fields of management and communication, product and production, and human resources management the report assigns 51%.

- At ‘IÖW/future-Ranking der Nachhaltigkeitsberichte’ RWE scores 62% in the ranking of sustainability reports, which is a ‘positive assessment’. In the sustainability report: ‘Vorweg gehen heißt Herausforderungen annehmen’ (‘to lead the way means to accept challenges’) RWE is ranked 13th out of the 160 largest German companies.

- ‘Tomorrow’s Value Rating’ gives RWE 46% and evaluates it as ‘fairly good’. The firm lies in the sector ‘Energy Utilities’ and ranks 5th out of 10.

- From ‘RepRisk – Reputational Risk Radar’ RWE has a ‘medium’ reputation risk. Since 2007 RepRisk had collected 143 media articles in which the firm was criticised on 20 themes. Therefore, RWE has a RepRisk index of 45. The highest was in June 2013 2011 at 45 out of 100.
• ‘Companize Image Ranking’ grants 139 image points to RWE and assigns the brand to the enterprises with a ‘bad reputation’. The score is based on 26 media reports on such topics as environmental affairs, data usage, and awards as a fair employer.

• ‘Serviceplan Gruppe’ evaluated RWE as being in position 89. In so doing, the firm is located in the lower range of the ranking list as a ‘not sustainable firm’ in the opinion of customers. According to the study, RWE could not compete with its competitors because of its sustainability strategy with perceived low consistency.

2.6.5.2 Sustainable car fleet management, RWE

In the case of sustainability in car fleet management RWE publishes a great deal of information. The main activities are as follows.

RWE provides, together with the automobile club ADAC, a sustainable car policy. Figure 14 illustrates an example of ADACs vehicle eco friendliness grading. ADAC tests each relevant car and gives a grading relating to environmental friendliness. The grades start from one star and go up to five stars when the model has excellent environmental measures within its class. RWE only allows cars with a grade of at least four stars in their car policy.

Figure has been removed due to Copyright restrictions

Figure 14 ADAC’s vehicle eco friendliness grading (RWE press release Green Fleet Award, 2009)

In this way, RWE have reduced their average fuel consumption significantly.
The company takes part in various awards and won the Green Fleet Award 2009, which it communicated through several press releases.

Additionally, it trained its employees in ECO driving, in which the training was provided by ADAC. RWE bases its engagement in sustainable car fleet management on its critical core business and the motivation of its people to adhere to this idea.

“As an energy supplier we are a large source of CO₂ emissions. Because of that we have an outstanding responsibility for the topics of climate protection and energy efficiency. In our core business we also act in this sense. Examples are the development of renewable energy technology or the modernisation of our park of nuclear power plants. The readjustment of or car fleet is a further module” (Löchte, 2009).

Additionally, Lochte stated, after winning the Green Fleet Award of TÜV SÜD 2009 (Figure 15 illustrates the ceremony), in the press release:

“This award makes us very happy. It motivates us to continue leading the way in environmental and climate protection” (RWE press release Green Fleet Award, 2009).

This example shows that communication of sustainable car fleet measures in a cautious way fits the approach of Case B The Linde Group.
The company has a strong brand, acting in a business, which is in focus regarding the potential environmental risk, the core business in a criticised sector, they have introduced new products to counter the criticism and have a strong dependency on several stakeholders

- They keep their fleet sustainable so as not to risk the good reputation and brand
- With renewable energy they build up businesses, products and services with a focus on solving the problems which are seen as risky
- They conduct a stakeholder dialogue to design the new energy in a proper manner
- RWE also communicates all external orientated activities (e.g. new product lines) as well as internal activities (e.g. car fleet management) to all stakeholders in a cautious way and both fit together

2.6.6 Supplementary case BASF

2.6.6.1 Corporate reputation, BASF

Like The Linde Group and RWE, BASF is also listed in the DOW Jones sustainable index. In 2011 they were honoured as a ‘Low Carbon Pioneering Enterprise’.

Five more independent appraisals are published on the web (wegreen BASF, 2013).

- At ‘GUTcert-NachhaltigkeitsChecks’ BASF gains a score of 737 out of 1000 and is classified as ‘mature’. The basis for the evaluation is the 2010 BASF report, which emphasises the development of the firm’s product portfolio, innovation as the driver for sustainable success, as well as the security of the products and of the production. In the fields of management and communication, product and production, and human resources management, the report assigns 69%.
- At ‘IÖW/future-Ranking der Nachhaltigkeitsberichte’, BASF scores 71% in the ranking of sustainability reports, which is a ‘positive assessment’. In the sustainability report, ‘Report 2010’, BASF is ranked 3rd out of the 160 largest German companies.
• From ‘RepRisk – Reputational Risk Radar’, BASF has a ‘medium’ reputation risk. Since 2007 RepRisk had collected 125 media articles in which the firm was criticised on 26 themes in total. Therefore, BASF has a RepRisk index of 31. The peak was reached in January 2012 at 46 out of 100.

• ‘Companize Image Ranking’ grants 1 image-point to BASF and therefore assigns the brand to the enterprises with ‘average reputation’. The score is based on one media report about such topics as environmental affairs, data usage, and awards as a fair employer.

• ‘Faircompany’ ranks BASF as a ‘fair company’ which commits through adherence of certain rules to a fair treatment of its trainees and temporary staff.

2.6.6.2 Sustainable car fleet management, BASF

In the case of sustainability in car fleet management BASF has published several reports. BASF is engaged in the development of batteries, which are used in e-mobility from pedal electric cycles up to vehicles such as passenger cars and trucks. Within the framework of a pilot e-mobility project, since May 2011 BASF has been testing electric vehicles between two locations during the daily working routine and also in commuter traffic. Also, in June to October 2011, ten pedal-electric cycles were tested in on-road mode, passed the test with very good results, and have been well accepted by users.
In the year 2013, BASF began to electrify its fleet in grand style.

“To support the usage of environmentally friendly means of transport at the world’s largest chemistry location, BASF SE has changed its complete motorised cycle fleet in Ludwigshafen to pedal electric cycles. Therefore, as of the beginning of the year 2013, over aged mopeds with technical faults are to be replaced step by step. Employees of BASF who would like to switch earlier bicycles to the environmentally friendly bicycles, are allowed to swap their old ones for the new pedal electric cycles. There is a large potential in Ludwigshafen: Currently 1,500 motorised bicycles are used on the factory premises” (Bundesverband eMobilität e.V., 2012).

This example demonstrates again that communication of sustainable car fleet measures in a cautious way fits the approach of Case B The Linde Group. The company has a strong brand, acting in a business which is in the spotlight as regards potential environmental risk.

- They keep their fleet sustainable so as not to risk their good reputation and brand
- With renewable energy they build up businesses, products and services with a focus on solving the problems which are seen as risky
- They conduct a stakeholder dialogue to develop the new batteries in a proper manner.

2.6.7 Analysis of publications regarding the car fleet and sustainability of TCO

TCO administers two web sites with different focuses. The www.taxi-center-ostbahnhof.de is designed in the way a traditional large taxi company operates a web site. The www.umwelt-taxi-muenchen.de web site is clearly focussed on issues of sustainability and appears to be more future-orientated. It is also perceived to address business customers and other stakeholders.
2.6.7.1 Structure of the web sites

The www.taxi-center-ostbahnhof.de web site is divided into three main vertical parts. On the left side the navigation panel has four main categories. Each of the categories has its own vertical subdivisions to allow the viewer to go into greater depth within this category. The order is designed as follows:

- Taxi Center Ostbahnhof GmbH
  - Home, Concept, Environmental Guidelines, Team, Round Tour, Place of Work
- Professional taxi driver
  - Profile, Apprenticeship, Continuing Education, FAQ
- En Route as a Passenger
  - Taxi Ordering, Fare, Complaints, FAQ
- Information
  - Taxi-Pay-Scale, Taxi Regime, Imprint

In the centre of the main part the content of the actual selected topic is displayed. On the right hand side three fixed text boxes offer the topics: job offer, the way to a taxi license, and ‘IsarFunk’ apprenticeship.

The www.umwelt-taxi-muenchen.de web site is divided into two main vertical parts. The navigation panel is placed on the left hand side offering the categories: Home, About Us, Environmental Guidelines, Facts, For Business Customers, Jobs, News, Pay-Scale, Taxi-Ordering Contact, Links, and Imprint.

Each of the categories displays content which fills the main space of the web page.

2.6.7.2 Part of the fleet within the web site at TCO

As TCO has two web sites, both are analysed with regard to car fleet aspects. A great deal of car fleet information is expected to be found on the web sites because of the firm’s core business. The entire content is not described in detail in the following paragraphs.
There is a clear emphasis on information on the taxi business at www.taxi-center-ostbahnhof.de (the oldest of the two sites).

Table 3 illustrates how TCO’s car fleet is mentioned in several categories in different ways. The analysis of the main categories and the subdivisions are made with regard to the volume of material available for each subject, such as fleet, taxi-business, professional driver and sustainability.

The overall volume and the importance of both car fleet issues and sustainability can be determined by percentage.
<table>
<thead>
<tr>
<th></th>
<th>Fleet</th>
<th>Taxi Business</th>
<th>Professional Driver</th>
<th>Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>TCO GmbH</td>
<td>32</td>
<td>14</td>
<td>34</td>
<td>20</td>
</tr>
<tr>
<td>Home</td>
<td>30</td>
<td>30</td>
<td>0</td>
<td>40</td>
</tr>
<tr>
<td>Concept</td>
<td>50</td>
<td>30</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Environmental Guidelines</td>
<td>40</td>
<td>0</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>Team</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Round Tour</td>
<td>30</td>
<td>0</td>
<td>70</td>
<td>0</td>
</tr>
<tr>
<td>Place of Work</td>
<td>10</td>
<td>10</td>
<td>80</td>
<td>0</td>
</tr>
<tr>
<td>Professional Taxi Driver</td>
<td>8</td>
<td>20</td>
<td>72</td>
<td>0</td>
</tr>
<tr>
<td>Profile</td>
<td>30</td>
<td>0</td>
<td>70</td>
<td>0</td>
</tr>
<tr>
<td>Apprenticeship</td>
<td>0</td>
<td>20</td>
<td>80</td>
<td>0</td>
</tr>
<tr>
<td>Continuing Education</td>
<td>0</td>
<td>20</td>
<td>80</td>
<td>0</td>
</tr>
<tr>
<td>FAQ</td>
<td>0</td>
<td>40</td>
<td>60</td>
<td>0</td>
</tr>
<tr>
<td>En Route as a Passenger</td>
<td>8</td>
<td>82</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Taxi Ordering</td>
<td>20</td>
<td>80</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fare</td>
<td>0</td>
<td>100</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Complaints</td>
<td>10</td>
<td>80</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>FAQ</td>
<td>0</td>
<td>70</td>
<td>30</td>
<td>0</td>
</tr>
<tr>
<td>Information</td>
<td>0</td>
<td>70</td>
<td>30</td>
<td>0</td>
</tr>
<tr>
<td>Taxi-Pay-Scale</td>
<td>0</td>
<td>70</td>
<td>30</td>
<td>0</td>
</tr>
<tr>
<td>Taxi Regime</td>
<td>0</td>
<td>70</td>
<td>30</td>
<td>0</td>
</tr>
<tr>
<td>Imprint</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Sum</td>
<td>268</td>
<td>806</td>
<td>706</td>
<td>130</td>
</tr>
<tr>
<td><strong>Percentage</strong></td>
<td><strong>14 %</strong></td>
<td><strong>42 %</strong></td>
<td><strong>37 %</strong></td>
<td><strong>7 %</strong></td>
</tr>
</tbody>
</table>

Table 3 Web site content analysis, TCO
The fleet content percentage (14%) is lower than could be expected but much higher than in Cases A and B (lower than 1%). Dominating issues are the taxi business and the profession of taxi driving which where the perceived emphasis of the web site.

At www.umwelt-taxi-muenchen.de, the more recently designed web site, the focus is placed on information on sustainability.

As Table 4 illustrates, car fleet issues are mentioned in several categories.

The analysis of this web site was conducted in the same way as described above:

<table>
<thead>
<tr>
<th></th>
<th>Fleet</th>
<th>Taxi Business</th>
<th>Professional Driver</th>
<th>Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home</td>
<td>30</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>About Us</td>
<td>50</td>
<td>0</td>
<td>0</td>
<td>50</td>
</tr>
<tr>
<td>Environmental</td>
<td>40</td>
<td>0</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>Guidelines</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facts</td>
<td>60</td>
<td>0</td>
<td>0</td>
<td>40</td>
</tr>
<tr>
<td>For Business Customers</td>
<td>20</td>
<td>10</td>
<td>10</td>
<td>60</td>
</tr>
<tr>
<td>Jobs</td>
<td>0</td>
<td>0</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>News</td>
<td>40</td>
<td>0</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>Pay-Scale</td>
<td>10</td>
<td>80</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Taxi-Ordering</td>
<td>10</td>
<td>60</td>
<td>0</td>
<td>30</td>
</tr>
<tr>
<td>Contact</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>400</td>
</tr>
<tr>
<td>Links</td>
<td>20</td>
<td>10</td>
<td>10</td>
<td>60</td>
</tr>
<tr>
<td>Imprint</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Sum</td>
<td>300</td>
<td>190</td>
<td>100</td>
<td>510</td>
</tr>
<tr>
<td><strong>Percentage</strong></td>
<td><strong>28,3%</strong></td>
<td><strong>17,3%</strong></td>
<td><strong>9,1%</strong></td>
<td><strong>46,3%</strong></td>
</tr>
</tbody>
</table>

*Table 4 Web site II content analysis, TCO*
The fleet content percentage (28%) is as high as expected, and thus much higher than in Cases A and B. The environmental approach is dominant, followed by car fleet issues, which also are the perceived emphasis of the web site.

### 2.6.7.3 Analysis of the 2011 TCO annual business report

Due to German classifications, TCO is ranked as a small company enjoying less complex regulations in business reporting. The annual net income remains at a constant level of 30,000 €. Surplus earnings have increased between 2010 to 2011 from 21 T€ to 56 T€. The owner’s equity also increased from 81 T€ to 113 T€. The figures and overall impression of the company indicate a healthy enterprise with a solid development (Bundesanzeiger Verlag, 2013).

### 2.6.7.4 Sustainability approach of TCO

Sustainability issues are displayed on the entire web sites in many places.

Seven percent of the web site [www.taxi-center-ostbahnhof.de](http://www.taxi-center-ostbahnhof.de) and 46% of the web site [www.umwelt-taxi-muenchen.de](http://www.umwelt-taxi-muenchen.de) are covered by environmental and sustainability issues. The approach of the company is entirely oriented to sustainability.

> “It is our intention to reduce CO₂ emissions as efficiently as possible and in parallel provide helpful suggestions, which will allow others to follow our example. The primary reason for selecting the Toyota Prius Full Hybrid is the fact that these models are well known and the car can easily be identified due to its unique silhouette” (TCO II, 2013).

The environmental guidelines, as mentioned in section 8.1.3 provide a clear picture of the emphasis of TCO.

Press releases and articles are numerous and all of them deal with the issue of sustainable car fleet management. They can exploit sources of evidence of the corporate paradigm of environmentally friendly passenger transportation. In total, 18 press releases and articles broach the issue of sustainable car fleet measures in TCO’s taxi business.
In several places on both web sites much of the information is highlighted. For example, despite the traditional approach that the customer takes the first taxi in the row at the rank, the customer is free to select any taxi they please. This allows them to act sustainably and ecologically as a taxi customer. For the taxi customer there is a choice between traditional and eco taxis. The problem is the customer often just does not do so.

“You can make a contribution to reduce CO₂ emission by ordering an eco taxi. Did you know that you are allowed to select a taxi of your choice at a taxi stand?”

§3, (4) of the Regulation of Munich City Taxi Businesses:

“The taxi which is first in the queue will be used first, except if the customer chooses another taxi…” (Taxi-Center-Ostbahnhof, 2013).

This emphasis might be an indication of TCO’s objective to enhance the turnover of the taxi service business in a direct way, by offering eco taxis.

2.6.7.5 Analysis of TCO’s published sustainability report

No sustainability report is published by TCO. The evaluated measures as well as rankings and awards were investigated through releases on the web sites.

2.6.7.5.1 Evaluated measures of TCO

The publication of evaluated measures focuses on a 12 month pilot test (November 2008 to October 2009) named: “Comparison of Hybrid/Diesel in a Taxi service in Munich”. During this test, 7 hybrid Toyota Prius II vehicles covered a distance of 496,281 km. The fuel consumption and CO₂ emissions of the hybrid Toyota Prius, which is powered by petrol, were compared to the figures for the Diesel powered vehicles of the fleet. The results revealed that the consumption of the Hybrid Cars was 5.80 l per 100 km compared to the consumption of the Diesel vehicles at 10.17 l per 100 km. The Diesel consumption is nearly double that of the hybrid cars.
The CO₂ emissions of the Diesel cars were also double those of the hybrid cars (see Figure 16).

![Figure 16 Fuel consumption and CO₂ emissions after 100 km at TCO](image)

The overall CO₂ emissions of the test in absolute figures for the Diesel vehicles also nearly doubled the emissions of the hybrid cars (Figure 17).

![Figure 17 Tons of CO₂ after test mileage of 486,281 km at TCO](image)

The results of the comparison are summarised by TCO:
“CO₂ reduction by approx. 50%!

Prius III estimated even better

Next steps:

2010 -> 20 Hybrid vehicles

2011 -> 30 Hybrids, with 10 Plug-In

2012 -> the first pure electric taxi vehicle”

(TCO II, 2013).

2.6.7.5.2 Rankings and awards regarding fleet management at TCO

TCO has been awarded several prizes concerning particularly successful activities in the fields of sustainable car fleet management.

Energy Globe 2013:

TCO was awarded the title of Germany’s most Eco-Friendly Taxi Company by Energy Globe 2013 (Illustrated at Figure 18).

Figure 18 “Fairness before profit, to live and let live!” Peter Köhl, National Energy Globe Winner Germany (Energy Globe, 2013)
Ökoprofit 2012:
Ökoprofit is a project dealing with ‘Works and Economy’ and the ‘Health and Environment’ of the City of Munich. Among 22 participating firms, which presented their ideas and concepts on sustainability, TCO was ranked second. The web site displays a link to the City of Munich web site:

“The 13 Prius Plus and one Opel Ampera from Taxi Center Ostbahnhof rose to the second position. The 14 new cars represent investment and infrastructure costs of 290,000 €. These costs will be paid back by savings in fuel costs within four years. The environmental benefits on this project are 300 tons of CO₂ that are not being emitted into the air. Because of its prior activities Taxi Center Ostbahnhof had already received the ‘Münchner Umweltpreis (Munich environment award) in 2011’, (City of Munich, 2012).

ÖkoGlobe 2012:
ÖkoGlobe is a prize awarded for achievement in sustainability mainly in the field of ground-breaking innovations in sustainable mobility. The objective is to appreciate ecological innovative vehicles, driving technologies, production processes, and mobility concepts. Its aim is to encourage the industry and the mobility sector to create environmentally friendly solutions.

“That’s new: At the awarding of the environmental prize ‘ÖkoGlobe 2012’ for the first time ever a taxi service company was among the great automotive OEMs and suppliers. In the category ‘Mobility Medium and Logistic Structure’ the Munich enterprise Taxi Center Ostbahnhof was awarded a sensational second place” (TCO II, 2013).

MfK-Club:
In the MfK club (Munich club for climate protection), Munich corporations, clubs, and associations organise themselves to support CO₂ saving projects in a collaborative way.
“Silver membership in the MfK-Club. Hep Monatseder, deputy mayor of the city of Munich, promotes the company to level 2 status within the MfK Club” (TCO II, 2013).

Umweltpreis 2011 (Environmental award 2011):

The “Umweltpreis” is a distinction from the City of Munich, awarded since 1994 to companies, clubs, institutions of education, and private persons, which engage in an exemplary manner in the field of ecology. In 2011 TCO received this award ahead of 17 other applicants.

“‘Taxi Center Ostbahnhof has achieved an enormous reduction in consumption,’ Munich’s deputy mayor Hep Monatseder stated in his laudation. TCO, can be seen as an initiating example for numerous other taxi service companies, which in the meantime also use taxis with hybrid technology” (TCO II, 2013).

GreenFleet Award:

The GreenFleet Award is presented by TÜV SÜD for car fleet operating companies which are successfully conducting sustainable activities, thus encouraging others and fostering innovation.

“As one out of six firms TCO was awarded, besides DHL/Deutsche Post (1.), IKEA Deutschland (2.), Paul Hartmann AG (3.), and Linde AG (4.). Taxi Center Ostbahnhof was awarded for its innovative sustainability concept in car fleet management” (TCO II, 2013).

The awards received were supplemented by numerous articles of all kinds of magazines and newspapers which appreciated the activities and results of TCO.

All awarded prizes and all published articles are related to the sustainability of TCO’s car fleet management and indicate that the company uses this area of its business to pursue at least two objectives: to contribute to sustainability and to increase the reputation of the company in an intensive way.


2.6.7.6 Conclusion of publications regarding the car fleet and sustainability of TCO

The overall impression and the facts and data depict considerable differences between the corporate web sites. The standard and older web site, Taxi-Center-Ostbahnhof, places emphasis on the traditional issues of the taxi business and TCO acting as an attractive company to work for. Sustainability topics are accessible via link to the Umwelt-Taxi-Muenchen page. Nevertheless, the ‘environmental guidelines’ are displayed on both sites. The Umwelt-Taxi-Muenchen web site, however, is definitely focussed on sustainability, and in particular on environmentally friendly car fleet management. It clearly represents the vision of the company and the strategic objective to lead the way into an integrated sustainable taxi management approach.

The intensive communication of the environmentally friendly core business taxi service might be seen as an indicator of TCO’s objective to increase its corporate reputation alongside making commercial progress. Another proof of this intention is the attempt to change the behaviour of customers from automatic selection of the car at the head of the queue.

In Germany, potential taxi customers believe they have to behave in this way, even if they would prefer to take another (maybe an eco) cab. In fact they can elect any taxi in the queue – hopefully an ecological one.

2.6.8 Supplementary case Deutsche Post (DP)

2.6.8.1 Corporate reputation

DP is listed in the DOW Jones Sustainability World index and in the DOW Jones Sustainability Europe index. It is also listed in the FTSE4 Good Index and Carbon Disclosure Leadership Index 2011.

Deutsche Post DHL achieved good results in the ‘Global 500 Report’ of the Carbon Disclosure Project (CDP) The CO\textsubscript{2} reporting achieved 99 out of 100 points and thus the
best ranking in the ‘Carbon Disclosure Leadership Index’ (CDLI) (Deutsche Post AG, 2013).

Seven more independent appraisals are published on the web (Wegreen DP, 2012).

- Deutsche Post AG receives from ‘Corporate Critic’ an ethics score of 7.5 out of a maximum of 15 points, which equates to a weak evaluation. The ethics score is a result of an evaluation of 15 criteria from the sectors environment, people, animals, politics, and product sustainability.

- At ‘IÖW/future-Ranking der Nachhaltigkeitsberichte’ gives DP 59% of the possible score in the ranking of sustainability reports, which is a ‘positive assessment’. In the sustainability report, ‘Living Responsibility 2010’, DP is ranked 18th out of the 160 largest German companies.

- ‘Climate Counts’ gives DP 78 out of 100 possible points in the categories climate policy and CO₂ reduction, which leads to the ranking ‘green’. This rank stands for a strengthened engagement against climate change.

- In the view of ‘Brandoscope’, DP is certified in 1 out of 10 areas of sustainability, which means that it is evaluated as ‘fairly good’. The company is certified in the area of social responsibility.

- From ‘RepRisk – Reputational Risk Radar’, DP has a ‘medium’ reputation risk. Since 2007 RepRisk had collected 13 media articles in which the firm was criticised on 11 issues. DP has a RepRisk index of 23. The highest was in September 2010 at 37 out of 100.

- ‘Companize Image Ranking’ gives DP -70 image-points and assigns the brand to the group of enterprises with a ‘bad reputation’. The score is based on 40 media reports about issues such as environmental affairs, data usage, and awards as a fair employer.

- In 2009, DP received the ‘Deutscher Nachhaltigkeitspreis’ (German Sustainability Award) for the most sustainable future strategy in Germany. The award was made
because the firm was shown to connect economic success with social responsibility and environmental protection.

“It is our aim in the next year to keep the environmental impact of all our business units as small as possible and to continue in positive sustainable assessment” (Frank Appel CEO of DP, 2013).

2.6.8.2 Sustainable car fleet management

DP’s fleet, with 80,000 vehicles, is one of the largest car fleets in Germany. There are three categories of vehicle: small utility vehicles (passenger car size), light utility vehicles (transporters), and heavy trucks (DP, 2013).

In the case of its car fleet management sustainability, DP has published a great deal of information. The main activities are (DP, 2013):

• In 2012 the fleet was equipped with approximately 4,000 vehicles with innovative environmentally friendly means of propulsion. The number of eco-efficient cars has increased to 8,000 cars.

“Pilot programmes provide valuable insights into the newest technologies and their suitability for use in our operations and help us develop and hone our technology strategy. Our customers also benefit from our innovation expertise, which is directly translated into our range of green products” (DP, 2013).

• Hybrid vehicles

DP operates hybrid vehicles mainly in the small trucks segment of its fleet. The use of hybrid vehicles in both city and highway driving reflects the improved fuel efficiency potential.
• Electric utility vehicles

DP’s testing of battery-driven electric vehicles, which are appropriate for limited daily routes with frequent stops, focuses primarily on the so-called last mile of service. All of the firm’s electric vehicles (e-vehicles) are powered by ‘green electricity’, that is electricity from renewable energy sources.

• Alternative fuels

Biofuels are used as an effective alternative for reducing emissions. However, when using biofuels the environmentally friendly means of production matters. Only sustainably produced biofuels are accepted for use at DP.

• Optimisation of conventional drive systems

Along with introducing alternative drive systems and fuels, DP is also constantly improving the efficiency of its conventional drive systems. Various technologies are being tested with the objective of improving the carbon footprint of the diesel and gasoline powered vehicles. Here, the focus is on aerodynamics, engine modifications and additives.

Figure has been removed due to Copyright restrictions

Figure 19 DP’s GOGREEN Label
The company has strong brand actions in a business which is also in focus due to the potential environmental risk. The core business is in a criticised sector and there are new products, which are developed to counter the criticism.

- DP keeps the fleet sustainable so as not to put at risk the good reputation and the brand
- Through 'GOGREEN' DP builds up businesses, products and services with a focus on solving the problems which are regarded as crucial (Figure 19 depicts the 'Go green' label, which adorns the parcels that are shipped CO

2.6.9 Supplementary case UPS

2.6.9.1 Corporate reputation

Like The Linde Group, RWE, BASF, and DP, UPS is also listed in the DOW Jones sustainable index. In addition, it has received recognition from various magazines (UPS Recognition & Credentials, 2013).

- FORTUNE magazine 2012: World's Most Admired Companies (#1 in Delivery industry)
- Ethisphere Institute: World's Most Ethical Company
- Corporate Responsibility magazine - 100 Best Corporate Citizens (#48)
- Carbon Disclosure Leadership World Index: Tied for the highest score in the United States with one other company
• Climate Counts: Top score among consumer shippers and ranked #2 across all industries

• Interbrand: Best Global Green Brands (#43)

• U.S. Environmental Protection Agency Climate Leadership Award: Winner in ‘Supply Chain Leadership’

• Leadership in Energy and Environmental Design (LEED): UPS corporate headquarters are certificated ‘Gold Status’

Five more independent appraisals are published on the web (Wegreen UPS, 2012).

• UPS received from ‘Corporate Critic’ an ethics score of 12.5 out of a maximum of 15 points, which is a good evaluation. The ethics score is a result of an evaluation of 15 criteria from the sectors environment, people, animals, politics, and product sustainability.

• ‘Climate Counts’ gives UPS 89 out of 100 possible points in the categories climate policy and CO₂ reduction, which leads to the ranking ‘green’. This rank stands for a strong engagement against climate change.

• In the ‘Newsweek Green Rankings’ UPS is ranked number 62 out of 500 and is evaluated as ‘positive’. The Group achieves 82% of the possible score in the categories ‘environmental policy’, ‘environmental impact’ and ‘reputation’.

• From ‘RepRisk – Reputational Risk Radar’, UPS has a ‘medium’ reputation risk. Since 2007 RepRisk had collected 19 media articles in which the firm was criticised on 13 issues. UPS has a RepRisk index of 25. The highest was in July 2012 at 34 out of 100.

• ‘Companize Image Ranking’ grants 6 image-points to UPS and categorises the brand amongst those enterprises with a ‘bad reputation’. The score is based on 2 media reports about such issues as environmental affairs, data usage, and awards as a fair employer.
2.6.9.2 Sustainable car fleet management

In terms of sustainability in car fleet management UPS has published a great deal of information.

• UPS Ground Fleet

The UPS automotive strategy focuses on two topics regarding their ground fleet:

The first is to minimise mileage by careful route planning to avoid time consuming and unnecessary overlaps. Therefore, the drivers have to know their territory and communities very well.

The second topic is dealing with the maintenance of the vehicles with a focus on helping to conserve fuel and reduce air noise pollution (UPS Ground Fleet, 2012).

• Alternative Fuels

UPS uses a large number of vehicles powered by alternative fuels. More than 2,200 vehicles are powered by: compressed natural gas, liquefied natural gas, propane, hydrogen fuel cells, electric, and hybrid electric actuators (UPS Alternative Fuels, 2012).

• UPS as a Member of the National Clean Fleets Partnership

Speaking to a crowd of more than 300 employees and representatives of major American companies at the UPS facility, US President Barack Obama praised efforts to reduce the environmental impact of corporate trucking fleets, noting the potential of alternative fuel vehicles to lower the nation’s dependence on oil and derive savings both from an environmental and business standpoint.

"If you’re a business that needs to transport goods, I’m challenging you to replace your old fleet with a clean energy fleet that’s not only good for your bottom line, but good for our economy, good for our country and good for our planet" (Obama, 2011).
Other firms, such as Pepsi-Frito Lay, Verizon and AT&T, also showcased their alternative fuel fleets for the president. The three companies joined UPS and FedEx as members of the National Clean Fleets Partnership.

At the same event UPS Chairman and CEO Scott Davis stated:

“Last, but not least, there’s our industry-leading sustainability programme. Our efforts to improve the fuel efficiency of our air and ground fleet continue to provide benefits to our operations while also reducing the impact on the environment” (Davis, Scott D.; UPS Chairman and Chief Executive Officer, 2011).

• Carbon neutral services: UPS customers can contribute to projects like Garcia River Forest in the United States, Fujian Landfill Gas in China, La Pradera Landfill Gas in Colombia, and Cholburi Wastewater Biogas-to-Energy in Thailand, paying an extra fee per package. Figure 20 depicts the label, which stuck to the parcels shipped CO₂ neutrally)

Figure has been removed due to Copyright restrictions

Figure 20 UPS carbon neutral programme

The following fleet initiatives are planned:

• Transportation network optimisation to minimise the miles driven/flown;

• Investments in fuel-saving technologies to reduce our dependency on fossil based fuels
• Energy conservation via facility design, operational practices, renewable energy, and retrofitting

The current on-going fleet measures are:

• Alternative fuel fleet deployment
• Fuel and energy conservation programmes
• Airline initiatives on the ground and in the air
• Shipment consolidation
• Employee engagement programmes

UPS collaborates with government, commercial and non-government organisations to create a sustainable transportation infrastructure to minimise environmental impact (Stoffel, 2012).

This example again shows the communication of sustainable car fleet measures in a dynamic way what demonstrates the approach of Case C.

The company has a strong brand, acting in a business which is focused on potential environmental risk.

• They keep their fleet sustainable so as not to risk their good reputation and brand
• With a ‘carbon neutral programme’ they have built up businesses, products and services with a focus on solving problems which are regarded as crucial
• They conduct stakeholder dialogues to design new products and activities in a proper manner

UPS also communicates all externally orientated (e.g. carbon neutral programme) and internal (e.g. car fleet management) activities to all stakeholders in a dynamic way through all possible media.
2.7 Chapter summary and overall conclusion of literature review

2.7.1 Deriving the theoretical framework

A common context of the term Corporate Responsibility including Corporate Social Responsibility is developed. As the terms ‘Corporate Social Responsibility’ and ‘Sustainability’ are discussed from different points of view, for this research it is suitable to use the broader view of ‘Corporate Responsibility’ (CR). This indicates that the responsibility of companies covers all points of view and has to consider all stakeholder groups.

The second section of the critical literature review examined the main theories of Corporate Responsibility to detect which of the approaches reflect the research questions. The philanthropic approach states that to be ‘good’ is the main focus. The relevance to the research questions and objectives is restricted by the fact that some companies try to establish CSR measures in their car fleet management purely with the aim of increasing the quality of their reputation even if no economic or competitive advantage will be achieved. Without doubt some companies may try to establish measures in their car fleet management with the simple target of trying to improve their reputation, even without economic advantage. Nevertheless, this will be a small group. Due to the fact that only a low percentage of that group within the entire industry will act in this way the distance between the research objectives and the approach is defined as ‘great’ (see Figure 21).

The profit maximisation approach sets economic success as its principal preference. This approach is not expected to be an important motive of sustainable car fleet organisation. Because of that the distance to the research objectives is defined as ‘very great’ (see Figure 21). Nevertheless, possibilities exist that in special segments of car fleet operation the economic aspect can play an important role (e.g. fleets with great cost saving potential, fleets with an big dependence of acceptance by consumers; here the long term value
maximisation can have great influence). Nevertheless, certain relevance for the objectives might derive from this approach.

The implications of the incentive compatibility approach for car fleet management companies concern principally the institutionalisation of corporate standards in order to introduce responsible behaviour and a ‘mutual advantage’ mind-set. Incentive compatibility approaches are relevant to the research question and its objectives because a great number of car fleet operating firms design their car fleet management approach in accordance with the incentive compatibility theory. The distance between this approach and the research objective is seen as ‘short’ (see Figure 21).

The stakeholder approach value can be created through trying to maximise mutual outcomes. By attempting to fulfil the needs of many different people ranging from the local population and customers to their own employees and owners, companies can prevent damage to their image and brand, prevent the loss of large amounts of sales and disgruntled customers, and prevent costly legal expenses. The stakeholder approach is expected to be a highly relevant area for research objectives for several reasons. Many groups or individuals can affect or can be affected by corporations that operate a car fleet. There are many stakeholders in German car fleet management and the segment is a crucial part in German industry. Although there are considerable risks, if the right stakeholders within car fleet management adopt the CSR approach, positive changes can be made which may have long-term benefits to the industry. The model may be used to inform and develop a more detailed approach, one that may have particular relevance for fleet-management affairs (see Figure 21).

The environmental focus of CSR is commonly seen as the ‘mother’ of CSR activities. Sustainability is often used in a similar context to environmental CSR. The distance to the research objectives is seen as ‘short’ (see Figure 21) because the environmental focus approach relates to the negative impact of driving a car fleet. It is a main objective of the study to examine how car fleet operating companies deal with this issue.
The risk prevention approach is also considered as a general approach, which is seen as fairly ‘close’ to the research objectives (see Figure 21) as it could be one of the motives of management to implement sustainable car fleet management measures and there are different perspectives for handling the issue of risk management within sustainable car fleet management communication.

The literature about corporate responsibility and corporate reputation comes to the conclusion that reputations deserve greater attention from both practitioners and researchers because they create economic value. This is highly relevant to the research question and the objectives. In particular Fombrun’s value propositions are very suitable for construction and testing the empirical research.

The literature about corporate marketing and corporate reputation is highly relevant to the research question and the objectives. For example, the ‘first’ and ‘follower’ schematic (see Figure 10) is always to be considered if a company has a strong innovation approach. This study examines cases with this approach. The common literature about the interplay of marketing activities and corporate reputation draws its relevance from the different views and different possible outcomes. This study also sets out to detect various sorts of companies and the effect of different measures on different stakeholders.

The review of the literature about what, how and why sustainable car fleet measures are conducted has the purpose of providing an overview of the state of the art of the discussion in car fleet management. Looking at developments over the last five years it can be stated that the engagement of car fleet managers is constantly increasing. Over the years, there have been different emphases, due to technical developments and support from infrastructure and service providers. The newer publications introduce the growing importance of alternative fuels, e-mobility, and motivation towards corporate reputation building. The relevance to the research question and the objectives is high as it shows an absence of discussion with regard to suitable ways of marketing and communicating.
sustainable car fleet issues with regard to corporate core business and corporate reputation.

2.7.2 The links between the subtopics of the literature review

Every described model or approach has more or less relevance to the research objectives. This is not surprising as every model deals with corporate responsibility and CR is in the centre of this investigation. If every approach has relevance to the research objectives it is crucial to explore which model best meets the needs of the objectives. Approaches that have a strong direction to combine philanthropic ideas with economic interests of all stakeholders have been found to be nearest to the overall research objective. Thus, incentive compatibility can lead to a new stakeholder approach within the car fleet management industry. As illustrated in Figure 21 the stakeholder approach is closest to the research objectives and the main underpinning theory within the theoretical framework.

![Figure 21 CSR approach portfolio depicting the distance to the research objectives](image-url)
Because even the stakeholder approach is just a model it is possible to detect a lack of usability within the research process. The other approaches might be used to fill up detected gaps and to ensure the best possible result of the research.

Figure 22 Theoretical framework and the link between literature sub-topics

Figure 22 depicts the links between the sub-topics of the literature review. The theoretical model is clearly highlighted and the research gaps in the literature are identified (marked as red). There is an apparent gap in the literature with regard to’ internal captive CSR–measures and the marketing and communication of internal measures towards the internal and external stakeholders..
2.7.3 Depicting the sustainable car fleet approach and the publication policy of the cases

All cases were investigated with respect to their communication approach and their publications with a focus on car fleet management and, within that subject, sustainability. It will be used as a basis for further discussion about suitable communication with respect to the classification of the company.

2.7.4 Deriving the research gaps in the literature

A great deal of theoretical and empirical work exists about corporate sustainability as a marketing measure. Also the correlations between sustainability topics in marketing and corporate reputation are described intensively in science history. All these investigations have aimed to detect general relationships between these issues for the company. There are no investigations into whether there are correlations between: internal topics, such as sustainable car fleet management; its marketing measures, internal as well as external; and the effects of corporate reputation. This could lead to the assumption that the rules, which are derived from current research, work equally well in terms of internal issues such as sustainable car fleet management.

Today it is completely unclear how customers, shareholders and other stakeholders should be informed in a suitable way about economic success, but also about the ecological and social behaviour of a company as the two other aspects of corporate acting. As described in earlier sections corporations are empowered to help to solve the conflict of aims in the dimensions economy, ecology, and society.

This is the reason why this research is needed and investigates the particular aspects of such an internal culture within companies and the communication of these with regard to the effects on corporate reputation. In particular it investigates what effect sustainable car
fleet management issues, together with different communication and marketing variations, have upon the company's corporate reputation and other strategic concerns.
3. The mixed method research approach methodology

This final literature review Chapter 3 considers the philosophy of the research, the mixed method approach, which consists of the survey and multiple-embedded-case study approaches, and the problems faced in using it. With respect to the philosophy, ontology, epistemology, axiology, and pragmatism are investigated and defined. The survey approach as well as the multiple-embedded-case study approach are considered regarding the role as a research strategy, its design, sampling framework, sampling method, ethics, reflexivity, validity, reliability, data collection, and objectives.

All reflections are incorporated by relevant literature in order to demonstrate how they are supported by literature in the whole context.

3.1 The philosophy of the research

Following Saunders et al. (2009, pp.107-19) the ‘overarching term’ of research philosophy relates to the development of knowledge in connection with the nature of knowledge. The research philosophy can be derived from the approaches epistemology, ontology, and axiology and the appropriate data collection technique can be deduced from that.

3.1.1 Ontology

The ontology of the research stipulates focussing on the research question assuming that an external and multiple view is the most suitable way to find answers to the research question.

3.1.2 Epistemology

The researcher’s opinion regarding what constitutes acceptable knowledge is that both observable phenomena (for the what and how question) and subjective meanings (for the why part of the objective) can provide acceptable knowledge. To produce the best results there should be a focus on practical applied research integrating different views and perspectives for interpretation of the data.
3.1.3 Axiology

Due to the research objective, in the author’s view, values play a large role in interpreting the results. Thus both approaches, the “objective and subjective points of view” (Saunders et al., 2009, p.119) are suitable for representing the researcher’s view of the role of values.

3.1.4 The philosophy of pragmatism

In due consideration of ontology, epistemology, and axiology the research philosophy chosen for this thesis is pragmatism, which “argues that the most important determinant of the epistemology, ontology and axiology you adopt is the research question” (Saunders et al., 2009, p.109).

3.1.5 Data collection and analysis

To achieve the objective goals in an environment of the philosophy of pragmatism the most suitable way of collecting data and analysing it is the mixed methods approach using quantitative and qualitative strategies.

3.2 The mixed methods approach: case study prepared by survey

Two empirical strategies have been used. The multiple research method approach in this case combines the two strategies: survey, as a quantitative strategy, with case study as a qualitative strategy. Several examples can be found in the literature which support this approach. Gable (1994) investigates the integration of survey and case study research methods coming to the conclusion that “the case for combining research methods generally, and more specifically that for combining qualitative and quantitative methods, is strong”. Stecher and Borko (2001) describe the advantages of combining US-wide teacher surveys to prepare school case studies. Another example of using a survey to prepare the case study is Olesen and Whittaker’s study of the socialisation of nurses (Olesen & Whittaker, 1968) in which they used a questionnaire to generate background information in the years which both preceded and succeeded the nurses they studied. Rock (1973) also
conducted a social survey of public knowledge and opinion to prepare his ethnographic case study of the process of ‘debt’ collection in London.

The research design’s mixed methods approach, with pragmatic knowledge claims, and collection of both quantitative and qualitative data, are arranged in sequence. Following Creswell (2003) the study begins with a broad survey with closed-ended questions in order to generalise results about the population of car fleet measures and then focuses, in a second phase, on detailed qualitative case studies with analysis of companies’ paradigms using open-ended in depth interviews to collect detailed views from participants. The reason for beginning with the survey is the survey’s potential to research the status quo of sustainable car fleet activities and marketing activities with the ability to generalise. This is sufficiently possible using a survey strategy. To detect the rationale of the car fleet managers’ behaviour through a case study this status quo is needed as a precondition. That is why the survey was chosen in the first place.

The online survey was sent to a large number of firms to explore the activities of the companies regarding sustainable car fleet management and marketing with communication of these actions as well as the achieved results. After analysing the results of the survey and formulating several propositions a multiple-embedded-case study was undertaken with the aim of exploring why the measures in fleet management, marketing, and stakeholder dialogue had been implemented and what were the effects regarding corporate reputation. The propositions of the survey were checked against the objectives of the main informants of the cases and new propositions were developed during the case studies. After analysing those results they were used to develop the models for a new stakeholder approach to contribute a system which would optimise the match between marketing activities and firms’ different marketing approaches, purposes and goals.
3.3 The survey approach

3.3.1 The survey as a quantitative research strategy

The strategy is associated with the mixed methods approach. It is designed following the general strategy of sequential procedures (Creswell, 2003). The study begins with a quantitative method, where the general trends in sustainable car fleet management are evaluated, to be followed by the quantitative method involving detailed exploration with three cases to explore the rules and drivers of typical behaviour. To prepare the multiple-embedded-case study for the depth analysis of car fleet management behaviour, the survey deals with the questions ‘what?’ and ‘how?’ (Saunders et al., 2009). Therefore, a standardised interview was used to handle a great number of participants in a typical large-scale survey (Oppenheim, 1992, p.66). In this descriptive phase of the study a survey is the appropriate strategy to gain basic results (Yin, 2009). “Surveys are imperfect vehicles for collecting data”, which require participants to recall past behaviour that could be more accurately captured through observation (Schwarz, 1999). However, in comparison to the alternatives, surveys and in particular electronic surveys “provide a way to conduct studies when it is impractical or financially unfeasible to access certain populations” (Couper, 2000), “and they are very cost effective because the costs per response decrease as sample size increases” (Andrews et al., 2003; Watt, 1999). This work used an electronic survey method, which is a commonly increasing coming up method (Lazar & Preece, 1999). In addition to the fact that the results from electronic surveys can be the same as postal survey content results, electronic surveys have the advantages of fast distribution and response cycles in comparison to telephone interviews and post (Taylor, 2000; Yun & Trumbo, 2000).

3.3.2 The design of the questionnaire and pilot work

Following Oppenheim (1992), almost every aspect of a survey inquiry can be made the subject of pilot work. The earliest stages of the pilot work were exploratory and primarily
concerned with the conceptualisation of the research problem. With regard to this the design of the questionnaire was tested and developed with the aid of a small number of confidants and the collection partner ‘Dataforce’, who helped to develop a questionnaire, which ensured a common understanding of the intended meaning of the questions. Then it was revised and pretested during a live test of the online version. Finally it was edited by the partner ‘Dataforce’.

3.3.3 Sampling framework

The survey is designed as a cross-sectional study using a questionnaire for data collection, with the intent of generalising from a sample to a population (Creswell, 2003). In Germany there are approximately 1.6 million car fleets of all sizes and 16,000 car fleets with 10 or more vehicles. The total relevant population and sampling frame is the total of all car fleets of all sizes in Germany (VMF-Fuhrparkmanagent, 2011). There is no published list of every car fleet operating company but surveys and interviews of VMF (association of independent car fleet managers) and DataForce led to a reliable picture of the sampling frame.

3.3.4 Sampling method

Based on Saunders’ overview of sampling techniques, the one used here is designed as a ‘probability’ or ‘representative sample’ (Saunders et al., 2009, p.214). Four stages are required for probability sampling:

3.3.4.1 Identifying a suitable sampling frame

See section 3.3.3 Sampling framework.

3.3.4.2 Determination of a suitable sample size

With this volume the ‘Margin of Error’ (Saunders et al., 2009, pp.217-22) is lower than 5%.
Population (all sizes): 1.6 million car fleets: necessary sample size for a margin of error lower than 5%: more than 384

Population (more than 10 vehicles) 16,000 car fleets: necessary sample size for a margin of error lower than 5%: approximately 375. In this way, a 95% level of certainty could be reached.

3.3.4.3 Selection of the most suitable sampling technique and selection of the sample

To be representative, a sample of 25,000 car fleet responsible managers were contacted by e-mail newsletter teasers, and 5,200 responsible persons via direct e-mail. Both samples are larger than the necessary sample size to gain a 5% margin of error.

3.3.4.4 Check of the representativeness of the sample

Based on Sachs (2000), a sample size of 93 people is necessary to gain representativeness in the case of very large sample frames. To achieve a probability factor of only 0.10 and a tolerance interval of 0.95 requires a sample size of 145 (Krishnamoorthy & Mathew, 2009). Following these findings, the number of respondents who were reached (305) in this study is representative.

3.3.5 Ethics

Every participant in the survey was sent a copy of the ethics protocol to inform them of the context of the project and the rules of participation.

3.3.5.1 Informed consent

Participants of the survey had access to the ethics protocol. All car fleet responsible persons who were approached were free to decide whether or not they would participate in the survey.
3.3.5.2 Right to withdraw

All participants were given the option not to answer questions and all data was anonymised. With regard to the online survey, for technical reasons, it was not possible to withdraw after the questionnaire had been completed.

3.3.5.3 Anonymity and confidentiality

Completed questionnaires were kept confidential and only used for research purposes. Published data are generic rather than specific. Due to anonymity, names of participants are not included. Responsibility for the interpretation of data remains with the research team.

3.3.6 Reflexivity

Reflexivity in the social sciences is the concept of how to deal with the relationship between the researcher and the object of the research (Saunders et al., 2009). The author of this research is an insider researcher and thus has benefits and disadvantages at the same time.

Benefits are the knowledge, of every day jargon, about topics that can be talked about and what cannot, the knowledge of critical events and success factors, the ability to see beyond objectives. But there are also disadvantages, such as the possibility of assuming too much without reflecting on different views, the danger of thinking we know the answer or the failure to find an alternative reframing (Saunders et al., 2009).

To manage this phenomenon in this empirical work, the results and derived propositions of the survey have been reflected upon by the main informants and the interviewed stakeholders of the case studies. Since reflexivity is a very important issue with regard to qualitative research please see also 3.4.4 of the case studies.
3.3.7 Validity

The validity of the survey was achieved by focussing on questions which were necessary to derive propositions, with the objective of finding the gap in existing knowledge to investigate through the case studies.

The second means of ensuring validity was the strict focus on facts, which can be verified.

A third guarantee of the study's validity was the sheer number of participants involved.

3.3.8 Reliability

According to Mitchell (1996), there are three common approaches to achieving reliability, which are test and re-test, internal consistency, and alternative form.

The clear focus on facts and the questions ‘what’ and ‘how’ removes the need for test and re-test questions. Internal consistency is reached by correlating responses and questions with other questions of the questionnaire. One type of question focuses on the ‘what’. It correlates to the ‘why’ questions, which reflect the same topic from another point of view.

Also the “alternative form” approach is supported by the interplay of ‘what’ and ‘why’ questions.

3.3.9 Data collection

The questionnaire in this research uses closed-ended questions to identify variables to study. As Oppenheim (1992) mentions, the questionnaire has the function of measurement. It is an important instrument of research and a tool for data collection. The dissemination plan was to reach more than 200 participants from the group of German car fleet managers or car fleet responsible persons. To build up enough trust for people to participate in the survey it was designed to be anonymous.

The first attempt to access participants of the target group was placed in an e-mail newsletter, which is sent out quarterly from ‘Dataforce’ to 25,000 car fleet responsible persons. The link to the web-survey was placed within a short teaser text. ‘Dataforce’
permitted the integration of the survey, because they were interested in the results and there was no cannibalisation of surveys they had conducted or intended to conduct. Besides other news, the possibility of taking part in the survey was mentioned in the teaser. This kind of publication usually leads to a very low response rate. However, the costs are also very low, and because of the large number of newsletter receivers, it made sense to adopt this method. Two weeks after publication the number of participants was just over 30.

The next step was to send a direct e-mail to 5,200 e-mail addresses which were accessed through business contacts of the author’s firm ‘FleetCompany GmbH’. In this e-mail the project was described with more content than was possible in the newsletter and a link was also included which led directly to the survey. The web survey was provided by a professional online service provider. The result was a complete excel data file with 305 participants.

3.3.10 Analysing the data of the survey

All data were analysed anonymously using the exploratory data analysis approach (Tukey, 1977). From the raw data table, two-dimensional diagrams were derived to explore and understand the content. The main focus, to keep the research questions and objectives in mind, was accumulation searching which involves looking for relationships between variables whilst considering conjunctions, totals, and interdependence (Sparrow, 1989). To explore proportions with a descriptive purpose, pie charts were divided into proportional segments according to the share each had of the total value. Every survey question-result was interpreted and discussed. Through the combination of interpretations the first four propositions were derived.
3.4 The multiple-embedded-case study approach

3.4.1 Case study as a qualitative research strategy

“Qualitative research is conducted through an intense and/or prolonged contact with a ‘field’ or life situation. These situations are typically ‘banal’ or normal ones, reflective of the everyday life of individuals, groups, societies, and organisations” (Miles & Huberman, 1994, p.6).

In that sense, this case study was an intense dive into the field of sustainable car fleet management. Therefore, a holistic overview was taken to understand the logic of every case, its arrangements and its explicit and implicit rules (Miles & Huberman, 1994).

Case studies enjoy an increasing significance as a research method in the context of social science and management. Especially where “organisational and managerial processes” (Yin, 2009, p.4) are investigated, the case study method gives the researcher the possibility of using the integrated and informative qualities of real cases (Yin, 2009).

Case studies are increasingly popular in the field of “developing sustainability in higher education” as Corcoran et al. state in their critical study on an analysis of more than 50 case studies published in journals of this field of research (Corcoran et al., 2007). Following Corcoran et al. the case study approach shows an “adaptive nature of the typology”. Also an imprecise understanding of case studies is noticed, and finally case studies are, according to Merriam, (1998) “often misused as a ‘catch-all’ category for anything that is not survey or experiment”

Corcoran et al. (2007) defined a list of checkpoints for the analysis of papers with case studies, which is outlined here:

“1. Analysis of the paper to determine if:

2. The purpose of the case study was made clear;

3. Data-collection methods were included;

• The role of the author/s in the conduct of the study was made explicit;

• A clear purpose for the case was established;
• A critical analysis of the case was included;
• All the people involved in the phenomenon were included in the case;
• The case had the potential to contribute to an improvement in the field of sustainability in higher education.”

The above checklist was used in this research. Corcoran et al. developed an additional list of considerations for conducting case-study research, which was also used as an instrument to enrich the validity of the multiple-embedded-case study.

Some case studies have been published which are appropriate to business and management, and these are briefly depicted here:

In 2012 a multiple-case-study was published which explores the interplay of corporate social responsibility with brand leadership (Lindgreen et al., 2012). With a three case approach this case study demonstrates how complex relationships can be detected. It focussed in two main questions on the core components for developing a ‘CSR brand’ and the capabilities of a ‘CSR-related brand strategy’. A further publication of a case study in this context comes from Simon Bell and Stephen Morse (2004) who investigated ‘experiences with sustainability indicators and stakeholder participation’ in a case study on a ‘Blue Plan’ project in Malta. Also engaged in the management of creating values is the case study ‘Momentum and Serendipity’, where value creation by acquired managers in the integration of technology firms is investigated by Graebner (2004).

With opinions from a variety of perspectives it is possible to develop an entire picture, which helps to formulate new concepts in business and management. Case studies are particularly relevant for empirical research in cases where the topic to be investigated is still in a conceptual state and already unstructured as well (Roll, 2003). Yin (2009, p.8) sees the case study as a relevant strategy for investigating questions such as ‘how’ and ‘why’. Because the survey in this work mainly reflects the question ‘what’ with regard to the
fleet management market and its sustainable measures and marketing, the case study should, according to Yin, concentrate on the ‘how’ and ‘why’ questions.

The case study strategy can be conducted as a single case study or a multiple-case study. Single cases are reasonable if the case contains a unique, outstanding characteristic, where the circumstances are worth investigation. Multiple-cases allow for a reflection on the results from different points of view, to such a degree that reliability and validity can be increased.

3.4.2 Sampling framework and method

Overall, Figure 23 depicts a very different logic from that of a usual sampling design. Since the study employs a multiple-case design the typical criteria regarding sample size are also irrelevant. Instead the number and the sorts of cases and the number of supplementary cases to be investigated had to be decided (see also section 3.4.7 )

3.4.3 Ethics

Every case study participant received a copy of the ethics protocol to inform them of the context of the project and the rules of participation.

3.4.3.1 Informed consent

Interview participants were given a copy of the ethics protocol and any questions about the study were answered.

3.4.3.2 Right to withdraw

All participants were given the option not to answer questions and/or to withdraw from the study at any time.
3.4.3.3 Feedback

Participants could obtain a summary of the research findings at the conclusion of the study by contacting a member of the research team, and copies were given to the interviewed organisations for distribution.

3.4.3.4 Anonymity and confidentiality

Transcripts of interviews, and all other collected data were kept confidential and only used for research purposes. Published data were generic rather than specific. Names of interviewees have not been included. Whenever it was impossible to guarantee the organisations’ or interviewees’ anonymity, the name of the organization was only used in publications with the participant’s consent. Drafts of written papers and articles were checked with the participant for factual accuracy prior to publication. Responsibility for the interpretation of data remains with the research team.

3.4.4 Reflexivity

In qualitative research, for example, when using the case study approach, reflexivity is a basic requirement. Bourdieu (1993) distinguishes between narcissistic and scientific reflexivity. In this work, scientific reflexivity is relevant and is directed at improvement and substantiation of the findings. Besides methodical and knowledge critical aspects, Bourdieu’s understanding of reflexivity calls for the performance of research within a social context. In this way, a relationship is established between the researcher’s own scientific position and perspective, and the ‘material’ under observation. The consideration of alternative perspectives and triangulation are essential (Dausien, 2007). According to Johnson and Duberley (2003), there are three generic forms of reflexivity: the methodological, which emphasises the limitations of research methods, the deconstructive forms, which offer an alternative view of the same reality, and the epistemic form, which consists of a participatory approach by the researcher to the researched. Following Ybema
et al. (2009), the different modes of reflexivity are valued by Wolfram Cox and Hassard (2005) who focus on the interpretive significance of the researcher and investigate the implications of reflexivity for triangulation. Watt (2007) extols the virtues of reflexivity with regard to researcher bias.

“This article makes a few more things clearer to me re: trustworthiness...I was still somewhat uncertain about how reflexivity would add to the trustworthiness of my study. I now see that it has helped me to clarify my thinking, values, purposes and beliefs. I can now be up front about this so others know where I’m coming from. I cannot shake off my biases, but I can make them known.”

Whilst it is not possible to entirely rule out researcher bias, it is possible to make the nature of any bias known. In the case of this study, the author is experienced in car fleet management, having spent more than ten years leading a car fleet management service. He is also experienced in developing sustainable car fleet management measures and in implementing them in various companies.

Bearing in mind the author’s expertise and experience and the need to involve reflexivity, the following actions were taken:

1.) In order to incorporate reflexivity within the interview method, the interviews consisted of questions which were both reflexive and would provide triangulation with regard to the main objective; 2.) During the data analysis of this empirical work, the results and derived propositions of the survey were discussed with the main informants and the interviewed stakeholders of the case studies; 3.) All of the case study results were offered to the main informants with the objective that they would again reflect upon the results and approve the content. They were invited to comment upon the conclusions of the case study with regard to their own companies; 4.) Supplementary cases were adopted as a further reflexivity measure, their purpose being to test the propositions derived from the case studies; and 5.) reflexive consideration was given to the literature, thus adding to the validity of the research.
3.4.5 Validity

Yin (2009, p.41) describes several case study tactics that can be fostered to maximise validity:

- “Construct validity” can be achieved through three tactics: the usage of “multiple sources of evidence”, establishment of a “chain of evidence”, and reviewing of the draft case study report by the key informants.
- “Internal validity” can be achieved with “pattern matching”, “explanation building”, addressing “rival explanations”, and using “logic models”.
- “External validity” can be enhanced by usage of “replication logic” with several supplementary cases and different informants for each case.

Thus all of these validity tactics have been applied within this case study research.

3.4.6 Reliability

Table 5 presents how the criteria for achieving reliability are implemented in these case studies. Based initially on the work of Lindgren et al. (2012), it has been redesigned, embellished and transformed to fit the circumstances of this research.
<table>
<thead>
<tr>
<th>Reliability criterion</th>
<th>Form of implementation in the work</th>
</tr>
</thead>
</table>
| **Confirmability**   | • Interviews with key informants of every case company  
                              • Interviews with other firms having a related main approach  
                              • Interviews with stakeholders  
                              • Presentation of research findings in sustainability- and science-conferences and in paper publications  
                              • CAQDAS HyperRESEARCH Version 3.5.2 was applied to build the case database and to find relationships between sources |
| **Credibility**       | • All main informants were invited to give feedback after the draft of the case study report was finished  
                              • Triangulation by stakeholder opinions |
| **Dependability**     | • Participating case firms had largely developed and implemented their sustainable car-fleet-management  
                              • Historical development of sustainable car-fleet-measures and marketing activities was discussed  
                              • A broad perspective regarding stakeholder approach, marketing approach and sustainability approach was displayed by different contexts of the cases (sector, target group, ownership) |
| **Fit**               | • Based on Beverland et al. (2010), the findings have addressed the issues of confirmability, credibility, and dependability |
| **Generality**        | • Through the multiple case study approach, with three general cases reflected by internal and external stakeholders and supplemented with additional cases verifying several findings (e.g. RWE a German electricity supply company, and DP -Deutsche Post- a mail delivery service), multiple aspects of the motivation of sustainable car fleet measures and the motivation and effects of marketing measures are possible  
                              • Further published material supports generality  
                              • Nevertheless, full generality in this case is inaccessible because of the great variety of possible cases regarding corporate issues, and car fleet management approaches |
| **Integrity**         | • No leading questions were used in the interviews. All interviewees had the opportunity to present their information in their own way. |
| **Transferability**   | • All cases provided background information about their firm, its industry, sector, and other characteristics. Four typical categories of company were selected, as follows. Those providing manufacturing with selling, providing services to customers during product maintenance, energy-intensive industries, and passenger accommodation services.  
                              • For every case, **sustainable activities** regarding car fleet management were presented in detail, and with respect to the core company in general.  
                              • For every case, **marketing activities** regarding car fleet management were presented in detail, and with respect to the core company in general.  
                              • Comprehensible procedures for data collection, data analysis and database creating using CAQDAS HyperRESEARCH Version 3.5.2 are presented. |
| **Understanding**     | • The initial findings of the case studies were given to the main informants for comment. The results were considered and in some cases used to rework the case studies. Preliminary results were presented at research conferences and sustainability conferences and published in scientific papers. |

**Table 5 Criteria for Achievement Trustworthiness**
3.4.7 Data collection

Larger case studies, following Yin (2009, p.174), may be based on a survey with quantitative data analysis in order “to illustrate, in greater depth, the experiences” of individual cases. “The selection of cases might come from the pool of those surveyed”. This aspect is also realised in the multiple-embedded-case study of this research.

In this case study, the results of the survey of German car fleet operating companies are a basis, and its propositions reflect the opinions of the informants to achieve universality.

For each case, besides the view of the single company there is a special focus on several units of analysis; for example the companies’ car fleet management, marketing management and CSR-Management. Referring to Yin’s statements about holistic versus embedded-case studies this study involves “more than one unit of analysis”. That is why it is defined as an embedded-case-study (Yin, 2009, pp.46,50,59).

The selection of the chosen case study companies was conducted in line with criteria coming out of the open questions of the survey: There should be companies with core business in car fleets and others with non core business in car fleet management (1); To have enough scope for researching the sustainable car fleet management, they should be engaged in any form of sustainable car fleet management (2); Some participants should be very active in communication of the sustainability activities, others not (3); International companies should be chosen as well as national or local ones (4).

Due to the author’s long standing function as managing director of one of the largest car fleet management service providers in Germany and Europe, he has contacts with many companies with car fleets, whether customers or not.

The reasons for choosing Miele were as follows:

Miele is a typical company with other core business than purely car fleet management (1). Nevertheless, it is engaged in sustainable car fleet management (2), which is noticeable because of its sustainable car policy as a customer of FleetCompany. The communication of the sustainable fleet activities is not perceived so it was selected as an example of low
communication of sustainable car fleet measures (3). Finally Miele is a company with an international focus but strong in Germany (4). The case was recruited on the basis of longstanding personal contacts and customer relationships.

The reason for choosing The Linde Group was as follows:

The Linde Group is a typical company with core business other than car fleet management (1). Nevertheless, it is engaged in sustainable car fleet management (2), which was recognised by its application for the GreenFleet Award on several occasions. As a customer of FleetCompany, The Linde Group conducts a bonus-penalty system in its ordering process. The communication of the sustainable fleet activities is seen mainly in the web site in a moderate but self-confident way (3). Finally, the Linde Group is a company with a clear global focus (4). The case was recruited on the basis of longstanding personal contacts and customer relationships.

The rationale for choosing TCO was as follows:

Taxi Center Ostbahnhof (TCO) is a typical company with car fleet management as its core business (1). It is strongly engaged in sustainable car fleet management (2), which is recognisable from its winning of the GreenFleet Award and ongoing appearance in various media. The communication of the sustainable fleet activities is perceived in an intensive way in those media (3). Finally, TCO is a company with a clear local focus (4). The case was recruited on the basis of relationships which began with the presentation of the GreenFleet Award and grew into longstanding personal contacts.

Several sources were used for data collection. All sorts of publications were investigated. The content of the corporate web sites was examined as well as press releases, annual reports, sustainability reports and advertising folder material. The core of every case consisted of interviews with the main informants and different stakeholders. These interviews were in depth interviews. Although the interviewer had prepared guidelines with helpful questions, the primary objective was to maintain spontaneity. The interviewer had to listen, as the saying goes, ‘with a third ear’ (Oppenheim, 1992), noting not only what
was being said but also what was being omitted. He had to pick up gaps and hesitations and to explore what lay behind them. It was important to create an atmosphere which was sufficiently uncritical for the informant to come out “with seemingly irrational ideas, hatreds or misconceptions”.

### 3.4.8 Design of the multiple-embedded-case study

Following Yin’s multiple-case study design, Figure 23 illustrates the whole process for developing a new stakeholder approach. The centre of the figure depicts the case study section.

![Diagram](https://via.placeholder.com/150)

**Figure 23: Adoption of Yin’s multiple-case study design (Yin, 2009, p.57)**

The multiple-embedded-case study uses the following multiple sources of evidence:
3.4.8.1 Facts describing the company

This information gives an overview of the participating firm at a glance. The paragraph contains information about the kind of organisation, kind of management, kind of business, the industrial sector, the current sustainability approach, and the marketing activities, together with an assessment of the corporate reputation. In addition, the complete marketing mix of the company provides the basis for investigation of the significance of the fleet management topic within the entire marketing concept.

The purpose of this information is to set the scene to allow more effective evaluation of the activities regarding fleet management.

Sources of this information are relevant publications such as the web site, sustainability reports, brochures and the information received in the interviews with the main informant. These reflect the company self-perception. From the external point of view public and specialised press as well as interviews with external stakeholders have been introduced.

The confidentiality of the acting informants in the selected companies was preserved to protect the individuals and to ensure a mood of openness. Nevertheless, it was possible to draw conclusions for essential objectives of the case study that allowed inductive findings for a new sustainable car-fleet-management approach to be made.

Following Corbin and Strauss and their "grounded theory", the new theory is to be designed by systematic collection and analysis of data, which are related to the phenomenon to be investigated. The theory is discovered, developed and confirmed in advance. That is why data collection, analysis and the theory are in an interrelation (Corbin & Strauss, 2008).

3.4.8.2 Facts describing the fleet management

This paragraph presents details on the classification of the fleets participating in the case study. It describes the purpose of the car fleet, reflecting its relation to the core business of
the firm. Facts such as number of cars, kinds of vehicles, functions of drivers and the kind of car fleet management are included.

3.4.8.3 Background to the choice of the firm as a case

In this paragraph, reasons why the firm is suitable for participation in the multiple-embedded-case-study are explained. The defined selection criteria were certain characteristics which represented a typical approach to business (e.g. manufacturing trade, service provider), and attributes which were characteristic of a certain type of car fleet (e.g. personal cars for leadership or sales forces, utility car fleets, etc.). A third criterion for selection was the clear case of whether the operation of a car fleet was part of the core business of the firm or in addition to the company’s core business (e.g. manager/sales force cars are non core business personal cars, whilst trucks of a shipping company are a central part of the core business).

The fourth criterion for selection was a classification of the energy usage intensity of the core business of the participating firm.

Businesses where a clear assignment to the ‘business to business’ (B2B) market or ‘business to customer’ (B2C) market was detectable were eligible for selection.

The last criterion for selection was a clear statement about the target market: a distinction was made between companies with a local/national market approach and companies with an international market.

All of these characteristics are requirements because they allow for the investigation of correlations between the specific cases, which might lead to new theoretical findings.
For this multiple-embedded-case study regarding core business and energy intensity the following general pattern combinations were defined, as illustrated in Figure 24. The diagram is subdivided into four segments. Each of them represents a section with typical characteristic features:

Pattern A: Fleet is non core business / Firm does not represent energy-intensive industries or services

Pattern B: Fleet is non core business / Firm represents energy-intensive industries or services

Pattern C: Fleet is core business / Firm represents energy-intensive industries or services

Figure 24 Energy intensity and the fleet's level of core business, all cases
As a second view the scope of the firm’s market and the target market is combined as follows and depicted in Figure 25.

Pattern A: Business to customer (b to c) / Firm serving national and global market
Pattern B: Business to business (b to b) / Firm serving national and global market
Pattern C: Business to customer (b to c) / Firm serving local or national market

![Figure 25 Market classification, all cases](image)

Finally, to be chosen as a case in the multiple-embedded-case study, in addition to classification, an outstanding success in any essential category (e.g. especially outstanding corporate reputation, very well-known sustainability measures, etc.) was important.
3.4.9 Analysis of publications regarding car fleets and sustainability

The publications analysis is part of the literature review in 2.6. There were several steps involved in gaining the whole picture of the relevant publications.

3.4.9.1 Analysis of web sites regarding fleet management

The web site as a source should give an impression of how the companies present their sustainable issues via a public platform. The study explored if and how ‘fleet management topics are covered using this medium. Web sites are often used as tools which address mainly recipients who already have a relationship with the company or who want to establish a relationship.

While for the three main cases the web site analysis is additional to the main source of information (the in depth interviews), for the additional cases the web analysis is the main source of triangulation data for the propositions.

3.4.9.2 Analysis of the published annual and sustainability reports regarding fleet management

The annual report gives information on how the core business is established in the firm and how the role of car fleet management is practiced. The sustainability report indicates the overall coverage of CSR or sustainability of a firm. Those at date of investigation most actual reports provide a great deal of information about embedding car fleet management into the whole concept.

3.4.9.3 Rankings and awards regarding fleet management

This source of evidence is, in general, an external one and gives a feeling for the perceived image of fleet management and the intention of the company to publish its fleet management activities and results.
3.4.9.4 Semi structured in depth interviews with internal managers

These interviews are the key resource of the multiple-embedded-case study and they answer the derived open questions let out in Chapter 4 (see of 4.4 ‘Discussion of the survey findings’) They were conducted by the author over a period of about four months. The interviews took place at the offices of the participating firms with the main informants and have been supplemented with additional clarifications from follow-up e-mails and telephone calls. The interviews were typically 2-3 hours in length. To discuss propositions 1-4 and to find answers to the derived questions given in Chapter 4 (see 4.4) a pool of questions was established for use in the semi structured interviews (Saunders et al., 2009). The derived questions were never asked explicitly but indirectly by way of related questions from the question pool (attached in the appendix). During the interviews with the main informants the aspect of motivation for sustainable car fleet management and its communication was introduced, and at this point the interview switched to the unstructured in depth interview type to explore in greater depth the area of the ‘why’ questions (Saunders et al., 2009). Afterwards, the interview switched again to the predetermined list of related questions. The interview questions and the explanation of how they answer the aims and objectives are attached in the appendix.

The translated transcripts of the interviews are also inserted in the appendix.

Prior to the interviews, information about each company’s activities in marketing and sustainability were reviewed from published sources. Also, to prepare for each interview, prior interviews with the informants were analysed to consider the essence of prior answers and to understand the chains of thought. However, to ensure candour and to protect the anonymity of the informants, the wealth of knowledge and the information gained from prior interviews were not given to the subsequent informants. The main topic and purpose of the entire research project was explained to each informant in preparation for the interview.
These sources give an overview of the ideas which are the basis for the sustainable approach. Thus, it can be detected how the expressed intention is assessed. Also the motivation for marketing activities regarding fleet management is presented. To reflect the view of the main informants, interviews with the main stakeholders were also conducted and analysed.

3.4.9.5 Semi structured interviews with internal and external stakeholders

This source of evidence reflects the impression stakeholders receive from the activities of the companies. It was necessary for the triangulation of data sources (Patton, 2000) (data triangulation) and provided a measure of the company regarding its self-perception versus its public image.

These sources were also used for triangulation on the same set of research questions to evaluate their validity. Triangulation of perspectives is known as theory triangulation and the results of this process were also added to the data set (Patton, 2000).

Interviews were undertaken either personally or via telephone in the German language and were typically 30-60 minutes in length. Prior to the interview, information on the main informant and peer informants was reviewed to define the triangulation topics and to find the gap in the information or opinions. These interviews were also recorded in order to gather sufficient data to fill the database and to enable their analysis using CAQDAS HyperRESEARCH.

Yin’s second principle for case studies is the creation of a case study database. By employing CAQDAS, all information from all sources was collected together and was thus available for further research. The case study database contained transcriptions of the interviews, essential aspects of additional stakeholder interviews, advertising material, brochures of the case-firms, content of the web sites, as well as results from the survey and notes from in between findings.
The third principle for case studies is to maintain a chain of evidence. Therefore, the following chain links were put in place (Yin, 2009):

- Case study questions referring to propositions and questions as a result of the critical literature review and the survey provided in advance.
- Case study protocol which is derived from the results of the survey and from the overall questions:
  - Why and how is corporate responsible fleet management implemented?
  - Why and how is marketing activity regarding car fleet management undertaken?
- Citations to specific sources in the case study database which are useful as a source of evidence.
- Case study database as mentioned in Yin’s second principle.
- Case study report.

3.4.10 Introducing anonymous informants

During the discussion of the interview results informants are often cited or their words commented upon. To identify these informants within the body of the text, the participants’ names are replaced with two capital letters. The first letter indicates if the informant is the main informant (M) or a stakeholder (S). The second letter always represents the Case A, B, or C. Main informants are introduced separately in every case description. For example, the Main informant of Case B is called MB. To ensure the anonymity of the main informants there is no further information about their role in the company. Nevertheless, it is important to state that the main informants are ranked highly as managers within their company and have a significant knowledge about all topics to be discussed. Stakeholders are marked with the first three characters of the denotation in the stakeholder map. Example: Case B Stakeholder ‘business customer’: SBbus.
In addition, participating stakeholders are introduced in the case introduction (see sectors 6.4.2;6.4.3;7.4.2;7.4.3;8.4.2;8.4.3) within the stakeholder- paragraphs in an anonymous way.

In the case of stakeholder type ‘employee’ the three characters after the capital letters give a hint about the kind of employee.

The following example describes an employee from Case B who is a manager: **Stakeholder Case B employee manager SBema.**

### 3.4.11 Objectives of the multiple-embedded-case study

The multiple-embedded-case study tests the objective propositions of the Results of the survey and its objective is to find answers to the research questions given in Chapter 4 (see 4.4; ‘Discussion of the survey findings’).

This initiative is aligned to meeting the overall objectives of designing a substantial stakeholder approach for car fleet management using the strategic management approach of Edward R. Freeman (1984). That is why the stakeholders and the firm need incentive compatibility as represented by Homann and Suchanek (2005). The value deriving from this stakeholder orientation is described through the four-factor perspective of Stakeholder Theory, Value, and Firm Performance (Harrison & Wicks, 2013). They distinguish between stakeholder utility associated with physical goods & services (1), organisational justice (2), organisational affiliation (3), and opportunity costs (4).

### 3.4.12 Methods of data analysis of the multiple-embedded-case study

Since “each qualitative study is unique, the analytical approach used will be unique.” (Miles & Huberman, 1994, p.433) Regarding the data analysis, Beverland and Lindgreen (2010) developed the following criteria, which have been adapted to relevant aspects of this work, to control and thus to improve the trustworthiness of the findings: confirmability, credibility, dependability, fit, generality, integrity, transferability, and understanding. To which degree
these criteria are fulfilled is described in Chapter 3 (see 3.4.6) of the case study design. All data were analysed using the ‘grounded theory’ approach (Saunders et al., 2009; Miles & Huberman, 1994; Corbin & Strauss, 2008). Three types of sources are analysed, the web site of each case and its supplementary case, annual and sustainability reports, and transcripts of semi-structured interviews of main informants and several stakeholders of the case participants.

3.4.12.1 Methods of analysing web sites and annual and sustainability reports

The purpose of web site analysis is to ascertain the company’s approach regarding products, sustainability and the role of the fleet. Therefore the relative proportions of the publication which deal with core product sustainability and with car fleet management sustainability are investigated.

In the cases of Miele and The Linde Group, as companies with core business beyond car fleet management, the focus is on communication about car fleet management and sustainable car fleet management with respect to the amount of content. Because of very view communication parts about car fleet management, no further coding methods are conducted. In the case of TCO, which is strongly engaged in sustainable car fleet management, we expected a significant amount of publication and communication about this topic. Hence the volume of suitable content is measured by volume analysis and summarised as a percentage.

All cases and supplementary cases are investigated with regard to their corporate reputation by analysing publications about their rankings in several reputational ranking lists. Finally the supplementary cases are analysed in terms of the quantity of their publications about sustainable car fleet management. All investigations of the reports were conducted as volume analyses.
3.4.12.2 Methods of semi-structured interview analysis

The main and most important part of the case studies is the interview of the informants and stakeholders of the case firms. All interviews and additional telephone calls were recorded with a voice recorder and transcribed afterwards in order to use computer-assisted qualitative data analysis software CAQDAS (Fielding & Lee, 1998). In this study the software HyperRESEARCH (version 3.5.2) was employed to code and categorise the content of the interviews. It was also used to discover interrelations between different sources regarding particular topics.

It was mainly used for the open coding and in cases of cross case analysis the axial coding (Corbin & Strauss, 2008). Prior to the coding a start list of codes keyed to research questions was established. This list of tentative categories was labelled and then the quotations were cut and pasted into each one. As a result a visual evidence of the dominant themes was offered. These categories came from the expectations and the experience of the researcher.

During the coding process the structure was reflected and revised and included codes that were superordinate, which represent the main research questions, and subordinate, which reflect the more differentiated instances.

By tabulating the categories cross case wise emphases of statements and conclusions could be explored. Coming from these accumulations case related propositions could be developed.

The codes in the following codebook range from descriptive (e.g. 'Facts') at the beginning of the analysis up to inferential ('why?') at the end of the analysis (Miles & Huberman, 1994).
The data analysis and theory building procedure is precisely depicted in the Appendix E 'Method of Analysing the Interview Data', and appendix D includes a coded interview.
3.4.13 Report of findings

Results can be presented as a traditional narrative or in a question and answer format. This multiple-embedded-case study applies a combination of both. The descriptive part, of facts and impartial information, is sorted directly to the single cases. The results for the objectives and questions, as mentioned in 4.4, are sorted for every question, summing up for each case and applying a cross case analysis for the evidence of all three cases within every single question.

Added to this, a comprehensive cross case analysis was also performed to give further findings to support the overall results for the new sustainable car fleet management approach.

To sum up:

A case study is a research strategy that involves the empirical investigation of a particular contemporary phenomenon within its real-life context, using multiple sources of evidence (Robson, 2002). Using ‘multiple sources of evidence’ is the first of three principles of data collection, which Yin mentioned (Yin, 2009, p.114ff). The second principle is to ‘create a case study database’, and this is followed by the third principle, which is to ‘maintain the chain of evidence’.

3.5 Conclusion and summary of the methodology

The methodology chapter presents, supported by the relevant literature, the whole approach to the empirical study. It was demonstrated why pragmatism was selected as the research philosophy, and also shown that the approach of conducting a case study following a survey has previously been successfully undertaken in science. The survey approach was introduced as well as the case study approach. It was shown how case study reliability can be achieved through confirmability, credibility, dependability fit, generality, integrity, and transferability. Fundamental to gaining reproducible findings is the
chain of evidence. In the multiple-embedded-case study of this research the chain of evidence contains facts describing the company and the fleet management. It also consists of the background to the choice of case study firms, analysis of web links and sustainability report, analysis of published rankings and awards, semi structured in depth interviews with internal managers and internal as well as external stakeholders. The analysis of the data, both of the survey and the case studies, is explained. The design and the objectives of the study are introduced.

4. The survey of German car fleet operating companies

In accordance with 3.3.1 (‘The survey as a quantitative research strategy’), the first part of the mixed method approach is the survey of German car fleet operating companies. To prepare the multiple-embedded-case study for the in depth analysis of car fleet management behaviour, the survey deals with the questions ‘what?’ and ‘how?’ (Saunders et al., 2009). This Chapter 4 examines the market of German car fleet management companies. After description of the survey objectives the method and design of the survey are described. The results of the survey are depicted with diagrams, described, and interpreted. These survey findings are discussed subsequently. Survey propositions and open questions to be investigated during the further research process are derived.

4.1 Description of objectives of the survey

First of all the objectives of the survey are to find out what the current situation in German fleet management operations looks like concerning responsible and sustainable management of car fleets. Secondly, the survey is conducted to prepare the multiple-embedded-case study for the in depth analysis of car fleet management behaviour. Another objective is to find out connections and causal relationships between several variables. The analysis of these relationships leads to several propositions and to open
questions. These remaining gaps can be filled out in step two of the empirical part of this research – the multiple-embedded-case study. So, one objective of the survey in this work is to prepare for the case study.

4.2 Method and design of the survey

The first task which fits the objectives to be answered is to define the sample. The target group is defined as all companies in Germany, which are operating car fleets. Because the basic objective of this empirical research is to explore the state of the art in operating car fleet management in Germany the respondents of the sample are car fleet responsible persons such as car fleet managers. In some firms no car fleet managers have been explicitly recruited, due to size of fleet, lack of importance, or focus. In these cases usually HR managers, financial managers or facility managers are responsible for this area. These persons are called car fleet responsible persons for the purposes of this sample. About 120,000 car fleet operating companies with five or more cars exist in Germany (Dataforce, 2012). The population (number of car fleet responsible persons) ranges in the category between 100,000 and 1,000,000 (Saunders et al., 2009, p.219). To achieve a margin of error of 5% the sample size should be 384.

To conduct the survey a link to an online survey-questionnaire was used. The online method was very helpful because in many questions multiple answers were possible. That is why it was impossible to use the telephone interview method in an economical way. The disadvantage of the online method was that the response rate was not high.

Almost every aspect of a survey enquiry can be the subject of pilot work. It is possible to explore, which issues will receive greater priority and which lower ones (Oppenheim, 1992). That is why pilot work was conducted as part of the research. The earliest stages of the pilot work were exploratory and primarily concerned with the conceptualisation of the research problem.
In April and May 2011 a survey was addressed to car fleet managing companies with five or more cars. It was sent out in two ways. First of all it was promoted as one topic among others within an electronic specialist fleet newsletter containing a link to the questionnaire sent out by ‘Dataforce’, in April 18th 2011, to approximately 25,000 e-mail addresses of car fleet responsible persons of car fleet operating companies in Germany. The response rate was very small, so in addition to that, the same survey was addressed via direct e-mail to approximately 5,200 car fleet responsible persons in Germany. In total 305 persons from different companies participated until the end of August 2011. Access was mainly to business car operating companies, so this study is representative of this type of car fleet firm. The design of the survey is divided into four main parts.

- The first part takes a close look at the operations of car fleet management. Questions are designed with regard to the structure, objective, and function of the fleet and reflect the relevance of ecological aspects in fleet management.
- The second part concentrates on the stakeholders and interest groups of participating enterprises.
- The third part deals with car policy themes regarding issues, measures and objectives.
- The main approach of the fourth part is to go into detail in terms of the behaviour of fleet responsible people regarding marketing and communications.
4.3 Results of the survey

The results are shown and explained in the next figures. First of all the data are explained in terms of existing knowledge of the car fleet management business. Secondly, the results are examined for interrelations and causal relationships.

![Survey question 1.1: In what area are you in?](image)

Figure 26 summarises the functions which the different respondents have in their companies. These functions are independent from car fleet responsibility itself. The main group of respondents is responsible for fleet management followed by the management of the company. This result is a good match for the expected responsibilities of fleet management.
Figure 27 Survey question 1.2: Is the operation of vehicles the core business of your company? (E.g., transport companies, freight forwarding, passenger transport, parcel delivery)

Figure 27 shows that the majority of the participating companies do not use their car fleets as core business. Most participants use their fleet because of accompanying functions (see also Figure 29 Survey question 1.4: What possible issues are there in your fleet? (Multiple answers possible, % value)). A check of the addressed sectors also shows a predominance of this usage. No rule can be derived from this data.

The results of this survey match those expected for typical business car fleets and fleets with additional functions. Core business fleets are underrepresented. That is why all conclusions are valid for only business car fleets with passenger cars.
Figure 28 Survey question 1.3: How many vehicles make up your fleet?

Figure 28 depicts the fleet sizes of the participating companies. The chart is subdivided into seven size-groups starting from very small fleets (1-10 vehicles) up to very large fleets (more than 5000 vehicles). The result differs from the actual existing partitioning of car fleets in Germany. The survey shows a much larger proportion of midsize or large fleets than is really the case. Larger fleets also have a disproportionately high number of participants compared to midsize fleets. The survey was directed at all fleet sizes. The distribution of company sizes in the actual sample of a lower response rate at smaller companies can be seen in less interest in green fleet topics. The minor relevance of fleet management in small fleets might also be a reason for this.
Figure 29 Survey question 1.4: What possible issues are there in your fleet? (Multiple answers possible, % value)

Figure 29 illustrates the several types of fleet usage identified by the participants. The chart shows that the main emphasis is in field service and vehicles for executives. This indicates, as mentioned in Figure 27, that this study is mainly representative of the personally assigned company car fleets sector. The partitioning of this sector is typical of its usual partitioning in Germany. The items ‘Functional vehicles for executives’, ‘Field service fleets’, ‘Gross deferred compensation for employees’ all tend to refer to cars assigned to specific people. The item ‘Service fleet’ is usually just partly personally assigned while “Delivery vehicles” usually are not personally assigned. The large number of personal assigned cars indicates that the questions about car policy are of great significance.

Later on the study examines whether there is a causal relationship between types of fleets and other aspects.
Figure 30 Survey question 1.5: What particular importance has “ecological fleet” currently in your company?

The importance of the concept ‘ecological fleet’ to the participants is illustrated in Figure 30, and ranges between ‘none’ up to ‘very great’. The main reason why the ecological question is incorporated in the questionnaire is to detect causal connections to other questions. First of all it shows the usual degree of importance of a responsible management of car fleets. More participants evaluate the importance as higher than just medium. It might be the case that more people who are really ‘engaged’ in responsible car fleet management responded to the survey than others. This phenomenon was moderated through a combination of answering this questionnaire and a raffle to win a prize. In this case participants had the opportunity to win a place on an ‘Eco-training’ course.
Figure 31 Survey question 1.6: Who is mainly responsible for the “ecological fleet”?

Figure 31 is an overview of who is responsible for the ecological fleet at participant companies. The responsibility figure shows that the responsibility themes are in the focus of the management of a company even in specific issues such as fleet management. Only 22% of all respondents are engaged in car fleet management itself whereas nearly 50% are managers deal with this topic.

An interesting difference can be seen between Figure 31 and Figure 26 regarding the roles of procurement and human resources. While the responsibility for ‘ecological fleets’ is 1%, it represents 5 to 7% of the persons who answered this questionnaire.

Another significant difference in terms of the large share of responding car fleet managers is the comparatively small share of responsibility for ecological fleets amongst this group. Here the management plays the leading role.

It can be assumed that the persons who answered the questionnaire are mostly persons who are responsible for the car fleet.
Figure 32 Survey question 2: Which stakeholders / interest groups might be interested in your opinion for the type of operation of your fleet? (multiple answers possible)

The question in Figure 32 aims to identify which stakeholders the participating companies think are affected by their kind of fleet management. Number one in this ranking is ‘customers’, which can be divided into business customers and consumer customers. It will be one of the tasks of the multi-embedded-case studies to detect what the general drivers for the importance of these stakeholder groups are.

Number two within this ranking is the stakeholder-group ‘employees’. This is a typical result because the main share of participating fleet volume is personally assigned company cars.

On the other hand the company’s bond with and attractiveness to employees are some of the main drivers in running a car fleet. Some measures or car policies affect the
employees in a direct way so it is important for the company to take the needs of the employees stakeholder group into consideration.

An interesting fact is the low number of ‘Investors’ and ‘NGOs’.

Asking about the relationship between the different stakeholder groups will be one of the most important aspects of the multiple-embedded-case study (see also 3.4).

Figure 33 Survey question 3.1: What environmental measures can you identify in your car policy? (multiple answers are possible)

Figure 33 illustrates the environmental measures which participating companies are implementing in their car policies. The main environmental issues are driven by ideas of car model policy. Restrictive selection of vehicle models is the centre of attention followed by restrictive selection of CO₂ consumption. It is remarkable that these two measures are far ahead of all other measures. They are followed by measures of engine size, fuel consumption, and bonus schemes.
The reason for that can be found in the easy possibilities of implementation of these rules because the model range and selection are usually variable in car policies so that these measures can be adapted easily. Another reason is the great leverage effect for the follow-up costs. The model policy is one of the most important cost drivers in a company fleet. The size of the car in general and the size and kind of the engine in particular defines the level of financing costs, maintenance costs, fuel costs, insurance costs, and indirect accident costs. In using a smaller engine it is possible to realise lower CO₂ emissions on the one hand and sizeable cost reductions on the other. This fact, combined with the relatively easy implementation possibilities, leads to a considerable resonance with the survey. Other reasons and drivers will be detected by answering the ‘why’ questions within the multiple embedded case study.

The measure ‘bonus scheme’ supports the listed measures by granting an incentive for choosing a model which fulfils the demands of the other measures within the car policy. It is mostly designed as a bonus-penalty scheme, illustrated as an example in Figure 34, which is oriented to a particular reference rate for a specific status group in a firm. If there is a defined reference rate⁴ for the third leadership level (e.g. 470 € finance leasing rate) it could be the rule that the employee can choose a car within this rate without any additional payment. Every € above that amount has to be paid out of the employee’s income. This reference rate could be linked to certain CO₂ data (e.g. 160 g/km). The bonus scheme could define that every chosen step of 10 g/km under the reference date (e.g. 150 g/km) results in a larger amount of finance rate (e.g. 490 €) without extra payment. Thus, there is an incentive to choose a reasonable model within the existing policy.

⁴ A reference rate usually is a full-service leasing rate, which is seen as accurate enough to describe the total cost of ownership. Often specific reference rates are dedicated to particular hierarchy groups as a basis for the costs, which are born by the employers. If the real cost of the selected car exceeds the reference rate, these extra costs have to be born by the employee.
Two other conspicuous findings are ‘training for economical driving’ and ‘incentives for employees to cycle to work’. Both are designed to influence the employees’ behaviour.

Example: An employee of group X has a scope of 595 € in spite of 570 € finance rate without payment because of choosing a car with 155 g CO2/km

Figure 34 Example bonus-penalty rule
The question in Figure 35 asked for measures which are not yet installed but which the company plans to implement. It is remarkable in this figure that only four participants do not plan to introduce any activities. For these respondents the survey ended at this point. This small number is another indicator that nearly every participant is fundamentally interested in CSR measures. The companies which answered the question prior to implementing any or minor environmental issues, began with this question mainly with car policy measures as restrictive model choices. Other companies, which had already implemented such a model policy, expand their activities in the direction of measures to modify the drivers’ behaviour.
Survey question 3.3: Have the measures been evaluated? (If so – what have they achieved?)

Figure 36 illustrates the answers to the question about evaluating the measures of the participating companies. A surprising element of this question is that about a third of participants do not evaluate the measures taken. The biggest measurement was cost reduction. This is followed, with a considerable margin, by stakeholder related aspects like environment (CO₂ reduction), customer related aspects (increasing sales thereby), and employee related aspects (employee turnover). This result supports the assumption that an important requirement for companies to be engaged in CSR is incentive compatibility (Suchanek, 2007).
Figure 37 Survey question 3.4: Are the measures part of an integrated company-wide corporate responsibility (CR) concept?

Figure 37 illustrates the percentage of several approaches involving the measures as a part of an integrated company-wide CR concept. Question 3.4 reflects the integration of sustainable car fleet measures into a corporate CR concept. Only 15% of the participating firms regard their measures as a part of a corporate CR concept. Twenty-three percent (no, in addition to corporate-wide conception) have not even implemented a concept like this. This group of respondents developed their measures independently on their own initiative. This is the general behaviour of engaged car fleet responsible people.

It is also interesting that the second highest scoring group, at 21%, are not integrated in an existing corporate responsibility concept. This is an indicator of car fleet management not being perceived as an important issue in the CR concept. Reasons for that will be detected through the multiple-embedded-case study.
Figure 38 Survey question 3.5: What are the objectives in your company with regard to an ecological car policy? (multiple answers are possible)

Question 3.5 confirms again that incentive compatibility is one of the greatest motivators to start corporate responsibility activities. Figure 38 illustrates, by summation, all mentioned objectives of participating companies. Cost reduction is, with a frequency of nearly 180, by far the most mentioned objective regarding ecological car policy. Ecological motivation (energy saving and CO₂ reduction) is, with approximately 100 mentions, the second most important class of objectives, narrowly followed by the stakeholder ‘employees’ (securing and recruiting qualified employees), the corporate reputation issue, and the stakeholder customer. The objectives ‘Employers’ Safety’, ‘Economic Value Added (EVA)’ and ‘Innovation’ are at the bottom end of the scale. EVA was expected to be in a more prominent position, and the reason for this could be a lack of knowledge about the term ‘EVA’. This aspect will be examined in the multi-embedded-case studies.
Figure 39 Survey question 3.6: What targets have been achieved already with an ecological car policy? (multiple answers are possible)

Figure 39 depicts the fulfilment of the targets of the ecological car policy. The answers to question 3.6 show almost the same picture as the naming of the objectives before. The reason for this can be derived from a feeling of reaching the aims. As to be seen in question 3.3 less measures have been verified than suggested in these answers. The reason can be seen in “harbouring illusions” in a way of fulfilling prophecies. This phenomenon will also be a topic in the multiple-embedded-case study. In this case it is also an objective to offer a possibility to measure weak objectives as “company’s reputation” and “meeting the needs” of employees.
Figure 40 Survey question 4.1: Have you published the use of your fleet or your results and achievements? (if so - how?)

Figure 40 illustrates the kinds of publishing about participants’ car fleet behaviour. By far the most frequent kind of communication of results and success of measures is ‘stakeholder dialogue’. The different kinds of stakeholder dialogue can be seen in question 4.2. Besides this the most important ways of publishing are public relations measures such as magazines, which are published internally (company-owned magazines) and externally (trade press) and applying for awards, which can also be seen as PR-measures because of the greater public attention brought through reporting.
Figure 41 Survey question 4.2: If communication takes place through stakeholder dialogue, which stakeholders / interest groups are involved?

The media used in communication can also be detected in the answers to question 4.2., which are illustrated in Figure 41 and relate to the stakeholders addressed by the participants. The stakeholder ‘employees’ is far more important than ‘staff representatives’ or ‘customers’. Here it will be interesting to see how the stakeholder dialogues are arranged. This will be detected through the multiple-embedded-case study.

The great amount of the stakeholder dialogue to ‘suppliers’ was not expected in this question because in question 2. The stakeholder ‘suppliers’ were not mentioned often when asked after expected interest to companies’ behaviour with the fleet. A possible reason could be other interests of the participants with suppliers not direct driven by CR measures. An example for this is the need for a CSR minded supplier, which fits into the own CSR strategy.

The stakeholder ‘public’ concentrates on local publicity what fits with the great number of participants with small and midsize fleets. There is a direct relation between this answer ‘public’ and the size of the fleet. It can be assumed that the targeted ‘public’ connects
usually with the market of the firm. This assumption has to be verified by the multiple-embedded-case study.

The important stakeholder group ‘investors’ seems to be completely irrelevant. One reason for this unexpected result could lie in the focus on the economic success of the company. Another explanation could be that some important CSR measures concerning fleet management lead to cost savings and thus support economic success. This phenomenon is another which will be examined by the multiple-embedded-case study.

Figure 42 Survey question 4.3: Did you receive feedback from stakeholders (interest groups)?

Figure 42 illustrates the results of survey question 4.3 where the participants mention the stakeholders which gave feedback with regard to their car fleet behaviour. Here again employees and their representatives form the main parts of the response. The obvious reason for that is the close contact between car fleet responsible persons and the employees.
The relatively large number mentioning ‘suppliers’ is as expected because of the interdependence between company and customer.

In the middle of the range we find customers as stakeholder giving feedback. As it is one of the most important objectives of companies to impress their customers so it is that one of the questions in the multiple-embedded-case study will seek to find out what kind of measures and what kind of communication leads to this important success with regard to the customer. Also the kind of feedback is of particular interest, especially whether it is positive or negative, because then it may provide starting points for developing the right strategy to enhance the customer relationship.

Figure 43 Survey question 4.4: Are these comments recorded systematically?

Figure 43 shows the percentage of participants recording the feedback of stakeholders (question 4.4). This last question shows that almost none of the participants applies the stakeholder approach in car fleet management in a holistic way. One of the answers to be sought from the multiple-embedded-case study will be the relationship between a
company's behaviour in managing CSR measures, and results, and its communication of all company issues related to car fleet management aspects.

4.4 Discussion of the survey findings

In that survey the participants are mainly companies with fleets, who are not representing the core business of the companies. They are represented as a whole by fleet managers and the management of the company. The group of car fleets with a size of less than ten cars is clearly underrepresented compared with the current size of small car fleets in Germany. The main reason for this phenomenon can be found in the greater importance of the sustainability issue within midsize and smaller companies. This leads to the first proposition.

1. Proposition:

The larger the size of the car fleet, the more likely there will be responsible behaviour in fleet management in the organisation.

Due to the fact that the survey does not give a clear proof to this thesis, the overall reasons and drivers for this phenomenon are reflected within the multiple-case study (9.1.1 Reflections on proposition 1). The importance of sustainable car fleet management differs among the participants tremendously. Nevertheless, a core area in categories of higher importance is recognised, and this is higher than the usual distribution. It can be concluded that the reason for that is the higher probability of participation of sustainability-engaged companies in surveys about sustainability. The main group in midsize and large companies which is responsible for the ecological fleet is corporate management. The fleet management is ranked in only second place. This shows that the sustainable car fleet management issue is usually seen by respondents as a part of the general sustainability policy.
This leads to the second proposition:

2. Proposition

The responsibility for ecological fleet management in companies is more likely at the management level of the company than at the fleet management level.

How this relationship is embellished between the car fleet management and corporate management is investigated in the case study (9.1.2 Reflections on proposition 2).

The estimated interest in the type of car fleet handling and thus in sustainable car fleet management, is observed in the stakeholder group of customers. ‘Employers’ and some types of ‘public’ are also seen as important stakeholders with regard to this issue. Because there are some results, which have been expected in another group (e.g. NGO, politics etc.) it is one of the main topics of the multiple-embedded-case study to explore the reasons and the relationship to the stakeholders. Thereby, the relationship with regard to the core business of the company is a crucial focus of investigation (see 4.4 ‘open questions to be investigated’). There are various measures with regard to sustainable car fleet management conducted at the respondent firms. The most important group of measures is the restrictive selection of cars during the ordering process, which is usually regulated by the car policy. In this case the difference in the type of measures is interesting; which are already conducted and which environmental issues are planned to be conducted. Here, the focus turns by trend to more complex issues like training for economical driving behaviour. This development of the order of activities leads to the third proposition:

3. Proposition

Companies usually start with car policy measures, which are easy to implement. It is likely that these measures are followed by more lavish measures such as employee training and incentive systems that motivate.
Proposition 3 states that it is usual to start with measures which are easy to implement. Then measures might follow, which are more complicated to implement or more difficult to negotiate. This can be seen as an iterative process, which relates to the incentive compatibility approach of Homann and Suchanek (Homann & Suchanek, 2005, p.73):

**Conditions of behaviour_{t1}→Behaviour_{t1}→Impact of behaviour_{t1}→Conditions of behaviour_{t2}**

From this schematic representation of the relationship between actions and future conditions, a time dimension is also considered. Besides the time dimension it can also be seen as a logical order. This results in an incentive structure for actors in the optimisation of sequences (e.g. t1, t2). Thus, responsibility can be seen as an investment in future conditions for behaviour, considering the maximum preservation of liberties. The ‘golden rule’ is adopted in accordance to Suchanek:

“**Invest in the conditions which foster social cooperation for mutual benefit!”** (Suchanek, 2008, p.4).

This proposition asks for the rationale of conducting sustainable car fleet management measures. It simply describes the fact of development of the activity order and not the reasons for this behaviour. To investigate these ‘why’ questions is one of the main tasks of the case study.

The survey shows that the main issues to be evaluated are the cost reduction measures. The explicit question about the firms’ objectives for conducting sustainable car fleet management again has the result of emphasising the issue of ‘cost reduction’. This issue is also in top position in the targets already met. These results show that incentive compatibility is an important driver for these activities. So the fourth proposition can be derived:
4. Proposition

If there are economic advantages for the company, it is much more likely that the management has the legitimacy to invest in CSR measures.

**Proposition 4** considers the economic advantage for the company to be an argument for conducting investments in sustainable car fleet measures. There are at least two stakeholders involved: the owner and the affected stakeholders as customers, suppliers, or employees.

The incentive compatibility approach and the stakeholder approach are related as well to this proposition. If mutual advantages are important requirements, the stakeholder ‘shareholder’ as well as the stakeholder ‘owner’, and even managers are in a feasible situation to engage in sustainable investment.

How this legitimacy is conceived within companies, and how the firms handle the conflicting interests are explored in the case study.

The survey shows that a large group of respondents does not communicate with anybody about their sustainable car fleet management. However, another large group has established a stakeholder dialogue concerning that issue. In doing so, the focus of stakeholder groups in communication is once again customers, employers, and the local public. However, there are some open questions with regard to the particular roles of the stakeholders in the topic of sustainable car fleet management behaviour. These open questions are developed in the next section.

One result of the survey is that one of the main objectives for sustainable car fleet management is cost saving. But to develop a picture of the real mix of the objectives or the order of importance the case study will investigate the question: ‘How and why are sustainable car fleet management measures undertaken?’ This question targets the general objective. To see what are the particular rationales for particular measures the question: ‘What are the reasons and drivers for the different measures used in green car
policy?’ generates an insight into the motivation grid of the cases with the aim of deriving a pattern with regard to the company’s environment.

It is difficult to find methods to evaluate particular measures, especially when there is no enumerable output. So the question: ‘How could softer objectives such as ‘company’s reputation’ and ‘meeting the needs of employees’ be measured?’ helps to develop a logic for ensuring an improvement of corporate reputation or employer branding.

Using the survey strategy it is possible to detect what stakeholders see as important from the point of view of the participants. It is one of the main topics of the multiple-embedded-case study to explore the objectives and the relationship to the stakeholders. Thereby, the relationship with regard to the core business of the company is a crucial focus of investigation. So the question group around stakeholders leads to a complete picture about the correlations. Beginning with the question: ‘What are the relationships to all different stakeholder groups?’ as a starting point it is investigated ‘What are the overall drivers for the significance of the stakeholder group regarding core business?’ Thus, it is ascertained what are the main stakeholders for the firm’s core business to differentiate the focus regarding the stakeholders, which is especially affected by or can affect the car fleet management. It is then explored through the case study ‘How and why do fleet managing firms collaborate with stakeholders concerning sustainable car fleet management?’ and in practice ‘How are the stakeholder dialogues arranged?’ This question with the focus on a particular communication issue, helps to link the marketing and communication of the company as well as the perspective towards the ‘public’ issue with the question: ‘How is the stakeholder ‘public’ in general connected to the market of the firm?’ The survey identified what communication measures are used within the participants’ firms. But to ensure enhancement of corporate reputation it is important to understand ‘How should the communication be designed to lead to the success of the stakeholders?’ To generate explicit examples the question is defined: ‘How is the kind of feedback of the stakeholders embellished?’ In particular, whether it is positive or negative may give starting points to
develop the right strategy to enhance the customer relationship. To discover ‘What is the relationship between company’s behaviour in managing CSR measures, and communication?’ different typical cases with particular constellations with regard to action and communication are investigated. In this part of the research the question ‘How and why are marketing activities regarding the company’s car fleet management conducted?’ helps to find the missing link to the new stakeholder approach for sustainable car fleet managing companies.

4.5 Conclusion and summary of the survey

The survey objectives, method and design of the survey have been described. The main objectives of the survey are generating a picture of the ‘what?’ and ‘how’?, questions about sustainable car fleet management and its communication in Germany. The results of the survey have been described, and interpreted. After discussing these findings survey propositions and open questions were derived and are to be investigated through the further research process.

In summary, all propositions and derived questions to be answered in the multiple-embedded-case study are listed as follows:

**Proposition 1:** The larger the size of the car fleet, the more likely there will be responsible behaviour in fleet management in the organisation.

**Proposition 2:** The responsibility for ecological fleet management in companies is more likely at the management level of the company than at the fleet management level.

**Proposition 3:** Companies usually start with car policy measures, which are easy to implement. It is likely that these measures are followed by more lavish measures such as employee training and incentive systems that motivate.

**Proposition 4:** If there are economic advantages for the company, it is much more likely that the management has the legitimacy to invest in CSR measures.
**Question 1:** How and why are sustainable car fleet management measures undertaken?

**Question 2:** What are the reasons and drivers for the different measures used in green car policy?

**Question 3:** How could softer objectives such as the ‘company’s reputation’ and ‘meeting the needs of employees’ be measured?

**Question 4:** What are the relationships to all different stakeholder groups?

**Question 5:** What are the overall drivers for the significance of the stakeholder group regarding core business?

**Question 6:** How and why do fleet management firms collaborate with stakeholders concerning sustainable car fleet management?

**Question 7:** How are the stakeholder dialogues arranged?

**Question 8:** How is the stakeholder ‘public’ in general connected to the market of the firm?

**Question 9:** How should the communication be designed to lead to the success of the stakeholders?

**Question 10:** How is the kind of feedback of the stakeholders embellished?

**Question 11:** What is the relationship between company’s behaviour in managing CSR measures, and communication?

**Question 12:** How and why are marketing activities regarding the company’s car fleet management conducted?

The next three chapters constitute the three main cases with the supplementary cases. Within the cases, the survey propositions are tested with the main informants. Using the derived questions the research objective of the survey is fulfilled. Thereby, the questions
and the propositions have also been integrated into the interview field manual. They are usually not asked explicitly but are the leading question line to be investigated through the particular parts of the qualitative case study research. This has the aim of developing a new stakeholder approach regarding a suitable marketing approach with respect to the type, market, and core business of the company.
6. Case study A, Miele

The next three chapters describe the data collection, analysis and initial results from the multiple-embedded-case studies. According to 3.4.1 (Case study as a qualitative research strategy) case studies aim to answer the ‘how?’ and ‘why?’ questions (Yin, 2009).

This Chapter 5, the first of three, details the first case study. Drawing on previous chapters discussing the case study approach and objectives, techniques to gain reflexivity, validity, and reliability, these cases are linked to the case study propositions and the derived open questions. The chapter starts with facts about the case company and the background to the selection of the case. Then the firm’s car fleet management is investigated and a stakeholder map is derived. Through the semi structured in depth interviews, along with the survey, propositions and open questions are investigated. The rationales for sustainable fleet management are concluded. There is a special focus on the marketing activities and stakeholder dialogue of the company regarding sustainable car fleet management. The findings about ‘Miele’ in the literature review (‘Conclusion of publications regarding car fleet and sustainability of Miele 2.6.1.7’) are used to form the basis for this part of the case study. Finally case propositions are derived, which focus on the motivation and the effects of sustainable car fleet management marketing activities. Because of its limited generalisability, the ‘Miele’ case is accompanied by two
supplementary cases (Supplementary case VW 2.6.2 and Supplementary case Deutsche 2.6.3, see Literature Review), which are used to triangulate the case results.

6.1 Facts describing Miele as a company

Miele (Figure 44 illustrates the lobby of Miele Moscow Gallery) was established more than 100 years ago by two entrepreneurs. It is still family owned. The top management consists of family members and managers. Miele is internationally top ranked with regard to its product design, its brand value and customer relations. In general, all of its products win benchmark tests, which is important in its business sector. The production plants are in different locations in Germany. Some production facilities are located outside Germany in Eastern Europe and Asia. Sales offices, subsidiaries, and importers are located all over the world.

6.1.1 The core business sector of Miele

Miele’s core business is high quality home appliances. The range of the consumer products varies from carpet cleaners, domestic refrigerators, and laundry-care appliances, to dishwashers, vacuum cleaners, and necessary accessories. For commercial use Miele offers dishwashers, washer-extractors, and tumble dryers as well as washer disinfectors for medical use. Eighty percent of its customers are consumers and 20% business customers. The products are expected to be highly sustainable in terms of energy and water consumption. Durability is also considered to be an essential. Excellent results in benchmark tests (e.g. by Germany’s leading consumer watchdog body ‘Stiftung Warentest’) are a significant success factor.

6.1.2 Business figures for Miele

In 2012 Miele had more than 16,000 employees. The annual turnover worldwide was approximately 3 billion €; a third of it generated in Germany.
6.1.3 Corporate sustainability and responsibility approach of Miele

“Responsibility and sustainability have always been important parts” of Miele’s history, they say in their sustainability report. All branches are certified with the international social standard: this standard, SA8000, is also requested from the suppliers.

The company considers, especially after surviving the commercial crisis, that sustainable management is essential both as a crucial task and opportunity.

The corporate philosophy consists of particular key targets for sustainable responsibility; product-responsibility (resource saving engineering), ecology (connected with product design and ecological production and technology), responsible treatment of employees (focus on human beings as customers and employees), and keeping social and environmental standards within the supply chain.

Miele reports are in line with the guidelines of GRI (Global Reporting Initiative), which consider explicitly the interests of the stakeholders. The reports include the results of a stakeholder survey and also an internal strategic perspective on the specialised divisions.

Regarding sustainability, Miele strongly focuses on the energy efficiency of the firm’s products. Their success in this discipline is measured by rankings (e.g. by the Institute for Ecological and Economic Research (IÖW)).

6.2 Background to the selection of Miele as a case

Miele fits into several classifications with regard to the company in general and fleet approaches mentioned in 3.4.8.3. The company has a fleet, which is not strongly related to the core business. The firm is not engaged in energy-intensive industries. Its fleet consists of utility vehicles as well as passenger cars.

The firm has an outstanding corporate reputation. It is a German firm with a long tradition. The products manufactured by the company enjoy an excellent reputation worldwide.
6.3 Facts describing Miele’s car fleet management

The fleet is managed by an internal fleet-manager supported by an external fleet management service provider.

6.3.1 Fleet facts, Miele

The Miele fleet has approximately 1,200 cars. Five percent are passenger cars used as compensation cars\(^5\) for management as a salary component with a ‘user-chooser-approach’\(^6\). Forty-five percent of the fleet are passenger cars used for field sales staff. Employees are able to select from several classes of car and there are rules to split the costs based on the selected equipment and accessories. The remaining 50% are utility vehicles for maintenance and service. These cars are predefined models and the employee is allowed to select among specific types of light utility vehicles, which are equipped in a particular way and which are company branded.

In any case the choice covers the ecologically best version of the available models. If the OEM offers a specific ecological option this type is obligatory. If there is no such OEM solution, the most fuel-efficient diesel engine is to be selected.

All vehicles are purchased from Miele. This is a specific characteristic of the fleet, because most car fleets in Germany are either financed by full operational lease or finance lease.

6.3.2 The role of the fleet relating to core business at Miele

Whereas Miele’s core business is producing and selling ‘white goods’, the fleet is an additional function, as described in paragraph 6.3.1. Operating the fleet is not the core business of the company but a supporting function.

The approach to ‘management cars and sales mobility’ is comparable to nearly every other company in industry sectors. The service-fleet is tightly related to the core business because a part of Miele’s quality approach is on-site maintenance-services. This is why

\(^5\) The company car is part of the employee’s salary

\(^6\) A very common method in car policies where the user is allowed to choose and car model and equipment he wants within a certain financial rate
utility vehicles are branded with the company logo. This serves as a hallmark for the company and is thus part of the reputation factor.

6.3.3 Sources of evidence and roles of the informants at Miele

For this case several sources of evidence were used. The central position in this bundle of sources is the main informant. Referring to paragraph 3.4.10 the person is termed the Main informant of Case A, Miele, MA (2013).

A semi structured in depth interview was conducted with MA.

The second source in this case was a member of the stakeholder group ‘employees’. The person was a member of the sales force in the field and embedded in the case study to triangulate some statements made by MA. This person is coded as a Stakeholder of Case A, Miele’s, stakeholder ‘employees’ group, in the sales area, so SAesa (2013), and had worked for 5 years in this position.

The third source was also a member of the stakeholder group ‘employees’. This person was one of approximately 800 field workers for maintenance services using a utility vehicle. They are coded SAema (2013). SAema had been active in this function for 7 years.

Interviews of 30 to 45 minutes duration were conducted with all stakeholders.

The fourth source was an analysis of the web site publications. It comprised several parts:

1. The structure of the web site of Case A, Miele.

2. An analysis of the web site regarding the appearance of fleet themes.

3. An analysis of the corporate annual business report of Case A, Miele, for the year 2011.

The benefit of this source was that it allowed us to explore company facts and company policy in terms of stakeholder orientation and innovation. Reputation issues can be detected between the lines.


5. External independent appraisals regarding corporate sustainability.
6. An analysis of the corporate sustainability report 2011 gives information about the overall sustainability approach, and special insight into activities and results regarding all sides of sustainability.

### 6.3.4 The role of the firm within the case study

Figure 45 illustrates Miele’s classification among the other cases in terms of energy usage intensity and grade of core business in relation to its car fleet approach. Miele is a prototype of a firm with a low energy intensity in the company’s core business. The fleet is connected to the core business in some way. Nevertheless, the fleet is far from being the core business itself or even a part of the core business of the firm.

*Figure 45 Energy intensity and the fleet’s level of core business, Case A, Miele*
In the second classification, in Figure 46, Miele is classified with regard to the market; whether local or global and B2B or B2C oriented. Miele can also be considered as a typical example for consumer goods. The target customers are consumers (80%) supplemented by a small number of business customers; the brand is well known and highly valued in Germany and in international markets. The firm is mainly producing in Germany but also running some production sites outside of Germany and also outside of Europe. Sales subsidiaries are spread globally.

![Figure 46 Market classification, Miele](image)

### 6.4 Content and results of investigation at Miele

This chapter goes into depth about the results of the interviews with the main informant and, in terms of triangulation, the interviews with several Miele stakeholders. The cited statements of the German interviewees are translated by the author. Where possible, the statements and results are triangulated with other sources such as publications. Thus, a
narrow glance at all stakeholder groups is conducted. The corporate philosophy and paradigm regarding reputation and innovation are investigated. This is the basis for the key questions as to what and how does Miele execute sustainable fleet management measures and why does Miele undertake these activities? The second key question is what and how, does Miele execute marketing measures related to fleet management and why does Miele undertake these activities or why not? The results of the investigation lead to new propositions, which are the basis for a new stakeholder approach for a car fleet management model.

These are tested through additional cases of similar car fleet approaches, which are published.
6.4.1 Stakeholder map, Miele

The stakeholder map of this work (illustrated in Figure 47) reveals three stakeholder levels: the primary, the secondary and tertiary levels. The classifications are developed from the interview data of all informants and publications of the cases. Overall company stakeholders are marked as a circle without filling. Car fleet related stakeholders are marked as a spot. A stakeholder who fits in both classifications is marked as a spot surrounded by a circle.
6.4.2 Core business stakeholders at Miele

Company stakeholders are found at secondary and primary level. Secondary stakeholders are department stores, competitors, politicians, or involved in the public media.

At primary level the company related stakeholders are business customers, consumer customers, suppliers, employees, NGOs, public (local, national and international), trade media, owners, and specialised trade.

Public local ("Citation has been removed due to promise of confidentiality")

"(MA, 2013), national and international stakeholders are important, because of the consumer orientation of the products.

(Citation has been removed due to promise of confidentiality)

(MA, 2013).

Corporate reputation is used to achieve high prices for high level quality products. The product quality approach is supported by the firm’s serious and fair image. This leads to recognition of the following important stakeholder: the customer consumer. This stakeholder can be addressed through the corporate image, which is established in the
relevant public sphere. A second way of reaching consumer customers is through maintenance and the service crew with whom they are in regular contact.

“Customers look at our cars, how green our car fleet is, there is positive feedback from consumer customers” (SAesa, 2013).

The third way to get in touch with the customer consumer as a stakeholder is through the sales channel; that is, through department stores and specialised trades. These traders usually sell products of different brands. To be an engaged sales partner of Miele, the trade partner has also to be convinced of the company's product. While the department stores mainly decide on the basis of product quality and price, the specialised trade is much more focused on the corporate image and the reputation of the brand. Because Miele's products are high quality and high priced, the main trade channel is the specialised trade. Following this logic, it can be assumed that, for this type of product and company, corporate reputation plays an important role. This can be underpinned by reputational engagement, which can be identified through web site analysis.

Important stakeholders in the case of Miele are the trade media, who have the power to influence specialised trades through image building publications.

Citation has been removed due to promise of confidentiality

(MA, 2013).

Miele also tries to provide journalists with good arguments to present in a positive manner concerning the firm and its products. Those in responsible roles will do everything they can to avoid risking their positive product image.

Miele employees are important stakeholders because they help to assure constancy and image transportation. Miele employees tend to be faithful and the company has an extremely low labour turnover rate.
6.4.3 Fleet management stakeholders at Miele

In terms of the car fleet, stakeholders are those interest groups which affect or can be affected by Miele's car fleet. These can be the same stakeholders as those for the company, they can be different ones, or they can be the same but on another level.

The stakeholders in the car fleet on the tertiary level are department stores and the international public; on the secondary level, employees, the national public, fleet media, public media, and politicians and at the primary level they are consumer customers, NGOs, the local public, trade media, competitors and specialised trades.

An important stakeholder with regard to car fleet management at Miele is its 'employees':

Citation has been removed due to promise of confidentiality

(MA, 2013).

There are three kinds of company car drivers at Miele. Besides management positions with related business cars, there are a large number of employees in customer services. Their task is to be out in the field, visiting consumer customers to maintain their domestic appliances. Miele offers two types of standard car, which should meet the needs of its employees when fulfilling their professional duties. These types of employees are affected by car fleet management due to the configuration or rules of usage of the cars.

The third kind of employee is sales staff who are provided with passenger cars which they can configure to their own tastes but in accordance with specific corporate rules.

Provision of a car with a larger engine is seen as a positive thing, even if it involves an additional payment to the employee. The fact, that this is possible even within eco fleet boundaries and the fact that employees are seen to be involved in the decision making process, leads to a feeling of fair treatment and is perceived as an appreciation of the employee (SAema, 2013).
“...through constructive criticism I gave my contribution to future colleagues of mine, so everybody benefits from it...” (SAema, 2013).

Fair treatment is also perceived when the employer offers eco or safety training to decrease the number of accidents and to enhance the relaxation of employees (MA, 2013).

Special offers for employees, such as support for using bicycles when travelling to and from the office are well received by many.

Another important fleet stakeholder group are the trade partners, in the form of department stores and specialised trades. Both are multipliers for Miele with regard to consumer customers. Thus, these business partners get in touch with Miele’s sales staff, seeing which cars they drive (SAesa, 2013). In this way, the company’s reputation, which is primed through other influences, such as the trade press and society, can be reaffirmed or amended.

Citation has been removed due to promise of confidentiality (MA, 2013).

The most important stakeholder is again the consumer customer, who contacts Miele’s fleet and is attended by service staff who visit them in a company branded car. Thus, this stakeholder is affected by the firm’s reputation, for example, through the eco friendliness and condition of the cars. In this way, the customers, but also potential customers at local, national and international levels, become aware of the attributes of Miele cars, which helps to build up the company’s reputation.

When supporting the all important consumer customer through the specialised trades, it is crucial that the trade press should not be critical of Miele’s car fleet. So the trade press journalist is in this indirect way an important stakeholder.
6.4.4 What is the Miele corporate paradigm?

There are three characteristics which indicate Miele’s paradigm: the innovational approach, focus on core business, and thus focus on corporate reputation. The annual business report states that the significant rise of Miele’s investment is above all attributable to increased investments in new products and in renewing and expanding production facilities. Also the turn towards e-mobility supporting products, which are in a narrow relationship with electrical appliances (MA, 2013), is a signal of the innovative paradigm at Miele.

The second main paradigm is the concentration on core business and the focus on products. Hence, there is no motivation to detract from it through internal themes like fleet management (MA, 2013). Miele avoids to get in focus through a criticisable fleet, to ensure not to risk the strong corporate reputation.

Finally, the most distinctive Miele paradigm is the consequent focus on its outstanding corporate reputation. The self-conception is that Miele is such an excellent company that it does not need to mention this itself – the stakeholders will do that for them, and the effect will be all the more effective and credible.

Citation has been removed due to promise of confidentiality

(MA, 2013).

In addition, Miele’s published material shows a focus on protecting the corporate reputation. Numerous awards with several emphases underpin its status. Also the employees are impressed by their firm’s standing within society. They are proud to be Meile staff members and they would not abandon Miele even if conditions were to worsen (SAesa, 2013).
6.4.5 What are the sustainability fleet measures of Miele?

The activities of Miele with regard to sustainable fleet measures are of three general kinds. One kind of measure is oriented towards the car policy, where types of cars, their configuration and cost sharing for employees are regulated. The second kind of activity targets driver behaviour regarding eco driving and safer driving. A third direction concerns pilot testing of several forms of new approach to mobility.

Car policy

The general policy is to keep the fleet ‘young’ to facilitate the newest technology in fuel consumption. For managers and sales staff Miele offers German car models, which are fulfilling the best in class criteria in terms of CO\(_2\) emissions. These are mainly the eco-model of the brand, such as ‘Blue EFFICIENCY’ for Mercedes, or ‘Blue Motion’ for Volkswagen. The brands which do not offer a designated eco edition can also be chosen, but with the smallest possible diesel engine. The targeted CO\(_2\) emission rate is a maximum of 120 gCO\(_2\)/km for passenger cars and 170 g CO\(_2\)/km for LCVs. An obligatory equipment navigation system is mandatory to avoid unneeded trips.

Citation has been removed due to promise of confidentiality

*(MA, 2013)*.

Concerning LCVs, Miele selected two models from two different OEMs. Indeed they decided the following ‘must haves’ for supporting the employee, to enhance safety and protect employees’ health: electrical lumbar support for the driver seat, vertical adjustment of the drivers’ seat, electric movable and heated mirrors, and start-stop technology.
The employee has the option to choose a more powerful engine in consideration for financial compensation. The motivation to use this offer is, for example, more safety in traffic through more power in passing situations (SAesa, 2013).

Drivers’ behaviour

All new service employees have to participate in an eco-training course, which has the aim of changing driver behaviour to help them drive in a more environmentally friendly manner. The firm does not force employees to participate in this training, which takes place in their spare time because, from experience, employees who are forced will not put the lessons into practice. About half of the drivers are willing to participate in the training. The firm bars the other employees from training to avoid costs, which would not lead to success (MA, 2013). The eco training, which is conducted by an external service provider, is run with a simple methodology. First every driver drives a familiar 10 min distance in a way s/he thinks represents good driving. The average speed and average fuel consumption are evaluated by the on-board computer. After this, the group comes together and develops a catalogue of rules to improve their driving, moderated by the trainer, who adds methods if the participants do not think of them by themselves. Then every individual driver travels the same route again with the consolidated new knowledge and accompanied by the coach. Again average data are recorded. Usually the average fuel consumption is about 10 to 15% lower during the second ride and the average speed is about 5% faster (city). These results are presented to the drivers, who are usually impressed by the amazing effect. If the employee likes, she or he may be accompanied by his/her partner, to learn about the driver’s new behaviour.

In addition to this, drivers are offered yearly driver safety training and training for load securing by the supplier of the built-in components.
If there are abnormalities in, for example, fuel consumption, the manager of the employee uses a feedback meeting to clarify the situation and to sensitise the employee, in the presence of a staff representative if so desired.

Pilot tests

Miele tests interesting alternatives in the field to determine whether an approach fits the business model. Thus they tested a VW Caddy driven by natural gas and the drivers were allowed to decide freely whether they wanted to drive such a car. If not, there was no pressure from the employer to select the gas powered vehicle for a further period. After evaluation, they stopped the experiment due to the mismatched ‘mesh density’ of the gas station grid. In this way, Miele tests other new possibilities and will quit the test if the aims seem not to be achieved; they do this even if customers and employees give positive feedback about the usage of these models. The philosophy is that measures should be as economical as, or better than, the former solution. An opposite example was the obligatory introduction of the diesel particulate filter long before implementation of fiscal subsidies. A possible new test could be an e-mobility shuttle between Miele branches powered by company produced solar power. The decision is imminent

Avoiding travel by fleet

The management and administrative staff are maximising the possibilities of video and web conferencing between their branches all over the world. Also, online training systems have just started at Miele. Besides this, Miele offers facilities for cycling staff, such as showers and locker rooms, which are well received.
Also they have implemented a parking programme which focuses on travelling by train and bicycle. It works as an inverse incentive. The closer the employee lives to the place of work, the further away the parking allotted to the employee is located.

6.4.6 Evaluation of Miele’s car fleet measures

The savings of CO₂ emission are measured by the fuel card service provider and analysed by the car fleet management provider. These data are mentioned in the sustainability report. Also the average mileage of each car is measured and reported. Thus, the sales force routeing is optimised over the course of time. Information about fuel consumption is given only to the line manager and is usually grouped data for at least five employees to avoid direct correlation with individuals.

Regarding the decreasing development of the damage events, mostly it is not possible to allocate, which measure has led to success for the reduction. The measures are not reported in particular. That’s why the success story is limited in its informational value (MA, 2013).

6.4.7 Why are Miele’s fleet measures implemented / not implemented?

A very important question concerns the reasons for undertaking sustainability measures in car fleet management. To develop a model for a suitable stakeholder approach regarding car fleet management it is important to paint a clear picture about the motivating factors to ensure adherence to the principle of incentive compatibility, which is explained in chapter 2.2.3. Here, the issues raised in the section entitled ‘What are the sustainable car fleet management measures?’ are repeated in relation to the question ‘Why are they conducted?’

Again, besides general aspects, these issues can be separated into the categories car policy, driver behaviour, and pilot tests.

Car policy
In general Miele’s ecological car policy objectives are:

The main motivation is cost reduction with the side effect of supporting the positive corporate reputation. The focus is to reduce costs. To achieve this, the whole car policy targets ecologically optimised car models, if they are a serial model and if they are available for a reasonable investment.

This philosophy can be discerned from the following statement:

Miele is not about to invest a large amount of money and resources if, in the long-term perspective, the economic aims cannot be achieved.

However, as a long term perspective, the company allows investment for anticipated good rates of return. An example is the introduction of the diesel particulate filter (DPF) before the introduction of tax advantages.
The role of motivation with regard to protection of corporate reputation is to ensure that nothing negative will be written about Miele’s fleet approach. Therefore, the stakeholder ‘trade media’ plays an important role:

Another argument considers the reasonability of minimum standards to be expected from a brand like Miele, also regarding fleet management.

In the view of Miele, even as a ‘competitor’ Miele is forced to act responsibly within their organisation when they produce goods, which are efficient in energy- and water-consumption. To be authentic, it is necessary to emphatically harmonise the firm’s behaviour to the products.
Also, regarding the stakeholder ‘business customer’, Miele represents a firm with professional sustainable solutions in the B2B sector. Using comparative calculations they open customers’ minds to change their existing equipment to modern machines with the highest available level of energy- and water-efficiency.

Drivers’ behaviour

This argument, from the main Meile informant, shows that the motivation for this measure is not financially or marketing triggered. The firm’s rule is aimed at improving employees’ understanding of the need for ecological behaviour.
The main components of measures focused on behaviour are safety and eco-training. The motivation for these measures lies in reducing costs through reducing damage events and reducing injuries caused by accidents, so enhancing occupational health and safety.

Pilot tests

Promotion of innovation is one of the strongest drivers for conducting pilot projects and tests. The objectives, thereby, are often the development of new products and keeping up with the state of the art.
Miele’s car fleet responsible person has a general motivation, which lies beyond economic success.

Citation has been removed due to promise of confidentiality

\(\text{(MA, 2013).}\)

This statement emphasises once again, that from the sustainability perspective, besides all the rational reasons, be they financial, reputational, or risk prevention related, an important driver is the personal requirement to live up to one’s own standards. Further aspects of motivation are the satisfaction of drivers in their role as employees. At Miele, savings generated through ecological measures are partially reinvested as ‘goodies’ for the drivers in terms of configuration. So this is at least self-financing and raises drivers’ satisfaction and the feeling they get when the employer cares about them.

\text{“We have a reference vehicle with a basic configuration, which covers all needs for work … if you would like more, it is possible through cost sharing...in my opinion this rule is very fair” (SAesa, 2013).}\\

The employees (drivers) appreciate the actions and regulations of their employer. The activities regarding sustainable car fleet management fit with the general appearance of the firm and are also important as far as customers are concerned. ‘SAesa’, who is a sales representative for specialised trades, department stores, and business-customers, states:

\text{“Sustainability is important of course, because customers watch this too, it is a very important issue...a firm which would not conduct ecological measures in car fleet management is not seen as good; this would not be up to date and should be really standard in the meantime” (SAesa, 2013).}\\

‘SAem’ who is a maintenance engineer for private customers, states:
“The greatest feedback I had from customers was to do with the natural gas vehicle – completely positive... If an employer wouldn’t embrace ecological car fleet measures it would be a reason for me to address this theme in an open discussion” (SAema, 2013).

Besides their pride in their company, the two participating employees, who are in contact with customers, also see the customer as an important object for a sustainable (in this case), ecological approach.
6.4.8 Summary of rationales for sustainable fleet management at Miele

Table 6 presents a summary of rationales for sustainable car fleet management of Miele. It is subdivided into general aspects for motivation and particular aspects such as ‘Car policy’, ‘Drivers’ behaviour’, and ‘Pilot tests’.

<table>
<thead>
<tr>
<th>General aspects for motivation:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• A relative strong power for a single human being to create a contribution to society</td>
</tr>
<tr>
<td>• Satisfaction of the employees driving company cars</td>
</tr>
<tr>
<td>• Positive customer awareness</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Car policy:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Energy saving</td>
</tr>
<tr>
<td>• Cost saving</td>
</tr>
<tr>
<td>• Promotion of innovation</td>
</tr>
<tr>
<td>• Risk prevention to protect the corporate reputation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Drivers’ behaviour:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Travel changes through inverse parking incentive</td>
</tr>
<tr>
<td>• Enhancing employees’ safety</td>
</tr>
<tr>
<td>• Decreasing fuel consumption</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pilot tests:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Promotion of innovation</td>
</tr>
<tr>
<td>• New market chances</td>
</tr>
<tr>
<td>• To lead the way</td>
</tr>
</tbody>
</table>

Table 6 Rationales for sustainable car fleet management at Miele

6.4.9 What marketing activities are carried out at Miele?

All in all the communication activities regarding car fleet management are relatively rare. A small part, as already mentioned, is communicated within the sustainability report. Some communication activities are conducted through the internal communication media. On the rare occasions that the fleet media asks for information, they are supported. A constructive information exchange happens during round table meetings with fleet management counterparts of other firms.
In contrast to Meile’s intensively undertaken market communication approach in the case of core business, there is no active communication plan about car fleet management. Miele communicate about their fleet management behaviour, if they are asked (e.g. by fleet media or the trade media), in a passive way.

Regular communication in this case takes place in an indirect way through the drivers and their branded service cars. The firm’s logo and the corporate design are strong so the customers and the public are immediately able to recognise the cars as Miele vehicles.

“As I had a car with natural gas there was a sticker on the car with the claim: ‘I drive with natural gas!’ this is what every customer discovers at once although the company’s logotype is much larger, but the gas information is recognised at once” (SAema, 2013).

6.4.10 What stakeholder dialogue activities are carried out at Miele?

Trade media

Miele has intensive contact with the trade media. As already mentioned in paragraph 6.4.2 this stakeholder has the power to influence the core business by writing about the firm’s behaviour, and so to upgrade or degrade its corporate image. As per the main informant's
estimation, between two and six thousand of approximately twelve thousand dealers read this special trade press and inform themselves in this way about their suppliers and brands.

Citation has been removed due to promise of confidentiality

(MA, 2013).

The communication takes place at trade fairs where a high-level exchange of information happens between senior managers of Miele and the trade media journalists.

Citation has been removed due to promise of confidentiality

(MA, 2013).

Miele acts on the assumption that the coverage reflects the market, that rebounds not always to the firm’s advantage.

Citation has been removed due to promise of confidentiality

(MA, 2013).

Specialised trades

The importance of the trade media leads to the next crucial stakeholder: the specialised trades and the department stores. They are multipliers for Miele towards the consumer
customer and therefore are treated in a professional way. Besides the impact of trade media - an indirect way of communicating with them - the main direct communication is organised through the Miele sales person who, like a key account manager, has a long standing connection with each dealer.

Citation has been removed due to promise of confidentiality

These sales representatives also communicate in an indirect way and give signals to their trade partners through their behaviour as well as by the type of car they drive.

So the participating salesperson reflects:

“If one drives up with a car which let’s say cost 60-70-80 thousand Euros and I tell the trade partner why I have to cut his trade margin, this could lead to problems...If you came with a too small car it would be negative too, because then they say the company is not successful yet. They shouldn’t drive a VW Passat anymore” (SAesa, 2013).

Even if there is no organised stakeholder dialogue with specialised trades, such as at round tables and so on, stakeholder communication runs in an ongoing way through the sales representatives.

Public national and local

The dialogue with this stakeholder runs through “....the whole environment of the employees who are approached by people on the street if there is information available about our firm” (MA, 2013). The employees represent their company with self-confidence and are therefore, for the public, the first person to contact there is something which needs to be explained.
Investor / Owners

The stakeholder owner is obviously important at Miele. They are managing also near to operations and are available for their managers.

Citation has been removed due to promise of confidentiality

(NA, 2013).

Employees

The employees with company cars are treated in a way which is perceived as fair. Communication from the car fleet manager to some employees happens in a direct way e.g. in the case of experience exchange, or enhancement of the car policy.

“I had the opportunity to take part, through my constructive criticism, in helping future drivers and colleagues benefit from my experience and to be satisfied drivers.” And “I was proud to have been asked and so I felt that I was a part of it” (SAema, 2013).

The employees usually have an opportunity to decide which car they would like. They have the choice in several aspects and this makes them feel that they are taken seriously.

“I enjoyed it very much when I was asked: ‘what car do you like, what garage do you have around the corner?’....Even as a small cog I have the chance to make a difference” (SAema, 2013).

Every year the employees receive training in occupational health and safety. This is an opportunity to communicate with the drivers personally and a chance for every driver to ask questions or to make suggestions. Not everything is implemented but employees always receive an answer.
6.4.11 Why, how, are marketing activities carried out at Miele?

Miele undertakes many and various marketing measures but all of these activities are about their core business. With regard to car fleet management, the communication measures are mentioned in paragraphs 6.4.9 and 6.4.10. The reason for that is the forceful focus on products and brand.

Citation has been removed due to promise of confidentiality

(\textit{MA, 2013}).

So as not to distract from the core products, the sales representatives should not introduce themes which take the focus away from core business.

Citation has been removed due to promise of confidentiality

(\textit{MA, 2013}).

The participating employees have a different perception of this topic. In their opinion it would be helpful to communicate actively to certain stakeholders. Business customers in particular would be a suitable target for such communication.

Asked how the employer would perceive a successful participation and winning a fleet management award the sales responsible person stated:

\begin{quote}
“I would be very proud of it; I would like it. This would be an award, which I have not noticed other firms receiving and I think I had again a better argumentation towards our customers. That would be well received because we sell washing machines which consume little water, we take care about the energy consumption of all our appliances and if we take
\end{quote}
care about that at our company, cars as well, it would become a coherent picture” (SAesa, 2013).

The customer service technician subscribes to the same view:

“I think it would be very good, because then also the broad public would become aware of this, more than now, and notice the theme in society” (SAtra, 2013).

6.5 Deduction of Miele’s case propositions

Miele is a firm with a good reputation in their core business regarding their products, which are of a high quality and durable standard, as well as concerning their paradigm for sustainability aspects, which are important.

It could cause damage to the corporate reputation if this kind of company were to be criticised for unsustainable behaviour even in their non core business, e.g. internal topics such as car fleet management. Therefore, it is necessary to act responsibly enough to minimise the risk to the corporate reputation. So a minimum standard of sustainable behaviour in car fleet management is to be conducted for risk prevention.

With this in mind, the fifth proposition for Case A related firms could be:

5. Proposition

If the company has a strong brand with a good reputation regarding sustainability for its core products

then

it is more likely to support its corporate reputation and brand if it keeps its fleet sustainable so as not to put the good reputation and brand at risk.

Proposition 5 states that it is a method of risk prevention to simply fulfil the general minimum standards of sustainable car fleet management. This logic also fits with the incentive compatibility approach and the stakeholder approach, because if it is helpful to

7 Propositions 1 to 4 are derived from the survey and have already been developed in 4.4.
enhance the corporate reputation by sustainable car fleet management it is also possible to maintain it at the current level. Differences derive from the intensity of measures and the communication approach.

A second attribute of Miele is that the products are marketed as very sustainable in water- and energy consumption and this is a crucial factor for success.

Therefore, the company’s marketing strategy is to strengthen this positive reputation by focussing on these core business issues. It could be demonstrated that, in cases of a strong brand in a sector which is not criticised, with a good reputation and highly esteemed products, it would be counterproductive to communicate internally successful behaviour, such as sustainable car fleet management, to external stakeholders because it would detract from the successful and important core business for consumer customers.

A sixth proposition for Case A related firms therefore could be:

<table>
<thead>
<tr>
<th>6. Proposition</th>
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<tbody>
<tr>
<td>If the company has a strong reputation in core business, and if the core products and services are highly judged by sustainability aspects, then it is more likely to support its corporate reputation if the firm does practices sustainable car fleet management in the background and keeps nice and quiet about this to external stakeholders.</td>
</tr>
</tbody>
</table>

**Proposition 6** presents the results for firms with a highly developed corporate reputation concerning core products, which are ranked and judged by sustainable aspects. In this case the sustainable car fleet measures should not be explicitly published to external
stakeholders. For **proposition 6**, no adequate theoretical model is available. This is an indicator for a completely new finding.

In such a construction, we find a constellation where defensive risk prevention beats dynamic marketing. So the dictum *“You can never over-communicate”* (Millar, 2012, *p.39*) is not applicable in this case.

### 6.6 Supplementary cases for Case A, to reflect the case propositions

To test the propositions a triangulation through several supplementary cases was conducted.

The ‘Readers Digest Trusted Brands Survey 2013’ gives an indication as to the trustworthiness of the brands. To test the findings of the first case, which is also among the top ranked firms of its category, one case was selected, which had the same main characteristics as Miele, VW (Volkswagen). Additionally to that, one case was chosen, whose products are usually not judged in terms of sustainability, Deutsche Telekom. Figure 48 [Market classification, Miele and additional cases](#) illustrates the market classification in terms of B2B vs. B2C markets as well as the classification with regard to its local or global approaches.
These cases were briefly analysed by accessing all published communications on the web and checking whether and how the sustainable fleet management measures were mentioned.

**Figure 49** illustrates the classification regarding energy usage intensity and the fleet’s level of core business at Miele and additional cases. All three cases are clearly classified as non-energy intensive industries with a fleet which is far from core business.
Figure 49 Energy usage intensity and the fleet’s level of core business for Miele and additional cases

6.6.1 Supplementary case VW

6.6.1.1 Characteristics, VW

The products are judged strongly on sustainability aspects. Fuel consumption is one of the most important objective arguments in the market of automobiles.

Sector: Automobiles

6.6.2 Support for the findings of Case A by VW

Like Miele, VW is a firm with a good reputation in its core business, regarding its products, which are of a high quality and environmentally friendly. VW also represents a paradigm of establishment in all important sustainability aspects.
For VW it could also damage the corporate reputation if it were criticised for unsustainable behaviour, even in non core business areas such as internal topics like car fleet management. Therefore, it is necessary to act responsibly enough to minimise the risk to corporate reputation. So a minimum standard of sustainable behaviour also in car fleet management is to be conducted for risk prevention. This supports the fifth proposition that if the company has a strong brand with a good reputation regarding sustainability for its core products then it is more likely to support its corporate reputation and brand if it keeps its fleet sustainable so as not to put the good reputation and brand at risk.

A second attribute of VW is that the cars, as the products of VW, are highly regarded in terms of fuel consumption. This is a similar logic to Miele's water and energy consumption of the appliances. The products are marketed as sustainable in energy consumption and this is a crucial factor for success.

Therefore, VW's marketing strategy is to strengthen this positive reputation by focussing on these core business issues. Also at VW it is obvious that, in this case of a strong brand in a non criticised sector, with a good reputation and highly esteemed products, it would be counterproductive to communicate internal successful behaviour such as sustainable car fleet management to external stakeholders because it would detract from the successful and important core business for consumer customers. That is why no explicit measures regarding car fleet management are published. This supports the sixth proposition of case A, that it is more likely to support its corporate reputation if the firm does practices sustainable car fleet management in the background and keeps nice and quiet about this to external stakeholders.

Based on the above, VW supports Miele's case propositions five and six.
6.6.3 Supplementary case Deutsche Telekom

6.6.3.1 Characteristics, Deutsche Telekom

The core products of the supplementary case ‘Deutsche Telekom’ are judged mainly through aspects other than sustainability. As an internet service provider they are mainly judged by net availability, flexibility in business packages and competence and the friendliness of their services.

The Deutsche Telekom car fleet is one of the largest in Europe. It consists of more than 30,000 vehicles, which are used for services, sales and as compensation for managers.

6.6.3.2 Support for the findings of Case A by Deutsche Telekom

Deutsche Telekom has a similar company approach to Case A, Miele, and the supplementary case, Deutsche Telekom, with one important difference: the core products of Deutsche Telekom are not assessed according to fuel consumption, water consumption or other environmentally friendly issues. That is why at Deutsche Telekom it would not be counterproductive to communicate internally successful behaviour, such as sustainable car fleet management, to external stakeholders, because it would not detract from the successful and important core business for consumer customers. For this reason, Deutsche Telekom publishes explicit measures regarding car fleet management in a moderate way.

Due to the fact that Deutsche Telekom clearly does not avoid communication about its sustainable car fleet management, and all other important attributes of Deutsche Telekom are comparable with the case of Miele and the supplementary case VW, the two Miele propositions, five and six, are supported by this balancing example.
6.7 Conclusion to the findings for Case A, Miele

Miele is serving the B2B and B2C markets. The type of core product is strongly measured with regard to sustainability. Figure 50 illustrates the intensity of sustainable car fleet management and fleet marketing of Miele and its supplementary cases. The intensity of sustainable car fleet management is fairly good. Car policy measures and pilot tests are conducted. The energy intensity of the core business and the risk factor of the sector are low. Miele’s active marketing measures regarding its sustainable car fleet management are restricted to internal communication. Its approach could be labelled “Be nice and quiet”.

Both supplementary cases support from two points of view the findings of Case A. Due to these facts and the additional information, it can be assumed that the approach to successful exposure with sustainable car fleet management marketing is driven by risk prevention. It can be thought of as the ‘Risk Prevention Model’.
7. Case study B, The Linde Group

Figure has been removed due to Copyright restrictions

Figure 51 Linde Gas (The Linde Group image library, 2013)

Chapter 6 presents the second case study and is similar in structure to the first. The findings about ‘The Linde Group’ given in the literature review (‘Conclusion of publications regarding the car fleet and sustainability of The Linde Group 2.6.4.7’) are the basis for this part of the case study. In Case B also, propositions are derived which focus on the motivation and the effects of sustainable car fleet management marketing activities. Because of limited generalisability, the ‘The Linde Group’ case is accompanied by two supplementary cases (The supplementary case RWE 2.6.5, and Supplementary case BASF 2.6.6, in the Literature Review), which are used to test the case results.

7.1 Facts describing The Linde Group as a company

Figure has been removed due to Copyright restrictions
Figure 51 shows a hydrogen powered Linde Gas transportation truck) is one of the world’s largest producers of industrial gases. The company was established more than 120 years ago by the scientist and engineer Carl von Linde, who was a pioneer in refrigeration engineering. Stockowners hold the shares of the company. The corporation has representatives in more than 100 countries all over the world. The concern is managed by a board of management controlled by a supervisory board. Stockholders’ meetings are conducted periodically. The Linde Group is structured into three business areas, which all operate worldwide.

### 7.1.1 The core business sector of The Linde Group

The core business of The Linde Group is subdivided into three divisions; the gases division, engineering division and the ‘gist’ division (The Linde Group Divisions, 2013).

The **gases division** plays the dominant role in the market of international industry gases. The scope of products varies from compressed and liquefied gases to chemicals. These products are used in the energy sector, steel production, chemical processing, environmental protection, and welding, as well as in food processing, glass production and electronics. Additionally, the firm is involved in the healthcare sector, for example, with medical gases, and has developed environmentally friendly hydrogen technology.

The **engineering division** focuses worldwide on sectors such as olefin plants, natural gas plants, air separation plants, and hydrogen and synthesised gas plants. These plants are used in the petrochemical and chemical industries, refineries, fertilisers, and the pharmaceutical industry.

The **gist division** offers logistic and supply chain transforming solutions. In this area they develop design, set up, implementation and operational management.
7.1.2 Business Figures for The Linde Group

In 2012, at Linde AG the number of staff was approximately 62,000 employees and the turnover was about 15.280 bn. €. The main share was generated by the gases division and a fourth was brought in by the engineering division. The operating margin in 2012 was 23.1%.

7.1.3 Corporate sustainability and responsibility approach

“Corporate responsibility (CR) represents Linde’s contribution to sustainable development. Linde is committed to treating people and the environment with respect, protecting natural resources and developing sustainable technologies and products” (The Linde Group Corporate Responsibility, 2013).

The Linde Group sees its responsibility as being towards the company’s stakeholders, be they shareholders, business partners, employees, society or the environment. Reizle (2013), CEO of The Linde Group, states in his letter to stakeholders:

“We believe that the social impact of our business activities is just as important when planning for sustainability.”

The firm has the goal of harmonising sustainability with business success. In 2007 the board of management launched the “Linde Spirit”. Here, the principle of corporate integrity is postulated, which means that the company always tries to act with honesty and fairness and with a moral and ethical code. The Linde Group has established a code of ethics to define the guidelines that are aligned with legal and internal company regulations. The SHEQ (Safety, Health, Environment, Quality) Policy is another set of guidelines which supports the continuous improvement of environmental protection and safety as well as the quality of products worldwide. Further important Linde Group documents are the “One Voice Policy”, and “the ethical/legal procurement guidelines as well as our guidelines governing donations and sponsoring” (The Linde Group Guidelines, 2013). Together,
these guidelines create an umbrella framework that guides the actions of all employees and divisions across the globe. They are seen as the cornerstones of The Linde Group’s common identity (The Linde Group Guidelines, 2013).

7.2 Background to the selection of The Linde Group as a case

The Linde Group is a company which fits into several classifications with regard to the general company and fleet approaches mentioned in 3.4.8.3. It has a car fleet, which is not related to the core business of the company. The firm is also engaged in energy-intensive industries, chemical industries and in industries to develop future technologies to protect the environment. The investigated fleet consists of passenger cars. The firm is well respected in the international B2B sector and enjoys a good reputation. It is a German firm with a long tradition. The products which are offered by the company enjoy a good reputation worldwide.

7.3 Facts describing The Linde Group’s car fleet management

The fleet is managed by an internal mobility manager supported by an external fleet management service provider. The responsibility of the internal mobility manager, who is located in the purchasing department, is global.

7.3.1 Fleet facts, The Linde Group

The Linde Group has a fleet of approximately 1,200 cars in Germany. Of those, 25% are passenger cars used as compensation cars for corporate management as a salary component in a user chooser approach. Seventy-five percent of the fleet are passenger cars used for field sales and service staff. Here the employee also has the opportunity to choose between several classes of car and there are rules on cost sharing depending on the amount of equipment the driver selects. There are rules such as a bonus-penalty system, which relates to CO₂ emissions. This system contains several hierarchical groups of staff in connection with different groups of CO₂ emission allowance. If the driver
chooses a type of car which has a low fuel consumption he or she receives a benefit in reduced cost sharing or an entitlement to an improved configuration.

All Linde Group vehicles are financed by full operational lease or finance lease. The finance leased vehicles receive their maintenance and fuel services from the external fleet management service provider.

### 7.3.2 The role of the fleet in relation to the core business of The Linde Group

While the core business of The Linde Group is in the industrial sector (building and operating plants and producing industrial gases and liquids), the car fleet is used as compensation for the managers as well as a mobility solution for the sales force and service employees. The service team cars have a small connection to the core business. The fleet has a low relationship to the core business of the Group.

There is one relationship of the car fleet and the core business of The Linde Group. According to The Linde Group's activities to develop future solutions for e.g. hydrogen fuel cell, there are several connections to the fleet. Some are experimental vehicles, which are used to test the new technology.

Figure has been removed due to Copyright restrictions

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**Figure 52 Marketing example, engagement in new technology**

Another link is that The Linde Group produces hydrogen and because of that the company has an essential interest in supporting this technology. Figure 52 illustrates an example of communicating its new capabilities by showing a truck equipped with hydrogen technology.
The Linde Group’s trucks are managed in an extra organisation and thus not part of this investigation.

### 7.3.3 Sources of evidence and the roles of the Linde Group informants

For Case B, several sources of evidence were used. The central source was the main informant from The Linde Group’s management. In line with paragraph 3.4.10, the person is termed the Main informant of Case B, so MB (2013). A semi structured in depth interview was conducted with MB.

The second source for this case was a member of the stakeholder group ‘employees’. This person who was engaged as an international manager and embedded to triangulate some of the statements made by MB. The person was experienced in his or her position and was coded as a Stakeholder of Case B, stakeholder group ‘employees’, function International management, SBeim (2013). A 45 minute interview was conducted with stakeholder SBeim.

The third source was an analysis of the web site publications. It comprised six parts:

1. The structure of the Linde Group web site.
2. An analysis of the web site with regard to all appearances of fleet themes.
3. An analysis of the corporate annual business report of Case B of the year 2012. The benefit of this source was that it provided company facts and policy in several areas, such as stakeholder orientation and innovation.
4. Sustainability approach of Case B.
5. External independent appraisals regarding corporate sustainability.
6. An analysis of the corporate responsibility report 2012 gives information about the overall sustainability approach, and special insight into activities and results regarding all aspects of sustainability.
7.3.4 The role of the firm within the case study

Figure 53 illustrates Linde’s classification among the other cases in terms of energy usage intensity and grade of core business of Linde’s car fleet approach. The Linde Group has the explicit role of being a firm with large energy intensity for its core business. There are some parts of the fleet, which are connected to the core business to a minor degree, but overall, the fleet is relatively far from being the core business of the company.

![Graph showing energy intensity and fleet's level of core business](image)

Figure 53 Energy intensity and the fleet’s level of core business at The Linde Group

In a second classification, in Figure 54, The Linde Group is classified with regard to the market, whether local or global and B2B or B2C. The Group is typical of the ‘business to business’ market. The core-customers are business customers; the brand is well known and highly valued in Germany and international global markets. The firm produces its products all over the world.
7.4 Content and results of investigation of The Linde Group

This chapter looks in depth into the results of the interviews with the main informant and for triangulation into the interviews with a stakeholder ‘employee’ and the CRS responsible person of The Linde Group. The cited statements of the German interviewees are translated by the author. It is possible that some of these cited statements appear more than once. This happens when the statement fits more than one topic or point of view. In such cases the focused upon part of the cited statement relating to the current topic is highlighted. Where possible, the statements and results are triangulated with other sources such as publications or web sites. In this way, a narrow view of all stakeholder groups is taken. The corporate philosophy regarding reputation, innovation and paradigm is investigated. This is the basis for the central what-, how-, and why-questions about The Linde Group’s sustainable fleet management measures. The second core question are the
what-, how-, and why-questions about The Linde Group’s marketing measures relating to fleet management or why does The Linde Group not have them? The results of the investigation lead to a triangulation of the current propositions and to new propositions, which are the basis for a new stakeholder approach for a car fleet management model. These are tested through previous and additional cases of similar car fleet approaches, which are published.

### 7.4.1 Stakeholder map, The Linde Group

![Stakeholder Map Case B, The Linde Group](image)

*Figure 55 Stakeholder map, The Linde Group*
The stakeholder map of this case (illustrated in Figure 55) shows three stakeholder levels: primary, secondary and tertiary. The classifications are developed from the interview data of all informants and publications of the cases. Overall company stakeholders are marked as a circle without filing. Car fleet related stakeholders are marked as a spot. If the stakeholder fits both patterns it is marked as a spot surrounded by a circle.

7.4.2 The core business stakeholders of The Linde Group

In this analysis the company stakeholders of The Linde Group are to be found only at primary level. The company related stakeholders are business customers, suppliers, employees, NGOs, local public, investors/shareholders, politicians science and researchers.

The Linde Group’s employees are faithful and there is a low staff turnover rate.

Regarding engagement with stakeholders, The Linde Group describes in its web site how it maintains regular contact in a number of different ways with its main stakeholders.

The Linde Group is also actively involved in dialogues on specialist topics. In Germany, for instance, the firm hosted the Federal Algae Roundtable Meeting (Bundesalgen-stammtisch) in 2012, gathering together more than 150 experts from science and industry to discuss renewable raw materials.

Furthermore, the Group is involved in trade associations and scientific collaborations, and with sustainability networks as well as the German Global Compact Network, which is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.

The Group’s CR department responded to over 1,600 questions from stakeholders in 2012 on sustainability issues. The main issues raised concerned environmental topics,

Also, the main informant of The Linde Group reports about their stakeholder dialogue:

Citation has been removed due to promise of confidentiality

( MB, 2013).

Finally, in 2012 Linde globally conducted more than 700 individual conversations with financial analysts and investors. At 41 conferences and road shows, at several private investor events and in the course of plant visits, the firm offered their shareholders and potential investors the opportunity to talk to representatives of The Linde Group, including members of the executive board. The Linde Group presented the sustainability opportunities of their new product line portfolio ‘Clean Technology’ and their Healthcare business at these events (The Linde Group CR Report 2012, 2013).

The stakeholders, besides business customers, are also seen as important:

Citation has been removed due to promise of confidentiality

( MB, 2013).

It can be assumed that the main stakeholders among the primary ones are the shareholders, business customers and employees. Because of the core business, in the chemistry and energy intensive sector, politicians seem also to be a decisive stakeholder.
7.4.3 The fleet management stakeholders of The Linde Group

Stakeholders who could be interested in or affected by car fleet management are:
employees, staff representatives, NGOs (“there are a lot of requests”), public (national and international), investors (“definitive”), fleet media, politicians (“e.g. alternative fuel hydrogen”) and the internal CSR department (MB, 2013).

Tertiary level stakeholders are NGOs, the public, and the politicians on the secondary level, trade media, fleet media and staff representatives.

The primary level of car fleet affected stakeholders consists of the internal CSR department, the investors/shareholders and the employees.

The CSR department with marketing and sales

The function of the CSR Department is to promote events in every part of The Linde Group. Also, activities regarding car fleet management are often initiated from this department. The CSR department composes the corporate responsibility report and evaluates the measures. The general objectives for The Linde Group also come from the CSR department.

Citation has been removed due to promise of confidentiality

(MB, 2013).

The investors / shareholders

The investors and shareholders of The Linde Group are rather important stakeholders particularly because of the legal form of the company. General stockholders’ meetings are held regularly and the members of the board ought to be prepared for critical questions
about, for example, the car fleet topic. It is important not to show an ‘Achilles’ heel’ and to keep a positive prevailing mood.

Citation has been removed due to promise of confidentiality

(MB, 2013).

This statement sees sustainable car fleet management measures as a task of risk prevention. The warding off of negative discussions is one effect which could be achieved through sustainable measures and their communication to the shareholders when asked about them.

Citation has been removed due to promise of confidentiality

(MB, 2013).

Also the shareholders are advantaged by the cost saving effects of sustainable car fleet measures:

Citation has been removed due to promise of confidentiality

(MB, 2013).

Another aspect, which has an indirect influence on the shareholders is the transparency of the fleet data as mileage costs, CO₂ development per km, fuel consumption, etc. These can be explicitly reported and observed in their development. This leads to better reliability
and, because of a better rating of the CSR report, to better interest rates on loans for the financial department. The main informant comments upon this effect:

Citation has been removed due to promise of confidentiality

(MB, 2013).

The employees

Regarding car fleet management at The Linde Group, the employees are also an important stakeholder group, because of the direct effect of the business car drivers.

Citation has been removed due to promise of confidentiality

(MB, 2013).

The Linde Group, Germany, car fleet is used by 1,200 drivers. Among these are 300 management employees and 900 sales force and field services drivers who use company cars. The trend with regard to employees’ mobility needs has changed in recent years. Especially in urban areas, company cars as a status symbol have changed. While size and power of the cars were dominant indicators of status in former times, the trend has moved towards more practical items and lifestyle.

Citation has been removed due to promise of confidentiality
An international manager of The Linde Group formulated this statement about this topic:

“For me the interesting point about the financial view is the easy handling. I enjoy it very much not to be burdened with things like tyres, maintenance and fuel cards. For me, being engaged in management, I feel greatly helped by not needing to take care of those things myself. We have a good car fleet manager who conducts the accounting” (SBeim, 2013).

and further...

“... I would feel fine driving an Audi A4. The size depends on the individual needs. If you have three children to carry you may have other needs than if you are living on your own. For people with four kids a 3.0 engine is no longer important” (SBeim, 2013).

The importance of the stakeholder employee is based on employees’ satisfaction in general. There was no example found where the employee decided to quit a job or change his employer because of the type of company car policy, but all employees and interview partners of this study mentioned that it was important to them that they were treated fairly regarding the company car.

7.4.4 What is The Linde Group corporate paradigm?

There is one main characteristic which shows Case B’s paradigm: the sustainable innovation approach.

The innovation approach has a focus on sustainability products. So the entire new product line, ‘The Clean Technology Portfolio’, with the products mentioned in 2.6.4.1, focuses on products, which support future energy and environmental challenges.

“With a broad portfolio of energy and environmental technologies, we are actively contributing to the goal of sustainable development. Our solutions help to reduce the current environmental impact of fossil fuels and reduce CO₂ emissions.”
But our ambition goes beyond that. We want to play an active role in one of our time’s biggest challenges: securing tomorrow’s energy supplies while protecting an intact environment for coming generations. …It is our aim to create a unique company profile by becoming a leading solution provider in the field of climate-friendly energy generation. Furthermore, we will continue to leverage the strong synergies between our Gases and Engineering businesses to advance new, economically viable clean-fuel alternatives” (Prof. Dr. Reizle, 2013).

Also, with regard to the car fleet of The Linde Group, there are some issues about how fleet management is able to support this strategy.

With this in mind, one driver’s view about hydrogen and LNG engagement within the car fleet is as follows:

“I like these measures because Linde is engaged in this sector of green energy and I think there is a need for a certain consistency otherwise it wouldn’t fit together” (SBeim, 2013).
Concerning the paradigm of achieving success in future technologies the stakeholder map is consistent. It includes stakeholder groups, fitting to this approach such as politics, science & research and the suppliers, for whom it could be advantageous to use the new clean technology.

7.4.5 What are the sustainability fleet measures of The Linde Group?

The activities regarding sustainable fleet measures are divided into three general types. The first is the car policy measure, which contains a general guideline for car selection possibilities and an incentive system for the selection and configuration of cars. The second category is the measure on influencing drivers’ behaviour. The last category to be investigated is pilot activities for supporting and testing future technologies. In addition to these are some measures for avoiding driving.

Car policy

The car fleet management of The Linde Group lists a restricted variety of vehicle brands and models. There is also a restricted choice regarding the level of motorisation, CO₂ exhaust emissions and fuel consumption. The central measure is the ‘bonus-penalty’ system, which is used during the ordering process by the employee with the support of car fleet management. The idea is to reward (give a bonus to) employees if they choose an environmentally friendly level of motorisation and to penalise (apply a penalty to) those employees who choose an engine with high fuel consumption.

To realise this approach the following logic is applied:

At The Linde Group the employees are subdivided into several groups with different levels of authorisation. These groups are sorted into functions and hierarchical levels. To each of
these groups a certain reference grade of CO₂ consumption and a certain reference leasing-rate is dedicated.
An example of the logic is presented in Table 7:

<table>
<thead>
<tr>
<th>Authorisation group</th>
<th>Level</th>
<th>CO₂ emission</th>
<th>Free reference rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>All besides management</td>
<td>1</td>
<td>Up to 130 g/km</td>
<td>500.00 € + VAT</td>
</tr>
<tr>
<td>All besides management</td>
<td>2</td>
<td>Up to 150 g/km</td>
<td>450.00 € + VAT</td>
</tr>
<tr>
<td>All besides management</td>
<td>3</td>
<td>Up to 170 g/km</td>
<td>400.00 € + VAT</td>
</tr>
<tr>
<td>All besides management</td>
<td>4</td>
<td>More than 170 g/km</td>
<td>350.00 € + VAT</td>
</tr>
</tbody>
</table>

Table 7 Example reference rates with dedicated emission constraints

With these leasing rates, the employee has the opportunity to choose freely from the approved models on the online-configuration. Thereby, the employer has to keep the motorisation range and is not allowed to top the maximum additional payment illustrated in Table 8.

<table>
<thead>
<tr>
<th>Authorisation group</th>
<th>Limit of motorisation</th>
<th>Limit of additional payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Function group technician</td>
<td>110 kW</td>
<td>200.00 €</td>
</tr>
<tr>
<td>Frequent drivers</td>
<td>120 kW</td>
<td>250.00 €</td>
</tr>
<tr>
<td>Leadership</td>
<td>132 kW</td>
<td>300.00 €</td>
</tr>
</tbody>
</table>

Table 8 The Linde Group: Limit of motorisation and additional payment
If, for example, an employee ‘frequent driver’ chooses a 155 g/km vehicle and a full service leasing-rate of 629.00 €, he has to pay an additional contribution of 229 €. This payment is under the limit of 250.00 € for this employee.

The numbers are examples and the limits can be adapted by the firm due to technical development or stricter corporate environmental goals.

This ‘bonus-penalty’ system leads to a decreasing amount of exhaust emissions, fuel consumption and mileage costs. It is transparent and hence well accepted by staff.

“I had the chance to choose the next higher category with a higher payment but I chose the lower level with 149 (g/km). I have to say this is an incentive. The next lower level would have been at 129 with of course a smaller engine. In that case the additional payment would have been lower again, net of 50 €. I had toyed with the idea of going lower and was levelling in the middle range. To get the higher level with the SUVs, which we are allowed to have, would be kind of embarrassing for me. And if you take the CO₂ theme seriously, for me this would be an unacceptable amount of about 190 g/km and I think there are more interesting solutions; for example the BMW 5 with 2.0 engine and under 129 g/km” (SBeim, 2013).

About motivation, acceptance, and behaviour the main informant states:

Citation has been removed due to promise of confidentiality

(\textit{MB, 2013}).

As a next step, the limits of CO₂ emission are to be tightened above the 10% lower limit.

Citation has been removed due to promise of confidentiality

(\textit{MB, 2013}).

There are plans to include a choice of alternative fuels within the car policy.
Drivers’ behaviour

The Linde Group in Germany offers training for eco-driving. This type of training usually leads to significant amendment of the drivers’ behaviour. To preserve this behaviour, also in the case of business cars, companies often use a continuous incentive system. The Linde Group in Germany is thinking about, but has not yet introduced, such a system.

Pilot tests

Some pilot tests are being conducted by fleet management at The Linde Group. A part of the fleet powered by hydrogen is currently being tested, and another part of the fleet is driven by liquefied natural gas (LNG). Using self-produced CO₂ gas a system is also being developed to produce bioethanol out of CO₂. Figure 56 illustrates the process flow for Linde’s algae biofuel production.

“To produce biofuel, Sapphire Energy has developed proprietary technologies for the entire algae-to-biofuel value chain, from the biological reaction through cultivation, harvesting and extraction to refining. The resulting green crude can be used to produce fuels like kerosene, diesel and petrol. It thus fits optimally in existing industrial infrastructures and has great potential as an environmentally friendly raw material. By 2018, the company wants to take up commercial production and produce up to 10,000 barrels of green crude a day” (The Linde Group Algae for biofuel production, 2013).
Avoiding driving

Additional to the fleet management measures, The Linde Group enforces the avoidance of travel by conducting videoconferences and online training measures such as self-assessment, video training, and compliance-training.

7.4.6 Evaluation of The Linde Group’s car fleet measures

The CO₂ emission savings are measured by the fuel card service provider and analysed by the car fleet management provider. These data are listed in the corporate sustainability report of The Linde Group. Employee turnover is measured and reported in the CR report but not in conjunction with car fleet management.

Citation has been removed due to promise of confidentiality

(MB, 2013).
Also employee satisfaction is determined through surveys in the company. There is no explicit section about car fleet management but the employee has the chance to mention his or her opinion in the free text passage.

(MB, 2013).

7.4.7 Why are The Linde Group’s fleet measures implemented / not implemented?

The question to be answered is ‘what are the reasons for conducting sustainability measures in car fleet management?’ To investigate the motivation for undertaking sustainable car fleet measures it is important to derive a general model, which covers a large number of comparable cases. Here, the issues of the section ‘What are the sustainable car fleet management measures?’ are repeated and considered from the point of view of the question ‘Why are they applied?’

Often in large companies fleet management plays a secondary role within the corporate CSR concept.

Citation has been removed due to promise of confidentiality

(MB, 2013).

Car policy

The objectives of conducting sustainable measures at The Linde Group in Germany are as follows:
The idea to develop the ‘bonus-penalty’ system at the Linde Group in Germany can be well described through the following tripartite description of the main informant:

Citation has been removed due to promise of confidentiality

*(MB, 2013)*

Also from employees’ point of view there is an appreciation for the car policy measures and the entire context is recognised.

“No all is about CO₂ exhaust emissions. Your additional payment and your tax payment you have to calculate by yourself with help from the calculation tools from car fleet management. I think this is a good regulator, which cuts you down to size and illustrates your limits not to enter dimensions where you think: What price the world?” *(SBeim, 2013)*

And further:

“I like it because I think the sustainability story limits megalomania...the first vehicles, I noticed after the merger with BOC, were all these huge vehicles, the SUVs. Now it’s clear, those sorts of cars are no longer attractive...I suspect it has an educational character, you get attention and get sensitised towards this topic” *(SBeim, 2013)*.
Drivers’ behaviour

As mentioned in 7.4.5, Linde offers driver training for employees but no incentive system for sustaining the positive effects. This is for several reasons:

Citation has been removed due to promise of confidentiality

(MB, 2013).

Pilot tests and general motivation

One of the central motivators in general at Linde Group is cost reduction. At least through the car policy this can be reached with low investment.

Citation has been removed due to promise of confidentiality

(MB, 2013).

A second important driver is the enhancement of corporate reputation and hence to secure the shareholder value. The citations of 7.4.3 are printed again with a different emphasis:

Citation has been removed due to promise of confidentiality

(MB, 2013).
Not only is risk prevention the motivation for engagement in sustainability measures and products. Also offensive enhancing the shareholder value in a sustainable way is the objective of The Linde Group.

Citation has been removed due to promise of confidentiality

(*MB, 2013*).

With its product line, ‘Clean Technology Portfolio’, The Linde Group is strategically aligned to creating a long lasting change from the image of an energy intensive chemistry sector business towards a supporting sector for sustainable energy supply. Therefore, several technologies have been developed. Some of these could appropriately be supported by car fleet management. There are possibilities to offer field tests, in the usage of technology, in acceptance from drivers, and in handling the data.

Citation has been removed due to promise of confidentiality

(*MB, 2013*).

Additional to the support function the department looks also for economic success of the projects at least in a long term view.

Citation has been removed due to promise of confidentiality

(*MB, 2013*).
A large part of general motivation comes from the overall corporate paradigm towards corporate social responsibility, which is posted in various places for The Linde Group. Again it fits the pattern of strengthening corporate reputation through engagement in products and services with a contribution to solving future energy and environmental problems.

Citation has been removed due to promise of confidentiality

(\textit{MB, 2013}).

The car fleet responsible person at The Linde Group, besides having the professional rationale with which to work, also has personal reasons as a strong ethical motivation for undertaking all of the Group’s measures in fleet management.

Citation has been removed due to promise of confidentiality

(\textit{MB, 2013}).

Also from the employees viewpoint comes a statement which demonstrates the understanding of the general necessity for sustainable action in car fleet management.

\textit{“If my company were not engaged in sustainable measures in car fleet management I would think it was a shame and that it wasn’t very farsighted. An enterprise always has a responsibility towards society and the environment. I would perceive it as not clever and something to be argued”} \hspace{1em} (\textit{SBeim, 2013}).
7.4.8 Summary of rationales for sustainable fleet management at The Linde Group

Table 9 illustrates a summary of rationales for sustainable car fleet management at The Linde Group. It is subdivided into general aspects for motivation and more particular aspects such as ‘car policy’, ‘drivers’ behaviour’, and ‘pilot tests’.

<table>
<thead>
<tr>
<th>General aspects for motivation:</th>
<th>Car policy:</th>
<th>Drivers’ behaviour:</th>
<th>Pilot tests:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Enhancing corporate value</td>
<td>• Energy saving</td>
<td>• Cost saving</td>
<td>• Promotion for innovation</td>
</tr>
<tr>
<td>• To make a contribution to society</td>
<td>• Cost saving</td>
<td>• Enhancing employees’ safety</td>
<td>• New market chances</td>
</tr>
<tr>
<td>• Fairness towards the employees driving company cars</td>
<td>• To raise consciousness for sustainability</td>
<td>• Decreasing fuel consumption</td>
<td>• Support new core business</td>
</tr>
<tr>
<td>• To fit the corporate strategy to strengthen sustainability, also through the ‘Clean Technology Portfolio’</td>
<td>• Enhancing corporate reputation</td>
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Table 9 Rationales for sustainable fleet management at The Linde Group

7.4.9 What marketing activities are carried out at The Linde Group?

All in all the communication activities regarding car fleet management are undertaken in several ways.

First of all the communication is conducted by the stakeholder dialogue, which is described in 7.4.10.

Another considerable marketing communication activity is The Linde Group’s CR report. The Linde fleet is mentioned in several places within the Corporate Responsibility Report 2011. As already explained, four pages mention figures about fuel consumption or numbers of accidents, and there are also two pages where the measures and results of the car fleet managers are explicitly raised. In particular, activities regarding transportation (e.g. improved and optimised route planning and capacity planning) are commented upon.

With regard to the passenger car fleet, the CO₂ targets and measures are mentioned as
well as the results regarding reduction of CO₂ emissions. Finally the receipt of awards from TÜV SÜD is proudly noted in the CSR report:

“We implement a wide range of measures to reduce emissions caused by the transport of our products. These include optimal routing, improved capacity planning and training courses in fuel-efficient driving. We have defined CO₂ emissions targets for our fleet in Germany, which numbers almost 1,000 cars, and we have replaced over one third of our vehicles to comply with the new targets. In addition, we introduced an incentive system for fuel-efficient driving. Through these measures, we were able to reduce the average greenhouse gas emissions of our German fleet from 167 grams per kilometre in 2008 to 147 grams per kilometre in 2011. This translates into total carbon savings of around 240 tonnes between 2008 and 2010. In recognition of this sustainable company car strategy, TÜV SÜD, a leading German testing, inspection- and certification-company, presented its Green Fleet Award to Linde in 2011. This was the second time we had received this award. In 2011, we launched a global project to add CO₂ emissions to the selection criteria for transport service providers” (The Linde Group CR Report 2011, 2012).

Additionally, the annual reports mention the Group’s successful car fleet measures in a positive way. The developments with hydrogen and liquid natural gas (LNG) are also prominently described in various publications about clean technology.

Activities are published via internal corporate magazines and externally in the fleet media as well, and internally, The Linde Group has a…

Citation has been removed due to promise of confidentiality

(MB, 2013).

Accompanying presentations and speeches at car fleet events, expert conferences and round table meetings, etc., are conducted.
7.4.10 What stakeholder dialogue activities are carried out at The Linde Group?

The Linde Group conducts a dialogue with several stakeholders both internally and externally. They organise “individual discussions with investors, customers, journalists, and NGOs” (The Linde Group CR Report 2011, 2012) Employee surveys and interdisciplinary working groups are also part of the communication. To engage in future themes, The Group participates in public political discussions. Economic and environmentally friendly energy supply was a key topic in talks with politicians in 2011, and through that Linde’s position on various issues – both as a company and within the framework of different associations gets public.

In addition to that, the firm collaborates “with sustainability networks such as UN Global Compact” (The Linde Group CR Report 2011, 2012) Finally the CSR department answered more than 1,400 inquiries on sustainable issues from different stakeholders in 2011 (The Linde Group CR Report 2011, 2012).

Management board

Some initiatives are driven by the management board. There is a continuous dialogue between the management board, CSR department, and car fleet management.
Feedback like this comes at irregular intervals and hence it is not recorded systematically.

Staff representatives

The staff representatives are involved in conducting and advancing the ‘bonus-penalty system’ or defining new limits for the employers.

Employees

The dialogue with the stakeholder ‘Employees’ is driven by an annual employee survey. This survey contains no question about The Linde Group’s car fleet management, but there is the possibility of offering criticism through the free text passage, which is included in the survey, as already mentioned in the paragraph about evaluated measures.

In addition to this, there is communication by way of interdisciplinary working groups on sustainability issues. Some employees would like not just to be informed about what they are allowed to order. Some also want to be informed about some background information.
“We usually just see what we find in the calculation and configuration tool. But how the selection of possible car models comes in – the development of the decision, the driver doesn’t get information at the first step. Maybe there is a lack of information. What is the tendency? Where is the journey taking us? What’s around the corner? This would be good to understand and for preparation... An example: when the CO₂ limits were tightened recently – if it had been communicated well it would have been clearer and easier to understand for me” (SBeim, 2013).

7.4.11 Why and how are the marketing activities carried out at The Linde Group?

Many of the reasons, objectives and motivation are already described in former chapters, where the web sites are analysed, the stakeholders are introduced, and reasons as well as the motivation for sustainable car fleet measures are described. The higher-level order can be subdivided into the two general terms, increasing shareholder value and employer branding, which are summarised here depicting the overall motivation.

Shareholder value

It is an important part of the success of a company like The Linde Group that their shareholders are satisfied and that share prices are increasing, or are at least stable. That is why the following comment is again cited as evidence for the rationale for communicating sustainable car fleet management, because the shareholder value can be influenced:

Citation has been removed due to promise of confidentiality

(MB).
To achieve the goal of constant share price development several prerequisites are necessary. Some important ones are, a good and sustainable corporate reputation, long lasting economic success, and the future oriented strategic approach.

- The good and sustainable corporate reputation can be supported by a consistent car policy, which fits in design and realisation with the corporate strategy and the corporate paradigm.

- The long lasting economic success can be supported by cost saving contributions with reasonable car choice and incentives for fuel saving driver behaviour. All these measures and their success can be exactly measured and so another important aspect is fulfilled – transparency. This is important for ranking purposes and gaining trust.

- The future orientated strategic approach (positioning in new sectors, revising the current sectors) can be supported and supplemented with car fleet’s participation on pilot tests of possible future sustainable businesses.

“We need products and processes that enable economical use of renewable energies and significantly reduce the consumption of natural resources. Energy and climate questions are closely connected with each other. To ensure that subsequent generations will have a high standard of living in an intact environment, sustainable energy generation and the reduction of CO₂ emissions are of primary importance. This requires more renewable energy sources and new technologies for various needs” (The Linde Group: Clean Technology by Linde, 2013).

Adding to this, the main informant states:

Citation has been removed due to promise of confidentiality

(MB, 2013).
Employer branding

As a business in the engineering energy intensive and chemistry sector, The Linde Group worldwide has the challenge of recruiting and satisfying highly educated experts and management. This ‘war for talent’ calls for a strong reputation in the market.

Existing employees have also to be considered. Even if it is unlikely that employees will change job just because they are not comfortable with a company’s car policy, the overall satisfaction includes the topic of company cars as a rather emotional one. The following comment, which has already been mentioned in the introduction to stakeholders, shows the importance of the right marketing communication towards employees.

All the measures are communicated to all stakeholders, which is important to keep the company successful. These are internal and external stakeholders of all categories primary, secondary and tertiary. There is a need for sufficient communication because energy consuming businesses, as well as the chemical industry, generally lack confidence and reputation.
7.5 Deduction of The Linde Group’s case propositions

The Linde Group is a firm whose core business has a good reputation. It is in a sector, which is often criticised as energy intensive and dangerous in terms of environmental pollution. The investigation highlights that it would be a risk with regard to important stakeholders to be passive in the context of sustainable car fleet management. It also demonstrates that, to enhance the reputation of the firm, it is good to be active in finding solutions to problems with the help of strategies for building up new businesses, products or services.

So the first proposition of Case B related firms could be:

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<th>7. Proposition</th>
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<td>If the company has a strong brand in a business which could potentially be an environmental risk,</td>
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<tr>
<td>then</td>
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<tr>
<td>it is more likely to support its corporate reputation and brand</td>
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<tr>
<td>if it keeps its fleet sustainable so as not to put them at risk,</td>
</tr>
<tr>
<td>and</td>
</tr>
<tr>
<td>if it builds up and establishes business cases, products and services with a focus on solving the problems which are seen as risky.</td>
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In particular, in sectors with a high awareness of criticism of stakeholders, the research of Case B demonstrates that it can be a helpful strategy to involve the stakeholders in developing current and new businesses.

To prevent risks to the current reputation, and to enhance its future reputation in constellations such as Case B, it is reasonable to communicate the engagement to the stakeholders. This helps to increase the corporate reputation.
The question was, whether it is helpful to also communicate internal measures such as sustainable car fleet management activities. The investigation demonstrates that in Case B related companies it is not necessary to avoid issues which deflect from core business. The quite contrary case is reasonable. Internal themes such as car fleet management help to focus on sustainability activities in connection with building up new business. They can detract from the identification of problem areas.

Thus the second proposition of Case B could be:

8. Proposition

If the core business in a criticised sector and the new products to counter the criticism have a strong dependency on several stakeholders,

then

it is more likely to support corporate reputation if the firm establishes a stakeholder dialogue to design the new services in a proper way,

and

communicates all externally orientated activities (e.g. new product lines) as well as internal (e.g. car fleet management) to all stakeholders in a cautious way.

7.6 Supplementary cases for Case B to reflect the case propositions

To test the propositions a triangulation through two supplementary cases was conducted. A large German energy supplier, RWE, was used, which has a comparable profile in terms of sector, energy intensity, and ownership. As one of the DAX 30 firms RWE is also owned by shareholders. Having approximately 10,000 vehicles, the fleet is larger than that of The
Linde Group. The most important difference is that RWE provides private customers as well as business customers so it can be expected that RWE conducts communication towards the public too.

The second triangulation case was BASF, which has a close relationship in terms of sector, fleet size, general criticisms and ownership. As with The Linde Group, it is a pure B2B firm. It is again a DAX 30 enterprise with shareholder ownership.

Figure 57 illustrates the companies’ market-classifications in terms of B2B and B2C markets as well as their classification with regard to local and global approach.

![Figure 57 Market classification of The Linde Group and additional cases](image)

Figure 58 illustrates the classification regarding energy intensity and the fleet’s level of core business for The Linde Group and additional cases. All three cases are clearly classified as non-energy intensive industries with fleets which are far away from their core businesses.
7.6.1 Supplementary Case RWE

7.6.1.1 Characteristics, RWE

The product (electric power) seems to be highly exchangeable through other suppliers, but the discussion about environmentally friendly power is constantly increasing.

7.6.1.2 Support for the findings of Case B from RWE

As with the Linde Group, RWE is a firm with a good reputation within its core business, and it acts within a sector which is often criticised as dangerous for environmental pollution. The company would be at risk with regard to important stakeholders if it were passive with regard to sustainable car fleet management. It is also a fact that RWE builds up and establishes business cases, products and services with a focus on solving
problems. Both activities - sustainable car fleet management and the new sustainable product line - help to enhance the reputation of the firm. That is why the seventh proposition of case B is supported by the supplementary case RWE.

To prevent risks to RWE’s reputation and to enhance its future reputation it is reasonable to communicate the engagement to stakeholders. Communication to the stakeholders in a reasonable and authentic manner helps to increase the corporate reputation.

This is helpful in the context of internal measures, such as sustainable car fleet management activities, as well as for the externally orientated new product line and building up new businesses instead of only looking for problem fields. That is why Case B’s eighth proposition is supported by the supplementary case RWE. This example shows that communication of sustainable car fleet measures in a cautious way fits the approach of Case B. Thus, this case supports Linde’s case propositions, both proposition 7’ and proposition 8’

7.6.2 Supplementary case BASF

7.6.2.1 Characteristics, BASF

People usually regard chemical industry products with some caution because of the potential for air pollution, water pollution, and accidents in production. In addition, energy consumption is often discussed.

As producers of plastics, polyurethane and specialty foams, coatings and fuel additives for catalysts, battery materials, pigments, synthetic lubricants, coolants, brake fluids and chemicals for leather and textiles, BASF supplies a broad range of products for use in the automotive industry. They are engaged in sustainability and state their paradigm in the following way.

“We combine economic success with environmental protection and social responsibility. Conducting science and innovation, we enable our
customers in nearly every industry to meet the current and future needs of society. Our products and solutions contribute to conserving resources, ensuring nutrition and improving quality of life. We have summed up this contribution in our corporate purpose: We create chemistry for a sustainable future” (BASF pressrelease Electric Drive Transportation Association, 2013).

7.6.2.2 Support for the findings of Case B from BASF

BASF is, like the Linde Group and RWE, a firm with a good reputation within its chemical industries related core business. It exists in a sector which is often criticised as energy intensive and dangerous because of the potential it has for causing environmental pollution. Again, it would be a risk for BASF to allow their relationship with important stakeholders to be passive in the case of sustainable car fleet management. With the development of batteries for e-mobility, BASF also builds up and establishes business cases, products and services helping to solve problems. Both activities - sustainable car fleet management and the new sustainable product line - help to enhance the reputation of the firm. That is why the seventh proposition of Case B is supported by the supplementary case BASF.

It is reasonable to communicate engagement to the stakeholders to prevent risks to BASF’s existing reputation and to enhance its future reputation. BASF conducts communication with stakeholders through stakeholder dialogue, which helps to increase its corporate reputation.

This is helpful in the context of internal measures, such as sustainable car fleet management activities, as well as for the externally orientated new product line and building up new businesses instead of only looking for problem fields. That is why Case B’s eighth proposition is supported by the supplementary case BASF. This example demonstrates again that communication of sustainable car fleet measures in a cautious
way fits the approach of Case B. That is why the supplementary case BASF supports the two propositions of The Linde Group.

7.7 Conclusion to the findings for Case B, The Linde Group

![Intensity and Fleet Marketing Grid]

Figure 59 Case B’s activity in sustainable fleet management and fleet marketing

The Linde Group serves the B2B market and its core product is not measured with regard to sustainability, although it has built up a sustainable product and service line. Figure 59 illustrates the intensity of sustainable car fleet management and fleet marketing of the Linde Group and supplementary cases. The intensity of sustainable car fleet management is medium to high. Car policy measures with bonus-penalty systems and pilot tests are conducted as well as driver training. The energy intensity of the core business and the risk factor of the sector are seen as high. The activity in marketing measures of The Linde
Group regarding its sustainable car fleet management is seen as medium. The issues are mentioned in internal communication as well as in the CR report. Participation in Fleet Management Awards and communication through press releases complete the marketing measures. Both supplementary cases support, from two points of view, the findings of Case B. From these facts and the additional information, it can be assumed that, in this case, successful exposure of sustainable car fleet management marketing is driven by a desire to strengthen the corporate reputation. This can be thought of as the 'Reputation Strengthening Model'.
8. Case study C, Taxi Center Ostbahnhof (TCO)

Figure 60 The TCO headquarters (TCO II, 2013)

Chapter 7 presents the third case study and is similar in structure to the first and second. The findings about ‘TCO’ in the literature review (Conclusion of publications regarding the car fleet and sustainability of TCO, 2.6.7.6) a focus on the motivation and the effects of sustainable car fleet management marketing activities. Because of limited generalisability, the case ‘TCO’ is accompanied by two supplementary cases (Supplementary case Deutsche Post (DP), see 2.6.8, and UPS, see 2.6.9 in the Literature Review), which are used to test the previous case results.

8.1 Facts describing TCO as a company

The company in Case C, Taxi Center Ostbahnhof GmbH (hereafter TCO), was established in 2007 by an entrepreneur’s acquisition of an existing taxi company (Figure 60 illustrates TCO’s headquarters in Munich). The company is still owned by the family and run by the owner. It is situated next to one of Munich’s largest railway stations (Ostbahnhof) in the East of Munich. The headquarters are accessible by public transportation. TCO is a purely German company serving the local Munich market and runs two brands: ‘Taxi Center Ostbahnhof’ and ‘Umwelt Taxi München’ (Environment taxi Munich). Umwelt Taxi
München was founded some years after Taxi Center Ostbahnhof. The brands are completely separate and each has an individual web site.

8.1.1 The core business sector of TCO

The core business of Case C is individual transportation of people by taxi. The transportation service is offered in two ways, by large capacity cabs or traditional passenger vehicles. It is possible to order by electronic account or to pay by cash, but the first choice for all customers is to order a ‘normal’ or an environmentally friendly taxi (hereafter eco taxi).

Currently TCO operates 52 taxis and is one of the top three taxi providers in Munich. The taxi service operates on a three-shift basis.

8.1.2 Business figures for TCO

Due to the fact that the company is family owned, no business figures or reports are available for TCO.

8.1.3 Corporate sustainability and responsibility approach of TCO

To obtain an overview of the corporate sustainability and responsibility approach, the history of the company is helpful (TCO II, 2013).

TCO was founded in June of 2007, following the take-over of an existing taxi company, with 52 vehicles with diesel propulsion. The vision, to become the most ecological taxi company in Germany, was the driving force for this venture.

As the first of all multi coach taxi companies in Munich, TCO introduced fuel cards and a car fleet management system in December of 2007. This innovative step is an important pre-condition for the analysis of the complete chain of evidence for fuel consumption.
The first hybrid vehicle was introduced in May 2008. Analysing the taxi service specific fuel consumption compared to the diesel coaches the results of the hybrid vehicles have been convincing.

In September 2008 TCO ran seven Toyota Prius hybrid vehicles, one of the most energy efficient models for stop and go traffic available.

From 2008 up to 2011 the hybrid fleet was increased to 30 units. As the first of all taxi organisations in Germany, TCO operates Toyota hybrids with a solar roof, which is illustrated in Figure 61 (21 vehicles).

In April 2012 the first fully electric powered taxi, an Opel Ampera, was introduced.

By end of 2012, 42 Toyota Prius hybrid taxis and one Opel Ampera were in operation.
The TCO environmental guidelines, published for usage in the ‘Ökoprofit certificate’ (an important sustainability award in Germany) highlight the company’s sustainability and responsibility approach.

“Environmental Guidelines

*Taxi Center Ostbahnhof GmbH aligns its activities in the scope of its legal possibilities along environmental criteria pursuing the objective to contribute to Germany’s sustainable development.*

*The operational demand on products and energy is met with environmental friendly resources whenever possible. Especially purchasing cars, we strive for energy efficiency and low environmental pollution. Electric propulsion is preferred whenever suitable.*

*Our driving-staff is educated in eco driving and urged to stick to this during their daily work. With our colleagues we want to support the increasing use of environmentally friendly, low emission drive technology as a prospective standard. Our drivers are trained to act as ‘multipliers’.*

*Energy, water and all kinds of raw materials are used in an energy-saving way. Garbage and emissions are avoided to a high degree. Inevitable garbage is recycled or disposed of in an environmentally friendly manner; inevitable emissions are compensated for whenever possible” (TCO II, 2013).

These aspects of TCO’s approach provide an impressive insight into the outstanding engagement with sustainability within the core business of the taxi company.

### 8.2 Background to the selection of TCO as a case

TCO fits into several classifications with regard to the general characteristics of the company and the fleet approaches mentioned in 3.4.8.3. It operates a fleet which is inseparable from the core business of the company. The firm is engaged in energy-intensive services and the fleet consists of passenger cars used as utility vehicles.

The company has an outstanding corporate reputation, not only in the greater Munich area. Known as a pioneer with a consistently environmentally friendly approach, TCO is regarded as a lighthouse in Germany’s taxi business. It pursues a strong communication
strategy concerning its sustainable car fleet management to every stakeholder and even to its competitors.

8.3 Facts describing TCO’s car fleet management

TCO’s fleet is managed by an internal fleet manager who is the owner and acting managing director. Fleet management software tools are applied. No external car fleet management service provider is involved.

8.3.1 Fleet Facts, TCO

The entire fleet consists of 52 passenger cars used as utility vehicle taxicabs. Every car is an owner-defined model. Employees are not involved in the process of selecting and equipping the cabs, which are company branded.

The pool fleet covers the ecologically best versions available. If an OEM offers a particularly ecological option, as when Toyota offered photovoltaic-cell-quipped car roofs, every new taxi is ordered with this option.

8.3.2 Fleet approach: role of the fleet relating to the core business of TCO

The core business of the company is individual transportation by taxi. This is the one and only objective of running the fleet. Operating the fleet is 100% coincident with the company’s core business. Every taxi vehicle is branded with the company logo and if it is one of the eco taxis the particular eco taxi logo is assigned.

The cars are the hallmark of the company and thus, a part of, and essential for, the corporate reputation.

8.3.3 Sources of evidence and roles of the main TCO informants

For TCO several sources of evidence are exploited. The key source in this cluster of sources was the main informant. In this case the main informant was the car fleet
responsible person acting also as the managing director and owner of the company. Referring to paragraph 3.4.10 the person is termed the Main informant of Case C: MC.

A semi structured in depth interview was conducted with MC. The second source of information was a member of the stakeholder group ‘potential employees’. This was a person engaged as a taxi driver at a competitor taxi company and was embedded to triangulate some of the statements made by MC. This person had worked in this position for 20 years and is coded as a Stakeholder of Case C stakeholder group ‘employees’, function potential driver.

This stakeholder is known in the thesis as SCepo (2013). A 90 minute interview was conducted with the stakeholder. The third source was an analysis of the web site publications. It comprised two aspects:

1. An analysis of the web site www.taxi-center-ostbahnhof.de concerning all information on fleet issues.

2. An analysis of the web site www.umwelt-taxi-muenchen.de concerning all information on fleet issues.

The benefit of this source was that it allowed the researcher to detect the company’s facts and policies from several points of view; e.g. stakeholder orientation and innovation. Also, reputation issues could be detected between the lines, and it highlighted information on the overall sustainability approach, particular insights on activities and results regarding all aspects of sustainability.

8.3.4 The role of the firm within the case study

Figure 62 illustrates TCOs classification among the other cases in terms of energy intensity and the grade of its car fleet approach in relation to its core business. TCO clearly represents a company whose core business has a high energy usage intensity. The fleet is inseparable from the core business of the company.
In a second classification, in Figure 63, TCO is classified with regard to the market, whether local or global, B2B or B2C. TCO, the Case C firm, represents a typical example of a consumer market service. The target customers are consumers (70%) and business customers. The brand is well known and highly valued in the local Munich market and among German experts nationwide. The company offers its services exclusively to the local Munich market.
8.4 Content and results of TCO investigation

This section presents the results of the in depth interview with the main informant and, for triangulation, the outcome of the interview with the stakeholder ‘potential employee’. The cited statements of the German interviewees are translated by the author. It is possible that some of these cited statements appear more than once. This happens when the statement fits more than one topic or point of view. In such cases the focussed upon part of the cited statement relating to the current topic is highlighted. Whenever possible, the statements and results are triangulated with other sources such as publications or websites. A close look is taken at all stakeholder groups. The corporate philosophy concerning reputation, innovation and paradigm is explored. This is the basis for the central what-, how-, and why-questions about TCO’s sustainable fleet management measures. The second core question is the what-, how-, and why-question about TCO’s marketing

Figure 63 Market classification of TCO
measures relating to fleet management. The results of the investigation lead to a triangulation of the current propositions and to new propositions, which are the basis for the new stakeholder approach for a sustainable car fleet management model. The new approaches are tested by previous and additional cases of similar car fleet approaches, which are published.

8.4.1 Stakeholder map, TCO

![Stakeholder Map Case C TAXI Center Ostbahnhof](image)

**Figure 64 Stakeholder Map TCO**

The stakeholder map for this case (see Figure 64) shows three stakeholder levels: primary, secondary and tertiary level. The classifications are developed from the interview data of all informants and publications for the case. Overall, company stakeholders are
marked as a circle without filing. Car fleet related stakeholders are marked as a spot. If the stakeholder fits in both patterns they are marked as a dot surrounded by a circle.

### 8.4.2 The core business stakeholders of TCO

Car fleet management at TCO is core business. That is why all stakeholders are marked with a dot and a circle.

### 8.4.3 The fleet management stakeholders of TCO

There are three classifications for the company stakeholders; primary, secondary and tertiary.

Tertiary stakeholders are the national public and not relevant in this case.

TCO’s secondary stakeholders are suppliers, NGOs, the local public, public media, politicians and competitors.

Primary stakeholders are employers, consumer customers, and business customers.

The classification is a perfect match for the main informant (MC).

#### 8.4.3.1 Tertiary stakeholders

The ‘*national public*’ is limited to experts and taxi associations while the ‘*international public*’ cannot be regarded as a stakeholder of TCO. Nevertheless TCO has just begun to make contact with the international public.

> “We have just placed an application for the Energy Globe but I don’t think that we have a chance of being recognised. It is an international sustainability award, which is awarded in Austria. Purportedly it is a very renowned prize. I've had a look at the list of winners over previous years. All of them are big global players” (MC, 2013).

Shortly after that statement was made, TCO won the National Energy Globe Award Germany as ‘Germany’s most Eco-Friendly Taxi Company’ (Energy Globe, 2013).
8.4.3.2 Secondary stakeholders

There are two providers in Munich, which are call-centres and they take care of the incoming taxi service orders. These suppliers are not allowed to act in favour of a particular taxi company but they can consider the customers’ wishes to order a special kind of taxi; e.g. van or eco taxi. This is a completely automatic procedure with the result that the agents do not have an influence over which taxi company is selected. Nevertheless, this call-centre is a stakeholder because it is important to be correctly listed in the database. One of the two agencies in Munich with respect to its history focuses on taxi providers with just one car. However, TCO is one of few multi cab taxi companies with the chance to be listed. TCO also supports the apprenticeship of employees who after their apprenticeship can also be ordered directly by this provider. So, this is a multiple win situation. TCO, the employer, the distributor and the customer are gaining benefit from those possibilities.

“If an eco taxi is ordered the customer automatically gets one if it is available within a particular time. Automatically a regular taxi will provide the service if the customer would have to wait too long. The allocation runs within an automatic algorithm. It wouldn't make sense to drive many extra miles in the name of sustainability” (MC, 2013).

By being listed at both suppliers, and due to the fact that eco taxis are frequently preferred, TCO has a competitive advantage over the companies without eco taxis.

“Due to our approach we enjoy customer retention, an increase in customer numbers and thus a positive development of our market share” (MC, 2013).

This again is an indicator of business growth in sustainable car fleet management and stakeholder communication.

Another important stakeholder supplier is the Toyota car dealer ‘Autohaus Wieser’, where all the Prius hybrids are ordered. The relationship between TCO and Autohaus Wieser
represents a win-win situation, which fits well with the theory of incentive compatibility and the stakeholder approach.

“We don’t get any money or discounts from them, but they have supported us in a generous way. For example they are sponsoring our employee training at the ADAC. That was a very expensive project, which we couldn’t afford without Toyota. They benefit from our activity, competence, and publicity and we generate advantages by supporting projects and advertisement on our cabs” (MC, 2013).

NGOs

The NGO ADAC, which is the largest automobile club in Germany, developed a standard definition of the certificate ‘eco taxi’. This certificate is the key to being listed by the taxi distributors and also to being ordered as an ‘eco taxi’ through the ‘taxi app’.

“The ADAC developed a specific ECO taxi label on a certification of its own. We have been involved before the launch of the label. That’s why we had a joint event with ADAC with 30 hybrid cabs involved. This unique event had a broad response in the media” (MC, 2013).

Local public, and public media

Of course, TCO receives media attention due to the winning of the awards already listed, but winning the Munich ‘Environmental Award’ resulted in outstanding media awareness.

“Right now we have quite a bit of publicity due to winning the Munich Environmental Award. Triggered by several publications, a lot of requests from all kinds of media both local and national were released. I also receive, time and again, requests from other taxi companies about our approach” (MC, 2013).
Competitors

In the early days, TCO’s competitors were amused by the company because they did not understand the holistic approach behind their sustainability activities. Since then, they have learned their lesson and some competitors have started to follow the firm’s example.

“The huge amount of feedback from the competitors about that story is amazing. In the beginning when we started with the first six hybrids many of them smiled. Right now they are wondering that the second largest Munich taxi organisation completely switched to this approach. They all know that I am able to calculate. That’s why I receive a lot of feedback now...Since this year we know from Toyota that the idea is more and more accepted by competitors and many of them have jumped on this train” (MC, 2013).

A taxi driver from a company which does not run eco taxis states:

“For a few years I have detected more and more eco taxis. I am wondering how this can be profitable. I assume that the possible mileage for an eco taxi is less than it is for the usual cars” (SCepo, 2013).

The emerging ‘eco activities’ of the ‘followers’ reduces the competitive advantage TCO enjoyed as ‘firsts’, but one of the objectives of TCO’s owner was to be exemplary with his approach and to act as a pioneer, proving that the sustainable business case makes sense in this specific transportation business. The reduction of his competitive advantage, being copied by competitors, is intended and seen as his personal contribution to a better world.

“The pioneering role decreases but the success remains...We have ordered a Model S from Tesla which will be the next eye catcher” (MC, 2013).

8.4.3.3 Primary stakeholders

One of TCO’s most important stakeholders is the customer consumer. With this kind of customer the demand for taxi services usually is generated spontaneously. Tools and
communication channels have to be developed to attract the attention, the interest, and the enthusiasm of this stakeholder. That is why the taxi drivers of TCO are well trained and prepared to explain the technology based on their own experience. The small talk in a taxi of this kind seldom is on the weather or politics, but is mostly on hybrid technology or on e-mobility. The company’s objective with this stakeholder is to increase business success and to gain a market share.

“We have no way to measure the exact ratio with which the number of customers increased. But meanwhile ‘apps’ are available to be used for ordering taxis. We as a taxi company have the opportunity to programme ‘TCO Umwelt Taxi’ as a group. Applying this app, customers who want to order a taxi can define us as a group or mark us as a favourite. The result is that whenever a taxi is to be ordered the favourites are checked first for availability. If none of the favourites is available in the area the service is assigned to another provider.

Many customers ask us for direct ordering. For us this medium is the perfect way to be ordered directly” (MC, 2013).

The ordering algorithm is such that an eco taxi will only be ordered if it is near to the customer and this sometimes leads to misunderstandings.

“Once I came with my regular taxi to a firm, where a lady had ordered an eco taxi. The first question was: ‘Is this an eco taxi?’ It was not easy to explain to her, why she had not got an eco taxi although she had ordered one. I think the communication of the rules of selection should be improved for such customers” (SCepo, 2013).

The main idea of this rule is that it would violate the ecological idea if many kilometres had to be driven without a passenger just to provide an eco taxi to a passenger from far away. This problem will fade away if the density of eco taxis in a particular area increases. An eco taxi should be available in the close surroundings.

Being able to contribute to the protection of the environment by ordering an eco taxi without additional costs makes people feel better. Customers can even work out the positive CO₂ impact they can achieve by using an eco taxi.
“The motivation of our consumer customers is mainly a success for sustainability. That’s why we enable our customer to measure the success via a CO₂ calculation tool on our web site. The CO₂ saved by driving an eco taxi is compared with a diesel-powered cab. The customer has the chance to pat himself on the back for saving, for example, one kilo CO₂” (MC, 2013).

The business customer is a kind of stakeholder which is playing an increasing role for every taxi organisation. TCO also seems to be paying attention to this group. The emphasis of the new web site www.umwelt-taxi-muenchen.de seems to aim at this stakeholder group. Again the project with ADAC concerning eco taxis is targeting medium-sized and large companies, which are enabled and motivated to place their preference for an eco taxi on the database. The order ‘eco taxi’ is triggered automatically with every order of a cab. The motivation of the firms depends on their own approach regarding sustainability and is frequently defined as a policy if the environmental management system DIN ISO 14.000:2009 were established.

“ADAC addresses the firms arguing ‘now you have the chance for a ‘green flag’ that you can hang out of the window and you can be recognised as a partner of this eco taxi certification to achieve an appropriate public image” (MC, 2013).

Employees

Transportation by taxi is a typical service business. Using ‘tools’ like cars the driver is by far the most crucial part. Much more than with other service providers, the employee is one of the most important stakeholders for a taxi company. With the exception of a small number of staff in administration (if any) in a taxi company, nearly all of the staff are taxi drivers. In this business case of car-fleet management, taxi driving is the core business. Especially for Munich taxi companies, it is a challenge to recruit drivers who fit the
requested quality. TCO faces fierce competition to hire the best drivers. The quality and reliability of the staff is a crucial success factor of a service provider pursuing sustainability. Due to the sustainability approach, TCO has different and higher requirements concerning its drivers compared to traditional taxi service providers. Besides the normal taxi business they have to be trained in hybrid and e-mobility technology as well as in explaining the technology and the motivation of TCO to apply it to the customers.

TCO’s environmental guidelines mention that:

“Our driving personnel are educated in eco driving and urged to realise this in daily work. Together with our colleagues we want to contribute to the increasing use of the standard of environmentally friendly, low emission drive technology. Therefore, we have trained the drivers as ‘multipliers’” (Taxi-Center-Ostbahnhof, 2013).

Because of the additional requirements, TCO seems to have some disadvantage in hiring drivers. On the other hand this approach generates some amazing advantages, which have not been perceived by all drivers up to now.

“I, and most of my colleagues, am focussed on earning money. However, the taxi business employs drivers from all social strata and some of them are highly educated idealists. But most of the drivers I know simply earn money for a living” (SCepo, 2013).

The kind of drivers who fulfil TCO’s requirements are highly reliable, considerate, valued and loyal. The employment can be expected to be long lasting with many advantages. Special mechanics in the ordering system, increase the likelihood that the capacity-utilisation-ratio exceeds that of many other companies. This generates better chances to earn money.

Finally, we can assume the employee turnover to be lower than in other enterprises.
“Employee turnover – very positive. We heard that more and more employees change to us from other firms. They see what we are doing. Many explicitly decide for us as an employer because we are offering the environmental course. When I ask then: ‘Why did you decide for us as an employer?’ very often the answer is ‘because of our sustainability approach’. We also publish that issue in our flyer, communicating this unique selling proposition” (MC, 2013).

8.4.4 What is the TCO corporate paradigm?

There are three characteristics which show Case C’s paradigm: the sustainability as a unique selling proposition (USP) (1), in this regard an innovation approach (2), and an intensive focus on corporate reputation (3) itself and its publication.

The TCO sustainability USP has been systematically built up since the firm’s acquisition. Starting with pilot tests followed by a company-wide rollout, the car fleet for the core business taxi service is increasingly fulfilling environmental friendly requirements. Also, drivers are encouraged to develop their driving behaviour in an environmentally-friendly direction.

“Taxi Center Ostbahnhof GmbH aligns its activities, within the scope of its legal possibilities, with environmental criteria and has the objective to give a contribution to German’s sustainable development” (TCO II, 2013).

To achieve the USP, TCO’s innovative approach is aligned with new vehicle technology and related to mechanisms for measuring the drivers’ eco behaviour.

The offensive focus on corporate reputation is reflected in the strong motivation to participate in awards, rankings, to be mentioned in articles in trade media and public press as well as announcing press releases. Also, the silhouette of the cars, which is memorable helps to attract attention and can be largely recognised as eco taxis. This awareness is a crucial aspect of TCO’s corporate paradigm. The objective hereby is to generate as much
positive publication as possible to lead the way to sustainability and to attract followers for this approach. Concerning the followers the focus is on the private customers who are actively informing themselves during the taxi drive and have access to the technology applied. Surprisingly, competitors are also encouraged and motivated to follow the TCO approach. The overall paradigm to lead the way for environmental friendly taxi mobility is supported from this side as well.

### 8.4.5 What are the sustainability fleet measures of TCO?

TCO’s activities with regard to sustainable fleet measures are divided in three categories:

The first kind of measure is aimed at selection of the car by defining the model policy.

The second kind of measure is directed at pilot tests, where the usability of car concepts for a taxi service is examined.

The third kind of measure targets drivers’ behaviour in eco and safe transportation of customers and also when returning to headquarters.

**Car selection**

The policy of car selection strives to achieve an economical and ecological balance. It is necessary that the investment pays back within the vehicle’s lifecycle. Energy efficiency and environmentally friendly emissions are important requirements for a taxi.

All the decisions on the purchased models are made by the owner himself. This is a strong indicator that the sustainability policy is often defined by the top management (second proposition).

> “Whenever possible the operational demand on products and energy is fulfilled through environmentally friendly resources. Especially when purchasing the cars, we look for energy efficiency and low pollution, if possible with an electric drive” (TCO II, 2013).
The first car was the hybrid Toyota Prius II and, as soon as a model was available with an electric roof, TCO switched to that; the purchased cars are now Toyota Prius Ills. The concept of a hybrid car fits well with the purpose of a city taxi service. The technology uses the kinetic energy from braking situations to recharge the battery, and this powers the car up to a certain speed. A pilot test showed that fuel consumption and CO₂ emissions were reduced by about a half.

Pilot tests

Another pilot test is currently being conducted at TCO with an Opel Ampera, which is an e-mobility vehicle with a range extender.

“We had two rationales for testing it: on the one hand because any e-mobility fascinates me. I just wanted to test how a car like this feels and to give an incentive to the employees.

On the other hand I wanted to see how economical it is. Now it turns out not to be economical for usage by a taxi service. Apart from that this is the perfect automobile concept. You have the possibility to use the vehicle really electric in a reasonable way and – you have the possibility to drive your individual routes” (MC, 2013).

The next pilot test will be a Model S from Tesla, a powerful limousine.

“This will be the next eye catching step. It will not be possible to run this car in an economical way. For one Tesla we could get three Prius, but it will definitely be an eye catcher with a huge emotional effect. To afford that we will try to get some sponsorship money” (MC, 2013).

Another pilot test was to use five climate neutral cars during an ADAC eco-driving event to determine whether or not stakeholders appreciated this measure.
“One year ago we dedicated the certificate ‘Eco Taxi’ with the objective of promoting climate friendly cabs as well as to support customers. With respect to the enormous mileage in taxi services, innovative low emission cars are an important contribution to environmental protection. The climate neutralisation of the remaining CO₂ emissions is an additional consequent step” (Hördegen, ADAC, 2011).

Also the project partner ClimatePartner (see Figure 65, handing over the certificate), which sells and organises the climate neutral projects stated about the concept:

“The engagement of Mr Köhl makes it obvious that holistic strategies in voluntary environmental protection are possible. They are based on the following principle: avoidance, reduction and the compensation of CO₂ emissions. We hope that many bus- and taxi companies will follow the example of Taxi Center Ostbahnhof and in particular that customers will order eco taxis actively” (Lehmkuhl, ClimatePartner, 2011).

Nevertheless, the result of this pilot test was that it will not be rolled, for the following reasons. The Munich taxi rules do not allow charging of an extra fee for CO₂ neutrality. As
previously described, in the city of Munich the ordering process is performed more or less automatically, thus it is impossible to order a climate neutral taxi through these systems.

“The expansion of the project would depend on the possibility of addressing customers, who could then select us in some way. If we could act in an environment where the customer is allowed to select from different service providers, e.g. in a place outside Munich with six to ten competitors, I think we would have implemented the climate neutral project. I would have participated in this action to encourage my customers” (MC, 2013).

Driver behaviour

Every driver had to undertake eco-training conducted by TCO and partner organisation ADAC. At this sort of training the group initially drives a route of about 10 km with their usual style. Average speed and fuel consumption are measured via on-board computer. Then the group develops together a theoretical appreciation and collects their experiences for an ecological and economic driving style. After this session the drivers travel the same route again, this time with the knowledge of the theoretical part of the course and the trainer’s coaching. At the end, the results are discussed and the participants are usually impressed with their own results with reduced fuel consumption of 10 to 15% and increased average speeds of around 5%.

To preserve their success from the learned driving style a method of sustainable motivation is necessary. This is why TCO have developed the ‘FuelSpy’. Figure 66 illustrates the fuel spy device, which is installed in the cab and shows the driver their personal fuel consumption. FuelSpy is a software programme that provides the exact fuel consumption from the data that are available in the data-bus system of today’s cars. The drivers are empowered to monitor their own fuel consumption and compare it to the average.
"We reward superior saving in fuel-consumption by paying back the amount of the saved cost to the employee. Our return on investment is created by lower abrasion and less accidents" (MC, 2013).

Figure 66 TCO’s FuelSpy (TCO II, 2013)
After every shift the driver determines his or her saving against the overall average fuel consumption as an absolute figure. If the driver, for example, saves one litre consumption below the average, that means approximately 1.55 € for the driver. The total savings are added to the pay roll at the end of the month so that the driver is rewarded in close relation to his activity to save fuel.

“We only reward successful drivers. We don’t punish less successful ones. – Just motivation...And besides that you have the effect that the driver knows ‘oh I am monitored’” (MC, 2013).

The success of reducing fuel consumption can be evaluated immediately. The success of decreasing accidents or abrasion can only be measured in the long run.

“This measure I evaluate as successful is the reduction of fuel consumption. Balancing the savings with the investment, even then I would see that as successful because it is an instrument for motivation” (MC, 2013).

A driver without experience of such a system has a different opinion and some doubts:

“If I could earn money by driving faster or longer distances I wouldn’t care about that. On the other hand it would be nice to get a monthly bonus for a driver. But I don’t believe the people are willing to be so transparent” (SCepo, 2013).
In addition to the fuel saving bonus, TCO grants incentives for using bicycles to come to work. They also offer free bicycle repairs (the employee just has to pay for the materials) and rental rainwear free of charge.

“If he comes in the morning and the weather is nice and at the end of his shift it’s raining cats and dogs he can borrow free rainwear” (MC, 2013).

Finally, TCO offers roofed storage spaces for bicycles. The numbers of drivers using bicycles has increased in recent years. Headquarters are accessible by public transport. To avoid travel to outside seminars for the internal staff, TCO uses online seminars for internal courses of instruction, e.g. for payroll, accounting or fiscal year change seminars.

8.4.6 Evaluation of TCO’s car fleet measures

The savings of CO₂ emissions are measured by the fuel card service provider and analysed by the company’s internal administration. The results are reported internally and also in an anonymous way on the web site. In addition, the average mileage of each car is measured and reported.

Also, internally the successful behaviour of each driver in relation to the ‘FuelSpy’ data is measured via the on-board device and reported to that driver.

In future, it will be possible to look at the correlation between the success in fuel saving and -linked to this- the trend in accident events.

The development of eco taxi ordering is evaluated by analysing the ordering app data.

The success of being selected by the two Munich disposing organisations or being selected by private customers out of the taxi queue when not in first position can only be detected by interviewing the participants.

The different degrees of capacity utilisation are analysed by the car fleet management system.
8.4.7 Why are the TCO’s fleet measures implemented / not implemented?

Knowing the reasons for undertaking sustainability measures in car fleet management is an important precondition for developing a model for a suitable stakeholder approach regarding car fleet management, which ensures incentive compatibility (2.2.3) and the idea of the stakeholder approach (2.2.4). It is also important to reflect the success of the executed measures in proportion to the effort.

In this part of the thesis, the issues of the section ‘What are the sustainable car fleet management measures?’ are repeated and considered in relation to the question ‘Why are they carried out?’

In general, the sustainable car fleet management activities aim to support the corporate paradigm of becoming the most environmentally friendly taxi service corporation in Germany.

“Since beginning in June 2007, we have followed the vision of becoming the most ecological taxi company in Germany” (Köhl, MD TCO, 2011).

As mentioned in the web site analysis, the first paragraph of TCO’s sustainability guidelines also gives a hint as to TCO’s general objective, which is to develop a sustainable car fleet and so to run a sustainable core business taxi service:

“Taxi Center Ostbahnhof GmbH aligns its activities within the scope of its legal possibilities, according to environmental criteria, and with the objective of making a contribution to Germany’s sustainable development” (TCO II, 2013).

The objectives of conducting sustainable car fleet management are, to achieve:

- energy saving, CO₂ reduction, cost reduction, enhancement of corporate reputation,
- recruitment of high quality personnel, safety at work, shareholder value, the fulfilment of customers’ needs, and to increase business.

“To train the drivers in hybrid technologies we have striven to obtain sponsorship subsidies. For nearly every passenger the technology is new
and they ask the drivers how it works. We have a great interest in spreading the knowledge and making customers more and more familiar with this technology” (MC, 2013).

In addition to the economic success, TCO is highly motivated to pursue its sustainable car fleet management.

“For me it's very important to use the possibilities we have as multipliers. The divulgence of e-mobility and the message that it works is very important for me. Why?

Because I believe that if the more than 400 customers we serve every day find out that this technology works, for the first time there is a chance that these customers will lose their doubts concerning this technology.

What is impelling me is a specific sort of sense of mission to act as a pioneer. To motivate other people to do the same and to grapple with this issue is important for me.

This is the altruistic part of the whole thing. It was the initial reason right from the start. My idea was to try it even without any economic advantages, for two reasons, environmental protection and acting as a multiplier” (MC, 2013).

It is obvious that a strategy like that is extremely difficult to execute if the company is managed by an employed staff. The only way to introduce such a system is to act as an entrepreneur. In any other constellations the focus on economic success is crucial.

“If a project would lead to a sustainable disadvantage it wouldn’t be conducted in the long run. But if there were no cost saving at all, but the project was just cost-neutral we would have done it anyway. This derives from the motivation to support the environment, or – to express it negatively – to soothe our conscience. It is a great satisfaction for me to know that we save 300 to 400 tons of CO₂ every year. Added to this, you can give us a pat on the back that we acted as a multiplier for followers.

Thus, the self-affirmation, which derives from that, plays an important role. It is great to know, that you have achieved something and also that you are asked for your advice” (MC, 2013).
Car selection

The car selection, which is undertaken by the owner and entrepreneur of TCO, is the nucleus of the sustainability concept. Starting with taking responsibility for a large number of driven kilometres, the owner’s motivation in the meantime is dominated by successful business.

“With my responsibility for the more than 3 million kilometres we are driving every year, it was important for me to try something that was at least affordable even if it turned out to be a competitive disadvantage. Then the project became a brilliant business case. This is not just a nice secondary effect. Meanwhile it has become the absolute driving force of our business” (MC, 2013).

The part of the company’s success in the increasing number of followers, even within the taxi sector, is amazing.

“Of course you can see that other firms are following our approach as well and that there are more and more hybrid taxis. The success of being the pioneer is fading but the other achievements still remain” (MC, 2013).

As previously mentioned, some of the reasons for using the Toyota Prius centre around the silhouette of the model. This is significant and people know that it is not a standard car. Due to its uniqueness, the chance that it will be recognised and so selected by the customer at a taxi stand is greater.

“There are other sustainable concepts such as natural gas. You could take Mercedes, BMW or Opel. The customer won’t recognise the difference between those and cars that take other fuels. The Toyota Prius is a well-known form. Even people who have never used this car know this model. The message is: ‘there is something else inside than in the others’. That’s why we decided on the Prius instead of, for example, the Honda Insight, which was also on the market at this time” (MC, 2013).
Pilot tests

The motivation for testing the Opel Ampera (e-mobile) was the innovation approach added to testing the economic success of such a concept. Another reason for testing the Ampera was to maintain their position as leaders.

“We had two rationales for testing it: on the one hand because e-mobility in the first place is fascinating to me. I just wanted to test, how does a car like this feel and to give an incentive to the employees. On the other hand I wanted to see how economical it is” (MC, 2013).

The first results of this test give no cause to roll out the model.

“We expected more from Ampera” (MC, 2013).

The main potential for keeping their industry leading position is the up-coming test with the Tesla Model S.

“Also the Tesla will not be profitable for us in the beginning. Because of the high price this is something that we can afford only once. If we have it 50% sponsored it will make more sense, but it will still be extremely expensive. We hope to gain more experience and to push this idea in the city in terms of publicity effect and infrastructure such as charging stations.....As an entrepreneur I can afford this more easily” (MC, 2013).

Drivers’ behaviour

To enhance safety at work, eco training has been conducted and the incentive system introduced. To motivate as many drivers as possible to engage in these measures, TCO hands the cost saving of reduced fuel consumption completely to the drivers. The advantage for TCO lies in lower abrasion and fewer accidents.

“We had a bad accident history. That’s why we were forced to organise seminars for safe driving... We hope that these seminars and the FuelSpy motivation will have a significant positive impact on the culture and on the frequency of the accidents.....Handing the economic success of fuel saving to the drivers, we hope to gain economic success through fewer accidents and less abrasion” (MC, 2013).
8.4.8 Summary of rationales for sustainable fleet management at TCO

Table 10 summarises the rationales for sustainable car fleet management at TCO. It is subdivided into general aspects for motivation and more particular aspects such as ‘car policy’, ‘drivers’ behaviour’, and ‘pilot tests’.

**General aspects for motivation:**
- Responsibility for a large number of miles driven every year
- Satisfaction of the employees driving for an environmentally friendly company
- Positive customer awareness
- Positive feeling of the entrepreneur
- Growing business

**Car policy:**
- Energy saving
- Cost saving
- Promotion of innovation
- Multiplier-function
- Enhancement of the corporate reputation
- To lead the way

**Drivers’ behaviour:**
- Enhancing employees’ safety
- Decreasing fuel Consumption
- War for talent

**Pilot tests:**
- Promotion for innovation
- New market chances
- To lead the way

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Table 10 Rationales for sustainable fleet management at TCO

8.4.9 What marketing and stakeholder communication is carried out at TCO?

The communication activities regarding car fleet management are intensive and offensive.

To provide the best overview of all activities concerning communication, the measures are assigned to stakeholders in this section. The reason for this is that all corporate stakeholders are also stakeholders regarding the usage of the car fleet.

Business customers

To reach business customers, sustainability in the media, participation in fleet- and travel events, applications for awards and trade- and travel media are important. Also the social
media are professionally used. TCO is listed as a partner which can be saved as a favourite in the taxi-ordering app to ensure that the business customer is always automatically forwarded to TCO first when ordering a taxi. The software application for ordering a taxi via smartphone or tablet pc is increasingly used by customers. Being listed as a favourite because of its eco taxis, and being the first choice, is crucial in these conditions. A special flyer was produced for business customers covering the issues: sustainability in general, climate neutral carriage with hybrid taxis, the possibility of equipping the cars with individual customer labelling, and information on the overall sustainability approach of TCO.

Consumer Customers

For consumer customers several means of communication are used. The TCO web site communicates the ordering process and the co page the sustainability approach. The chance to be saved as a favourite in the ordering apps is also an indirect form of communication. A leaflet has been published which informs the customers on how to register at the ‘myTaxi’ app and how to select TCO as a favourite.

Suppliers

The most important supplier for TCO is Toyota Wieser, acting as the authorised Toyota dealer and Toyota itself, acting as OEM. There is intensive communication in terms of the eco taxi project. Toyota also plays a role as a partner for advertising. Vice versa TCO has such a high media presence and awareness level in nationwide taxi associations that Toyota Wieser has a competitive advantage as a source of contact for experience exchange.
“We are present in the trade media now and then. There is ‘Taxi heute’ a nationwide magazine. In addition ‘Isarfunk News’ sometimes publishes a story on us” (MC, 2013).

Employees

The marketing and stakeholder approach concerning the employees is to divide them into the group of potential employees to be recruited and existing employees to be satisfied. To address potential employees, a flyer is published emphasising the new opportunities of the hybrid fleet. A number of TCO’s characteristics are listed which the driver would be able to enjoy if he worked there:

• Up to 55% participation in sales
• Full refund of costs of apprenticeship
• Flexible working hours
• Additional bonus payment
• Modern low emission vehicles
• Working for the market leader with regard to environmentally friendly hybrid cabs
• Up to date operating software and a high degree of flexibility in booking and administration

The chance to maximise utilisation of capacity by using several radio vehicle allocation systems is mentioned, although, amazingly, the benefit to the driver if the customer shows a preference for an eco-taxi is not mentioned.
A potential employee who is employed at another taxi company states:

“I don’t see much impact on the business. When queuing up, for example, the third vehicle in the row would go out and a look on my display would then tell me, sometimes, that this was for eco taxi reasons. Never in my experience have private customers directly chosen an eco taxi from the taxi rank. I assume that this will increase in future. More advertising about that should be done. If the better capacity utilisation were to be communicated more compellingly, it would be interesting to me” (SCepo, 2013).

Existing drivers are in communication with TCO’s possibilities in different ways:

- Daily briefing and debriefing
- Monthly reward for ecological driving
- Discussions in the recreation room at headquarters
- The interested questions of the passengers are passed on to headquarters
- Communication training on hybrid technology

NGOs

Among the NGOs one partner is outstanding: ADAC is the dominant automobile club in Germany with more than 1.8 million members. In partnership with ADAC, TCO has developed and promoted the eco taxi certificate. TCO’s well-organised stakeholder approach opened up the chance to do this.

Public (national)

To address the public on national level, press releases as well as articles in journals and reports by sustainability media are used.
A powerful channel for addressing the public nationally was television ‘Kabel 1’, which produced a report on the durability of hybrid vehicles, which was then broadcast across Germany.

“Several taxis from different firms have been compared. Among them, our Prius was tested” (MC, 2013).

Public (local)

Similar to communication with the public on a national level, the local public is mainly covered by the local press, which reports on TCO’s sustainability approach.

In addition all taxis are branded eco taxis with a hint to the web site. The unique silhouette of the taxis is an important aspect of the communication to the local public.

Public media

The public media are a powerful stakeholder with the potential to multiply the sustainability approach of TCO. Dependent on the target group of the media it can communicated with the local and national public media. Press releases are an indispensable requirement for reports on local companies and their success. It is likely that local media will publish stories making use of the press releases without changing the content at all. TCO had published several press releases. Nearly 20 publications are depicted on the web site www.umwelt-taxi-muenchen.de. Participation in, and the winning of, awards strengthens communication through public media, which will report on such worthwhile events.
Politicians

Due to winning the ‘Münchner Umweltpreis’, which was awarded by the City of Munich, TCO entered into a positive dialogue with local politicians. TCO also uses the contact to lobby for improvement in the infrastructure for e-mobility. This will be the next step in TCO’s strategy to make its vision come true.

Competitors

It is obvious that competitors are not addressed in an active way. Nevertheless, competitors are addressed indirectly via meetings of the taxi association and of course by the press releases and journalistic content in the media. Competitors of TCO know well what activities TCO is currently undertaking.

“Increasingly I recognise TCO as a rather active taxi company with regards to sustainability. And I frequently see the cars with the eco taxi advertisement on the doors” (SČepo, 2013).

More and more competitors are copying the TCO system, which not only fits the overall sustainability approach of TCO but is intended to. To keep its competitive advantage TCO continues with its strategy of being ‘first’ by initiating and engaging in all kinds of pilot tests and developing new tools such as the FuelSpy. This means that it plays the game of being first – always one step ahead of the competition (Döhl, 2012).

“We have a lot of publicity due to awards such as the ‘Münchner Umweltpreis’. A lot of requests related to that are generated even from other taxi companies” (MC, 2013).
8.4.10 Why and how are the Marketing activities carried out at TCO?

TCO conducts a well defined and excellently balanced mix of marketing measures as described in 8.4.9. Many of the reasons, objectives, and motives are already described in former sections as well, where the web sites are analysed, the stakeholders are introduced, and reasons and the motivation of sustainable car fleet measures are described. The marketing mix can be subdivided into several categories: increasing the business volume, cost reduction, enhancing the employer branding, increasing the brand image, and contribution to a better world. These categories reflect all aspects of the in depth motivation.

Although all categories are important, increasing the business while decreasing the costs is of first priority. Without economic success sustainability is doomed to failure. That is why increasing the profit (in a long term view and considering all stakeholders) has to be the crucial objective.

_Meanwhile the project became a brilliant business case. This is not just a nice secondary effect. Meanwhile it is the absolute impulsive aspect of our business.” (MC, 2013)_

Communication takes place with all stakeholders of the company. To ensure that they are all addressed, multiple types of communication are used and all kinds of media are adopted in order to get to every stakeholder from every angle. To maintain its position as ‘first’ in the industry, pilot tests are continuously undertaken. Some of them deal with the testing of new cars whilst others focus on developing the drivers’ behaviour. The results are communicated to the entire group of stakeholders. A useful vehicle to transport the message is successful participation at awards and events. Success is the best and most powerful message to all kinds of stakeholders whatever their intention might be: to order a taxi, to apply for a job, or to partner with this company.
Another general term is the employer branding. A crucial challenge is not only to hire enough driving staff but also to ensure that those drivers fit the overall paradigm of the company and match the customer needs which TCO is targeting.

“Employee turnover – rather positive. We came to know that more and more employees are changing to us from other firms. They see what we are doing. Many explicitly decide to work for us as an employer because we offer the environmental course. When I ask then: ‘Why did you decide to work for us as an employer?’ very often the answer is ‘because of our sustainability approach’. We also publish that issue in our flyer, communicating this unique selling proposition” (MC, 2013).

Besides the benefits, which every taxi company has to offer, TCO tries to differentiate itself by offering additional incentives to the drivers such as apprenticeships, higher ordering volumes, rewarding ecologically friendly driving behaviour, and more, as mentioned in the web site. TCO is targeting a certain type of driver, who may fit properly with the company’s paradigm. It is definitely not the average driver, who decided to drive a taxi because that is the easiest way to earn his living. As soon as an employee has joined TCO the programme starts (as mentioned in 8.4.3) to keep the drivers satisfied; the monthly awards, the possibilities for bicycle use, interesting themes while driving about the car technology, and the possibility of earning more money, are just some of them.

Finally, another category is the desire to contribute to making the world a better place. That is the ultimate vision and motive of the entrepreneur, who is owner and managing director of the company. Knowing how to run a business with a high risk of air pollution and greenhouse gas effects, he tries the impossible: to balance what is economically reasonable, and as such appropriate, to support sustainability and to run the company in compliance with an ecological approach.

“Taxi Center Ostbahnhof GmbH aligns its activities within the scope of its legal possibilities with environmental criteria and has the objective to give a contribution to Germany’s sustainable development” (TCO II, 2013).
His vision and strategy to run the most environmentally friendly taxi company in Germany is the driving force behind measures already implemented and activities taken to care for that reputation. Pilot tests are regarded as an investment similar to R&D. Even if the results do not promise to be profitable in the short run, the experience and the knowledge gained strengthens the company’s position as ‘first’ in the industry. To be the owner and manager of the company and thus able to define the volume and the timeline of the investment is just one core competitive advantage. Many taxi companies all over the world are run this way. The combination of ownership and management with ethical and ecological convictions and the ability to balance this philosophy with the requirements of a profit-based economy is what makes this approach unique and successful.

8.5 Deduction of TCO’s case propositions

TCO is a firm with an outstanding image and good reputation in running a car fleet as a core business. The core business is energy intensive and the taxi service sector is often under discussion because of air pollution and the emission of greenhouse gases. Through its engagement in sustainability measures in its core business, TCO is able to achieve its three main objectives: to raise profitability, to achieve an attractive employer branding, and to contribute to a better world. Having a low employee turnover, TCO is successful in the area of employer branding. Its economic success in its core business can be measured through increasing eco taxi orders and profits. Besides this, the cost aspect is successfully supported through fuel saving results. Finally, both the owner and his employees feel good about flying the flag as pioneers for sustainability in their business, and achieving a good reputation.
The ninth proposition could be:

<table>
<thead>
<tr>
<th>9. Proposition</th>
</tr>
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<tbody>
<tr>
<td>If the core business is operating a car fleet and thus is active in a sector which is criticised,</td>
</tr>
<tr>
<td>then</td>
</tr>
<tr>
<td>it is more likely to support corporate reputation if the firm introduces a well-designed, carefully</td>
</tr>
<tr>
<td>implemented, continuously balanced and monitored sustainability programme covering all three</td>
</tr>
<tr>
<td>sustainability aspects: ecological, economic, and social measures. These need to be’</td>
</tr>
<tr>
<td>incorporated in the businesses case, products and services and focussed on solving the</td>
</tr>
<tr>
<td>problems which are regarded as crucial.</td>
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</tbody>
</table>

The propositions 7 and 9 concern the development of new business cases to help solve the problems which are caused by the core business sector. It is seen as important not to do so merely for philanthropic reasons, but rather to develop an offer that fits the business, is complete in terms of the three sustainability aspects, and thus sustainable in an economic way. Without this, the company would not be able to offer the product, for economic reasons. The product causing damage to the reputation would not be authentic and thus soon be perceived as ‘green washing’.

In an article in the Harvard Business Review in 2003, Michael Porter and Mark Kramer state that philanthropic engagement can and should go further than just generating goodwill. They offer examples of how activities can increase a firm’s productivity by enhancing the health of the firm’s workers and contractors (Porter & Kramer, 2002, p.43). They give a model that illustrates how to enhance the positive effects of philanthropy.

The implications for car fleet managing companies of the incentive compatibility approach are to institutionalise corporate standards to introduce a responsible behaviour regarding car fleet management with the objective of mutual advantage (Suchanek, 2007). This mutual advantage is twofold: to be more environmentally friendly (stakeholders such as society, NGOs, and local public) and economical. For the car fleet managing firm there are
possible advantages such as risk prevention, saving money, enhancing reputation, or increasing business.

The stakeholder approach also fits the propositions. The idea of Freeman’s stakeholder approach is, if managers take stakeholders’ interests into consideration, they are able to lead their firm to more success. Moreover, firms should proactively pay attention to their stakeholders.

The nature of the stakeholder approach is to consider the interests of all relevant stakeholders. To develop a new product line or develop new business cases, products, and services exactly represent actions of proactivity.

Also Fombrun’s (1996) value propositions relate to these propositions:

<table>
<thead>
<tr>
<th>Value Proposition 1:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The more a company pursues a <strong>strategy that differentiates from rivals</strong> with each of its major constituent groups, the more likely are constituents to ascribe a strong reputation to the company, and the greater the company’s reputational capital.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Value Proposition 2:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The more a company pursues a <strong>diversification strategy around a core competence</strong>, the more likely constituents are to ascribe a strong reputation to the company, and the greater the company’s reputational capital.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Value proposition 3:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The more a company adopts <strong>identity-shaping systems and image-making practices</strong> that reinforce its strategic position, the more likely are constituents to ascribe a strong reputation to the company, and the greater the company’s reputational capital.</td>
</tr>
</tbody>
</table>

The key driving force for measures is to enhance the image and the reputation instead of risk prevention. The corporate reputation has to be strong in the regional scope and in the national scope as well. It has to be strong in the B2B market and in the B2C market also. Both market segments influence each other.
A crucial part of the success is the strong communication of all marketing activities related to the core car fleet management, employees treatment, pilot-projects with well known partners with an excellent reputation, participating in competitions and of course sustainability events, and gaining sustainability certificates and awards.

All activities of that kind are extremely likely to be the object of all kinds of media campaigns, which results in intensive publicity among all stakeholders and thus new business, good personnel and an excellent reputation - a self-empowering cycle.

Derived from these actions and results the tenth proposition could be:

<table>
<thead>
<tr>
<th>10. Proposition</th>
</tr>
</thead>
<tbody>
<tr>
<td>If the core business is operating a car fleet and thus being active in a criticised sector, and a strong sustainability programme is conducted with all three aspects in sustainability: ecological, economic, and social measures which are incorporated in the business case, products and services and focussed on solving the problems which are regarded as crucial, then it is more likely to support corporate reputation if the firm communicates all activities (e.g. new product line services, car fleet management) to all stakeholders in a dynamic way.</td>
</tr>
</tbody>
</table>

In such a constellation the phrase “You can never over-communicate” (Millar, 2012, p.39) can be seen as the ultimate rationale for success.

As in propositions 7 and 9, propositions 8 and 10 support the development of new business cases to help solve the problems which are caused by the sector and/or the core business. It is also seen as important, not to do that only as a philanthropic approach but rather to introduce a product that fits the core business of the firm. There are several theoretical statements which support this conclusion.
Abratt and Sacks state that firms who “adopt the societal marketing concept will be the ones most likely to make long-run profits as well as [being] beneficial to society as a whole” (Abratt & Sacks, 1988).

The “Brands & Values European CEO survey shows that economic growth and achievement of competitive advantage are the main motivators for engaging in sustainability initiatives and programmes” (Blumberg, 2009).

The more a company pursues a diversification strategy concerning its core competences, the more likely constituents are to ascribe a strong reputation to the company, and the greater the company’s reputational capital will be (Fombrun, 1996).

Döhl (2007) states that a differentiation in terms of specific products for every market segment leads to competitive advantages due to products that are exactly adapted to the customers’ needs.

Blumberg and Conrad (2006) conducted a study and derived four success factors for cause related marketing activities: “relevance, credibility, integrity, and commitment”. With regard to integrity they state that “cause related marketing programmes need a good strategic fit to the brand and should be developed from inside the firm”. This is transferable to the development of new sustainable products and services, which firms often add to their core business, or which firms develop to become core business.

These theoretical results support propositions 8 and 10 regarding the development of new sustainable products to counter public criticism.

Regarding the criticised sectors mentioned in propositions 8 and 10, Holtsinger and Veliaj (2013) come to the conclusion that companies from ‘extractive industries’ are not able to overcome their critical reputation due to their low engagement in social initiatives.

“…societal marketing could effectively assist companies in enhancing their image based on a bottom-up development approach, thereby considering the host community needs.” (Holtsinger & Veliaj, 2013)
Regarding the offensiveness of ‘loudness’ of marketing and communication, Porter and Kramer (2002) point out that also through philanthropic investment such as sponsoring charitable events, conducting community projects, and educational grants, visibility could be increased and thus future corporate reputation can be enhanced.

If merely risk prevention is the objective of the company, Lin-Hi’s theoretical findings are suitable:

“For me it is important to emphasise that it is not about abandonment or any charitable-projects. To formulate it in an economic way it is about reduction of reputational risk, which arises through regulatory violation regarding environmental- or social standards.” ..... “All over the World the rule counts: integrity, trust, and reputation are assets, namely outmost volatile assets. The economic damage is immense, if the credibility is damaged” (Lin-Hi, 2009).

8.6 Supplementary cases for Case C to reflect the case propositions

To test the propositions a triangulation using two supplementary cases was conducted.

Two large parcel services, Deutsche Post AG (internationally branded as Deutsche Post DHL) or DP and United Parcel Service (UPS), which also have their core businesses in car fleet management and run their businesses focussed on the business to business (B2B) market or the business to consumer (B2C) market were investigated. Figure 67 illustrates the market-classification in terms of B2B vs. B2C market as well as the classification with regard to its local or global approach.
Figure 67 Market classification Case C, TCO, and additional cases

Figure 68 illustrates the classification regarding energy intensity and the fleet’s level of core business of TCO and additional cases. All three cases are clearly classified in non-energy intensive industries with a fleet which is some distance from its core business. Both supporting cases are well known for being in a sector which is often criticised due to its contribution to air pollution and greenhouse gas emissions. They have a different emphasis on their products and markets. DP serves B2Bs and B2Cs (both markets generate nearly the same amount of revenue), focussed on the German market only. UPS has a strong focus on the business customers market but with a global approach.
8.6.1 Supplementary case DP

8.6.1.1 Characteristics, DP

DP’s key product (letter postal service) is protected in Germany by a monopoly. In addition parcel services, dialogue marketing, and electronic services with safe digital communication, transactions and processes are offered. In these services DP competes with other suppliers.

8.6.1.2 Support for the findings of Case C by DP

DP is a company with a good reputation and runs a car fleet as its core business. The core business is energy intensive and the postal service sector is often discussed due to air pollution and the emission of greenhouse gases. Engaging in sustainability measures
concerning the core business DP achieves its three main objectives: to raise profitability, to achieve a proper image with regard to potential staff, and to minimise environmental pollution. DP’s economic success in its core business can be measured through increasing sales of the product line “go green”. Also, for DP it is more likely to support its corporate reputation if it introduces a well-designed, carefully implemented, continuously balanced, and monitored sustainability programme covering all three sustainability aspects: ecological (fuel saving), economic (cost saving and increasing sales), and social measures (reducing environmental pollution, less accidents). That is why this supplementary case supports proposition nine of case TCO.

Like TCO, DP also has a key driving force for measures, and communication of these activities is to enhance its image and reputation instead of for risk prevention. The corporate reputation has to be strong in the regional scope, in the national scope and the international as well. The B2B market as well as the B2C segment influence each other. An important part of the success of DP is again the strong communication of all marketing activities related to the core car fleet management concerning internal and external stakeholders. It covers, employees treatment, participating in competitions and of course sustainability events, and gaining sustainability certificates and awards. All publication activities of that kind enjoy draw a great deal of attention in the public media and the expert media as well. In this way, intensive publicity among all stakeholders is achieved which leads to new business, good personnel and a strong reputation. That is why the supplementary case DP supports proposition ten of TCO.

All in all this case matches Case C’s findings for the ninth and tenth propositions and supports the findings of TCO.
8.6.2 Supplementary Case UPS

8.6.2.1 Characteristics, UPS

The product, a parcel service, is in some ways regarded critically by the public due to its contribution to air pollution and the emission of greenhouse gases. Energy consumption is also frequently discussed.

Normative positioning of UPS I - The Vision:

“Our goal is to synchronise the world of commerce by developing business solutions that create value and competitive advantages for our customers” (UPS, 2012).

To “create value” might be seen as an indicator (although a weak one) for the normative positioning regarding sustainability. This is also the starting point from which to examine the variety of actions and measures which lead to a sufficient picture of the importance of sustainability in the UPS vision.

UPS environmental philosophy

UPS knows about the large impact of operating 94,000 vehicles, more than 1,800 facilities and its huge airline operations. They claim leadership in developing sustainable transport options. The company published the following environmental management system as evidence of this.

Environmental Management System

Four hundred and forty fulltime equivalent employees whose responsibilities include carrying out UPS environmental programmes and dealing with regulatory agencies are active at UPS. Several activities such as training and auditing programmes, focussing on environmental programmes, maintaining 210 environmental auditors, and fuel management systems certification achieved by 606 employees are listed to prove this
declaration. UPS also states that there are four specific areas in which the environmental management system is evident in the UPS approach: environmental inspections by government agencies, procedures regarding underground petroleum storage tanks, management of incidental spills, and monitoring aircraft de-icing runoff (UPS Environmental Management System, 2012).

UPS social philosophy, supporting the community

UPS has been actively engaged in communities all over the world. One example is the tsunami and earthquake catastrophe in Japan in which UPS emergency logistic response teams were intensively involved in supporting local authorities with logistics expertise. Other examples have been several weather events, such as thunderstorms, where UPS provided emergency supplies and necessary equipment combined with financial support (Davis, Scott D.; UPS Chairman and Chief Executive Officer, 2011, pp.5-6).

UPS social philosophy - developing people

UPS tries to empower its large workforce as individuals through fair compensation, high-quality training, opportunities for education, and open doors for promotion. In addition the staff are encouraged to buy UPS shares.

UPS social philosophy - promote safety

UPS invests in safety training for its drivers, in increasing the safety of the facilities where UPS people work, and of the equipment they use. They founded the ‘Circle of Honour’ as an incentive system for drivers with 25 years without an avoidable accident.

UPS Social Philosophy - embrace diversity and human rights

Besides race and gender, UPS’ diversity also extends to ethnicity, sexual orientation, and physical ability. Core values are respect and cooperation. UPS promotes formal supplier
diversity initiatives and engages in community diversity programmes such as the Special Olympics, Paralysed Veterans of America, and the National Urban League.

UPS established a committee on human rights, which was formally adopted and embedded in their Code of Business Conduct and incorporated into relevant business practices.

Normative Positioning of UPS II – The Corporate Policy:

Corporate Policies

In this case UPS states a clear view on sustainability.

“Sustainability at UPS

UPS is committed to operating our business in a socially, environmentally and economically responsible manner. We publish annual programmes on goal attainment” (http://www.investors.ups.com, 2012).

Environmental policy

UPS conducts its business and operations with consideration of their environmental impact. The range of responsibility is defined from construction, maintenance and operation of their facilities, to the maintenance and operation of their vehicles and aircrafts, to the conservation of resources. They try to maintain a leading position in protecting the environment. Therefore, they continually evaluate improved technology and investigate opportunities to improve environmental performance. All UPS people are responsible for pollution prevention and for compliance with applicable environmental laws and regulations (UPS Environmental Policy, 2012).
UPS Corporate Climate Change Statement:

“Climate change is a critical issue that affects the future viability and prosperity of our world” (Stoffel, 2012, p.2).

This statement on UPS’ Corporate Climate Change, by the UPS Senior Vice President for Engineering, Strategy, Supply Chain and Sustainability, reflects that UPS is aware of its responsibility in environmental issues. UPS tries to be noticed as a responsible corporate citizen. That is why they have introduced several sustainability initiatives. The focus in the long-term view lies in optimising operations processes, which consume non-renewable resources. Activities related to these issues are regarded as the most significant ways to reduce energy and fuel consumption.

As a global transportation company UPS acknowledges in its corporate climate change statement the impact of greenhouse gas emissions on the climate.

Public policy engagement

UPS is active in numerous organisations and public forums which discuss public policy topics. Examples of this engagement regarding the logistics industry are (2008 UPS Corporate Sustainability Report, 2012):

- Climate change

UPS participates actively in organisations, which try to influence environmental policy issues. Examples are: the World Resource Institute (WRI) and U.S. Environmental Protection Agency (EPA).

- Global trade and fair competition

By fierce competition in existing and new markets UPS continually adapts new laws and regulations to fulfil all compliance rules. They participate in trade associations and interact with public officials. Therefore, UPS has organised these kinds of activities in a non-partisan political action committee called UPSPAC.
Community service

The UPS foundation ‘Neighbour to Neighbour’ programme supports UPS employees and their families and donated more than 1.2 million hours of volunteer service in 2008.

Normative Positioning of UPS III - Corporate Culture:

Artefacts (of culture)

In March 2011 UPS elected Scott Wicker as first Chief Sustainability Officer (CSO) as a visible sign of structure. This remarkable step was motivated by the need to balance environmental, economic, and social aspects to ensure the long-term success of the company (UPS Pressroom, 2011).

Published values

UPS publishes its ‘Green Culture’ reflecting its more than 100 years of experience in optimising package delivery operations, “development of package flow technologies, paperless invoices for international shipments, and pioneering fuel conservation strategies” (UPS Green Culture, 2012). UPS is focused on improving efficiency, specifically in reducing mileage and concentrating on the most fuel-efficient ways of transportation. As a result UPS claims these technology innovations will lead to a reduced environmental impact.

Conclusion

The analysed issues only can depict a snapshot of all evidence regarding corporate normative positioning to sustainability. Summing up it can be suggested that:

- Sustainability can be seen as an integral part of UPS vision
- Sustainability is an integral part of UPS policy
- UPS culture is open towards sustainability

This result can be underpinned with recognition by many organisations with excellent reputation.
8.6.2.2 Support for the findings of Case C by UPS

UPS is, like DP and TCO, a company with an excellent reputation and runs a car fleet as its core business. As mentioned before, the core business ‘parcel services’ is considered to be energy intensive and the sector of delivery services often discussed due to air pollution and its emission of greenhouse gases. UPS is intensively engaged in sustainability measures regarding its core business with three main rationales: increasing profitability, enhancing the corporate reputation, and helping to protect the environment. The growth of the firm’s economic success based on its core business can be measured through increasing sales of its sustainable carbon neutral programme. UPS is able to increase the chance to enhance corporate reputation by introducing a well-designed, carefully implemented, continuously balanced, and monitored sustainability programme covering all three sustainability aspects: ecological, economic, and social measures. That is why the supplementary case UPS also supports TCO’s proposition nine.

Rather than aiming at risk prevention, the enhancement of corporate reputation is the main driver for implementing sustainable measures and communication of these activities. The corporate reputation has to be strong in its regional, national, international and global scopes. An important part of the success of UPS is the strong communication, to internal and external stakeholders, during all marketing activities related to core business car fleet management.. All publication activities of that kind are well recognised in the media. In this way, intensive publicity among all stakeholders is achieved which leads to new business and a strong corporate reputation. That is why supplementary case UPS supports TCO’s proposition ten.

Both of TCO’s main findings are supported by supplementary case UPS.
8.7 Conclusion to findings for Case C, TCO

TCO serves the B2C and B2B markets. The type of core product (operating a car fleet) is not measured with regard to sustainability. TCO has built up a sustainable service line. The intensity of sustainable car fleet management is high. Car policy measures with bonus incentive systems and pilot tests are implemented as well as driver training.

Figure 69 illustrates the intensity of sustainable car fleet management and fleet marketing of TCO and its supplementary cases. The energy intensity of the core business is seen as high. The marketing measures activity of the firm with regard to its sustainable car fleet management is seen as high. The issues are placed in internal communication as well as in the CR report. Participating at fleet management awards as well as communication through press releases and advertising complete the marketing measures. Both supplementary cases support from two points of view the findings of Case C.
From these facts and the additional information, it can be assumed that successful exposure, with sustainable car fleet management marketing, is mainly driven by enhancements to the corporate business. This can be thought of as the ‘Business Enhancement Model’.
9. Discussion of the results

Chapter 8 discusses the propositions derived from the survey with the results of the multiple-embedded-case studies. The survey propositions are reflected upon with regard to the three main cases. Where necessary the propositions are revised. Although all cases have a different emphasis and focus on different stakeholders, some deductions can be generalised, which leads to further propositions. After that, a cross case analysis is made and superordinate findings are deduced. Finally, as the outcome of all the reflected results, the new models are derived and the new stakeholder approach is formulated.

9.1 Revision of the survey propositions

The survey resulted in a number of propositions which were reflected by the main informants in the case study interviews.

9.1.1 Reflections on proposition 1

“The larger the size of the car fleet, the more likely there will be responsible behaviour in fleet management in the organisation.”

All respondents agreed with this proposition from different viewpoints and reflecting different experiences. This is not surprising because this case study mainly focussed on large companies, all engaged in sustainable car fleet management. Nevertheless, it is amazing that even TCO, which represents the small enterprises group, completely agrees with this due to the fact that it is ‘large’ within its market and due to its experience with competitors. Case B, Linde, gives a hint that the interrelationship might be determined by the closeness of the fleet to the core business.

“I agree because the effect is more significant at larger companies. The larger the firm is, the higher the external perception, e.g. from investors…In my opinion the German Post has to deal with that issue” (MB, 2013).
9.1.2 Reflections on proposition 2

“The responsibility for ecological fleet management in companies is more likely at the management level of the company than at the fleet management level.”

This proposition is the subject of some controversy. Companies with explicit car fleet managers expect him/her to seize the initiative. The guidelines the initiative has to follow, in general, are elaborated upon by top management. In smaller, often owner-managed firms, which represent the majority in Germany, usually the top management is responsible for the guidelines and for the sustainability in car fleet management.

“We can decide this independently, if both the ecological and the economic effect is positive. If the measure increases cost we would have to discuss the decision with the top management” (MA, 2013).

“It is an interplay between purchasing and human resources departments and the top management. HR actually is a strong driver because of the shortage of experts and management staff” (MB, 2013).

The second proposition is revised to strengthen generality. Thus, the new second proposition is formulated as follows:

2. Proposition (new)

Responsibility for establishing guidelines on sustainable and ecological fleet management is more likely to be found at the management level of a company than at the fleet management level.
9.1.3 Reflections on proposition 3

“Companies usually start with car policy measures, which are easy to implement. It is likely that these measures are followed by more lavish measures such as employee training and incentive systems that motivate.”

This proposition receives a broad acceptance from all the participants. There are different characteristics regarding the topic ‘car policy measures’ because they are interpreted and carried out in various ways.

“Of course the path of lowest resistance is the easiest, that’s clear. Basically we did the same. We started with the hybrid car... Much later we developed and introduced the driver behaviour incentive system, when the car policy issues had already been almost implemented” (MC, 2013).

9.1.4 Reflections on proposition 4

“If there are economic advantages for the company, it is much more likely that the management has the legitimacy to invest in CSR measures.”

This proposition is supported by all participants without any restraints, which is not at all surprising. In a profit-based environment the economic success is the most powerful driving force of sustainable car fleet management. This perfectly matches the approach of incentive compatibility (Suchanek, 2007).

“Definitely, yes. You look for the win-win basis. The cost savings accompany it. It is difficult to implement something just based on intrinsic motives. It is not possible in shareholder structures” (MB, 2013).“We expected more from Ampera. Also the Tesla will not be profitable in the beginning. Because of the high price this is something that we can afford only once. If we have it 50% sponsored it will make more sense, but it will still be extremely expensive. We hope to gain more experience and the push this idea in the city in terms of publicity effect and infrastructure such as charging stations” (MC, 2013).
9.2 Cross case results with superordinate findings

The first finding across all cases and co cases is that the stakeholder ‘employees’ is an important stakeholder for all firms which conduct sustainable car fleet management.

In the recruitment process the company car in general is important, whereas the details and the overall design of the sustainability of car fleet management are not focussed upon by the applicants. They do not consider this issue to be essential.

Once a member of staff is driving a company car, the employee develops an insight into the car policy in terms of fairness (social), attractiveness (economic), and environmental friendliness (ecological). Here the firm is expected to build up a coherent holistic concept, which reassures the employee.

“*For me the interesting point about the financial view is the easy handling. I enjoy it very much not to be burdened with things like tyres, maintenance and fuel cards. For me, being engaged in management, I feel greatly facilitated by no need to take care of those things myself. We have a good car fleet manager who conducts the accounting*” (SBeim, 2013).

and further...

“*... I would feel fine driving an Audi A4. The size depends on the individual needs. If you have three children to carry you may have other needs than if you are living on your own. For people with four kids a 3.0 engine is no longer important*” (SBeim, 2013).

Case B is a typical firm with a high demand for experts and management staff. If a long-term relationship is intended, then it is necessary to establish a car policy, which is perceived both as fair and attractive to create a compensation package for this kind of employee.

To fulfil these requirements was a challenge in all other cases investigated.
The second important findings of the cross case analysis are (see Figure 70):

- The more sustainable the core product of the firm is, the less communication about car fleet management measures is conducted.
- The more the car fleet is core business, or related to the core business, the more car fleet measures and marketing activities concerning these measures are conducted.
- The more energy intensive the core business of the car fleet operating firm is, the more intensive are the sustainable car fleet management and its marketing measures.

*Figure 70 Cross case analysis: intensity of sustainable car fleet management / intensity of fleet marketing*
9.3 Designing a new stakeholder approach for car fleet operation

9.3.1 The three reference models

The following three reference models were developed based on the theory, the survey, the cases and the additional cases. They are closely related to Case A, Case B and Case C, which are typical polarising cases.

Case A leads to the ‘Risk Prevention Model’ which is illustrated in Figure 71. The characteristics are described in Table 11.

Case B leads to the ‘Reputation Strengthening Model’ which is illustrated in Figure 72. The characteristics are described in Table 12.

Case C leads to the ‘Business Enhancement Model’ which is illustrated in Figure 73. The characteristics are described in Table 13.

Every case related model is described with conditions, sustainable car fleet approach, and its corresponding marketing and communication approach.

Out of these models, models for other types of companies can be derived in situations where some of the characteristics do not fit exactly into the presented pattern.

The models present three kinds of stakeholder with numbers 1 to 3, which is the measure for marketing intensity: 3 means low intensity of marketing activities; 1 stands for intensive communication and marketing engagement. The colours of the stakeholder markings symbolise whether the stakeholder should be addressed by marketing activities. Blue means ‘must be addressed’, grey stands for ‘can be addressed’, and red symbolises ‘must not be addressed’.
9.3.1.1 The risk prevention model

The Risk Prevention Model
Stakeholder Fleet Marketing Approach Company-Type I
Marketing communication intensity: low (Level 3)

![Diagram of the risk prevention model](image)

**Figure 71 The risk prevention model**

<table>
<thead>
<tr>
<th>Market</th>
<th>Type of core product</th>
<th>Sustainable car fleet intensity</th>
<th>Energy intensity or risk factor of the sector</th>
<th>Active marketing measures (if appropriate)</th>
<th>Example cases typical firms</th>
</tr>
</thead>
<tbody>
<tr>
<td>B2C or B2B</td>
<td>Strongly measured with regard to sustainability</td>
<td>Fairly good: Car policy Pilot tests</td>
<td>Low</td>
<td>Nice and quiet: Internal communication</td>
<td>Miele VW</td>
</tr>
</tbody>
</table>

**Table 11 Characteristics of the risk prevention model**
9.3.1.2 The reputation strengthening model

The Reputation Strengthening Model
Stakeholder Fleet Marketing Approach Company-Type II
Marketing communication intensity: medium (Level 2)

![Diagram of the Reputation Strengthening Model]

**Figure 72 The Reputation strengthening model**

<table>
<thead>
<tr>
<th>Market</th>
<th>Type of core product</th>
<th>Sustainable car fleet intensity</th>
<th>Energy intensity or risk factor of the sector</th>
<th>Active marketing measures (if appropriate)</th>
<th>Example cases typical firms</th>
</tr>
</thead>
<tbody>
<tr>
<td>B2C</td>
<td>Not measured with regard to sustainability Building up new sustainable product line</td>
<td>Good: Car policy (with bonus-penalty system) Pilot tests Driver training</td>
<td>High</td>
<td>Medium: Internal communication CR report Press releases Participating at fleet awards</td>
<td>Linde BASF RWE</td>
</tr>
</tbody>
</table>

**Table 12 Characteristics of the reputation strengthening model**
9.3.1.3 The business enhancement model

The Business Enhancement Model
Stakeholder Fleet Marketing Approach Company-Type III
Marketing communication intensity: high (Level 1)

Figure 73 The business enhancement model

Table 13 Characteristics of the business enhancement model
9.3.1.4 The new stakeholder approach, at a glance

The new stakeholder approach shows the three models, at a glance:

- The risk prevention model
- The reputation strengthening model
- The business enhancement model

In the literature, most stakeholder approaches classify the stakeholders in terms of their influence on the company (Freeman, 1984; Mitchell et al., 1997). The consideration of stakeholders and their interests leads to a more successful leadership of companies. This is the kernel of most stakeholder approaches (Buchholz & Rosenthal, 2005; Freeman et al., 2007; Marcoux, 2003; Phillips et al., 2003). There is also a common understanding about the identification of stakeholders. Often there is a distinction between the ‘primary stakeholder’ and the ‘secondary stakeholder’ (Clarkson, 1995), which can be seen as a standard classification. Attributes for this classification are often ‘legitimacy’ (Mitchell et al., 1997, p.861; Freeman, 1984, p.45), ‘power’, or ‘urgency’. Other frameworks are developed around ‘potential for threat’ or ‘potential for cooperation’. All current stakeholder approaches adjust the intensity of attention towards the stakeholder according to this classification and stipulate that the primary stakeholder with the highest legitimacy, power or urgency, and the stakeholders with the highest potential for threat or cooperation receive the greatest consideration.

The new stakeholder approach also identifies the importance of the stakeholders for a company amongst the common classifications – but, compared to reference stakeholder approaches, the new approach adjusts the intensity of attention depending on other criteria.

Dependent on the market, the type of sustainability reputation of the core products, the intensity of sustainable car fleet management, the energy intensity, and the risk factor of
the sector it recommends a different level of consideration, as intensity of marketing and communication measures vary for different types of stakeholder.

This is the novelty of the new stakeholder approach.

Figure 74 illustrates the new sustainable car fleet marketing model by putting the three new models - the risk prevention model, the reputation strengthening model and the business enhancement model - into an order. The symbol of the highlighted loudhailer delivers the direction of increasing intensity and offensiveness of the sustainable car fleet marketing approach. The more the loudhailer opens out, the greater the consideration which is needed during communication should be, the more intensively the sustainable car fleet management should be conducted, and the more intensive and offensive are the sustainable car fleet marketing measures which are to be performed.

In the opposite direction, the sustainability reputation of the core products increases.

This model can be applied to give a first idea of the design of a suitable sustainable car fleet management approach and to design a suitable sustainable car fleet marketing approach. All in all, both these approaches lead to the definition of a suitable sustainable car fleet management stakeholder approach. In this case the term ‘suitable’ is used to indicate the certainty of ensuring the foreseen positive development of the corporate reputation.

The new, at a glance, stakeholder approach, is achieved through an adjustment in a particular way of new stakeholder models.

The three models are derived from specific cases and supported by additional cases, which fit into a certain pattern. These patterns lead to the three new stakeholder models.

The three new models at a glance lead to the new, at a glance, stakeholder approach (Figure 74). This approach represents idealistic cases with marketing intensity for each model.
Discussion of the Results

The Risk Prevention Model

The Reputation Strengthening Model

The Business Enhancement Model

Figure 74 The new sustainability car fleet marketing model
9.3.2 Discussion of the implications for practice

Realistically most firms in practice do not have a particular characteristic that totally matches a pattern of the model. The result will often be a mixture between the three models. Nevertheless, the new stakeholder approach provides excellent advice about which direction to move.

9.3.2.1 Recommendations

The purpose of the new stakeholder approach is the value adding use of internal sustainability measures followed by a risk preventing, reputation strengthening, or business enhancing arrangement of the marketing approach.

The first recommendation concerning the results of this study is to use them to explore internal fields. They could be used to look at the organisation of sustainable car fleet management, as introduced via this research, but could also be used for other internal tasks with regard to sustainable corporate behaviour (e.g. travel policy, personnel treatment, energy consumption, waste sorting, etc.). They could explore the intensity of the sustainability measures in relation to a core business, market and individual stakeholder map.

The second recommendation is aimed at the marketing mix of firms. After identifying suitable fields of internal activity, the new stakeholder approach with its three models could be helpful in finding suitable methods and intensities of communication to the stakeholders. Dependent on the reputation of the core product, the market and the sector of the business, it might be useful to adjust targets and intensity in line with the results of this study.
9.3.2.2 Implementation

The following section shows how to use the new stakeholder approach for internal sustainability measures. As this model was developed using sustainable car fleet management and its marketing, the following implementation plan is embellished with regard to the car fleet management case.

The suggested course of action involves five steps (a to e):

a) Define the characteristics of the firm in terms of the following aspects:
   - Percentage of car fleet management in relation to the core product
   - Percentage of the market emphasis on B2B
   - Grade of the sustainable reputation and grade of evaluation of the firm’s core product
   - Grade of reputation of the company’s sector

b) Assignment to one of the models
   As a first step it is helpful to refer to the cases in this work. As a second step it is recommended. Because the models are idealistic it is necessary to detect in which direction the real case differs.

c) Defining the stakeholders
   Define the stakeholders with regard to car fleet management and sort them into stakeholders with a need for communication (must), possible communication (can) and avoidance of communication (must not). Then define the intensity of communication. In doing this, the classes 1, 2, or 3 of the models can be mixed depending on the proximity to one of the three
d) Derive the suitable intensity of sustainable car fleet management

Currently this topic is divided into three classes, which are listed in Table 14:

<table>
<thead>
<tr>
<th>Fairly good</th>
<th>Good</th>
<th>Strong</th>
</tr>
</thead>
<tbody>
<tr>
<td>Car policy</td>
<td>Car policy (with bonus-penalty system)</td>
<td>Car policy (with bonus-penalty system)</td>
</tr>
<tr>
<td>Pilot tests</td>
<td>Pilot tests</td>
<td>Pilot tests</td>
</tr>
<tr>
<td></td>
<td>Driver training</td>
<td>Driver training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Incentive system (driving)</td>
</tr>
</tbody>
</table>

Table 14 Classification of sustainable car fleet management

This might be the classification regarding the current ‘market’ of sustainable car fleet management. It is expected that the measures of sustainable car fleet management will develop further over the years; for example, investigations for e-mobility, mixed mode-mobility and several technologies to avoid the necessity for mobility at all are under way.

Following this development the standards ought to change and to develop.

Derive the suitable list of marketing and communication measures.

This should be done in relation to the stakeholders and in relation to the derived dynamic of the marketing approach.

Currently this topic is divided into three levels, which are illustrated in Table 15:

<table>
<thead>
<tr>
<th>Level 3 Nice and quiet</th>
<th>Level 2 Medium</th>
<th>Level 1 High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal communication</td>
<td>Internal communication</td>
<td>Internal communication</td>
</tr>
<tr>
<td></td>
<td>CR report</td>
<td>CR report</td>
</tr>
<tr>
<td></td>
<td>Press releases</td>
<td>Press releases</td>
</tr>
<tr>
<td></td>
<td>Participating at fleet awards</td>
<td>Participating at fleet awards</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Advertising</td>
</tr>
</tbody>
</table>
9.4 Conclusion and summary of the discussion of the results

In this chapter the propositions derived from the survey were discussed together with the results of the multiple-embedded-case studies. Propositions 1, 3, and 4 were approved by the case study participants. Proposition 3 needed to be revised as follows:

“Responsibility for establishing guidelines on sustainable and ecological fleet management is more likely to be found at the management level of the company than at the fleet management level”.

Two cross case results and superordinate findings have been derived from the case studies. For car fleet operating companies the stakeholder group ‘employees’ is amongst all cases and firms a crucial stakeholder, as company cars are an important instrument for employee engagement. There is a strong relationship between the suitable amount of marketing regarding sustainable car fleet management, the sustainability of the core products of a firm, the portion of core business of the car fleet itself within the company, and the energy intensiveness of the company’s sector.

The propositions have been linked to the literature review to prove the arguments.

Three reference models have been derived and build the basis for the new stakeholder approach. Thereby the dependency on the factors, market, type of sustainability reputation of the core products, intensity of sustainable car fleet management, energy intensity, and risk factor of the sector, have been demonstrated.

Finally the three new models were combined in a certain order to build the new stakeholder approach. This approach reflects the constellations of different types of companies and their suitable approach to sustainable car fleet marketing.

With regard to implications for practice, a roadmap of how to implement the new stakeholder approach has been drafted.
9. Conclusion

The research presented in this thesis aimed at investigating the particular aspects of internal issues such as sustainable car fleet management within companies and the communication of these with regard to the effects on corporate reputation. In particular the sustainable car fleet managing issue, with its different communication and marketing variations were investigated concerning its specific effect on corporate reputation.

It also aimed to create a model and strategy which might be adopted by companies, to reflect their approach regarding CSR activities in running a car fleet, placing appropriate marketing activities and giving a picture of the impact of both issues on corporate reputation. In order to develop a suitable strategy for these aims, five bodies of knowledge were reviewed.

(1) As a basis for further examinations in order to ensure a common understanding about the main terms and ideas this thesis works with, the common context of corporate responsibility was developed. Within the literature review (in 2.1, The context of corporate responsibility) the term corporate responsibility and related expressions have been described to define all usual terms and definitions.

(2) In order to establish, which of the approaches of corporate responsibility are the suitable ones to reflect the research questions, the main theories of corporate social responsibility were examined. Within the literature review (see 2.2) the Main approaches in corporate social responsibility are analysed.

(3) In order to prepare the link in practice between corporate responsibility and corporate reputation the current level of research in these fields was discussed in 2.3 of the literature review.

(4) With the same objective and aim, to lead to a relationship in practice, the interplay of marketing with corporate reputation was reviewed in section 2.4 of the literature review.
(5) In order to describe the current practice the issues of corporate responsibility, marketing, and corporate reputation in car fleet management were assessed. Within the critical literature review this section was discussed in 2.5.

Drawing on the review of the mixed method approach methodology outlined in 3.2 (The mixed methods approach: case study prepared by survey), two strategies were used for the collection and analysis of information in order to assess the connection between sustainable car fleet management, communication and marketing activities, and corporate reputation. The survey strategy among practitioners of car fleet management produced an overview of the measures which are undertaken in sustainable car fleet management and the activities these firms conduct in terms of communication and marketing. Because of the large number of respondents, generalisation of the current situation in relation to the questions ‘what’ and ‘how’ was possible. Within the critical literature review this was developed in section 3.3. Although the reasons for the activities have also been stated, the survey strategy is not appropriate for describing individual characteristics of the measures and for deriving analysis of the complex picture of rationales behind the behaviour in sustainable car fleet management and its communication to the different stakeholder groups.

To achieve these objectives, a second strategy was used to investigate the in depth characteristics of different company- and market-approaches. Therefore the literature was investigated in section 3.4 investigated the multiple-embedded case study approach. Case studies were conducted on three firms and the survey results were embedded. To gain an in depth impression of the cases, emphasis was placed on six main themes.

In order to set the scene to evaluate the activities regarding fleet management more effectively the facts describing the company in each case were clearly represented (1). The selection of the chosen companies of the case studies was conducted in accordance with the criteria which emerged from the open questions of the survey (2). Regarding the car fleet management approach, details on the classification of the fleets participating in
the case study were defined. The management approach in each case described the purpose of the car fleet, reflecting its relation to the core business of the firm (3). In order to give an impression of how the companies present their sustainable issues via public platform an analysis of the cases’ web sites was undertaken (4). To reflect the motivation for particular sustainable car fleet management measures and the rationale behind stakeholder communication, in depth interviews with managers, employees and external stakeholders were conducted (5). These case studies led to the development of theories related to the rationales and success factors of sustainable car fleet management and their communication to stakeholders, which were formulated as propositions. Due to the fact that it is difficult to generalise findings through case studies, for each case two supplementary cases were assessed in order to triangulate the findings and to enhance generalisation (6).

The development of results drew on the formulation of the first four propositions derived from the survey, which were tested within the case studies. As each of the cases represents a particular type of highly reputable company in a particular type of market and a particular correlation of car fleet management to the core business, it was possible to derive case propositions to develop new theory. Through triangulation with supplementary cases and reflection on the literature review, these findings were consolidated. In this way, every case led to a particular model, which represents the derived approach of the typical constellation of each case. Out of these three models and cross case analysis the new sustainable car fleet management stakeholder approach was formulated.
9.1 Research achievements

In the thesis introduction, the situation was described where corporate responsibility is becoming more and more decisive in the reputation and economic success of a company. It was also stated, however, that to be ‘good’ is in no way sufficient for success in the market, and that there are examples of communication of sustainable behaviour which, for several reasons, lead to negative reputation results. This was amazing because current thinking acts on the assumption that every positive sustainable activity is suited to communication to all stakeholders as long as the activity is authentic. For these reasons, the project felt that researching how the three items of marketing, corporate social responsibility, and corporate reputation relate to each other in the car fleet business would be worthwhile.

The findings of this research project give new correlations between internal company issues such as sustainable car fleet management, corporate marketing measures, and corporate reputation. The achievements of the research project can be viewed in terms of models for particular company constellations to be used in comparable company situations.

There are four distinct outcomes from the research project which can be defined as follows:

1. A reference model for companies with a highly developed corporate reputation concerning core products and services, which are ranked and evaluated in terms of sustainable aspects but which is not a car fleet management company. As the model aims to prevent risks to the value of the well-developed core business reputation, the model is called ‘The Risk Prevention Model’.

2. A reference model for companies with a lack of reputation in their core business, which is not car fleet management. This model is built up in order to enhance the
corporate reputation on the whole. Thus, the model is referred to as ‘The Reputation Strengthening Model’.

(3) A reference model for companies with core business in car fleet management. The approach of successful exposure with sustainable car fleet management marketing is mainly driven by enhancement of the corporate business. This is known as ‘The Business Enhancement Model’.

All models (1-3) give value in various directions for intensity of sustainable car fleet management; rules for a suitable marketing and stakeholder approach; and ideas on building up new businesses to absorb environmental damage.

(4) The ‘New Stakeholder Approach’ which was derived by ordering the three models on a scale. Through the vertical logic of decreasing amounts of core business sustainability reputation, the value of this arrangement is that it makes it possible to classify particular companies with regard to their intensity of appropriate sustainable car fleet management and their appropriate intensity of marketing.
9.2 Research limitations

With regard to the limitations of the research presented in this thesis, the research strategy and the research findings are here examined. Using the survey strategy, the focus was to investigate the questions ‘what’ and ‘how’ sustainable car fleet measures are conducted in German companies. Focussing on that purpose, no in depth statistical tools have been deployed. Nevertheless, several correlations could be derived out of the results to be used in the multiple-embedded-case study. The objective was, to target the questions regarding company rationales and the aims of the activities which came out of the survey. The case study’s potential to gain a rich understanding of the context of the research was particularly suited to this objective. However, the obvious problem with the case study strategy is the level of generalisability that can be drawn from the findings. It is not easy to investigate which findings are a result of the case’s particularities and which are part of the phenomenon. There are, however, some ways to enhance case study generalisability. Thus, three case studies were conducted with many sources of evidence in each. Additionally, every case was triangulated with supplementary cases and the results commented upon by the main informants.

In considering the research findings, there are potential issues with regard to the accuracy of fit of different companies to the three explicit models. At this stage of the research the cases that are situated in between the selected examples can only be positioned roughly. The models fit exactly with companies with similar characteristics to the selected cases. Unfortunately it is not likely that every company can be aligned exactly with one of the cases. Thus, the developed models have the character of points of reference.
9.3 Remaining research gap and future work

Three areas for the development of future research objectives are suggested:

At the current stage of the research, the three models are clear and tightly defined. It is possible to allocate certain characteristics to one of the three models. As mentioned in the section Discussion of the implications for practice (9.3.2), the cases that are situated in between the selected examples can, unfortunately, only be positioned roughly. It would be desirable to further develop this approach to ensure an unambiguous assignment. To achieve progress in this field it could be helpful to research the correlation of characteristics in between the ‘Risk Prevention Model’ and the ‘Reputation Strengthening Model’, and also in between the ‘Reputation Strengthening Model’ and the ‘Business Enhancement Model’ (1).

A second field of possible applied research derives from the following problem:

As in most systems with prioritisation we run the risk of sticking to the first priority and the subordinated priorities are never addressed. Following this tendency, when we distinguish between primary, secondary, and tertiary stakeholders, there is a danger that we focus too strongly on the primary ones. Hence, an interesting field of research might be to develop the stakeholder approach in a way that avoids this trap and that enables all stakeholders to participate in this information in an appropriate way (2).

This research had focussed on the internal issue of the sustainable car fleet management of companies. The third field of future research could examine whether the developed logic also works with regard to other internal company issues, or even all internal company issues with respect to sustainability behaviour (3).
9.4 Chapter summary and final note

The project objectives are reviewed. With regard to the literature review, five bodies of knowledge have been set out. The six emphases of investigation have been described and the research limitations and remaining research gap identified. The research achievements have been summarised as three models and the new stakeholder approach.

With these three models and the ‘new stakeholder approach for sustainable car fleet management’ it should be possible to define the reasonable degree of engagement in sustainable car fleet management as well as the reasonable aggressiveness of marketing and communication activities of these sustainable car fleet measures in a more rational instead of intuitive way. The implicit decision making and its pitfalls can probably be replaced by an explicit kind of decision making.

This approach could be helpful: in avoiding mistakes which could put at risk valuable existing reputations; for finding the appropriate approach in criticised sectors of industry; and finally, for increasing business in actual and potential markets. In any case, it could be helpful in affecting corporate reputations in a positive way.

Overall it could also support the willingness of companies to address the subject of ‘sustainable car fleet management’ and its suitable communication.

This research offers points of reference on how companies can achieve success through responsible behaviour and through the appropriate stakeholder approach.

The original challenge of this research was to make a contribution to this success.
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MB, 2013.


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SBcsr, 2013. *Interview with CSR responsible person*. Interview protocol.

SBeim, 2013. *Interview with Stakeholder international management*. Interview protocol.


A. Component Survey

Green Fleet Survey (translated version, conducted in German!)

This survey is being conducted as parts of a Ph.D. investigation

Survey among car fleet operating companies

1. Fleet operations

1.1 In what area are you in?

☐ Management
☐ Financial Management
☐ Fleet Management
☐ Facility Management
☐ Procurement
☐ Human Resources
☐ Other (please specify ... ... ... ... ... ..)

1.2 Is the operation of vehicles, the core business of your company? (E.g. transport companies, freight forwarding, passenger transport, package delivery)

☐ yes (which industry ?..............................................)
☐ no

1.3. How many vehicles make up your fleet?

☐ 10-10
☐ 11-50
☐ 51-200
☐ 201-500
☐ 501-1000
☐ 1000-5000
☐ more than 5000

1.4 What possible uses are in your fleet? (Multiple answers possible with % value)

☐ Functional vehicles for executives (…%)
☐ Field service fleet (…%)
☐ Service fleet (…%)
☐ Gross deferred compensation for employees (…%)
☐ Delivery vehicles (…%)
☐ Forwarding company (…%)
☐ Other (…%).
1.5 What particular importance has “Ecological fleet” currently in your company?

- none
- small
- small to middle
- middle
- middle to high
- high
- very high importance

1.6 Who is mainly responsible for “Ecological fleet”?

- Management
- Financial Management
- Fleet Management
- Facility Management
- Procurement
- Human Resources
- Commissioner for Sustainability
- None
- Other

2. Stakeholders / interest groups

Which stakeholders / interest groups might be interested in your opinion for the type of operation of your fleet? (Multiple answers possible)

- Business Customers
- Customer Consumer
- Supplier
- Employees
- Staff representatives
- Unions
- Non-governmental organizations (E.g. environmental groups)
- Public in your area
- National public
- Public international
- Investors
- Trade media
- Public media
- Policy
- competitors
- Other (please specify ... ... ... ... ... ... ... ... ... ... ... ... ... ...)
3. Car Policy

3.1 What environmental issues you can find in your car policy? (Multiple answers possible)

- None
- Bonus scheme
- Penalty scheme
- Training for economical driving
- Incentive system for employees for economic driving-behaviour (e.g. contests, employee contributions to the success)
- Restrictive selection in vehicle models (e.g. only certain manufacturers)
- Restrictive selection at engine (e.g. power output)
- Restrictive selection for CO₂ consumption (data of manufacturer)
- Restrictive selection in fuel consumption (data of manufacturer)
- Alternative fuels (e.g. CNG, LPG, biofuel)
- Concept for Electric Mobility
- Incentives for video conferencing
- Incentives for online training
- Incentives for employees to travel by bicycle to work (e.g. cleaning and changing facilities)
- Other (please specify ... ... ... ... ... ... ... ... ... ... ... ... ...)

3.2 What environmental issues are planned? (Multiple answers possible)

- None
- Bonus scheme
- Penalty scheme
- Training for economical driving
- Incentive system for employees for economic driving-behaviour (e.g. contests, employee contributions to the success)
- Restrictive selection in vehicle models (e.g. only certain manufacturers)
- Restrictive selection at engine (e.g. power output)
- Restrictive selection for CO₂ consumption (data of manufacturer)
- Restrictive selection in fuel consumption (data of manufacturer)
- Alternative fuels (e.g. CNG, LPG, biofuel)
- Concept for Electric Mobility
- Incentives for video conferencing
- Incentives for online training
- Incentives for employees to travel by bicycle to work (e.g. cleaning and changing facilities)
- Other (please specify ... ... ... ... ... ... ... ... ... ... ... ... ...)

If this answer is "none", then the survey ends here
3.3. Have the measures been evaluated? If so, what?

- No
- Cost reduction
- CO₂ reduction
- Securing customers thereby
- Increasing sales thereby
- Market share development, thereby
- CSR Index
- Employee turnover
- other (which ?......................)

3.4. Are the measures part of an integrated company-wide Corporate Responsibility (CR) concept?

- No, independent (there is no enterprise-wide CR conception)
- No, in addition to company-wide design
- Yes, involved (creator unknown)
- Yes, involved in (which concept? e.g. Global Reporting Initiative ... ... ... ...)

3.5. What are the objectives in your company with an ecological car policy? (Multiple answers possible)

- Energy Savings
- CO₂ reduction
- Cost reduction
- Increase your company’s reputation
- Securing and recruiting qualified employees
- Innovation (use of new incentive systems and technologies)
- Safety for employees
- Increase in Economic Value Added (EVA)
- Fulfilment of objectives of a balanced scorecard
- Meeting customer requirements for suppliers
- Other (specify?......................)

3.6. What targets have been achieved already with an ecological car policy? (Multiple answers possible)

- Energy Savings
- CO₂ reduction
- Cost reduction
- Increase your company’s reputation
- Technical and management commitment - recovery
- Innovation (use of new incentive systems and technologies)
- Safety for employers
- Increase in Economic Value Added (EVA)
- Fulfilment of objectives of a Balanced Scorecard
- Meeting customer requirements for suppliers
- Other (specify?......................)
4. Communications / Marketing

4.1 Have you published the use of your fleet or results and achievements? If so, how?

□ No
□ Through a stakeholder dialogue (which stakeholders? ... ... ...)
□ In the company's own sustainability report
□ In company-owned magazines (print / online)
□ in customer publications (print / online)
□ In the trade press fleet editorial report
□ In the trade press fleet as an advertising display
□ In the trade press in your industry as editorial report
□ In the trade press in your industry as an advertising display
□ In sustainability media as editorial report
□ In sustainability media as an advertising display
□ For a CSR Index
□ By joining awards / award ceremony
□ By lectures at events
□ Through interviews on radio / TV stations
□ Other (specify ?............................)

4.2 If communication through stakeholder dialogue, which stakeholders / interest groups?

□ Customers Business
□ Customer Consumer
□ Supplier
□ Employees
□ Staff representatives
□ Unions
□ Non-governmental organisations (E.g. environmental groups)
□ Public in your area
□ Public national
□ Public international
□ Investors
□ Trade media
□ Public media
□ Policy
□ Competitors
□ Other (please specify ... ... ... ... ... ... ... ...)

□
4.3 Did you achieve feedback from stakeholders (interest groups)?

☐ No
☐ Customers Business
☐ Customer Consumer
☐ Supplier
☐ Employees
☐ Staff representatives
☐ Unions
☐ Non-governmental organisations (E.g. environmental groups)
☐ Public in your area
☐ Public national
☐ Public international
☐ Investors
☐ Trade media
☐ Public media
☐ Policy
☐ Competitors
☐ Other (please specify ... ... ... ... ... ... ... ... ... ... ...)
(What kind of feedback as recognition ... ... ... ... ... ... ... ... ... ... ...)

4.4 These comments are recorded systematically?

☐ Yes
☐ No
B. Case study Interview Initial Question List with Purpose Description

Interview questions for main informants

Fakten/Facts:

_In welchem Bereich sind Sie tätig?_
*Which department do you work in?*

The purpose of this question is to clarify the point of view.

_Stellt der Betrieb von Fahrzeugen das Kerngeschäft Ihres Unternehmens da?_
*Is operation of a car fleet the core business of your company?*

The purpose of this question is to classify the case with regard to the part of core business of the fleet.

_Wie viele Fahrzeuge umfasst Ihre Flotte?_
*How many cars does your fleet have?*

The purpose of this question is to give a picture about the size of the fleet and so give a feeling about the amount of responsibility of the main informant.

_Mit welchen Nutzungsarten betreiben Sie Ihre Flotte?_
*What's the usage pattern of your fleet?*

The purpose of this question is to depict the kind of usage of the fleet to triangulate the question about the core business and to reflect the answers in relation to the purpose of the fleet.

_Ist das Thema Ökologische Flotte in Ihrem Haus aktuell in der Diskussion?_
*Does Miele actually discuss the issue of ecological fleet?*

The purpose of this question is to give a feeling how the set up of the case with regard to ecological sustainability is designed.

_Wenn ja: Wer ist hierfür federführend verantwortlich?_
*If yes, who is responsible for this issue?*

The purpose of this question is to triangulate results of the survey.

_Welche Stakeholder könnten sich Ihrer Meinung nach für die Art des Betriebes Ihrer Flotte interessieren?_
*What do you think, which stakeholders show interest in the operation of your fleet?*

The purpose of this question is to investigate, which stakeholder are seen as important with regard to the car fleet. As a side effect more information about relationship and the stakeholder management are expected through this question.

_Welche ökologischen Themen sieht Ihre Car Policy vor?_
*Which kind of issues does your car policy cover?*

The purpose of this question is to give the interviewee the possibility to mention the activities to classify the engagement and to talk into depth about the activities and the purpose of the activity including the background and rationales.

_Welche ökologischen Themen sind geplant?_
*Which ecological issues are planned?*

The purpose of this question is to explore general policy even if not yet conducted. When the interviewee talks about plans it is likely that he or she talks about the reasons and the objectives.
**Werden die Maßnahmen bewertet? Welche?**
*Do you evaluate the measures? Which?*

The purpose of this question is to explore the grade of profession, the detailed knowledge, and the seriousness of the engagement. Again a second purpose is the give the interviewee the possibility to talk about motives and own objectives.

**Sind die Maßnahmen eingebunden in eine unternehmensweiter Corporate Responsibility Konzeption?**
*Are the measures part of a corporate CSR concept?*

The purpose of this question is to evaluate, if the engagement is a personal one or driven by a corporate policy which is to be fulfilled.

**Welche Ziele werden in Ihrem Haus mit der ökologischen Car Policy verfolgt?**
*What are the objectives your company wants to achieve by an ecological car fleet policy?*

The purpose of this question is to explore the relationship of the car policy objectives with general objectives. In talking about this question also the issue of corporate reputation can be mentioned and such the possibility to explore the influence of the car policy to corporate reputation.

**Welche Ziele wurden mit der ökologischen Car Policy erreicht?**
*What objectives did you achieve with the ecological car policy?*

The purpose of this question is to examine at which stadium the activities actually are and if the company looks after fulfillment of objectives.

**Haben Sie den Umgang mit Ihrer Flotte oder auch Ergebnisse und Erfolge veröffentlicht? Wie?**
*Did you publish your the way you manage your fleet or results and achievements? In which way?*

The purpose of this question is to investigate if and how the company handles the communication of the car fleet management issues. It gives the interviewee the possibility to explain the rationales of communication and marketing with regard to car fleet management.

**Wenn Kommunikation durch Stakeholder Dialog, welche Stakeholder?**
*When there is a communication by stakeholders, which stakeholders?*

The purpose of this question is to reflect the cases stakeholder approach and explore which stakeholder reflects to the companies car fleet management.

**Gab es Rückmeldung von Stakeholdern?**
*Did you get any feedback from your stakeholders?*

The purpose of this question is to explore the interactivity of the firm to their stakeholder. It gives the interviewee the possibility to talk about the relationship to their stakeholders and why they communicate or don’t communicate.

**Werden diese Rückmeldungen systematisch festgehalten?**
*Do you register the feedback in a systematic way?*

The purpose of this question is to clarify if the grade of profession of the stakeholder dialog.
Statements:

Zu Statement: Verantwortliches Handeln im Flottenmanagement is umso wahrscheinlicher, je größer die Flotte ist.
The bigger the fleet the more likely is a responsible fleet management

The purpose of this question is to triangulate one of the surveys results.

Zu Statement: In Unternehmen liegt die Verantwortlichkeit für Ökologisches Flottenmanagement eher beim Untemehmensmanagement als im Flottenmanagement.
In a company responsibility for ecological fleet management depends more on the management of the entire company than on the fleet management

The purpose of this question is to triangulate one of the surveys results.

Zu Statement: Unternehmen starten üblicher Weise mit Car Policy Maßnahmen, die leichter einzuführen sind. Es ist wahrscheinlich, dass diese Maßnahmen durch aufwendigere Maßnahmen wie Fahrertraining und motivierende Incentive Systeme ergänzt werden.
In general companies start with car policy measures that are easy to implement. It’s likely that these measures are complemented by more expensive activities such as driver training and motivating incentive systems

The purpose of this question is to triangulate one of the surveys results.

Zu Statement: Es ist viel wahrscheinlicher, dass Unternehmen berechtigt sind, in CSR Maßnahmen zu investieren, wenn damit wirtschaftliche Vorteile für das Unternehmen verbunden sind.
It's much more likely that companies are willing to invest in CSR measures if this results in economical advantages for the entire company

The purpose of this question is to triangulate one of the surveys results.
Offene Fragestellungen/ Derived open questions

Was gibt es für ein Verhältnis zu allen verschiedenen Stakeholder Gruppen?
What kind of relation exists with all particular groups of shareholders?

The purpose of this question is to explore the corporate stakeholder approach in order to depict the role of the stakeholders with regard to car fleet management. Therefore it was differentiated between three classifications of stakeholder groups.

- Stakeholder im engeren Kreis
  - Stakeholders narrow sense

Fachhand

- Stakeholder im erweiterten Kreis
  - Stakeholders broader sense

Mitarbeiter

- Stakeholder im ganz weiten Kreis
  - Stakeholders very broad sense

Öffentlichkeit
Was ist die Gesamtmotivation für die Wichtigkeit von Stakeholdern? What's the general motivation for the importance of the stakeholders?
The purpose of this question is to explore if there is a particular logic or rationale with regard to classification of the stakeholders.

Wie sehen Sie die Wichtigkeit der Stakeholder außer der Kunden? How would you evaluate the importance of the stakeholders with the exception of the customers?
The purpose of this question is to give the interviewee the possibility to talk about the stakeholders besides the obvious main stakeholder ‘customer’.

Welchen Einfluss haben die Stakeholder auf Ihren Geschäftserfolg? In which way do the stakeholder impact your success?
The purpose of this question is to explore the dependence on particular stakeholders.

Mit welchen Marketing - Maßnahmen (Ö.Ä, Marketing, Nachhaltigkeitsbericht, ...) erreichen Sie Ihre Stakeholder? How do you address the stakeholders (PR, marketing, repost on sustainability ...)?
The purpose of this question is to find the way to marketing. It gives the interviewee the possibility to talk about the sort and the objectives of marketing measures.

Wie merken Sie, ob und wie Sie sie erreicht haben? How do you recognize what you have really achieved?
The purpose of this question is to explore the grade of profession of corporate marketing.

Haben Sie auch schon negatives Feedback erhalten? Did you get a negative feedback as well?
The purpose of this question is to get information about the openness of stakeholders.

Was für Ziele außerhalb des wirtschaftlichen Erfolges haben Sie persönlich? What are your personal objectives beyond the economical success?
The purpose of this question is to investigate if there are possibilities in the company to follow aims besides pure economy.

Wie wollen Sie diese Erreichen? How do you want to achieve your objectives?
The purpose of this question is to explore strategies to fulfil the aims. Here the interviewee has the possibility to talk about opportunities and restrictions, which helps to build a picture about rationales for sustainable car fleet management.

Was sind die Gründe und Motivatoren für die einzelnen Maßnahmen der Grünen Car Policy? What are the reasons and what is the motivation of the particular measures of the green fleet policy?
The purpose of this question is to ensure that the employee speaks about the topic if he or she didn’t before.

Wie kamen Sie auf die Idee dieser Maßnahme? Were did the idea for those measure came from?
The purpose of this question is to explore personal motives.

Was wollen Sie damit in Ihrem Unternehmen erreichen? What did you want to achieve by that in your company?
The purpose of this question is to explore the fit of car fleet management measures in context with the corporate sustainability policy.

Warum wird das Flottenmanagement oft nicht als wichtiger Part des gesamten CSR Konzepts wahrgenommen? Is there any reason why fleet management is often not regarded as an important part of he entire CSR concept?
The purpose of this question is to triangulate results from the survey and give possibility to talk about the role and importance of car fleet management.
Why does the fleet management often have a minor importance in the relationship to other CSR activities? The purpose of this question is to triangulate results from the survey and give possibility to talk about the role and importance of car fleet management.

Why does the objective to increase the value of the enterprise not have the importance that might be expected due to the compatibility of the incentives? The purpose of this question is to give the possibility to speak about incentive compatibility and thus to explore the sustainability approach of the company.

What's the importance of the objective to increase the value of your company? The purpose of this question is to come from company value to corporate reputation.

Are you able to evaluate (measure) the success concerning this objective? The purpose of this question is to discuss the difficult issue of measuring immaterial values as corporate reputation.

Why do you regard activities as successful whereas they were neither monitored nor measured? The purpose of this question is to explore the perceived values about hard to measure immaterial values.

Under which conditions do you regard an activity as success? The purpose of this question is to double check if there is a common understanding about this issue.

How do you recognize that the success is fading? The purpose of this question is to triangulate the answer of the question before.

How could weak objectives such as reputation of the company and achieving the stakeholder expectations made measurable? The purpose of this question is to give the possibility about measures and motivation of stakeholder approach. It helps to explore the motivation and profession of the corporate policy.

What are the success factors of company reputation? The purpose of this question is to triangulate the statements before and to find out the corporate stakeholder approach.

How do you recognize that the expectations of your stakeholders get fulfilled? The purpose of this question is to triangulate the statements before and to find out the corporate stakeholder approach. In order to differentiate between several stakeholder groups they are offered to the discussion:

Narrow area – Are there any customers you could win or keep because of your activities

broader area
Wie werden Stakeholder Dialoge arrangiert? Mit Journalisten Gibt es gesellschaftliche Einladungen?
How do you arrange stakeholder discussions with journalists? Are there any social invitations?
The purpose of this question is to explore the stakeholder approach in order to give the possibility to talk about explicit measures and ideas how to handle the stakeholders with PR potential.

Sprechen Sie Gesellschaftliche Einladungen für Kunden, Geschäftskunden, Gemeinde usw aus?
Do you invite consumers, business customers, administrative bodies for social events?
The purpose of this question is to explore the stakeholder approach in order to give the possibility to talk about explicit measures and ideas how to handle the stakeholders with public potential.

Wie sind Sie dort vertreten/vernetzt?
What about the shape of your network concerning this?
The purpose of this question is to triangulate the statements before and to investigate the motivation and rationales of corporate activities.

Wie ist der Stakeholder ‘Öffentlichkeit’ üblicher Weise mit dem relevanten Markt des Unernehmens verbunden?
What’s the general link oft he stakeholder „public“ with the relevant market of your company?
The purpose of this question is to differentiate between the core business the core business market and the environment of car fleet management.

In welchem Verhältnis stehen Sie Zur Kommunalverwaltung
What’s your relationship toward regional administrative bodies?
The purpose of this question is to aim to obvious secondary or tertiary stakeholders.

Bürgermeister
Major

Unternehmensverbänden
Assosiation of entrepreneurs

Verbraucherschutzorganisationen
Consumer production associations

Regionalpresse
Regional press

Der üblicher Weise sehr wichtige Stakeholder ‘ Eigentümer’ scheint laut Umfrage vergleichsweise unbedeutend zu sein. Auf der einen Seite könnte der Grund für dieses unerwartete Ergebnis in dem ohnehin etablierten Fokus des Unternehmens nach wirtschaftlichen Erfolg liegen. Auf der anderen Seite führen einige wichtige CSR Maßnahmen (bezüglich Flottenmanagement) zu Kosteneinsparungen und dadurch zu wirtschaftlichem Erfolg und werden vor allem deshalb umgesetzt. Was ist der Grund für diese Phänomen?

According to surveys the in general very important stakeholder „owner“ seems to be unimportant. One reason might of this unexpected result might be that your company is focused on economical success. On the other hand some important activities concerning CRS (fleet management) are generation cost savings and increase economical success. That’s why they are implemented. What’s the reason for this phenomenon?

The purpose of this question is to give through different statements the chance to take position in a certain direction.
Welche Maßnahmen würden Sie auch dann umsetzen, wenn kein unmittelbarer wirtschaftlicher Erfolg damit verbunden wäre?
Are there any activities you would implement even if they would not contribute to the economical success?
The purpose of this question is to triangulate statements before and to explore motivation, rationales, and possibilities.

Wenn Sie etwas veranlassen würden was Geld dauerhaft kostet um damit die Umwelt zu schonen zurück würde nu eine Imagesteigerung kommen dürfen und würden sie das?
Would you be entitled and willing to spend money to save the environment and the only feedback would be an increase of the company image?
The purpose of this question is to check the corporate value of corporate reputation and how it is seen with regard to marketing and communication.

Warum wollen/dürfen Sie das?
Why do you want to do that and why you are entitled to do so?
The purpose of this question is to explore the possibilities of managers and owners and the rationales of measures.

Warum wollen/dürfen Sie das nicht?
Why do you not intend this/are you not entitled to do so?
The purpose of this question is to investigate reasons of not conducting these issues and triangulate motivation issues.

Wie sollten welche Arten von Maßnahmen ausgestaltet sein und wie sollte die Kommunikation ausgestaltet sein, um zu einem wichtigen Erfolg beim Stakeholder Kunde zu führen?
How should options look like and how should options be communicated to lead to an important success with the stakeholder customer?
The purpose of this question is to explore the toolkit of marketing and communication measures in customer direction to investigate the rationales in customer direction.

Dann der Stakeholder Mitarbeiter
Followed by the stakeholder employee
The purpose of this question is to explore the toolkit of marketing and communication measures in customer direction to investigate the rationales in employee direction.

Wie ist die Art des Feedbacks der Stakeholder? Insbesondere wenn es positiv oder negativ ist, kann es Anstofpunkte geben, die richtige Strategie zu entwickeln, die Kundenbeziehung zu verbessern.
What kind of feedback is received by the stakeholders? Especially if it’s positive or negative it might include aspects to develop the appropriate strategy to improve the customer relationship.
The purpose of this question is to triangulate the stakeholder dialogue and to chance to talk about motivation.

Von welchen Stakeholdern bekommen Sie Feedback?
From which stakeholders do you receive a feedback?
The purpose of this question is to triangulate the stakeholder dialogue and to chance to talk about motivation.

Wie erhalten Sie das Feedback?
How do you receive the feedback?
The purpose of this question is to triangulate the stakeholder dialogue and to chance to talk about motivation.

Ist es für Sie eine Messgröße für Unternehmensreputation?
Is this a scale for the reputation of your company?
The purpose of this question is to triangulate the stakeholder dialogue and to chance to talk about motivation. Additional to this it is again a possibility to explore to role and influence of corporate reputation with regard to the measures.
Wie ist das Verhältnis zwischen dem Verhalten des Unternehmens, CSR Maßnahmen zu managen, den Ergebnissen und der Kommunikation in allen Unternehmensthemen zu Flottenthemen?
What about the link between the attitude of the company to manage CSR activities, the results and the communication within company media concerning fleet issues?
The purpose of this question is to triangulate the stakeholder dialogue and to chance to talk about motivation. Additional to this it is again a possibility to explore the motivation of communication of car fleet management issues with respect to marketing.

Welche Nachhaltigkeitsberichterstattung pflegen Sie?
What kind of reporting on sustainability do you make use of?
The purpose of this question is to explore to role and influence of corporate reputation with regard to the measures. Additional to this it is again a possibility to explore the motivation of communication of car fleet management issues with respect to marketing.

Welchen Anteil nimmt das Thema Flotte dabei ein?
Which share of it is related to fleet issues?
The purpose of this question is a possibility to explore the motivation of communication of car fleet management issues with respect to marketing.

Warum ist dieser Anteil so?
What's the reason for this particular share?
The purpose of this question is a possibility to explore the motivation of communication of car fleet management issues with respect to marketing. Additional to this the purpose is to triangulate the statements before.

Welche weiteren Stakeholder Ihres Unternehmens darf ich ansprechen? Können Sie diese unterstützend vorbereiten?
What other stakeholders of your company may I address. Could you support me in addressing them?
The purpose of this question is to get access to further stakeholders as customers and employees.

Interview questions for stakeholders

Fakten/Facts:

In welchem Bereich sind Sie tätig?
In which department do you work in?
The purpose of this question is to clarify the point of view.

Inwieweit interessieren Sie sich für die Nachhaltigkeitsaktivitäten des Unternehmens? NH- Bericht?
Are you interested in sustainability activities of your company? Sustainability Report?
The purpose of this question is to explore if the interviewee is sustainability minded or not. This is important to evaluate the further answers.

Was sind Sie für ein Typus von Firmenwagenfahrer (Service, Außendienst Funktion)?
What kind of company car driver do you represent (service, sales representative)?
The purpose of this question is to clarify the point of view and the sort of company car. It gives the possibility to talk about motivation and rationales.

Wie lange sind Sie in Unternehmen Wie lange davon Firmenwagenberechtigt?
How long do you work for your company and how long are you entitled to drive a company car?
The purpose of this question is to clarify the point of view and the sort of company car. It gives the possibility to talk about motivation and rationales.
**Sind Sie von einem Fahrzeug abhängig? (z.B. Berufsweg)**

*Do you depend on the company car (e.g. travel to work)?*

The purpose of this question is to clarify the point of view and the sort of company car. It gives the possibility to talk about motivation and rationales.

**Wie groß ist Ihre jährliche Fahrleistung?**

*What's your personal driving mileage?*

The purpose of this question is to investigate the importance of the company car for the stakeholder employee.

**Gibt es im Unternehmen eine Alternative zum Firmenfahrzeug? z.B. Car Allowance Bruttogehaltsumwandlung?**

*Is there an alternative concerning a company car? (e.g. car allowance, possibility to drive a company car as a form of benefit in kind)?*

The purpose of this question is to investigate the importance of the company car for the stakeholder employee.

**Was fahren Sie für ein Firmenfahrzeug? Seit wann?**

*What kind of company car do you drive? Since when?*

Besides triangulation of the answers before the purpose of this question is to clarify the point of view and the sort of company car. It gives the possibility to talk about motivation and rationales.

**Bekommen Sie Feedback über die Ergebnisse des Fahrverhaltens?**

*Do you get any feedback on the impacts of your driving behaviour?*

The purpose of this question is to triangulate the statements of the main informant and gives information about the conducted sustainable car fleet management measures. It also gives the possibility to talk about company car as a motivation tool and if feedback reduces or increases this motivation.

**Wie empfinden Sie als Mitarbeiter, wenn der Arbeitgeber einen GreenFleet Award des TÜV SÜD erhalten hat?**

*What were your feelings when your employer received the Green Fleet Award of TÜV SÜD?*

The purpose of this question is to explore the internal and external marketing effect of participation on awards. It triangulates statements of the main informants.

**Empfinden Sie die aktuelle Regelung als passend zum sonstigem Nachhaltigkeitsauftritt des Unternehmens? Do you think the recent policy is in accordance with the sustainability policy of your company?**

The purpose of this question is to explore the perceived authenticity of the corporate behaviour with regard to the sustainability and stakeholder approach.

**Wie bewerten Sie Einschränkungen in der Motorgröße? negativ oder positiv -5 bis +5?**

*How do you evaluate the limitations concerning the size of the propulsion?*

The purpose of this question is to triangulate the statements of the main informant and gives information about the conducted sustainable car fleet management measures. It also gives the possibility to talk about company car as a motivation tool and if feedback reduces or increases this motivation.

**Wie bewerten Sie Einschränkungen in der Fahrzeuggröße? negative oder positiv -5 bis +5**

*How do you evaluate limitations concerning the size of the car?*

The purpose of this question is to triangulate the statements of the main informant and gives information about the conducted sustainable car fleet management measures. It also gives the possibility to talk about company car as a motivation tool and if feedback reduces or increases this motivation.
**Würde die Attraktivität eingeschränkt, wäre das für Sie ein Grund, sich stärker für alternative Arbeitgeber zu Interessieren?**

*If the attractiveness would be reduced would this be a reason to look for alternative employers?*

Besides triangulation of the statements before the purpose of this question is to triangulate the statements of the main informant and gives information about the conducted sustainable car fleet management measures. It also gives the possibility to talk about company car as a motivation tool and if feedback reduces or increases this motivation.

**Wie käme bei Ihnen en Arbeitgeber an, der keinerlei ökologische Maßnahmen im Firmenwagebebereich unternimmt?**

*How would you evaluate an employer who is not offering ecological measures of this kind?*

The purpose of this question is to triangulate the statements before and the statements of the main informant.

**Allgemeines Statement zu diesem Thema**

*A general statement concerning this topic*

The purpose of this question is to give the chance to produce statements, which haven’t been discussed before. These kind of statements have a great chance to explore what is really important to the interviewee. It helps to triangulate all statements before and to explore hidden aspects.
C. Transcripts of the Interviews

Typus NFZ non core business MA Miele

Citation has been removed due to promise of confidentiality
Stakeholder Mitarbeiter / Employee SAesa Miele

Fakten:

In welchem Bereich sind Sie tätig?
Which department do you work in?

Inwieweit interessieren Sie sich für die Nachhaltigkeitsaktivitäten des Unternehmens? NH-Bericht?
Are you interested in sustainability activities of your company? Sustainability Report?

Das ist natürlich wichtig, weil die Kunden das natürlich auch betrachten das ist ein sehr wichtiges Thema.
Of course that’s important, because the customers look at this as well that’s really an important topic.

Kennen Sie den Nachhaltigkeitsbericht von Ihrem Unternehmen?
Do you know about the sustainability report of your company? Not in detail. I know quite well where to look it up and that there is a sustainability report. But I do not know him word by word or by heart.

Was sind Sie für ein Typus von Firmenwagenfahrer (Service, Außendienst Funktion)
What kind of company car driver do you represent (service, sales representative)?

Wie lange sind Sie in Unternehmen Wie lange davon Firmenwagenberechtigt?
How long do you work for your company and how long are you entitled to drive a company car?
Sind Sie von einem Fahrzeug abhängig? (z. B. Berufsweg)
Do you depend on the company car (e.g. travel to work)?

Ja ich brauche mein Fahrzeug täglich. Ohne mein Fahrzeug geht gar nichts. Doch manchmal habe ich das Gefühl, mittlerweile ist mein Rechner im Home office schon wichtiger geworden. Weil immer mehr dinge am Schreibtisch verarbeitet werden müssen, aber eigentlich sollte es das Auto sein. Einmal die Woche muss ich mir eine Tag nehmen um einfach die Dinge, die sich unter der Woche ansammeln, einfach in Ruhe abzuarbeiten. Das geht einfach nicht morgens oder abends innerhalb von einer halben Stunde, Da braucht man einfach mehr zeit. Weil die ganzen administratorischen Aufgabe sind einfach mehr geworden in den ganzen letzten Monaten alleine schon. Ich brauche das Fahrzeug nur für die Außendiensttätigkeit sonst Home office 90 % ist im Außendienst da ist das Fahrzeug schon sehr wichtig

Yes, I need my car every day. Without my car nothing will get done. Nevertheless sometimes I think my computer in my home office has become even more important. More and more work has to be done at the desk. My car ought to be the most important equipment. Once a week I have to save on entire day to work on all the stuff that accumulated the entire week. It just does not work to do that half an hour in the morning or in the evening. You really need more time to do that. The administrative things have increased a lot during the last months. I really need the car for the field service 90% otherwise home office, in customer field service the car is really crucial.

Wie groß ist Ihre jährliche Fahrleistung?
What's your personal driving mileage?

Citation has been removed due to promise of confidentiality

Gibt es im Unternehmen eine Alternative zum Firmenfahrzeug? z.B. Car Allowance
Bruttogehaltsumwandlung?
Is there an alternative concerning a company car? (e.g. car allowance, possibility to drive a company car as a form of benefit in kind)

Not at all! I would not even think about it. The cost are just not reasonable.

Was fahren Sie für ein Firmenfahrzeug? Seit wann?
What kind of company car do your drive? Since when?

Citation has been removed due to promise of confidentiality

Ja

Gibt es in Ihrem Haushalt auch ein Privatfahrzeug? Is there a private car in your household?

Nein. Da bleibt dann keine Leidenschaft mehr übrig

No. There is no enthusiasm left for a private car.

Wie wichtig ist für Sie persönlich der Firmenwagen 1-10? How important is the company car for you personally

In unserer jetzigen Tätigkeit ist es sehr wichtig. Ich könnte auch auf Handy und Auto verzichten und ins Büro gehen. Das ist für mich ein Stressfaktor. Ja gut für meine jetzige Tätigkeit ist es schon sehr wichtig da würde ich sagen 10

Very important in my actual job. I could do without a car and without the mobile phone and work in the office. But that would be stress for me. Well concerning my actual job the car is important, I would evaluate the importance by 10

Wenn wir von der Tätigkeit absehen würden, das Thema Ansehen, Prestige: Apart from your job, is the image and the status of importance?

Das ist mir nicht so wichtig, ich sehe da auch die Nachteile, weil das Auto sehr groß ist, alleine wenn man in Parkhaus möchte mittlerweile sind die Parkbuchten ja so klein, dass man nicht einmal mehr aussteigen kann also für mich selber also privat gesehen würde ich ne 5 geben. Natürlich ist es sehr angenehm das Fahrzeug zu nutzen aber es ist mir nicht sehr wichtig. Also ich könnte mir auch vorstellen, einen privaten Golf wieder zu haben das wäre mir eigentlich egal muss ich sagen. Wenn man von der Arbeit heimfahrend noch in den Supermarkt reinsieht um mal schnell Äpfel zu kaufen, da würde ich dann schon gerne auf den Firmenwagen zurückgreifen und nicht auf einen Privatwagen zurückgreifen, das wäre mir dann zu kompliziert.

That's of minor importance, I'm absolutely aware of the cons of the big car. Just think about the parking lots. Meanwhile they are pretty narrow you cannot even get out of the car. For privat use, I would evaluate the car by 5. Of course it's very comfortable to make use of the car but it does not matter for me. I can imagine quite well to have a private Golf, that would not bother me. But if you are driving home from work passing the supermarket and decide to get a few apples from there than it's much more comfortable and time saving to make use of the company car and don't do that with a private one. That would be much more difficult.

Wie ist für Sie das Verhältnis des finanziellen Vorteils zum Ansehensvorteil? (Bekanntkreis?) What about the relationship of the financial advantage and the image?

Dadurch das ich mir privat nicht diesen TYP Fahrzeug kaufen würde weil ich es nicht bräuchte, wenn dann nur ein Zweifahrzeug, würde ich ja auch nicht diesen Hohen Kostenapparat haben, aber natürlich ist auch das Thema Instandhaltung und Versicherung, das ist natürlich schon ein Kostenfaktor. Ich würde es 50/50 sagen

As I would never buy this class of car, because I really do not need that it would just be an additional car. For an additional car I would never have this high cost expenditures nevertheless maintenance and insurance are high expenses. I would say 50/50.

What do you think about the Car Policy concerning the choice of models, size of propulsion, CO2 Bonus/Malus (restriction, pride?)

Es passt zu uns es passt zum Unternehmen. Es wird auch so wahrgenommen bei den Kunden. Also es gibt einige Außendienstmitarbeiter von anderen Firmen oder Selbständige, die werden mit Autos vorgefahren kommen wo ein gewisser Neidfaktor dann aufkommt. Die sind dann nicht ganz so sparsam, was CO2 z.B. anbelangt, das kommt nicht so gut an. Ich sag mal bis zu einer bestimmten Klasse bis maximal 5er BMW da kucken die Händler vielleicht noch darüber hinweg und auch die Kunden, aber irgendwann kippt das Ganze dann und wenn es dann noch größer und noch technischer wird da kann das ganze schon mal negativ rüber kommen. Aber zu uns finde ich dass die Dienstwagenregelung richtig passt, zumal wir Produkte vertreten bei denen es auch um Wasser oder Stromverbrauch geht.

That really matches it fits to the kind of company we are. This is perceived by our customers the same way as well. There are sales representatives of competitors or entrepreneurs who come up with cars that really generate envy. These cars are not as economic and CO2 saving. That does not come really well. Up to a certain size – maybe BMW 5 series, the customers just neglect that and the customers as well. Nevertheless as soon as the car exceeds this range and gets more and more technically sophisticated this is perceived negatively and it goes to the worse side.

Concerning my company, the car fleet policy matches absolutely particularly as we are representing products and services which are related to water and fuel consumption.

Wir stehen also auch für ein solides Unternehmen, das natürlich da auch sehr viel Wert darauf legt auch das wissen natürlich auch unsere Händler und wenn ich dann mit einem Proscche vorgefahren kommen würde, das würde nicht nur wegen dem Auto negativ sein, sondern auch weil es nicht mehr zu der Firma passt. Ich bin stolz darauf auf den Arbeitgeber. Ich finde das auch persönlich gut. Ich bin da voll zufrieden mit dem Passat das ist auch stimmig das Passt das ist auch für mich vollkommen

We are representing a sound company, and we esteem that a lot and our dealers and customers are aware of that. If I would show up with a Porsche that would be perceived negatively pretty much not just because of the car mainly because this does not fit to the image and reputation of our company. I’m really proud to work for this company. I really appreciate the situation. I’m totally happy with the Passat, the Passat really fits and it is absolutely ok for me.

OK das passt auch vom Komfort in Ordnung und ich denke, dass das Geld dass da ausgegeben wird, eher in andere Dinge investiert werden sollte man muss das auch so sehen, wenn da einer mit einem Auto vorgefahren kommt, was ich sag mal 60 70 80 T € kostet und ich erkläre ihm dann warum ich seine Konditionen weiter runter kürze, das könnte dann zu Problemen führen. Wenn man dann mit einem zu kleinen Fahrzeug ankommen würde, dann ist das auch wieder negativ, dann heißt es der Firma Miele geht's nicht mehr gut. Die dürfen keinen Passat mehr fahren. Also der Passat und damals war es auch der Ford Mondeo die waren einfach als Außendienstfahrzeuge akzeptiert und das ist ein Auto was einfach angenommen wird auch von unsren Händlern.

Wir diskutieren das Thema auch nicht im Kollegenkreis, das ist bei uns klar geregelt. Wenn man grade ein Auto neu bestellt dann fragt man höchstens was gibt es gerade für Fahrzeuge welche Ausstattung dar man reinnehmen aber ans ich darüber diskutiert wird nicht mehr. Weil das ist seit Jahren so wie es Heist bei Miele die Kleiderordnung da wird nicht darüber diskutiert. Da gibt es genug andere Themen.

Ok that even fits concerning the driving comfort and I’m convinced the money that is spent for expensive cars should be invested in more reasonable projects. You also should be aware If someone shows up with a 60, 70, 80 k € car and tries to explain why he has to cut the dealer’s discount later on that really might cause trouble.
Nevertheless showing up with an undersized car has a bad impact as well: "Miele is not doing well they are not able to afford a Passat or a Mondeo anymore!" This kind of cars are highly accepted as company cars and by the dealer network as well.

We just don’t discuss that topic. Not even among colleagues, because the policy is clear. If you order a new car you ask for the features and accessories that are available and you can choose but that’s it. No discussion. That’s some kind of dress code with Miele. Since years. You do not discuss the dress code. We have a lot and better topics to discuss.

*Haben Sie von Auszeichnungen für das Flottenmanagement etwas mitbekommen? Wie? Did you notice the reward your company got for the fleet management? In what kind?*

Da wäre ich schon stolz darauf, das finde ich schon gut. Das ist eine Auszeichnung wie ich sie noch nicht bei anderen Unternehmen gehört habe und denke auch dass man da gegenüber unseren Kunden auch eine gute Argumentation wieder hätte. Das würde gut ankommen auf jeden fall wir verkaufen Waschmaschinen, die wenig Wasser verbrauche, wir achten auf den Stromverbrauch auf allen Geräten und wenn wir da auch bei unseren Dienstwagen einen Wert darauf legen, Also das gibt dann irgendwann ein komplettes rundes Bild. Ich finde das gut. Ich denk auch dass unsere Kunden das positiv sehen würde. Klar manche würden sagen Ihr spinnt, aber die haben wir sowieso. I would be very proud indeed. I appreciate that very much. I never heard of such an award for other companies. And I’m convinced that would be a great selling argument concerning our customers. That would be highly accepted anyhow; we sell washing machines that save water, we are aware to save energy with all products we sell and if we should do the same with our company cars. That will become a consistent picture. I appreciate that. And I guess our customer will appreciate that as well. Of course some of the customers would believe we are crazy, but this kind of customers we are dealing with anyhow!

*Wäre der Erhalt eines Firmenwagens für Sie Einstellungsrelevant? Would it be relevant for your to join a company to get a company car?*

Da ich ganau bei Miele weiß, das es das nicht gibt. Also entweder man ist im Außendienst und hat ein Fahrzeug oder man hat eine gewisse Position, stellt sich diese Frage eigentlich gar nicht so. Aber mir persönlich wäre es gar nicht so wichtig weil für mich bedeutet auch ein Dienstfahrzeug viel unterwegs zu sein viel auf der Autobahn sich zu bewegen, und einfach auch große Fahrzeiten zu haben, also wenn ich einen Tag unterwegs bin, dann sind da meist zwischen 2 und 4 Stunden, die ich alleine auf der Straße bin und das ist ja auch ein Anteil Freizeit, die ich da verbringe. Dann sehe ich das ganze auch ein bisschen zweiteilig. Ich könnte auf den Dienstwagen verzichten und hätte dann auch wieder zwei Stunden mehr Freizeit. Beim Stellenwechsel wäre der Dienstwagen nicht im Vordergrund.

Fact is that’s not the case with Miele. Either you are in the field service and you have a car or you are in a particular position and have a car. Getting a car is not a question of negotiation. For me this is of less importance because having a car means to be on the road a lot and driving long distances as well. There are 2 – 4 hours I’m just driving every day and that’s a lot of my leisure time I’m spending on the road. This is something of a bias: without a company car I would have 2 ours more leisure time a day. Getting a company car would not be a condition when changing the job.

*Welche Rolle spielt dabei die Attraktivität der Regelung? What’s the importance of an attractive car fleet policy?*

Also ich finde das schon richtig. Also bei uns gibt es ein Referenzfahrzeug und sobald man da mehr ausstatten möchte, hat man eine gewisse Zuzahlung und die Grundausstattung ist aber auch so, dass man damit arbeiten könnte. Das heißt man muss nichts zuzahlen, das stellt der Arbeitgeber, der Rest ist dann einfach design aussehen und teilweise auch Funktionalität. Und da finde ich eigentlich in Ordnung so wie es jetzt ist. Also man muss nichts hinzuzahlen, wenn man es nicht möchte aber an kann es wenn man es privat nutzt mit besonderen Ausstattung befähigen oder mit
Appendix C Transcripts of the Interviews


That’s of importance for me. Well there is a reference car with us. As soon as you would like to have some additional features you have to pay a certain amount. The reference car is equipped in such a way that you can really work with it. You don’t have to pay anything for it, our employer will pay for it. The rest is design, show and partly functionality. And I think it is ok as it is. You do not have to pay anything if you don’t like to. Nevertheless you may use the car for private if you like to and if you prefer a particular feature or a particular color, you can get that. I think it's just fair as it is. If I have to pay the countervailing benefit, then this policy is fair.

Welche Rolle spielt dabei die Nachhaltigkeit der Regelung für Sie
Is sustainability of the policy of importance for you?

Natürlich durch die Begrenzung der Leistung also das das ist ja das maximale was wir hier nehmen können mit den 140 PS und ich glaub das ist jetzt auch schon wieder draußen da gab es auch schon wieder eine Änderung. As finde ich schon PK das muss nicht ins bodenlose getrieben werden. Es ist so ausreichend wie es ist.

Well concerning the limitation of the horsepower. Well the maximum we can choose is 140 horses and I assume that was changed already as well. That’s ok for me you do not have to stretch that to the max. It is sufficient as it is right now.

Empfinden Sie die aktuelle Regelung als passend zum sonstigem Nachhaltigkeitsauftritt des Unternehmens?
Do you think the recent policy is in accordance with the sustainability policy of your company?

Ja natürlich könnte man jetzt noch mehr die PS Leistung reduzieren und man könnte noch kleinere Fahrzeuge oder Elektrofahrzeuge oder wie auch immer nehmen, aber ich denke da muss man auch noch ein paar Jahre warten, also ich könnte mir schon vorstellen dass wir auch diesen Schritt dann irgendwann gehen oder auch Hybridfahrzeuge das denke ich wäre auch interessant um das ganze noch zu verstärken aber ich glaube, dass die Technik noch nicht so weit ist. Aber ich denke da könnte man noch viel bewegen. Ich weiß aber nicht wie meine Kollegen das sehen würden hihiih. Mir ist das ganze nicht ganz so wichtig.

Of course they might reduce the horsepower more than they did and we might down-size the cars or make use of electric cars or what cars ever, nevertheless I guess we should wait for some more years. I really could imagine to make that step or to make use of hybrid cars. That would be exciting and would strengthen the effect but I really doubt if the technology is really at hand and ready for that. Nevertheless I’m convinced we could do a lot in this direction. But I don’t know if my colleagues would really appreciate that hihiih. It’s not a big thing for me.

Wie bewerten Sie Einschränkungen in der Motorgröße? negative oder positiv -5 bis +5
How do you evaluate the limitations concerning the size of the propulsion

-1 nicht neutral ich habe mich bewusst dafür entschieden es war mir an der Stelle das Geld auch wert. Aber wenn es nicht zur Wahl gestanden hätte, dann hätte ich es so hingenommen.

-1 not neutral. It was a conscious decision from my side and it was worth the money for me. If I did not have had the option, I would have accepted the situation as it was.

Wie bewerten Sie Einschränkungen in der Fahrzeuggröße? negative oder positiv -5 bis +5
How do you evaluate limitations concerning the size of the car?

Page 381
Also da wäre ich bei der -5. Also das hat einfach was mit dem Fahrkomfort zu tun. Und auch mit der Kofferraumgröße und einfach auch das Ansehen bei den Händlern. Also wenn ich da jetzt mit dem Polo vorgefahren komme dann fragen die wirklich ob es uns gut geht oder ob sie sich einen anderen Lieferanten aus Sicherheitsgründen suchen sollen.

Well this would be a -5 for me. Well this is closely related to driving comfort. And with the size of the trunk and of course with my image and status with the dealers as well. If I would show up with a Polo everyone would ask me for the financial situation of our company and whether they had to go for another supplier just in case …

Würde die Attraktivität eingeschränkt, wäre das für Sie ein Grund, sich stärker für Alternative Arbeitgeber zu Interessieren?

If the attractiveness would be restricted would this be a reason to look for alternative employers?


I was educated at Miele and did not make it for another employer. No, there is nothing else for me and due to the fact that my husband is also working for Miele I’m a very particulare case anyhow. Mile is playing an outstanding role even in my private life.

Wie käme bei Ihnen en Arbeitgeber an, der keinerlei ökologische Maßnahmen im Firmenwagenbereich unternimmt?

How would you evaluate an employer who is not offering ecological measures of this kind

Gar nicht gut das ist nicht mehr zeitgemäß und das sollte mittlerweile wirklich Standard sein.

I would not appreciate an employer of that kind at all. Meanwhile that should be regarded as a standard!

Allgemeines Statement zu diesem Thema

A general statement concerning this topic

Ich glaube wir ha

I think, we ha

Viel Erfolg bei Ihrer Studie du dass sie möglichst zu einem positiven Ergebnis kommen.

I think, we ha

Is there any similar car by Volkswagen? (seems to be a preference for Volkswagen) Hybrid for long haul does not pay off.

All the best for your study. I hope for a positive outcome!
Stakeholder Mitarbeiter / Employee SAema Miele

Fakten: Miele

In welchem Bereich sind Sie tätig?
In which department do you work in?

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Inwieweit interessieren Sie sich für die Nachhaltigkeitsaktivitäten des Unternehmens? NH-Bericht?
Are you interested in sustainability activities of your company? Sustainability Report?


Very much! In general there are annual records on how Miele has improved. As far as my department is concerned, I have attended several trainings how to save fuel and drive more economically. I refreshed my knowledge and took part in driver safety courses regularly. These courses are part of the concepts and I try to avoid litter as well. First of all I attended the training with my company car followed by my private car, I told the company, I would like to do that with my private car as well. The on-board computer displays what the consumption actually is and I would have never thought what is possible especially acting as a customer service engineer in the city, in the city of Hamburg. I got a particular car because of this. As far as I know this was one of the first cars equipped with a start-stop system that stops the engine as soon as the car comes to a stop. It’s called Blue Tech, I think. The first ca I got from Mile was a car with a natural combustion engine, this was a field test and the second one was the car I’m driving now with the start-stop system. These cars are now implemented for the customer service engineers as I have been told.

Was sind Sie für ein Typus von Firmenwagenfahrer (Service, Außendienst Funktion)
What kind of company car driver do you represent (service, sales representative)?

Citation has been removed due to promise of confidentiality
Wie lange sind Sie in Unternehmen Wie lange davon Firmenwagenberechtigt?
How long do you work for your company and how long are you entitled to drive a company car?

Citation has been removed due to promise of confidentiality

Sind Sie von einem Fahrzeug abhängig? (z.B. Berufsweg)
Do you depend on the company car (e.g. travel to work)?
ja
Yes

Wie groß ist Ihre jährliche Fahrleistung?
What's your personal driving mileage?

Citation has been removed due to promise of confidentiality

Gibt es im Unternehmen eine Alternative zum Firmenfahrzeug ? z.B. Car Allowance
Bruttogehaltsumwandlung, ?
Is there an alternative concerning a company car ?(e.g. car allowance, possibility to drive a company car as a form of benefit in kind)
nein wir werden ja auch jährlich geschult in der Sicherheit. Wir bekommen jährlich Schulungen von der Firma Sortimo festlaschen Spanngurte
None. We receive a safety training every year. And we get a training concerning lashing points and cargo ensuring by Sortimo.

Was fahren Sie für ein Firmenfahrzeug? Seit wann?
What kind of company car do you drive? Since when?

Citation has been removed due to promise of confidentiality
Bekommen Sie Feedback über die Ergebnisse des Fahrverhaltens?
Do you get any feed back on the impacts of your driving behaviour?

Wenn wir es wünschen ja. Ich sag mal das wurde vom Betriebsrat immer zurückgehalten. Es gibt diese Zahlen jedoch wird darüber nicht gesprochen oder veröffentlicht, weil der Betriebsrat sagt, das kann der eine oder Andere auch falsch verstehen. Als Druck oder Maßregelung z.B. du verbrauchst mehr als deine anderen Kollegen oder du bist öfter an der Tanke, benutzt du das auch für deinen Privatwagen oder wie? So was ist natürlich Quatsch. Wenn etwas gesprochen wird dann allgemein. Ich bin aus Hamburg das heißt wenn etwas gesprochen wird dann Hamburg oder Deutschland etc. pp. Diese Zahlen kann man weiter runterbrechen bis 5 Personen aber noch weiter als 5 Personen das ist offiziell möglich, dass man keine Rückschlüsse auf einzelne Personen ziehen kann. Man könnte es aber es wird abgelehnt.

Yes, if we like. This was always held back by the works council. The facts are available but they are neither discussed nor published because the works council assumes someone or another might get it wrong. As pressure or punishment. Your fuel consumption is higher than with others or you have to fill up more often, do you use the fuel for your private car? That’s entire rubbish. If we discuss that, we do that in a general way. I’m from Hamburg this means if we discuss than we are talking about Hamburg or Germany and so on. You can drill down the figures to 5 drivers or even further. This can be done officially. Nevertheless it’s not allowed to identify a single driver. We could do that but it is not accepted.

Die Berichte bekommen wenn dann die direkten Vorgesetzten. Auch mein Vorgesetzter . Er hat mit mir aber nicht über das Fahrzeug gesprochen, sondern wir kriegen, einmal im Jahr setzen wir uns zusammen was gefällt mir nicht bzw. was ist demjenigen aufgefallen bzw. was hat sich stark geändert. Und wenn dann natürlich auch di Flotte mi dazu gehört – huch due fährst 500 km weniger verbrauchst aber 500 Liter mehr, passt das natürlich nicht zusammen und dann wird in einem persönlichen Einzelgespräch darüber gesprochen. Von Vorgesetzter zu Mitarbeiter in einem 4 oder 6 Augengespräch, wenn gewünscht wird dass der Betriebsrat mit dabei ist.

If there are reports these are addressed to the line manager. My line manager as well. But he never talked to me about the car but we get, once a year we meet, what we like or dislike, what was perceived and what has changed significantly. And the fleet is concerned as well – he, you are driving 500 km less but your consumption has increased by 500 l, that does not fit! Then one-to-one conversations are started: Just the line manager and the colleague. 4 eyes or 6 eyes if a member of the works council is engaged as well.

2011 – 2007 hatte ich ein Erdgasfahrzeug, obwohl es natürlich nicht aufgefallen ist, wenn man beim Kunden auf die Einfahrt raus fährt. Vorwärts oder Rückwärts; da ist natürlich eine Aufkleber darauf „Ich fahre mit Erdgas“ wird das sofort von einem Kunden wahrgenommen, obwohl der Miele Schriftzug viel Größer ist und der andere Schriftzug ist in Orange, und das wird sofort wahrgenommen?
Es wurde entweder gesagt finde ich gut. Oder es wurde gesagt ich möchte mir auch ein Erdgasfahrzeug zulegen, was haben Sie für Erfahrungen gemacht? Oder wie kommt es, dass Miele ein Erdgas Fahrzeug hat, und damals – heute ist das ja schon eigentlich normal es fahren ja auch Taxis damit rum- vor vier oder 5 Jahre selbst beim Tanken an der Tankstelle sind die Leute auf mich zugekommen und sagten Mensch super, Miele achtet auf die Umwelt. Ne?
Wie empfinden Sie das?
The largest feedback I ever had I have to admit was for the liquid natural gas vehicle. Just positive.
I was driving this car form 2007 – 2011. This was not easy to detect when approaching the customer straight or reverse. Of course there was a sticker “I’m driving with liquid natural gas!” The customers perceived this immediately although the Miele slogan in orange color was much bigger and colored orange, nevertheless the lng-sticker was perceived at once.
The customers either told me “that’s great” or “I would like to drive a lng-vehicle as well”, “what kind of experience have you made until now?”. Or “how does Miele manage to apply lng-vehicles?” At that time - today it's more or less normal, there are lng-caps driving around – but 4 or five years ago
people addressed me at the gas-station: "Hey guy that’s great Miele cares for the environment, hey?" How do you like that?"

Bestätigung weil ich kann mich mit so einem Fahrzeug nur in einem bestimmten Kreis aufhalten, bzw. ich brauche öfter eine Tankstelle als wenn ich einen normalen PKW fahre das ist so gewesen, dass der normale 60 L Tank aufgeteilt war i 30 in 10 Liter Benzin und der Rest hält Gas. Und jetzt ist es so ich muss mit meinem Fahrzeug hält ein mal im Monat zur Tankstelle. Oder alle zwei Wochen und damals spätestens nach acht tagen musste ich zur Tankstelle, Und in Hamburg gab es hat nur zwei Stück die das dementsprechend angeboten haben so dass ich immer wusste jetzt wird s wieder Zeit nö?

Das erfüllt mich selbstverständlich mit Stolz. Man ist ja ein Teildavon, und des weiteren wurde ich nicht dazu bestimmt, sondern ich wurde gefragt, ob ich mich dazu bereit erkläre. Das kannte ich so vorher nicht auch aus anderen Firmen, war für mich aber selbstverständlich, hat mich natürlich auch interessiert wie verhalte ich mich in so einem Fahrzeug sonst kann man diese Erfahrung eventuell gar nicht sammeln.

With a car like that I can just go for a particular range. This means I need a gas-station more frequently than driving a regular vehicle. The regular 60 liter tank was divided into 2 sections: 30 liters of lng and 10 liters of gasoline and the remaining volume was gas. Every 2 weeks, latest after 8 days I had to fill up then. We only had 2 gas-stations at Hamburg serving gasoline and lng as well. This was why I also had to be aware when to fill up. Of course I’m proud You are part of an experiment and I have never been forced to participate. Miele asked me whether I was deliberately willing to participate. I never had this when working with other companies. Participating was ?? Of course I was eager to come to know my driving behavior with a car like this. Otherwise you are eventually not able to make such an experience.

Es gab 5 Fahrzeuge in der ganzen Bundesrepublik und viele haben auch ja gesagt und dann ne doch nicht. Und dann wurde halt gefragt wer möchte denn und dann wurden sie halt stillgelegt. Und es wurde halt akzeptiert. Wenn gesagt wurde: nee möchte ich nicht und es wurde auch nicht gefragt nö warum oder so was sondern die Fahrzeuge wurden halt 1 zu 1 ausgetauscht.

Wissen Sie mein Chef hat gesagt, du kannst dir auch ein Cabrio holen als Firmenwagen, aber wehe du kriegst nicht alles rein. (zwinkern des Auges)

There were 5 vehicles in the entire country and many colleagues first agreed and drew back when they had to decide in the end. Mile asked who was willing to drive a lng vehicle and who likes to have one. The lng vehicles which were redundant were kept on stock. And this was accepted no questions, no reasoning – the vehicles were just exchanged 1:1 by gasoline vehicles. Ich fand es zum Beispiel auch toll, welches Fahrzeug willst die den eigentlich haben, welche Werkstatt hast du denn eigentlich um die Ecke? Ich wurde halt doch gefragt: Was möchtest du für ein Fahrzeug? Das oder das haben wir im Angebot. Wo ich gesagt habe pass mal auf VW habe ich hier 1 km und der Mercedes Händler 6 km entfernt nö? Da fiel mir natürlich die Wahl auch einfach ich möchte einen VW haben.

For me this was great! Whot kind of car do you like? What service station is close to your home? Yes I was asked "What sort of car do you like? That’s what we can offer to you!" I told them." Listen boys, VW is just 1km away, Mercedes 6 km, hâ!" My choice was easy: I go for VW.
teste immer sehr neuwertig ist um den Verbrauch zu senken.

Wie empfinden Sie als Mitarbeiter, wenn der Arbeitgeber einen GreenFleet Award des TÜV SÜD erhalten hat?

Sehr gut, weil denn auch die breite Öffentlichkeit vielleicht mehr als vorher darauf aufmerksam wird um dieses halt auch als Thema in der Gesellschaft wahrzunehmen. Konzentration auf Geräte keine Negative Presse keine positive

Das ist eine Frage der Sichtweise die man hat. Jemand der Unzufrieden ist mit seinem Produkt, der wird auch nicht die Mielesflotte loben, jemand der aber mit seinem Produkt zufrieden ist wird nachfragen, wie handhabt ihr das etc pp . Was mir natürlich auffällt, dass nicht nur die Flotte immer grüner wird sondern auch die Geräte und auch die Kunden dementsprechend reagieren, wobei man sich schon fragen muss, warum denn die Joghurtbecher vorher mit Handgespült werden und dann im Geschäft wieder durchgespült. Ich hab gemerkt dass viele Umweltfreundlichkeit fordern und auch verstärkt kaufen jedoch dann wundern warum ich dann eine halbe stunde länger brauche um mein Ziel zu erreichen. Ich kann mit meine Bus 50 km/h fahren ich kann aber auch 130 fahren um and Ziel zu kommen auf der Autobahn und habe einen entsprechenden Verbrauch. Das wird aber nicht berücksichtigt, sondern man vergleicht das immer mit seinen alten vorherigen Geräten und hätt ich das gewusst vorher.

It's a question of focus. If someone is dissatisfied with a product of ours, he will not praise our car fleet. Nevertheless if someone is satisfied with our products he will investigate how we behave concerning the car fleet and so on. What I came to perceive is that even the car fleet became more green but our products as well and our customers react on that. Of course we have to question if we really need to clean a joghurt glass by hand and then clean it again in the company. I came to know that many customers request for environment friendliness and buy such products but then start to wonder why I need half an hour in addition to achieve my destination. I can go with my
car at 50 km/h or at 130 km/h to get to my destination by highway, but the fuel consumption is according. Nevertheless this is not taken into account, the comparison is done between the ancient product and the new one and the conclusion is I should have known this in advance!


I do not know the max. speed of my car because I stick to the speed limit. I did not know that this is an experiment. He told me, I appreciate that you did not test it. This is related to environmental awareness as well. The cars in the oeko-trainings do not have an on-board computer to display and store the consumption and the average speed. This is why I made use of my private car in the training the next year.

Wenn es gewünscht gewesen wäre hätte ich das auch mit meinem Partner durchführen können ich habe damals 2,7 Liter gespart was ich sehr erstaunlich fand.


If the would have wanted me to do so, I could have done that together with my colleague and I saved 2,7 liter than which I found remarkable. If there would be an exploitation- and evaluation system I certainly would try it. In the fresh-up seminar you are always reminded on things as air pressure and so on.

I would not appreciate a participation in the economical savings because this is not fair from my point of view. I’m a customer service engineer working in the city. I’m driving within the city. There are customer service engineers working on the flat country. The requirements are different. Everyone has to be comparable with everyone to come to a conclusion. Just to compare me with myself does not make much sense.

Empfinden Sie die aktuelle Regelung als passend zum sonstigem Nachhaltigkeitsauftritt des Unternehmens? Do you think the recent policy is in accordance with the sustainability policy of your company


Actually yes. Of course I’m very sad not to be able to have a lng-vehicle anymore. Because this in no longer the policy of our company. In addition, I was really enthusiastic to get a big VW van, because I was driving a VW caddy in the past. You are capable to transport more In addition to that for a person of my size, there is more space in the van than in the caddy. You can move the seat im a much bigger range.

Wie bewerten Sie Einschränkungen in der Motorgröße? negativ oder positiv -5 bis +5 How do you evaluate the limitations concerning the size of the propulsion


Gekaufte Fahrzeuge Also mein Fahr zeug fährt ich schätz 17 und die neuen fahren alle 156 oder so in der Größenordnung. Ich bin muss ich sagen maximal 140 bergab gefahren mit dem Fahrzeug wo
ich sage huch so schnell normaler wese fahre ich so 120 130 das ist absolut ausreichend für so ein Fahrzeug. Ich muss nicht schnell fahren.

Absolutely positive in dead! My driving pattern is 20% on the highway and 80% in the city. Mile cars have the smallest propulsion and this is even reduced by 10-5 horses just to keep us away from speeding. My cars and the cars which are not modified are able to go 170 km/h and the new cars are limited to go 156 km/h or something in this range. I have to admit, my maximum speed with my vehicle has been 140 km/h downhill. Oups this was rather fast, not my normal speed whis is between 120 and 130 km/h, which is absolutely ok for a vehicle like this. I do not have to drive at high speed.

Wie bewerten Sie Einschränkungen in der Fahrzeuggröße? negative oder positiv -5 bis +5

How do you evaluate limitations concerning the size of the car?


Wenn alle das müssen, ist das für Mich in Ordnung.

I would accept the limits if I would get a bigger sphere of activity not with the variety of products I have to fix today. I would have to focus then. I had a car which was one size smaller. With a car of this size, I’m at the limits. I have to admit I’m happy when I’m able to get out of the car in the evening.

If all my colleagues had a smaller car, it would be ok for me.

Würde die Attraktivität eingeschränkt, wäre das für Sie ein Grund, sich stärker für Alternative Arbeitgeber zu Interessieren?

If the attractiveness would be restricted would this be a reason to look for alternative employers?

Nein. Wenn man bei Miele ist, will man nicht wider raus Miele ist ein sehr sozialer Arbeitgeber. Schau sie doch mal meine Tätigkeit an, ich kann in Hamburg genauso arbeiten wie in München. Ich müsste nur umziehen, sonst wäre alles gleich bei welchen Arbeitgeber habe ich das schon. Sicherlich gibt’s da auch ausnahmen. Ich hab früher bei der Lufthansa gearbeitet das war das ähnlich der Fall.

Not at all. Once you work for Mile, you do not want to quit. Miele is a very social minds employer. Look at my job I can work at Hamburg and at Munich as well. I would have to move. That’s all, everything else would be exactly the same. Who else would offer this to me. Of course there are exceptions. I used to work for Lufthansa, nearly the same conditions.

Der Arbeitgeber macht sich auch Gedanken um die Arbeitnehmer.


The employer really cares about his employees. Every February we get a coaching on safety at work. We discuss such topics as how to handle heavy products. If an issue occurs, we make a note on that and inform the departments which are in charge of it. And you will get a feedback! This is the most crucial aspect. There are colleagues who have trouble with their back. They are suffering from a Bandscheibenvorfall or something like that. What they got from the employer was a special seat and a truck with air suspension! This is what I know about it. There were colleagues very close to retirement and they were offered the same solutions.
Wie käme bei Ihnen en Arbeitgeber an, der keinerlei ökologische Maßnahmen im Firmenwagebbebereich unternimmt?

How would you evaluate an employer who is not offering ecological measures of this kind

Hab ich mir noch nie Gedanken darüber gemacht muss ich sagen, weil jeder immer in irgend einer Form darüber auch nachgedacht hatte. Wäre jetzt kein Ausschlusskriterium aber ein Grund darüber zu reden offen in aller Runde.

I never thought about that, I have to admit because someone has always reasoned about this in one way or the other.

Allgemeines Statement zu diesem Thema

A general statement concerning this topic

Auch ich als kleines Zahnrad im Getriebekann etwas bewirken indem ich ein Feedback gebe, und weiß, dass das den Kollegen dann auch mir zu Gute kommt.

Even if I’m just a minor wheel in the gearbox
Typus NFZ non core business MB Linde

Citation has been removed due to promise of confidentiality
Mitarbeiter / Stakeholder SBeim Linde

Fakten / Facts:

*In welchem Bereich sind Sie tätig?*
*In what area are you in?*

Citation has been removed due to promise of confidentiality

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*Inwieweit interessieren Sie sich für die Nachhaltigkeitsaktivitäten des Unternehmens? NH-Bericht?*
*How much do you care about the sustainability activities of the company? NH Report?*


Since I am responsible for the logistics, I am entrusted with the sustainability area now quite closely. On the one had a clause fits into our contracts to be included in the Dow Jones index and to be able unrated. On the other hand however, to prove - evidence - that we do it, which means that we agree on appropriate clauses with our contracted suppliers. This must also be tested in renegotiation if they really do it well. The concerns now the Logistics Transport. This of course has implications for the large-scale logistics transports in the distribution area, the sub-contractors as well as home care and transportation, as I think a step further, to the companies weighing.

*Kennen Sie den Nachhaltigkeitsbericht?*
*Do you know the sustainability report?*

Ich weiß wie das Bild aussieht.

I know how the picture looks.

*Was sind Sie für ein Typus von Firmenwagenfahrer (Service, Außendienst Funktion)*
*What you are looking for a type of company car driver (service, field service function)*

Citation has been removed due to promise of confidentiality

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*Wie lange sind Sie in Unternehmen Wie lange davon Firmenwagenberechtigt?*
*How long have you been in business how long it company car sign?*
Sind Sie von einem Fahrzeug abhängig? (z.B. Berufsweg)
Are you dependent on a vehicle? (for example, career)
Nein ich brauche für den Berufsweg kein Fahrzeug. Es gibt natürlich Situationen zum Beispiel für die Fahrt zum Flughafen oder wenn wir Meetings haben bzw Lieferanten oder auch Tochtergesellschaften besuchen. Wir fahren zunehmend mit dem Fahrzeug (also nicht nur fliegen), da werden natürlich die vorhandenen Dienstwagen als erstes eingesetzt (auch gemeinsam).

No, I do not need a vehicle for the career. There are of course situations, for example, for the ride to the airport or when we have meetings or suppliers or affiliates visit. We go increasingly to the vehicle (not just fly) because of course the existing company cars are used as the first (and shared).

Wie groß ist Ihre jährliche Fahrleistung?
How big is your annual mileage?

Gibt es im Unternehmen eine Alternative zum Firmenfahrzeug? z.B. Car Allowance Bruttogehaltsumwandlung?
Does the company have an alternative to a company car? e.g. Car Allowance gross salary conversion?
Ja gibt es. Man kann verhandeln dass man anstatt des Firmenwagens einen finanziellen Ausgleich bekommt.
Yes there is. You can negotiate that you get a financial compensation instead of a company car.

Was fahren Sie für ein Firmenfahrzeug? Seit wann?
What do you go for a company car? Since when?

Wie viel Spielraum hätten Sie noch oben gehabt? Leasingrate? Motorgröße? Fahrzeuggröße?
How much room you would have been even higher? Lease rate? Engine size? Vehicle size?
Gibt es in Ihrem Haushalt auch ein Privatfahrzeug?

Does your household a private vehicle?

ja  

Wie wichtig ist für Sie persönlich der Firmenwagen 1-10 ?

How important is it for you personally, the 1-10 company car

Wichtig. Ich würde sagen fast schon 8.

Important. I would say almost 8.

Wie ist für Sie das Verhältnis des finanziellen Vorteils zum Ansehensvorteil? (Bekanntenkreis?)

As for the ratio of the financial benefit to view advantage? (Acquaintances?)


Privat Fahrten:


70 % Finanziell.

30 % Ansehen.

Warum solltest du das Ansehen nicht etwas genießen?


Aber trotzdem ist das Verhältnis immer noch 30 zu 70.

The financial part is already the greater part. Although one must be careful because due to the co-payment that you have to pay in the appropriate amount, depending on classification. I am still in the start, so I have to pay privately nor the most.

The interesting thing is the easy handling for me. So I find it incredibly enjoyable. Changing tires and maintenance are included in the package. I have to say is for someone who is engaged in the management of a relief. We have a good fleet manager, who is also packaged the whole thing accordingly. I find it incredibly attractive also in terms of fuel card, which is of course also a relief.

Private trips:

The holiday trips are not like that. But for example, we are now driving home for the weekend for my brother to family celebrations. Then you could say as we go down fast times with the car, we fly. Since a boundary value on the road, the mileage you are doing is just as uncomfortable as by private car to the company car. That way you're not motivated but from a certain distance you drive with the company car, because it's just a company car. There is somewhere for the family break
even. We go now then to northern Germany and you can’t even just go to the car at the weekend. Since the financial benefit is not so interesting that you would say we are doing everything now just with the company car.

70 % Financial  
30 % Reputation  
Why shouldn’t you enjoy some reputation?  
It has been thinking and picked a car to his liking. If you are having the good fortune that you meet the tastes of others, why not. Then you’re just a little proud, because the car is exactly to your tastes. I can order me a black Audi A5 from the list with a normal engine. Then you use the car easy. But if you say I have exactly the sedan, S-Line, with the bells and whistles you want to, lowered, white, and so on then you are identified. So as you can safely talk about motivation. But still, the ratio is 30 to 70.

How do you feel about your car policy with respect to the model selection? Engines? CO2 bonus malus scheme? (e.g. limitation, pride).

Ich finde es schon sehr positiv und großzügig. Der Bereich ist meines Erachtens wenig oder nicht so streng limitiert wie das vielleicht noch vor einiger Zeit war, wo du tatsächlich nur eine C-Klasse oder abhängig nach der Hierarchie ein Auto haben durftest.

Jetzt gilt nur der CO2 Ausstoß, deine Zuzahlung, deine Belastung und deine steuerliche Belastung die du ausrechnen musst. Vorgerechnet bekommst du es dann auch noch, das ist meiner Meinung nach ein guter Regulator, der dich in deine Schranken weist beziehungsweise limitiert. Die Schranken empfinde ich für mich als ausreichend, was den Spielraum betrifft.


I find it very positive and generous. The range is limited in my opinion little or not as strict as that was probably some time ago, where you were able to actually according to the hierarchy have only a C class or a car dependent.

Now only applies to CO2 emissions, your payment, your stress and your tax burden that you have to calculate. Pre- Calculated you get it then even that is in my opinion a good regulator that has you in your barriers or limited. The barriers I feel for me to be sufficient in terms of the scope.

I find that with the CO2 emissions a good motivation. Because we drive the vehicles four years, finally it is doing a lot in four years. I also think it’s good then that in four years with the CO2 flows. If a company already generous white Companies Weighing providing I find the control on the basis of CO2 values and good for the environment. You could be in four years to say yes that you offer you an insane advantage if you take an electric car. But I find it good if that flows in, as the Linde is also in the field of Green Energy as a company go. Since a certain consistency has to be there, otherwise it will not fit together. Then it’s all okay with the Sustainability, with the Dow Jones index, it all flow together into it. Sustainability must also be reflected in another location.

Haben Sie von Auszeichnungen für das Flottenmanagement etwas mitbekommen? Wie?  
Did you catch awards for fleet management something? How?

Leider nein.  
Unfortunately, no.

Wie empfinden Sie es als Mitarbeiter, wenn der Arbeitgeber einen GreenFleet Award des TÜV SÜD erhalten hat?

Haben Sie von Auszeichnungen für das Flottenmanagement etwas mitbekommen? Wie?  
Did you catch awards for fleet management something? How?

Leider nein.  
Unfortunately, no.
How do you feel about it as an employee if the employer has received a Green Fleet Award of TÜV SÜD?

Davon habe ich was gehört. Ich glaube der Reitzle selber wurde ausgezeichnet. Davon gab es ein Bild in einer unserer Hauszeitschriften dabei stand dass der Preis vom ADAC ist. Oder? Das finde ich gut, das passt in unsere Firma, das unterstützt die Tendenz dort mehr zu tun. LNG Trucks werden von Diesel umgerüstet auf alternative Antriebe und Wasserstoff. Da wird jetzt auch mit Daimler zusammen eine Tankstelle errichtet haben, womit wir Spediteure dazu motivieren wollen auch die entsprechenden Trucks einzusetzen. Sonst macht es ja gar keinen Sinn. Das LNG Thema ist jetzt auch noch so ein Treiber, das kommt noch dazu. Da sind wir vielleicht von der Fahrzeugthematik noch nicht so richtig informiert was eigentlich die Tendenz ist. Wir nehmen ja nur das wahr was in den Flotten vorhanden ist. Wenn wir in diesen Kalkulator rein sehen wissen wir was alles möglich ist, oder? Aber wie das da reinkommt, die Geschichte dazu wie der Eicke da verhandelt, das weiß der Fahrer im ersten Moment ja gar nicht. Das ist vielleicht ein guter Punkt, da fehlt es vielleicht an der Kommunikation, an der Werbung wo die Tendenz hinführt um einen auch vorzubereiten.

Of this I have heard something. I think the Reitzle itself was excellent. Of these, there was a picture in one of our in-house magazines here was that the price of the ADAC is. Or? I find that good, that fits our company that supports the tendency there more to do. LNG trucks are converted from diesel to alternative drives and hydrogen. We have built together with Daimler a gas station, where we aim to motivate shippers to use the corresponding Trucks. Otherwise it makes no sense. The LNG issue is now even as a driver, that will come to it. We are still not really informed of the subject vehicle which is actually the trend. We take yes only perceive what is available in the fleets. When we see in this calculator purely know we what is possible, right? But how pure is to come, negotiates the story about how the Eicke there, that does not know the driver at first yes. This is perhaps a good point, because it may lack the communication to the advertising where the trend leads to a prepare well.

Wäre der Erhalt eines Firmenwagens für Sie Einstellungsrelevant?

If the receipt of a company car for the setting relevant?

Wir haben mal vor einiger Zeit gesagt dass ein Firmenwagen einen Bruttowert in der Gehaltsliste von 10,000 € hat. We said some time ago that a company car has a gross value in the payroll of 10,000 €.

Welche Rolle spielt dabei die Attraktivität der Regelung?

What role does the attractiveness of the scheme?


I perceive that the company car has an enormously high value, except for me. I see that my co-workers or colleagues are oriented differently. They make party, the place in a conversation about motivation in the work, the company car and the fuel card scheme incredible in the foreground. They have either experienced me as a high burden on their own car, or something bad. In any case, the company car is generally in settings and exits always an issue. The company car is on the one hand a financial issue. On the other prestige plays a very important role. If the models are less because the boundary is driven under 10% down, I could well understand with good communication. But that is dependent on type, some might say "where's my wish." But I say, as long as the company car is offered to such conditions I take what is in the basket.
**Welche Rolle spielt dabei die Nachhaltigkeit der Regelung für Sie?**

*What role does sustainability of the regime for you?*


Auch das negative Image, das man sich im Kollegenkreis dann holt ist meines Erachtens nicht besonders angenehm.

**Empfinden Sie die aktuelle Regelung als passend zum sonstigem Nachhaltigkeitsauftritt des Unternehmens?**

*Do you consider the current regime than anything else to match the sustainability performance of the company?*

Die Nachhaltigkeitsgeschichte, auch der Bericht wird wahr genommen und auch für gut empfunden. Aber dass hier jeder begreift was ganz konkret passiert, beispielsweise wissen manche nur 149 ist weniger als 190. Um die Thematik besser zu verstehen bräuchte man noch mehr Know How. Ich glaub von der Firmenwagen Thematik könnten man im Vergleich zum Konzern noch ein wenig nachholen, so meine persönliche Meinung. Bei anderen CO2 Themen sind wir schon besser, aber mit einer Stufenangleichung sind wir dann konsistent.

**Wie bewerten Sie Einschränkungen in der Motorgröße? negative oder positiv -5 bis +5**

*How do you rate restrictions in the engine size? negative or positive -5 to +5*

Ich empfinde sehr wenig Einschränkung, im Grunde ist es keine Einschränkung. Die Technik entwickelt sich sehr stark und somit hast du trotzdem die Varianz. Wenn es echte Einschränkungen geben würde wie beispielsweise wer 2,5 will muss kräftig aufzahlen und/oder 3,0 gibt es gar nicht, das würde ich mir -2 bewerten.
I feel very little restriction, basically there is no restriction. The technique developed very fast and thus you still have the variance. If there were real limitations such as who wants 2.5 must vigorously enumerate and / or 3.0 there is not, I would rate at -2.

Wie bewerten Sie Einschränkungen in der Fahrzeuggröße? negative oder positiv -5 bis +5

How do you rate limitations in the size of the vehicle? negative or positive -5 to +5

Ich empfinde es als fast neutral weil die Fahrzeuggröße für mich nicht so wichtig ist. Ich kann mich mit einer 4 sehr wohl fühlen, denn ich habe keine drei Kinder. Die Wagengröße hängt natürlich immer vom Bedarf ab.

Lieber ein Audi A4 mit 3.0l als ein Audi A5 mit 2.0l.

I see it as almost neutral because the vehicle size for me is not so important. I can feel with a 4 very well, because I do not have three children. Of course, the car size always depends on the needs.

Better an Audi A4 3.0-liter than an Audi A5 with 2.0 l

Würde die Attraktivität eingeschränkt, wäre das für Sie ein Grund, sich stärker für Alternative Arbeitgeber zu Interessieren?

Would the attractiveness restricted, that would be a reason to become more caring alternative employer for you?

Nein, so wichtig ist das auch nicht.

No, that's not so important as well.

Wie käme bei Ihnen ein Arbeitgeber an, der keinerlei ökologische Maßnahmen im Firmenwagenbereich unternimmt?

How to you would to an employer who takes no environmental action in the field of company cars?

Ich würde es als sehr schade empfinden. Das wäre aus unternehmerischer Sicht nicht sehr weitsichtig, da Unternehmen immer auch eine Verantwortung tragen. Ich fände es grundsätzlich nicht clever und für mich nicht vertretbar.

Ich würde es sogar von einer Computerfirme erwarten, die mit einer Flotte sonst gar nichts zu tun hat. Für Unternehmen ist es immer wieder wichtig über die Grenzen hinaus zu schauen und das im Gesamten. Denn am Ende ist es dann auch nicht so schwierig die Firmenwagen umweltschonender zu machen, unmöglich ist das ja nicht.

I would consider it a great pity. That would be from a business perspective, not very far-sighted, because companies always have a responsibility. I think it would generally not clever and not acceptable for me.

I would even expect it from a computer firm who has nothing else to do with a fleet. For companies, it is important to look again and again across the borders and in total. Because in the end it is then also not as difficult to make as a company car more environmentally friendly, that's not impossible.

Allgemeines Statement zu diesem Thema

General statement on this topic


Ich meine solange das Ganze in sich eine gute Lösung ist, ist ja alles wunderbar. Wenn man aber zu sehr involviert ist und es sehr zeitaufwendig wird geht der Grad des Genusses enorm zurück.

Ich finde dass diese Thematik bei Linde gut geregelt und gelöst ist. Ich habe dabei minimalen Aufwand und bin sehr zufrieden.

I find that it's already on the company that manages the fleet arrives. I mean anything can be wonderful. But if it is in the flow, in the settlement, from the selection of the service, from the tires does not work smoothly, then you have yourself a great deal to look again at the end.

I mean as long as the whole is a good solution, everything is wonderful. But if one is too involved and it is very time consuming goes the degree of enjoyment back tremendously.
I think that this issue is well regulated and solved at Linde.  
I have been doing minimal effort and am very satisfied.
Typus NFZ core business MC TCO

Fakten:

In welchem Bereich sind Sie tätig?
Which department do you work in?
Unternehmensleitung 
Board of Management

Stellt der Betrieb von Fahrzeugen das Kerngeschäft Ihres Unternehmens da?
Is operation of a car fleet the core business of your company?
Ja Taxi
Yes, we offer Taxi service

Wie viele Fahrzeuge umfasst Ihre Flotte?
How many cars does your fleet have
52 Fahrzeuge
52 cars

Mit welchen Nutzungsarten betreiben Sie Ihre Flotte?
What's the usage pattern of your fleet?
Nur Taxi
Only taxis

Ist das Thema Ökologische Flotte in Ihrem Haus aktuell in der Diskussion?
Does Taxi Center Ostbahnhof actually discuss the issue ecological fleet?
Ja
Yes

Wenn ja: Wer ist hierfür federführend verantwortlich?
If yes, who is responsible for this issue?
Unternehmensleitung (selbst) Für die Fahrzeugpolitik bin es ich, für die anderen ökologischen
Nachhaltigkeitsthemen ist es meine Mitarbeiterin die Frau Mittelstedt Sie macht das , Beauftragte
für Nachhaltigkeit als Zusatzaufgabe.
Top management itself. I am responsible for all political issues on our fleet. For all issues on
sustainability my employess Ms Mittelstedt is responsible and in addition our authorised
representative.

Welche Stakeholder könnten sich Ihrer Meinung nach für die Art des Betriebes Ihrer Flotte interessieren?
What do you think, which stakeholders show interest in the operation of your fleet?
Ja da ist natürlich die Frage, Stakeholder in dem Sinne gibt es bei uns gar nicht s wirklich.
This is a good question. Actually, we do not have stakeholder in that kind of sense.

Vorschläge Vogt
Suggestions Vogt
Unter der Betrachtungsweise dann ja : Kunden Geschäftlich, Kunden Verbraucher, Lieferanten,
Mitarbeiter, NGO könnten sic dafür interessieren. ADAC hat sich dafür interessiert Hat es selber
aufgesetzt und hat hat mit uns zusammengearbeitet bei diesem ECO Taxi die ham ein eigenes
Label mi eigener Zertifizierung entwickelt, da hatten wir ja auch mal eine eigene Veranstaltung mit
dem ADAC, die ja auch in der Presse relativ breit gestreut war mit 30 Hybridfahrzeugen auf dem
ADAC Übungsplatz
If you look at this like that, then yes: business customers, private customers, suppliers, employees,
non-governmental organisations could be interested in your fleet. The ADAC (largest automobile
club in Germany) was interested. They have developed a concept of Eco Taxi and worked with us.
They have developed their own label and their own certification. We used to have our own event
with the ADAC, promoted in the press, with 30 hybrid cars on the ADAY test field.
Öffentlichkeit in der Region, Wa ja relativ Öffentlichkeit durch den Münchner Umweltpreis. Kommen eben durch die verschiedenen Presseveröffentlichungen kommen schon relativ viel Anfragen auch bundesweit (Nationale Öffentlichkeit), also ich hab immer wieder mal Anrufe von anderen Taxiunternehmen.
We have publicity and many enquiries triggered by publicity in the region, e.g. through the Munich Ecology prize. Also, we once in a while receive calls from other taxi companies because of press releases.


However, we do not have international publicity. We once took part in the Energy Globe competition but I think we were too small and therefore not successful. The Energy Globe competition is a competition on international sustainability and awarded in Austria. Reportedly to be a renowned prize. In the last few years, only large players won the competition. Well, I thought because we’ve made the 2nd position in the Öko Globe competition and here too I might have been a bit naive and just thought well I give it a go, I anyway have an application at hand. I used the application I had and just changed few things. But then, only large global players participated as this is a competition on sustainability and therefore many large players were there. Such like Linde, Post, Porsche, Audi, VW, Toyota, and then us Taxi Center Ostbahnhof. This was wonderful!

Investoren nicht
No investors

Fachmedien ja
Specialised media yes

Publikumsmedien, es gab mal einen Bericht in der Autobild. In der TZ war mal kurz was dringestanden.
General media, yes, there once was a report in the Autobil. In the TZ there also once was a short report.

Politik, ja klar durch den Umweltpreis München - da hat die Politik, da waren wir 2012 das einzige Wirtschaftsunternehmen, das den Umweltpreis erhalten hat, alles andere waren Bildungseinrichtungen.
Politics, yes, because of the Umweltpreis München. We were 2012 the only business company that participated. The other competitors were education institutions.

Wettbewerber, interessieren sich schon sie wollen Sich noch nicht beteiligen, aber es macht jetzt inzwischen die Runde, seit diesem Jahr erfahren wir eben von Toyota dass das mittlerweile von den Mitbewerbern inzwischen übernommen wird. Ja dass sie auch auf diesen Zug aufspringen. ??

Welche ökologischen Themen sieht Ihre Carpolicy vor?
Which kind of issues does your car policy cover?
Training für wirtschaftliches Fahrverhalten haben wir gemacht; wir haben einen Fuelspy entwickeln lassen; des ist ein kleines Gerät das über den CAN Bus den echten Spritverbrauch als Eigenentwicklung ermittelt über ein Ingenieurbüro, mit denen wir früher über die FFE zusammen gearbeitet haben ja die Ingenieure die sich ausgegliedert und ein eigenes Unternehmen gegründet, über die hab wir das entwickeln lassen, so en kleines Gerät das die Durchflussmengen über den CAN Bus ausliest und das in Echtliter unerrechnet.
We have made training for economic driving behavior; and we developed a Fuelspy. This is a small device that determines the real fuel consumption via the CAN bus. The fuelspy has been developed by an engineering company with whom we have previously worked on the FFE together, but then the engineers founded their own company and with them we have developed it. So, this small device reads the flow rates through the CAN bus and converts in real liters.

Mitarbeiter kriegen dadurch mitgeteilt, was sie tatsächlich verbrauchen, können Ihren Verbrauch entsprechend durchschnittlichen Spritverbrauch eben sehen und überdurchschnittlich guten Spritverbrauch belohnen wir, in dem wir praktisch die ausgeliterten Unterschreitungen direkt auszahlen also die reine Spritkostenersparnis den Mitarbeitern direkt auszahlen und für uns der Return on Invest über geringeren Verschleiß und geringere Unfallzahlen laufen. Da sind wir jetzt grade erst am Umsetzen. Der Fuelspy ist jetzt gerade entwickelt. Wir sind jetzt gerade zusammen mit unserer Einbauwerkstatt an der Platzierungssuche des Instruments. Es ist so eine kleine LED anzeige die eingebaut wird wird an Canbus angeschlossen die Mitarbeiter kriegen das einfach angezeigt können den direkten Verbrauch ablesen den sie gefahren sind. Können dann sehen für die 100 km die sie heute gefahren sind, heute 6,5 Liter verbraucht, dafür kriegen Sie keinen Bonus und wenn der Durchschnitt eben 6 Liter ist bei dem Auto dann kriegen Sie ab 5,8 Liter also sie haben jetzt heute einen Liter eingespart, dann sind es zwar nur 1,50 € was sie eingespart haben und wir wollen das eben über unsere Software als Monatsauszahlung dann auf die Lohnabrechnung bringen. Der jeweilige Durchschnitt des Fahrzeug wie wir ihn jetzt schon seit langer Zeit ermitteln ist der Maßstab, wir haben in jedem Fahrzeug immer einen 12 Monatszeitraum betrachtet, um eben die Witterungseinflüsse auszuschließen und machen dann eben de Durchschnitt. Es gibt nur positive Beteiligungen, keine negative also keine Bestrafung. Nur Motivation das startet jetzt ich bin schon gespannt. Wir haben jetzt grad noch mal von den letzten 12 Monaten die aktuellen Verbrauchswerte nochmal ermittelt, und wollen das jetzt eben angehen.

It is a read only interface we want then to the CAN bus answer it directly but obstruct firmly so that the OBD interface for the diagnostic tester remains free.

It is important that they know that we have different drivers on the vehicles, so every driver delivers to its layer are the value and the computer Him expects the same before: above or below the average fuel economy shows him also the amount of and at the end of the month sees he then just a nennenswerteren amount as just 80 cents or 1,10 if it is possible on month end 15 € the are sometimes even en dinner or something. It has therefore always been the, oh I stand under observation'.
An important thing you should know about us, is that we have different drivers in the vehicles. Every driver delivers according to his shift and after his shift the driver enters the value into the computer system. The system will calculate if he is above or under the average gas consumption. At the end of the month the driver will see the result and if he has to pay 80ct or 1,10ct per and what he is getting back money and if he gets back like 15€ that’s for example a dinner when you want to go out. But because of this system you also have the effect that everybody has the feeling to be controlled.

Restrictive selection at vehicle models. Motorization and CO2 consumption.

Also now the manufacturer also determines it. I also determine on the manufacturer.

Alternative fuels with the hybrid car.

Elektrofahrzeug haben wir jetzt das erste mit den Opel Ampera. Also da waren zwei Beweggründe zum Einen, weil mich die Elektromobilität als solches fasziniert. Ich wollte es einfach mal ausprobieren wie fährt sich so ein Auto, vielleicht auch mal als Incentive für Mitarbeiter anbieten. Und natürlich sehen, wie wirtschaftlich ist es. Beim Ampera stellt sich jetzt raus, für unser Fahrprofil ist es nicht wirtschaftlich. Ansonsten das perfekte Autokonzept. Man hat eben die Möglichkeit das Auto wirklich sinnvoll elektrisch zu nutzen aber trotzdem alle möglichen individuellen Strecken wirklich zurück zu legen.

We also got our first electric vehicle, an Opel Ampera, recently. There have been two reasons for that. One the one hand I am fascinated by the electric mobility and I just wanted to try how it feels like to drive a car like this and maybe offer it as an Incentive for employees. On the other hand I just wanted to see how it works economically for our company. We made the experience that the Ampera is uneconomical for our company but despite that it would be the perfect car concept. At the same time you have got the opportunity to use the car electrically useful and still you have all opportunities to do every possible individual route you want to do.

Online Seminare Jahreswechselfeiseminar und Onlineschulungen für Lohnabrechnung Updates, das machen wir meistens Online.


We also do bicycle incentives. On the one hand we offer bicycle repairs, then we work for nothing and they only have to pay for the spare parts. We also offer the possibility to borrow free rain cloths when it starts to rain suddenly. On the other hand we also offer canopied parking spaces.

Welche ökologischen Themen sind geplant?
Which ecological issues are planned
Wir haben die Ökoprofit Zertifizierung durchlaufen jetzt 2012
We passed the eco profit certification in 2012.

Werden die Maßnahmen bewertet? Welche?
Do you evaluate the measures? Which?
CO2 Reduktion Das wird natürlich bewertet, das machen wir ja regelmäßig, wir veröffentlichen es ja auch und wird natürlich auch im Bezug auf Kundenresonanz bewertet, indem wir immer wieder mal die Fahrer auch abfragen wo wir jetzt auch immer mehr von diesen Fahrzeugen haben auch Fahrer die sich bislang immer standhaft geweigert haben in ein Hybridauto, das nicht den Stern trägt einzusteigen.
Appendix C Transcripts of the Interviews


Of course the CO2 reduction is regularly evaluated also in relation to customer resonance by asking our drivers how willing the customers are to get into a Hybrid car that does not have the star on it (is no Mercedes), we also publish the results in the Internet. We made the experience that it is always very well accepted by customers.

Customer security; Customer increase, we can’t measure it exactly but there are Apps where customers can order our Taxis with this company they also have the opportunity to set the Umwelttaxi Munich as a Group and even as a favorite. So when the customer wants to order a Taxi the App first checks if there is a free Taxi of the customers favorite companies, if there isn’t one the App just check any company.

Customers are asking often if they can order us directly, then we refer to the App.

_Aufruf in der Taxizentrale ich möchte den Taxi Center Ostbahnhof haben wie reagieren die dann?

Call in the taxi office, I would like to have the taxi Center Ostbahnhof, how do you react then?

Also das mit Taxi Center Ostbahnhof, da reagieren die schroff das geht nicht nee wohl das auch wirklich schwierig ist, weil es auch eine kleine Teilmenge ist. Und für den Kunden schlecht bedienbar ist.

When you call there and you are asking for a special Taxi company they are reacting tart, because it’s hardly possible to mage this and is also hard to do for the customer.

Aber das Umwelttaxi können sie inzwischen nutzen also Umwelt oder ECO Taxi kann man bei beiden Zentaralen wünschen. Sinnvollerweise ist es so, das Ihnen ein Umwelttaxi geschickt wird, wenn es in einer sinnvollen Nähe ist und wen die Wartezeiten zu lange werden, da sind dann einfach Regeln festgelegt, was sinn voll ist und was nicht sinnvoll ist, dann wird einfach in herkömmliches Taxi geschickt, bevor sie 20 Minuten warten müssen.

But you can use the Umwelttaxi or ECO Taxi, you also can order both at the taxi office. It is more useful that they send you an Umwelttaxi if it is in an acceptable distance from you. If you would have to wait for more than 20 Minutes they just send you a normal taxi.


Mitarbeiterfluktuation: Sehr positiv; wir stellen fest dass immer wieder Mitarbeiter aus anderen Firme kommen weil sie das sehen was wir machen und auch das Thema Neuanwerbung von Mitarbeiter ist beim Taxizentrum man muss ja sehen das man immer genügend Fahrer findet, da entscheiden sich einige ganz gezielt für uns weil wir diese Umweltschiene Fahren das erlebe ich immer wieder wir fragen ja nach warum sie sich entschieden haben da kommt nicht selten die Antwort, ja weil wir das machen. Wir bewerben das ja auch in unseren Handouts da schlagen sich ja immer die Taxizentren beim TÜV wenn da die Ortskundeprüfungen sind, stehen da immer 5/6 Unternehmen und teilen ihre Handzettel aus und wir weisen eben auf unsere Umweltschiene hin, wenn wir das machen.

They would see it automatically. There are algorithms which analyse if there is an Umwelttaxi in the closer area if there is one they send it to you, if there is none then another Taxi is coming. Thereby we have got customer retention, increase and therefore also a positive market share development.

Employee turnover: very positive; we noticed that a lot of employees from are companies are coming to us because they see what we are doing and they want to work for us because we support the ECO car. Another big topic is recruitment of new employees, because you always need
enough drivers in a taxi company. We also promote this in our handouts at the MOT (TÜV), when there are 5 to 6 other taxi companies at the Ortskundprüfung and distribute their handouts we refer to our environmental friendly cars.

Wir erleben allgemein eine sehr große Resonanz, egal wo wir ran teilnehmen, wir hatten auf der BEM den Opel Ampera auf der Automechanika den Ampera zu Verfügung gestellt. Da kam sehr viel Presse echo wir haben auch das Auto dann abgebildet gesehen, haben an der Berta Benz Challenge teilgenommen; auch da ist dann das Taxi, da waren wir allerdings mit de Hybrid dort, da wollten wir zeigen, dass es eben durchaus haltbar ist dass es einsetzbar ist da waren wir mit einem Auto mit 320000 km dabei und hatten des Auto auch beworben „320.000 km und kein Ende in Sicht” auch des ist immer wieder wenn irgendwelche Besonderheiten von der Veranstaltung und der Veranstaltung wird es immer wieder erwähnt, also es wird durchaus positiv dargestellt.

In general we noticed a huge resonance, it doesn’t matter where we take part in. For example we provided our Opel Ampera at the BEM and Automechanika. We got a lot of feedback of the press, so we saw the Opel Ampera in several magazines and we also were able to take part in the Berta Benz Challenge. We took part with our hybrid car, because we wanted to proof that it is durable and usable. We got there with a car which already had 320000 km with the slogan:”320.000km and still no end in sight” through this special slogan we attract positive attention and also receive positive feedback.

Sind die Maßnahmen eingebunden in eine unternehmensweiter Corporate Responsibility Konzeption
Are the measures part of a corporate CSR concept?
Ja gut, wir legen schon ganz allgemein Wert auf diese Ausrichtung, da gibt es auch gewisse Kriterien für die Corporate social responsibility Geschichte, die wir nicht näher verfolgen. Wir haben auch im Rahmen der Ökoprofit Zertifizierung natürlich unsere Umweltleitlinien veröffentlicht auf der Homepage
We value this focus, but there are also criteria for corporate social responsibility history that we do not pursue closer. As part of the certification Eco profit we also published our environmental guidelines on our website

Welche Ziele werden in Ihrem Haus mit der ökologischen Carpolicy verfolgt?
What are the objectives your company wants to achieve by an ecological car fleet policy?
Energieeinsparung,
energy saving
CO2 Reduktion,
CO2 reduction
Kostensenkung
cost reduction
Steigerung der Unternehmensreputation,
increase of the company reputation
Fach und Führungskräftebindung und Gewinnung (Fahrer)
Professional and managerial staff binding and winning (drivers)

Wir haben weswegen wir uns jetzt auch um Fördergelder bemüht haben eine sehr große Breitenwirkung wir haben sehr große Multiplikator-fähigkeiten weil wirklich heute noch fast jeder Fahrgast, der ins Auto steigt das ist ja neu mit dieser Technik konfrontiert ist und immer noch fast jeder Fahrgast fragt wie funktioniert das? Ul - jetzt ist er ausgegangen, jetzt müssen wir schieben und alles Mögliche also da liegt schon auch ein großes Interesse daran, das einfach zu verbreiten und auch ein Bisschen bekannter zu machen.
Because we try to get incentives is that we noticed that also our customers are interested in spreading this environmental friendly way of a taxi company. We have a huge wide appeal and multiplier skills because until now every passenger, which got into one of our cars said that this technology is new to him and asks us how that works and what happens when the battery is empty and other questions. So the interest in that is very big.

Arbeitssicherheit?
occupational safety?
Wegen weniger Schäden ist ein bisschen schwierig. Also da hoffen wir, ein bisschen was machen zu können. Wir hatten leider einen relativ schlechten Schadensverlauf weshalb wir dann auch die Auflage bekommen haben, Schadensseminare durchzuführen, Because of a few damages it is hard to tell. We also hope that we can work on that a bit in the future. Unfortunately we had a really bad damage development, which is why we got the editions to absolve damage seminars.

Einwurf: Das ist ja dann auch eine Riskmanagement Maßnahme die sie durchführen; das würde ja bis zu 50% weniger Schäden hervorrufen.

Throw: So it is also a Riskmanagement measure that you perform; that would cause up to 50% less damage.

Ja das hoffen wir weswegen ich den wirtschaftlichen Gewinn daraus weiter geben will, den direkten wirtschaftlichen Gewinn um die andere Seite zu stützen

- Unternehmenswertsteigerung
- Erfüllung von Kundenanforderungen an Lieferanten

Yes, that’s what we are hoping. That’s also why I want to pass on the direct profit to support other sides.

- enterprise value increase
- fulfilment of customer requirements to suppliers

Welche Ziele wurden mit der ökologischen Carpolicy erreicht?

What objectives did you achieve withe the ecological car policy?

Energieeinsparung nachgewiesen
CO2 Reduktion
Kostensenkung
Steigerung der Unternehmensreputation
Woran würden sie das festmachen? Ja zum einen dass wir Bundesweit inzwischen
Anspruchspartner sind was alternative Antriebe und Umsetzbarkeit im Taxibetrieb angeht. Dass wir eingeladen wurden Vorträge zu halten auf verschiedenen Taxitagungen und Veranstaltungen, Dann das Gewinnen der Awards. Es hat absolut funktioniert
Fahrer gewinnen wir auch
Prof of energy saving
CO2 reduction
cost reduction
increase of the company reputation
By which do you attach this? On the one hand we are the first contact person throughout Germany on the topic alternative drives and feasibility in a taxi office. We also got invited to different Taxicongresses and events to give lectures. We also won different Awards, it worked perfectly. We also win new drivers.

Haben Sie den Umgang mit Ihrer Flotte oder auch Ergebnisse und Erfolge veröffentlicht? Wie?

Did you publish the way you manage your fleet or results and achievements? In which way?

Fachmedien Flotte als redaktioneller Bericht
Fachmedien der Branche: Da gibt es Taxi heute ist ein bundesweites Magazin, dann Isarfunk news
gab’s immer wieder mal was
Nachhaltigkeitsmedien: Ja jetzt in dem Klimasparbuch gab es mal was einen Bericht und natürlich auf Grund des Umweltpreises gab es in verschiedenen Bereichen immer wieder einmal einen Bericht darüber; wir sind auch Silber Mitglied beim München für Klimaschutz Klub.
Teilnahme an Awards Preisverleihungen
Durch Teilnahme an Veranstaltungen
Interviews in Radio und TV Sendungen: Ja nicht direkt im Zusammenhang mit dieser
Nachhaltigkeitsgeschichte. Es gab mal was in Kabel 1 war aber allgemeiner Bericht über
Haltbarkeit der Fahrzeuge: bei uns ging es dabei um den Prius. Es sind mehrere Taxis vergliche
worden von verschiedenen Firmen unter anderem war dann eben bei uns der Prius im Test 38:46
Specialized media fleet as an editorial report
Specialized media of this industry:
There is this nationwide Taxi magazine “Taxi heute” or “Isarfunk news” where they wrote about us regularly
Sustainability media: recently there was an article about us in the “Klimasparbuch” and of course because of the environmental price that we have got a lot of reports.
We are also part in the Munich climate protection club (Müncher Klimaschutz Klub)
We also take part in award and price ceremonies
We also take part in events
Interviews in Radio and Television stations: Not directly related to our environmentally friendly cars.
We got interviewed by “Kabel1”, but this was more general report about the durability of vehicles.
We were talking about our Prius there. Among other things they compared different taxis from different manufacturer and companies.

When there is a communication by stakeholder, which stakeholders

Gab es Rückmeldung von Stakeholdern

If there are feedback by stakeholders

- from customers: positive
- from employees: positive
- suppliers We got a huge positive feedback from AH Toyota. We also gave lectures there because they were interested what are we doing and how we handle the things. Actually it everything was just a big advertising we did for them


Does Toyota actually honor this? fiscally not, but they supported us generously at our events on the ADAC Training area. This was a very expensive event which we could have never been able to do without their support. Meanwhile I am in there sales brochure with a short statement about us, we are also in there intern company new regularly. They also reported about the Eco globe award, what is funny because I met the manager of Toyota Germany there and they reported about this too.

Lieferanten: Autohaus Da sind wir natürlich auch immer erster Ansprechpartner, weil wir ja auch deren Werbung mit Drauf haben: Toyota wiese in der Landsberger Str. d.h die Leute die da aufschlagen sind da weil sie unsere Autos kennen. Und wenn die Leute Fragen wie gut funktionieren die wie gut halten die was gibt’s sonst für Erfahrungen, dann sind wir natürlich Ansprechpartner.
Ein bisschen mehr zahlen sie daher dafür wir kriegen für die kleine Werbefläche so viel wie für die ganze Seite.

Suppliers: car dealership: We are also the first contact person here, because we have their advertisement on our cars: Toyota Wiese in der Landsberger Str. That means our customers and passengers are asking us how good the car is, how high the gas consumption is and what are our experiences with the car. Toyota is paying us more but therefore we also get some advertisement space at their car dealership.

- ADAC ja
- ADAC: yes
- Gesellschaft Award-Verleihung Wir wurden angesprochen, ob wir uns da nicht bewerben wollen. Die Bewerbung haben wir dann wie gesagt gemacht.
- Society Award: They asked us if we want to promote for the award, what, like I earlier said, we really did.
Appendix C Transcripts of the Interviews

- Fachmedien: Medien: ja haben wir eben auch von anderen Fachmedien aus Berlin aus Hannover und Hamburg, wo dann ab und zu mal was drinstehst die dann selber anfragen.

- specialised media: We also have contacts to specialised media in Berlin, Hannover and Hamburg where they report about us now and then.

- Politik (kommunal) Ja Ja das wird deutlich wahrgenommen. Da wurden wir auch verschiedendlich eingeladen zur Planungskommission, weil Elektromobilität in München ja ein Thema ist.

- politics (municipal): That is likely used. Because electric mobility is highly discussed in Munich right now we got invited to planning commissions pretty often.


- competitors: There is surprisingly much feedback from all sides about the history. At the beginning the others greet us with smiles, when we started with our first six cars. Now everyone is wondering that why the second biggest company in Munich is changing too.

Werden diese Rückmeldungen systematisch festgehalten?
Do you record these feedbacks systematically?

- Nö habe ich alles parat
- No, I have everything ready.
Appendix C Transcripts of the Interviews

Statements:

Zu Statement: Verantwortliches Handeln im Flottenmanagement ist umso wahrscheinlicher, je größer die Flotte ist.
Statement: The bigger the fleet the more likely is a responsible fleet management

Ja
Yes.

Zu Statement: In Unternehmen liegt die Verantwortlichkeit für Ökologisches Flottenmanagement eher beim Unternehmensmanagement als im Flottenmanagement.
Statement: In a company responsibility for ecological fleet management depends more on the management of the entire company than on the fleet management

Trifft bei mir natürlich zu Ich glaube natürlich letztendlich die Entscheidung immer bei der Unternehmensleitung. Aber bei größeren flotten kann ich mir halt vorstellen, dass natürlich die Initialzündung erst mal vom Flottenmanagement ausgeht um es dann an die Unternehmensführung heranzutragen die dann das Go gibt oder nicht.

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Of course that’s also valid for me. I think at the end I have the last vote at the decision at the company management. But when you have got a bigger fleet I can imagine that the booster detonation is given from the fleet management and they are asking the company management for their permission to their decision.

Zu Statement: Unternehmen starten üblicher Weise mit Car Policy Maßnahmen, die leichter einzuführen sind. Es ist wahrscheinlich, dass diese Maßnahmen durch aufwendigere Maßnahmen wie Fahrertraining und motivierende Incentive Systeme ergänzt werden.
Statement: In general companies start with car policy measures that are easy to implement. It’s likely that this measures are complemented by more expensive activities such as driver training and motivating incentive systems


Zu Statement: Es ist viel wahrscheinlicher, dass Unternehmen berechtigt sind, in CSR Maßnahmen zu investieren, wenn damit wirtschaftliche Vorteile für das Unternehmen verbunden sind
Statement: It’s much more likely that companies are willing to invest in CSR measures if this results in economical advantages for the entire company

Klar beim Ampera hätten wir uns mehr erwartet. Auch der Tesla rechnet sich zunächst einmal nicht. Durch de extremen Preis ist es etwas was wir uns aus eigenen finanzielle Mitteln genau einmal leisten können. Wenn wir es aber zu 50 % gefördert kriegen, dann macht es natürlich mehr sinn aber auch dann ist es sehr teuer. Wir hoffen halt, dass wir auch mehr Erfahrungen kriegen und dann ein bisschen was anstoßen können auch innerhalb der Stadt, was Öffentlichkeitswirksamkeit angeht was Ladestationen angeht. Als Unternehmer kann ich mir das leichter erlauben.

Of course we had higher expectations to the Ampera. Also the Tesla is not worth it in the beginning. Because of the extremely high price, this is something we could only afford one from our own financial resources. But when we would get supported for 50% then it would make much more sense although it would still be very expensive. We also hope that we could gain more experience and that we could change something in the city according to public effectiveness and charging stations. That would be easier as an entrepreneur.
Offene Fragestellungen/ Open questions

*Was gibt es für ein Verhältnis zu allen verschiedenen Stakeholder Gruppen?*  
*What kind of relation exists with all particular groups of shareholders?*

- **Stakeholder im engeren Kreis**  
  Stakeholders narrow sense
  
  Geschäftsleute, Verbraucherleute, Mitarbeiter  
  business clients, consumption customers, employees

- **Stakeholder im erweiterten Kreis**  
  Stakeholders broader sense
  
  Lieferanten, NGO, Öffentlichkeit Fachmedien Publikumsmedien, Politik, Wettbewerber,  
  suppliers NGO public specialised media, public media, politics, competitors

- **Stakeholder im ganz weiten Kreis**  
  Stakeholders very broad sense
  
  Öffentlichkeit national  
  national public
Mit welchen Marketing - Maßnahmen (ÖA, Marketing, Nachhaltigkeitsbericht, …) erreichen Sie Ihre Stakeholder?
How do you address the stakeholders (PR, marketing, repost on sustainability …)
Pressemeldungen, Corporate Identity der Fahrzeuge ist inzwischen relativ bekannt. Wir machen
werbung zu Fahrergewinnung und in sehr kleinem Maße zur Kundengewinnung Auch bei der
Fahrergewinnung kommt das Nachhaltigkeitssthema vor

Wie merken Sie, ob und wie Sie sie erreicht haben?
How do you recogonize what you have really achieved?
Befragungen direkte Rückmeldungen, Buchungsanstieg, vermehrte Nachfrage Wir haben zu Einen
diese Handouts, die wir Fahrgästen aushändigen (überreicht) als auch hier bei unserer
Fahrerwerbung wo wir auch unsere Marktführerschaft ansprechen mit umweltfreundlichen
Fahrzeugen, mit dem wir uns auch absetzen von anderen Unternehmen. Da sind wir auch mehr
oder weniger fuhrend Die anderen geben ein bedrucktes DIN a 4 Blatt heraus. Das ist die
Werbung die wir für Kunden machen
Inquiries, directly feedback, increase of the bookings and requests. On the other hand we have got
the handout that we also give to our passengers as well as we inform them through our
advertisement about our market leadership and our environmental friendly vehicle
s through which
we also separate us from other companies. There, we are more than less market leader. The others
are distributing a printed DIN A4 paper, that’s the advertisement we do for our customers.

Haben Sie auch schon negatives Feedback erhalten?
Did you get a negative feedback as well?
Also jetzt speziell auf unsere Nachhaltigkeitsbestrebungen haben wir noch kein negatives
Feedback erhalten, nein
We didn’t get any negative feedback for our sustainability efforts until now.

Was für Ziele außerhalb des wirtschaftlichen Erfolges haben Sie persönlich?
What are your personal objectives beyond the economical success?
Diese Multiplikator-Möglichkeit zu nutzen die wir haben. Also das Verbreiten der Elektromobilität
und das Mitteilen, dass es funktionsfähig ist das ist mir schon auch sehr wichtig. Warum?
Weil ich mir denke das wenn man die Möglichkeit ausschöpft und wenn ich mir ausrechne wenn wir
pro Fahrzeug jeden Tag nur 10 Kunden hätten die zu ersten mal in so ein Fahrzeug einsteigen. Wir
haben deutlich mehr als diese 10 Kunden, dann hätten wir nur für 43 Fahrzeuge jeden Tag mehr
als 400 Kunden die das erste mal darauf angesprochen werden ja? Das erste mal damit in
Berührung kommen. Dann mitbekommen dass es funktioniert weil wenn es im Taxi funktioniert
funktioniert erst recht einfach dass sich die Leute auch mehr Gedanken machen darüber es
einfach mal zu machen und auch de Berührungsängste verlieren, die man sonst hat und eben die
Möglichkeit die wir bieten können damit in Kontakt zu kommen also spontan ohne jeden
Mehraufwand.
Mich treibt dabei ein Sendungsbewusstsein , Missionarisch hat immer so einen Beigeschmack,
aber so eine gewisse Vorbildfunktion und andere Leute zu animieren das auch zu tun und sich
damit auseinander zusetzen ist mir schon auch wichtig.

I want to use the multiplier possibility that we have got. But it is also very important to me to spread information and functional capability about electrically mobility. Why? Because I think if we use all possibilities and if we would guess that we only have 10 customers per vehicle each day which get in contact with electrical mobility then for the first time, than we would have for 43 vehicles a lot more than 400 customers a day for which this applies. When they notice that electrical mobility works well in the taxi they will start thinking about it. I am driven by self-confidence here, it is also a bit missionary in it but it is also a kind of a model role where you can motivate others to start thinking about it and to deal with the topic these are all facts that are important to me too.

That’s the most unselfishly part of the whole thing. At the beginning this was the initial basic reason. There I said when it isn’t more expensive than the other opportunity and even if there aren’t any economic advantages I would do it. On the one hand because of the environmental outlook and on the other hand because of the possibilities to spread it among others.

Wie wollen Sie diese Erreichen?
How do you want to achieve your objectives

Was sind die Gründe und Motivatoren für die einzelnen Maßnahmen der Grünen Car policy
What are the reasons and what is the motivation of the particular measures of the green fleet policy

Modelpolitik: Verantwortung für die über 3 Mio. Kilometer die wir fahren pro Jahr. Als Alleinverantwortlicher war es mi wichtig, da was zu versuchen, wenn es sich eben wirtschaftlich nicht negativ auswirkt, also bezahlbar ist. Dass es natürlich auch och ein super Business Case wurde ist nicht nur ein schöner Nebeneffekt, sondern mittlerweile das treibende das absolut treibende Element.

Model politics: Responsibility for over 3 million Kilometres which we drive every year. When you are the only person that is responsible for that it was important to me, to try and risk something, even if there are negative economic affects, but it should be still affordable. That it became such a great Business Case is not only a great side effect but in the meantime also the absolutely driving factor.

Fahrermaßnahme:
CO2 Neutralität: Das hatten wir für einen Teil der Flotte hatten auch überlegt ob wir das ausweiten, wäre davon abhängig gewesen, ob wir damit direkt Kunden ansprechen können die uns dann auch irgendwie bevorzugen. Aufschlag bezahlen geht leider nicht, da wir Tarifpflicht haben. Aber das wäre tatsächlich interessant wenn wir uns damit absetzen könnten und sagen könnten: wir sind die einzigen die das tun und der das mit uns tut fährt Themen mental wenn das zu einem zusätzlichen Auftragsvolumen geührt hätte, wenn wir in einem Gebiet tätig währen, wo sich Kunden entscheiden könnten, sie bestellen bei der Zentrale oder der Zentrale, also wenn es eher im ländlichen Bereich unterwegs wäre und wäre ein Konkurrenzentuncohen von sechs oder zehn, dann glaube ich hätte ich das gemacht und hätte das groß aufgesucht und mir da meine Kunden zu sichern. Hier in München ist es generell so dass die Kunden über die Zentrale buchen bzw. seit neuesten auch über die App mit immer größer werden den Markanteilen.

Driver measures:
CO2 neutrality:
We also thought about expanding this of a part of our fleet. It would have been depended if we could address customers directly which would prefer us to other companies due to that. We can not demand on surcharge because we have to stay to a price that is given to us. But it would be interesting if we could set it off because of the reason that we are the only ones with this kind of concept. It would have been different when I would have founded my company in a rural area were are less competitors and the customers would have less choice between the companies. But in Munich the customers just calls the central taxi office or just book the taxi with the app with it’s continually growing market shares.

Da gibt es eben nicht die Möglichkeit dass die Kunden sagen ich möchte mit dem oder dem Unternehmen fahren und das sehe ich für uns auch bei unserer Größe keine Möglichkeit das tatsächlich vorwärts zu reiben. 50 Autos wenn wir eine 100% -ige Schichtauslastung hätten, was wir natürlich nicht haben, dann wäre die hälft der Fahrzeuge besetzt und die andere Hälfte wäre ermittelbar und dann hätte wir für eine Riesen Fläche in München 25 Fahrzeuge für das gesamte
Stadtgebiet die dann vermittelbar wären und da ist kein Fahrgast bereit 25 Minuten auf sein Taxi zu warten. Und dann relativiert sich die Umweltfreundlichkeit sehr schnell wenn die Anfahrtswege so groß werden dass man durch die Anfahrt mehr CO2 Verbrauch hat als man für die eigentliche Fahrt einspart.

There is no opportunity that the customer can specifically ask für a special taxi company – and I don’t see an possibility to make this possible with the size of our company. If we would have 50 cars and a 100% layer utilization, what we don’t have of course, then the half of the cars would be occupied and the other half could be ordered then we could be represented in most parts of Munich. But we only got 25 cars and no customer would be lucky to wait more than 25 minutes for their taxi. And another negative aspect is that the environmentally friendliness would get lost when the drive would be too long.

Wie wichtig ist in Ihrem Unternehmen das Ziel, den Unternehmenswert zu steigern?
What’s the importance oft he objective to increase the value of your company in your company?
Ja Also Unternehmenswert zu steigern ist Momentan für mich noch gar nicht so ausschlaggebend weil momentan fühle ich mich noch fit genug, das noch eine Weile zu machen und noch nicht zu veräußern, wenn diese Vorreiterschaft dann mal wieder verpufft, dann kann ich in 10 Jahren darüber nachdenken kann ich – lässt sich schwer beurteilen. Aber das ist etwas, was man natürlich immer gerne mitnimmt und dann versucht man es natürlich auch zu behalten.

To increase the enterprise value is not decisive f or me now. At the moment I feel fit enough to do this for a while without selling it. Maybe it the model role is over in 10 years I can start think about that, but it is hard to say that now. This is something you try to keep as long as possible.

Wann sehen Sie eine Maßnahme als erfolgreich an?
Under which condidtions do you regard an activity as success?

Fahreranreizsystem mit Vorab-Invest mit der Erwartung dass es einen Vorteil bringt als Antreiber:
XXX
Also sieht man eine Maßnahme als erfolgreich an, wenn sie sich kurzfristig rechnet. Natürlich gibt es auch Maßnahmen wie jetzt mit dem Fuel Spy wo auch längerfristigen Rückgang der Unfallzahlen und einen Sorgsameren Umgang mit den Fahrzeugen versprechen. Das ist immer ein bisschen schwierig zu beurteilen, das Rückgehen der Unfallzahlen kann auch durch andere Faktoren ausgelöst werden, kann auch purer Zufall sein. Jetzt diese Maßnahme würde ich schon als erfolgreich ansehen, wenn sich tatsächlich der Spritverbrauch reduziert, also die Einsparung des Verbrauch direkt ausreichen aber auch dann würde ich es als erfolgreich ansehen, weil es einfach ein Motivationsinstrument ist.

When you see a measure as successful the measure is economically ok for a short time. Of course there are measures, like the Fuel Spy, that are profitable on the long term when you see the reduce in the number of accidents. But that’s always a bit hard to say, the reduce of the number of accidents could be the reason of other measures, too. It also could be happened by chance. But especially this measure I would see as successful, if we actually reduce the amount of gas that we do need, which means that the saving of usage is enough, but even than I would see it as successful because it is a instrument of motivation.

Woran merken Sie, dass der Erfolg nachlässt?
How do you recognise that the success is fading?
Man sieht jetzt natürlich dass einige nachziehen, dass es deutlich mehr Anteile an Hybridfahrzeugen gibt und gut der Erfolg der Vorreiterschaft lässt halt nach aber die anderen erfolge bleiben ja.
We noticed that there are other companies which organized some Hybrid cars, too so our success is not that big as in the beginning, but the other successes are still there.

Wie könnten weicher Ziele wie Unternehmensreputation und das Erreichen der Stakeholderansprüche messbar gemacht werden?
Appendix C Transcripts of the Interviews

How could weak objectives such as reputation of the company and achieving the stakeholder expectations made measurable?

Welche Erfolgsfaktoren machen Sie Ihre Unternehmensreputation fest?

What are the success factors of company reputation?

Zum einen natürlich auf Grund der Resonanz bei diesen genannten Stakeholdern und natürlich auch Auftragsvolumen Nachfrage Umsatzzahlen und natürlich auch an der Kosteneinsparung ganz klar. On the one hand of course because of the resonance with the named stakeholders and because of the high amount of orders and turnover figures and of course on the other hand at the cost savings.

Man kann als Unternehmen zwar nicht direkt uns buchen, was aber der ADAC macht für sein Label diese Öko Taxi Umweltzertifizierung, dass die tatsächlich an Unternehmen herantreten und sagen wir haben ein grünes Fähnchen, das Ihr heraushängen könnt und das Ihr als Partner dieser Öko Taxi Zertifizierung darstellen könnt mit entsprechender Außenwirkung: Mobilitätskonzepte nachhaltig, nachhaltige Mobilitätspartner etc. die einfach in den Nachhaltigkeitsbericht aufnehmen können und dann tatsächlich an große Firmen herangehen also Siemens Nokia Networks z.B. und O2 Telefonica ADAC BR usw. bestellt bei jeder Taxibestellung automatisch. Die hinterlegen das bei der Taxizentrale als Partner die hinterlegen hinter ihrer Kundennnummer den Umwelttaxiwunsch, ohne dass sie dazu etwas sagen müssen.


A direct assignment of taxi companies would be allowed, but would be with our cover for Munich with 50 vehicles too little, then then would not the study tour to problems. It's just in metropolitan areas is indeed a taxi hire an absolutely spontaneous order. Only for exceptional trips, order a front of a taxi. If you know you have to be at the airport at 6 tomorrow, ordered take a cab before, but otherwise each taxi is a spontaneous curtain and the expectation is, in at least 5 minutes that thing. Therefore, it is difficult with a specific company. But there is a capacity advantage is our drivers when they are around here I stand lofty Karl-price-platz or in the vicinity of NSN then know se ok in the area I come at this hour gone there earlier, because as a major customer ordered the more environmentally friendly taxis.

Wie ist der Stakeholder ‘Öffentlichkeit‘ üblicher Weise mit dem relevanten Markt des Unternehmens verbunden?

What’s the general link of the stakeholder „public“ with the relevant market of your company?

z.B. Kommunalverwaltung OB:

Durch die Reputation natürlich auch gut.

By the reputation, of course, also good
In welchem Verhältnis stehen Sie zur Kommunalverwaltung
What's your relationship toward regional administrative bodies?

Bürgermeister
Major
Ude (OB) nicht aber mit dem Lorenz haben wir natürlich Kontakt, mit de Referent vom Referat Wirtschaft und Arbeit mit dem designiertem Nachfolger.
Ude (OB) not but with Lorenz we do have contact with the speaker by Unit economy and work with the nominee for successor.

Unternehmensverbänden
Assosiation of entrepreneurs
Sowohl regional als auch national
As well regional as well as national.
Verbraucherschutzorganisationen
Consumer protection associations
Ja ADAC
Yes ADAC
Regionalpresse
Regional press
Ja positiv
Yes in a positive way.

Der üblicherweise sehr wichtige Stakeholder „Eigentümer“ scheint laut Umfrage vergleichsweise unbedeutend zu sein. Auf der einen Seite könnte der Grund für dieses unerwartete Ergebnis in dem ohnehin etablierten Fokus des Unternehmens nach wirtschaftlichen Erfolg liegen. Auf der anderen Seite führen einige wichtige CSR Maßnahmen (bezüglich Flottenmanagement) zu Kosteneinsparungen und dadurch zu wirtschaftlichem Erfolg und werden vor allem deshalb umgesetzt. Was ist der Grund für dieses Phänomen?
According to surveys the in general very important stakeholder „owner“ seems to be unimportant. One reason might of this unexpected result might be that your company is focused on economical success. On the other hand some important activities concerning CRS (fleet management) are generation cost savings and increase economical success. That’s why they are implemented. What’s the reason for this phenomenon?

Welche Maßnahmen würden Sie auch dann umsetzen, wenn kein unmittelbarer wirtschaftlicher Erfolg damit verbunden wäre
Are there any activities you would implement even if they would not contribute to the economical success

Klar wenn es zu einer wirtschaftlichen Beeinträchtigung führt, würde es natürlich nicht dauerhaft umgesetzt werden. Das ist klar aber die anderen Geschichten, wenn es sich nicht wirtschaftlich schlechter dargestellt hätte als Mercedes die wir bis dahin hatten oder VW dann hätten wir es trotzdem gemacht
Of course, if it would lead to an economical impairment, it would not be implemented in the long term. But of course if it would not have been worse than compared to the Mercedes and VW that we had until then, we also would have done it.
Also wenn keine Kosteneinsparung dagewesen wäre also wenn es Kostenseitig ausgeglichen wäre, dann hätten wir es trotzdem gemacht Inder weiteren Sicht zum Einen die Befriedigung eben auch etwas getan zu haben für die Umwelt, das sielt schon eine große Rolle, nicht gedankenlos damit umgegangen zu sein, oder negativ ausgedrückt, als Gewissensberuhigung, das ist für mich schon wichtig zu wissen dass man da was tut und inzwischen ist es wirklich schon eine große Befriedigung zu sehen, dass wir pro Jahr mindestens zwischen 300 und 400 Tonnen CO2 einzusparen.
Man kann sich auch noch dafür auf die Schüler klopfen wenn man als Multiplikator für Nachahmer gedient hat
So if there would have no cost savings had been there so if it would balanced on the cost side, then we would have made it anyway. To have in the other view for a satisfying just done something for
the environment, which already plays a major role not to be thoughtlessly deal with it, or to put it negatively, as conscience sedation, that's important for me to know that there what does and now it's really been a great satisfaction to see that we save at least between 300 and 400 tonnes of CO2 per year. You can also ensure pat on your back if you have served as a multiplier for imitators

Also these Self-bestätigung die man dadurch hat. Klar spielt die schon auch eine Rolle. Es tut schon gut zu wissen, dass man was erreicht, hat und auch, dass man gefragt wird. So this self-affirmation that you get with that of course this is important, too. I'm already good to know that you achieved what has and also that you will be asked.

**Wie sollten welche Arten von Maßnahmen ausgestaltet sein und wie sollte die Kommunikation ausgestaltet sein, um zu einem wichtigen Erfolg beim Stakeholder Kunde zu führen?**

How should options look like and how should options be communicates to lead to an important success with the stakeholder customer

Also die Kommunikation sollte mit den positiven Faktoren arbeiten, Sie sollte vorrangig die Nachhaltigkeitsfaktoren die Nachhaltigkeitsaspekte herausstellen. Gibt's natürlich dann unterschiedliche Interessen bei den einzelnen Stakeholdern, also wenn man jetzt Mitbewerber und Verbände sieht da spielt natürlich der wirtschaftliche Erfolg eine Rolle, bei den Kunden ist es natürlich hauptsächlich der Nachhaltigkeitserfolg. Das quasi was wir machen den Kunden selber an der CO2 Einsparung sich u beteiligen er kann sich mit einem CO2 Rechner auf unserer Seite ausrechnen wie viel er mit seiner Taxifahrt an CO2 einspart er hat so quasi direkt die Möglichkeit zu berechnen also mit der Taxifahrt, hätte ich sie mit dem Dieseltaxi gemacht, hätte ich ein Kilo mehr co2 in die Luft geblasen, also auch dem Kunden selber die Möglichkeit zu geben sich selbst auf die Schulter zu klopfen zu sagen hab ich gut gemacht, weil ich jetzt ein Kilo weniger CO2 gebraucht habe und dies nachvollziehbar. So the communication should work with the positive factors, you should give priority to the sustainability factors highlight the sustainability aspects. There's of course then have different interests in the individual stakeholders, so who are now competitors and organizations looks of course plays a role in the economic success in the customer, it is of course mainly of sustainability success. The quasi we make the clients themselves at the CO2 savings, u he participate can work out with a CO2 calculator on our page how much he saves with his taxi ride to CO2 he has so almost directly to calculate the chance so the taxi ride would have I made them with the diesel taxi, I had a kilo more co2 blown into the air, including the clients themselves the opportunity to give yourself a pat on the shoulder to say I've done well, because I have now used a kilo less CO2 and this is understandable.

Für uns war ja mit eine Entscheidung bezüglich dem Kunden uns für den Prius zu entscheiden diese außergewöhnliche Form. Es gibt ja andere nachhaltige Antriebe wie Erdgas, ob Sie da jetzt Mercedes BMW oder Opel nehmen der Kund e erkennt den Unterschied nicht wenn er kommt. Und er kommt selber nicht auf die Idee nachzufragen, was bringt's denn, während der Prius ist von House aus eine gelernte Form. Er ist ja relativ bekannt obwohl ja wenige Leute ihn tatsächlich schon mal genutzt haben aber an sich ist die Form relativ bekannt und signalisiert auch sofort: Da ist was anderes drin als bei den anderen. Also das war für uns mit einer der Hauptgründe uns für diesen Prius zu entscheiden auch gegen den Honda Insight der eben damals auch schon auf dem Markt war oder kurz danach au den Markt kam, aber eben eine ungeleerte Form ist. Während Prius ist wirklich inzwischen schon relativ bekannt. Wenn man dann mal drin sitzt das führt zum Teil schon dazu, wir schulen unsere Mitarbeiter ja schon dahingehend, ei bisschen die Kommunikationsfähigkeiten. Das führt aber teilweise schon dazu dass die Mitarbeiter genervt sind und dieses Mäusekino da vorne schon ausschalten, weil wirklich jeder Fahrgast frägt: was ist denn das?

For us, yes with respect to a decision of the customer to opt for the Prius this extraordinary form. There are indeed other sustainable drive systems such as natural gas, whether you are there now , Mercedes , BMW or Opel take the Kund e recognize the difference not when he comes. And he himself comes not ask on the idea of what brings it because , while the Prius is innately a learned form. He is relatively well known though so few people have actually used him before but in itself the form is relatively well known and also signaled immediately : There's something else in it than the other . So for us that was one of the main reasons we decided on this Prius also against the Honda Insight was just at that time already on the market or soon thereafter au entered the market ,
but is just an unskilled form. While Prius really is now known for a relative. If you then times sitting inside that leads some of them already do so, we train our employees already as to egg bit communication skills. But this leads to some already that people are annoyed and over there already off this mouse cinema, because really asks each passenger: what's that?

**Wie ist die Art des Feedbacks der Stakeholder? Insbesondere wenn es positive oder Negativ ist, kann es Anstoßpunkte geben, die richtige Strategie zu entwickeln, die Kundenbeziehung zu verbessern.**

What kind of feedback is received by the stakeholders. Especially if it’s positive or negative it might include aspects to to develop the appropriate strategy to improve the customer relationship

** Von welchen Stakeholdern bekommen Sie Feedback? From wich stakeholders do you receive a feedback?**

Fahrer Kunden eigentlich von allen

We receive feedback from our drivers, customers but actually we get feedback from all our stakeholders.

**Ist es für Sie eine Messgröße für Unternehmensreputation? Is this a scale fort he reputation of your company?**

Ja

Yes.

**Wie ist das Verhältnis zwischen dem Verhalten des Unternehmens, CSR Maßnahmen zu managen, den Ergebnissen und der Kommunikation in allen Unternehmensthemen zu Flottenthemen?**

**What about the link between the attitude oft he company to manage CSR activities, the results and the communication within company media concerning fleet issues?**

Bei uns ist natürlich der Flottenanteil der weitaus größte Teil; ich würde mal sagen 80 % ca. Geht natürlich die Flotten an. Der erst sind andere Maßnahmen hauptsächlich durch diese Öko Profit

- Zertifizierung weil wir da an andere Themen einfach auch herangeführt wurden also
- Abfallvermeidung
- Effizienz von auch so Kleinigkeiten wo man sich selber notdürftig zusammensuchen muss was bringt das einführen von schaltbaren Steckdosenleisten. Bei uns macht’s nicht soviel aus wie
- Wasserspar-Perlataren oder so was wir selbst gemacht haben dass wir beispielsweise unsere ca. 10 qm
- Außenwerbung als Led Leuchten das sind auch och mal 10% Energieeinsparung, dass wir nur noch
- programmierbare Thermostatventile haben, um jeden Raum einzeln ansteuern können, unabhängig von der Gebäudesteuerung.

Of course, the share of the fleet is by far the largest part; I would say about 80% goes to the fleets. The only other measures are mainly due to these ecological profit

- Certification as easy because we also introduced to other subjects
- waste prevention
- Efficiency of even little things where you have to search yourself together makeshift what brings the launch of switchable power strips. With us, makes it not so much like
- Water saving aerators or so what we have done even that we, for example, our 10 qm
- Outdoor advertising as the Led lights are also 10% energy saving, that we only
- have programmable thermostat valves to each room can be controlled individually, regardless of the building control

**Bei Großkonzernen ist das Thema vergleichsweise sehr untergeordnet**

Wobei ich glaub das jetzt mit so Konzepten wie es z.B. Tesslar seit Jahren vorturnt, ob jetzt BMW nachzieht mit so wirklich sehr emotionalen Fahrzeugen schon wirklich interessant wird also grad auch im Führungsebenenbereich Fahrzeuge anbieten zu können die eben auch noch eine deutliche Nachhaltigkeitstendenz haben und an Wichtigkeit zunehmen wird.

Yes but I think maybe because the core area is simply quite different. Had the core region with us is simply the fleet. I think Sixt or BMW you will also find it at the top.

And I think that now with so concepts as eg Tesslar vorturnt for years, whether now follow suit with BMW so really very emotional vehicles already really so interesting is the degree to offer vehicles in guiding the plane area just also have a significant sustainability trend and will increase in importance.

Beispiel Vermietkonzept für Batterie genannt

Das find ich ja nach wie vor einen Witz, was bei uns an Förderung von Nachhaltiger Mobilität gemacht wird also wenn ich mir jetzt anschwee wenn ich für ein Elektroauto 10 Jahre Steuerfreiheit bekomme, dann sprech ich mir 390 € im Vergleich zu einem Hybridfahrzeugen weil die Kosten 39 € an Kfz Steuern, dann zahlt du nämlich 10.000 € für den Batteriesatz und dafür sparst du dir auch 390 € in 10 Jahren an Kfz Steuern das ist vergleichsweise lächerlich.

I find that yes still a joke, what is done with us to promote sustainable mobility so if I look now when I get tax exemption for an electric car in 10 years, then I speaking to me € 390, compared to a hybrid vehicles because the cost € 39 on car taxes, then you pay namely € 10,000 for the battery pack and for that you also save yourself € 390 in 10 years of car tax is comparatively ridiculous.

GWV Versteuerung ohne Batterie:

Die Idee wird ja gerade intensiver verfolgt, finde ich ach sinnvoll, weil es dadurch interessanter wird, während Da muss ich auch sagen, wenn man so einen Ampera anschaut und die Fahrleistung anschaut das denke ich mal mit einem BMW 3 kann das Auto durchaus mithalten bietet extrem viel Fahrspaß ist mit einem gut ausgestatteten BMW 3 zu vergleichen. Von daher macht schon wirklich Spaß. Und wenn ich jetzt dann entscheiden muss, ob ich mir in der Führungsebene einen Porsche Panamera kaufen oder einen Audi A 8 oder dann eben einen Tesla die sind vom Preisniveau auch auf der Schiene ja da glaub ich das Model S deutlich mehr spaß und da wird auch ein BMW i 8 ganz anders Interesse wecken als ein Porsche oder sonst was, weil das ist ja etwas was jeder fährt. Und da glaub ich wird sich noch mal was tun auch in den anderen Flotten well’s da noch nicht so interessant ist weil da auch die Mitarbeiter und die Fachkräfte die man versucht zu halten auch eher Interesse zeigen wie für einen BMW 5 einen Mercedes min E-Klasse oder Audi A6 A8 und die bisher noch nicht auf alternative Antriebe setzen. Würde jetzt ein Audi A8 als E-Auto kommen mit den besseren Fahrwerten, schon wäre der interessant. Und deshalb glaub ich mit so Konzepten wie BMW i 3er oder 8er durchaus auch eine interessante Geschichte ist.

The idea is so persecuted just intense , I find ah makes sense because it makes it more interesting, while I have to say , if you like watching a Ampera and the mileage look I guess with a BMW 3 the car can keep up quite offers extremely fun to drive is similar to a well-equipped BMW 3 . Therefore, already makes really fun. And if I have to decide now whether I at the management level in a Porsche Panamera sale or an Audi A8 or then just a Tesla are on the price level and on rail yes because I believe makes the Model S a lot more fun and there is a BMW i 8 very different arouse interest than a Porsche or something , because that’s something that everyone drives .

And since I believe is still something to do in the other fleets because it's because not so interesting because as well as the employees and the professionals you're trying to keep rather show interest as a BMW 5 a Mercedes min E-Class or Audi A6 A8 and who have not yet put on alternative drives . If now an Audi A8 as an e- car come with improved driving values , already would be the interesting. And so I think with such concepts as the BMW 3 Series or 8- i is also quite an interesting story.

Welche weiteren Stakeholder Ihres Unternehmens darf ich ansprechen? Können Sie diese unterstützend vorbereiten?

What other stakeholders of your company may I adress. Could you support me in addressing them?

Customer business: NSN Dr. Tilmann Derbeck Mobilitätsmanagement
tilmann.duerbeck@nsn.com MUC St. Martin Str. 76
Appendix C Transcripts of the Interviews

Beweggründe für Ökotaxis
Der hat das Mobilitätsmangement betrieben war sehr aktiv hat sich auch für Awards beworben hat glaube ich auch einen bekommen

NGO: ADAC Flörian Hördegen nch wie vor Ridler Straße hat das Projekt ECO Taxi aufgesetzt
Achtung Hördegen fragen, wer bei BR – Ansprechpartner ist

Medien Verbraucher: BR war bei Ökoprofit dabei. Ökoprofit Club Hördegen fragen hatte auch einen Fototermin für die Auszeichnung war auch einer von BR dabei

Suppliers: (Isarfunk) bin ich gespannt waren zwar Mitbegründer habe sehr gespanntes Verhältnis (reden nur über Gerit miteinander)
% Satz Frage nach Ökotaxis
Taxi München EG: Positive Signalwirkung über Nachhaltigkeit ist gewachsen und eine Vertretung von selbstfahrenden Einzelunternehmen mehrwagenunternehmen waren rotes Tuch und wir sind erst durch unsere Anstrengungen im Nachhaltigkeitsbereich jetzt wieder Ansprechpartner und auch wieder auch da unsere Reputation gesteigert. Sind eigentlich vom ADAC gezwungen worden, das zu tun

Alfred Lehmayr kennt uns
Schreiben zugesagt

AH Wieser Hr. Norello Verkaufsleiter

Trade media: TAXI Heute Juergen Hartmann Chefredakteur Bundesweites Taximagazin
Fleet Media: Da sind wir nicht so präsent natürlich hat sicherlich der eine oder andere etwas mitgekriegt gerade der Ökoglobe war ein ähnlich sensationeller Erfolg wie damals bei TÜV weil ich hatte ja vorhin schon erwähnt war schon erstaunlich wer da alles da war da hat mir auch der Herr Köhl der Chef von Toyota gesagt her sie wissen schon, dass sie hier die Prominenz der deutschen Automobilwirtschaft treffen das war dann wirklich erstaunlich dass sich da die Entwicklungschefs den Preis selbst abholen.

Politics: KVR TAXI Büro: Hr. Schmid, Konzessionsabteilung positive Reputation
Horst Linz Allgemeines neuer Abteilungsleiter Verkehrsmanagement
Dr. Urbaincyk Referat für Gesundheit und Umwelt

Manfred Reiter (ist ökologisch nicht interessiert) Nachfolger von Ude

Wettbewerber: kennen tun sie uns bestimmt inzwischen alle

Mitarbeiter Fahrer: Fahrer….? Die meisten finden’s wirklich gut aber wer ist dazu den wirklich bereit da gibt es ja relativ wenig die mit Bild die Frage ist wer da am ehesten bereit ist Auskunft zu geben.

Wenn Sie bei dehnen die ich da jetzt genannt habe und sagen sie waren bei Köhl vom Taxicenter Ostbahnhof

Customer business : NSN Dr. Tilmann Derbeck mobility management tilmann.duerbeck @ nsn.com
MUC St. Martin St. 76
Motivations for Ökotaxis
The Mobility Management has been operated very active has has applied for awards , I also believe a get

NGO: ADAC Flörian Hördegen nch still Ridler Road , the project ECO placed Taxi
Attention Hördegen ask who at BR - contact person is

Media consumer : BR was at Ökoprofit it. Ask Ökoprofit Club Hördegen also had a photo shoot for the award was also one of BR here

Suppliers : ( IsarFunk ) although I am curious were the founders had very strained relationship ( talking only about Gerit each other ) % Set question Ökotaxis
Taxi Munich EC : Positive signal effect on sustainability has grown and representation were more daring enterprise of self-propelled single corporate red cloth and we are only through our efforts in the area of sustainability now back contact and again also because increased our reputation. Are actually been forced by the ADAC to do that

Alfred Lehmayr know us
Promised letter

AH Wieser Hr. Norello Sales Manager
Wieser chief said does not make the operational matters of the will forward them to the Lord Norello who of course in that I have so participate in national dingen the course more than reputation and visibility if they would stick it on any other taxi. Who do we speak the North German Taxi Day , with pictures then there is of course Toyota Wieser it. Due to this, of course, in constant demand by the nationwide taxi company how does it work etc.

Trade media: TAXI Today Juergen Hartmann chief editor Nationwide Taxi Magazine
Fleet Media : Since we are not as present course has certainly one or the other something mitgekriegt just the ÖkoGlobe was a similarly sensational success as it was at TÜV because I had mentioned earlier was amazing because all there was there who gave me the Mr. Koehl the boss of Toyota told her they already know that they meet the prominence of the German automotive industry here that was really amazing that there pick up the heads of development the price itself .

Politics : KVR TAXI office : Hr. Schmid, Department concession positive reputation
Horst Linz General new department head traffic management
Dr. Urbaincyk Department of Health and Environment
Manfred Reiter (is ecologically not interested) successor of Ude

Competitors: do they know us now determined all

Employee driver: driver ....? Most find it really good but who is to the really ready because there are relatively few who is using image the question who is there most willing to provide information.

At TÜV SÜD I have also the Lord Old Post Office, met his colleagues, whom I meet at various events, which has given me something from Leipzig to Munich.

You look just that it makes the rounds, it is gratifying that it seems to actually be interesting and that it shows the widespread impact. It's quite nice.

If you stretch in which I have since called now and say they were in the taxi Koehl Center Ostbahnhof
D. Example of a Coded Interview

To depict how the data were analysed as an example one of the interviews are shown in the coded version by the use of screenshots oft the HyperRESEARCH software. Thus it is visible how the answers relate to the codes.

The transcript is depicted in the original German version, the codes are listed as shown in the codebook. The translated English version is to be seen in appendix C ‘Transcripts of the interviews’.

Some passages of the text are suitable and thus used for more than one single code. The mapping can be viewed at the column in the middle section of the screenshots.

Citation has been removed due to promise of confidentiality
E. Method of Analysing the Interview Data

Step 1: Transcribing the Interviews

Typus NFZ core business MC TCO

Fakten:

In welchem Bereich sind Sie tätig?
Which department do you work in?
Unternehmensleitung
Board of Management

Stellt der Betrieb von Fahrzeugen das Kerngeschäft Ihres Unternehmens da?
Is operation of a car fleet the core business of your company?
Ja Taxi
Yes, we offer Taxi service

Wie viele Fahrzeuge umfasst Ihre Flotte?
How many cars does your fleet have?
52 Fahrzeuge
52 cars

Mit welchen Nutzungsarten betreiben Sie Ihre Flotte?
What’s the usage pattern of your fleet?
Nur Taxi
Only taxis

Ist das Thema Ökologische Flotte in Ihrem Haus aktuell in der Diskussion?
Does Taxi Center Ostbahnhof actually discuss the issue ecological fleet?
Ja
Yes

Wenn ja: Wer ist hierfür federführend verantwortlich?
If yes, who is responsible for this issue?
Unternehmensleitung (selbst) Für die Fahrzeugpolitik bin es ich, für die anderen ökologischen Nachhaltigkeitsthemen ist es meine Mitarbeiterin die Frau Mittelstedt Sie macht das,
Beauftragte für Nachhaltigkeit als Zusatzaufgabe.
Taxi management itself. I am responsible for all political issues on our fleet. For all issues on sustainability my employee Ms. Mittelstedt is responsible and in addition our authorised representative.

Welche Stakeholder könnten sich Ihrer Meinung nach für die Art des Betriebes Ihrer Flotte interessieren?
What do you think, which stakeholders show interest in the operation of your fleet?
Ja da ist natürlich die Frage, Stakeholder in dem Sinne gibt es bei uns gar nicht s wirklich.
This is a good question. Actually, we do not have stakeholder in that kind of sense.

Vorschläge Vogt

Suggestion Vogt

Unter der Betrachtungsweise dann ja: Kunden Geschäftlich, Kunden Verbraucher, Lieferanten, Mitarbeiter, NGO könnten sic dafür interessieren. ADAC hat sich dafür interessiert hat es selber aufgesetzt und hat hat mit uns zusammen gearbeitet bei diesem ECO Taxi die ham ein eigenes Label mi eigener Zertifizierung entwickelt, da hatten wir ja auch mal eine eigene Veranstaltung mit dem ADAC, die ja auch in der Presse relativ breit gestreut war mit 30 Hybridfahrzeugen auf dem ADAC Übungsort.
If you look at this like that, then yes: business customers, private customers, suppliers, employees, non-governmental organisations could be interested in your fleet. The ADAC (largest automobile club in Germany) was interested. They have developed a concept of Eco Taxi and worked with us. They have developed their own label and their own certification. We used to have our own event with the ADAC, promoted in the press, with 30 hybrid cars on the ADAC test field.
Appendix E Method of Analysing the Interview Data

Step 2: Developing a codebook

Step 3: Coding all interviews
Appendix E Method of Analysing the Interview Data

Step 4: Sorting codes and cases

Step 5: Looking for systematic context Also with case publications
Appendix E Method of Analysing the Interview Data

Step 6: Deriving Propositions and cross case results

- **6. Proposition**
  - If the company has a strong reputation in core business.

- **7. Proposition**
  - If the company has a strong trend with a good reputation regarding sustainability for its core products.

- **10. Proposition**
  - If the core business is operating in a fast moving sector and they have the potential to influence in a sector which is important.

Step 7: Triangulating propositions with supplementary cases

[Diagram showing relationships between companies and sustainability metrics]
Appendix E Method of Analysing the Interview Data

Step 8: Discussing with literature review

Proposition 5-10

- Profit Maximisation Approach
- Focus on Risk and CSR
- Incentive Compatibility Approach
- Stakeholder Approach
- Philanthropic Approach
- Focus on Environmental CSR

Step 8: Triangulating with main informants
Step 8: Deriving case related stakeholder models

Step 9: Deriving stakeholder approach
F. List of Skills Development Activities

South West Universities Graduate School (Grad School)

Personal Skills Development Residential Programme
Buckland Hall Wales
August 17th-20th 2010
- Communication with others
- Interpersonal communication and team working
- Using your skills in different contexts
- Future careers and next steps

PhD Intensive Seminar
March 02nd-04th 2012 in Wasserburg
- Handling supervisor feedback
- Scientific methodology
- Ethical basics
- Documentation
- Referencing

PhD Retreat 2012
March 17th-23rd 2012 in Casale Italy
- Scientific philosophy
- Scientific theory
- Scientific ethic
- Documentation
- Referencing
- Enquiry

Sustainability Management HM
Certificate 20 ETCS-credit points October 11th 2012 Munich University of Applied Sciences

Scientific Paper Writing
March 21st-22nd 2013 Munich University of Applied Sciences
G. List of Specialised Professional Presentations

Nachhaltiges Wirtschaften im Fuhrpark (Sustainable Car Fleet Management) Roland Vogt
March 17th 2011; Fuhrpark-FORUM at Nürburgring

Green Fleet – Imagepflege durch grüne Flotten (Enhancing corporate Image through Green Fleets) Roland Vogt
October 19th 2011 econ-fleet Münster

Wer den Schaden hat … - Erfolgsfaktoren für ein modernes Schaden- und Riskmanagement der Flottenverantwortlichen (Success Factors for modern Risk Management and Claims Management) Roland Vogt
June 13th 2012; Fuhrpark-FORUM am Nürburgring

KEYNOTE SPEECH: „E-Mobility nun auf den Weg bringen…..“(Let’s go e-mobility) Roland Vogt
July 5th 2012 AGRION Elektromobilität in deutschen Fuhrparks Frankfurt

Der Weg zur grünen Flotte (The Way to Green Fleet) Roland Vogt
October 18th 2012 econ-fleet Münster
H. Scientific and Professional Publications and Reports of the Case Studies

Scientific Publications

Building up a survey to figure out car fleet managing behavior regarding sustainable aspects.
Structure for investigation “what” and “how” questions with first results
Author: Roland Vogt
Target group: Economic science and management

Definition of CSR and its relationship to car fleet managing aspects: An overview of main theories regarding car fleet management purposes
Author: Roland Vogt
Target group: Economic science and management

Responsible management and marketing of car fleets; how sustainable management is lived in Germany by car fleet managing companies.
Author: Roland Vogt
Target group: Public Policy and Management
Medium: Social & Public Policy Review (to be published in 2014)

The Interplay of corporate social responsibility, marketing activities and corporate reputation:
A concept for sustainable management in case of car fleet management:
Author: Roland Vogt
Target group: Economic science and management
Medium: Scientific forum Munich University of Applied Sciences, 2012 Poster

Forces for Sustainability and Marketing – Exploring Drivers for Future Orientated Fleet Management
Author: Roland Vogt
Target group: Economic science and management
Professional Publications

E-Mobilität aus Flottensicht: Rahmenbedingungen und Elektronik machen’s möglich (e-mobility from a fleet’s point of view)
Roland Vogt
AUTOMOBIL-ELEKTRONIK 03/2012

Infrastruktur: Passend fürs Flottenmanagement (Infrastructure: suitable for car fleet management)
Roland Vogt
emobility tec 02/2012

Reports of the case studies

Case A Miele:

'Business Report 2010/11'
FACTS AND FIGURES Miele

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'A focus on people’
Sustainability Report 2011 Miele

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Case B The Linde Group:

'Determination' (Excerpt)
Financial Report 2012 The Linde Group

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Corporate Responsibility Report 2011.'
The Linde Group

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`Corporate Social Responsible Car Fleet Management? How CSR approaches relate to sustainable car fleet management’

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Abstract

The energy, steel and logistics industries face regular public attention regarding the greenhouse gases they emit, principally due to the scale of transporting goods (Stillhart, 2009). An implication of this is that many corporate protagonists responsible for the operation of car fleets are developing measures to decrease CO2 emissions and fuel costs. A second trend is the increasing usage of image-generating marketing actions in our ‘information society’, where all information about every company is available quickly and internationally. However, how do these marketing actions, in the name of corporate social responsibility, relate with corporate reputation? The objective of this research is to establish rules of these relationships and to derive a new stakeholder approach to optimize corporate reputation.

This study examines theoretical evidence in preparation for further empirical studies on the behavior of sustainable car fleet management, as well as factors deemed necessary for the successful and responsible operation of car fleets. After definitions of Corporate Responsibility (CR) and Corporate Social Responsibility (CSR) the study describes major theories and approaches of corporate social responsibility in a broad view.

Two main approaches of German society and two internationally recognized approaches are taken into consideration. Thus the link from German and international theory is necessary. This is helpful for defining the following empirical research strategies, which are executed in the German car fleet management market. The approaches are evaluated in reference to their overall relevance to the research question and objectives; the interplay of corporate social responsibility measures, marketing activities and corporate reputation. The investigation starts with the philanthropic approach (Ulrich, 2008), which constitutes, that to be ‘good’ is the prime objective. The review continues with a profit maximization approach (Friedman, M.;, 1970), which sets economic success as its principal preference. However this research comes to the conclusion that the incentive compatibility approach is nearer to the overall objective outlined (Homann & Suchanek, 2005) (Homann, 2002) (Suchanek, 2007). The work adds to the main approaches discussed, contributing business ethics theories and approaches to widen the view of established business ethics. The results of these theories lead to a stakeholder approach (Freeman, 1984) (Freeman, Harrison, & Wicks, 2007), which is recognized as the most objective compatible approach, and forms as a basis for further empirical investigations.
Keywords
CSR, Sustainability, Fleet Management, Corporate Responsibility

Methodology critical literature review

The critical literature review begins with a description of the main theories of corporate responsibility, taking a wide perspective. There are two major approaches in German society to take into consideration and two international recognized approaches. Thus a link from German and international theory is built, and helps the following empirical research strategies, which are executed in the German car fleet management field. The approaches are evaluated regarding their relevance to that research question and its objectives. Beginning with the philanthropic approach, which constitutes that to be ‘good’ is the main focus, the review then goes over to a profit maximisation approach, which sets economic success as its preference. After this, incentive compatibility is developed. The results of these theories lead to the stakeholder approach, which is recognized as the most objective compatible approach.

Figure 1 Positioning of main CSR Approaches

The second part of critical literature review researches publications, which consider the relationship between responsibility approaches and reputation as well as marketing approaches and corporate reputation. The objective is to determine the state of this
relationship and identify groups with successful results, and groups with ineffectual results, in order to compose a new model. The research gap will be clearly defined and empirical research prepared.

Finally the literature review focuses on a discussion between the themes concerning car fleet management. Therefore publications of practical experiences and different views on the relationship of car fleet management, corporate responsibility, marketing, and corporate reputation are revised. The first objective of this part is to prepare an empirical research strategy survey. Using the literature and knowledge from theoretical approaches and publications, a survey for the Target group car fleet managing companies in Germany is constructed. The second objective is the review of the published car fleet management debate concerning CSR measures and the appropriate mix of marketing strategies, in reference to corporate reputation. This will be verified by the survey and multiple embedded case studies.

**Main Approaches in Corporate Responsibility**

This chapter considers bodies of knowledge relevant to areas within the research programme (Business Ethics, Corporate Reputation and Marketing Approaches). There are several different business ethics approaches, all with different objectives. The most important elements will be introduced and checked for their relevance to the scientific interplay-question.

**Preliminary Remarks**

The term ‘corporate social responsibility’ is of international interest and is often used uncritically and does not reflect the total complexity of this issue. It is often simplified as a normative term to distinguish between good or bad. To enable the term to fulfil the guidance for modern society, especially taking into account the empirical conditions, it is important to create an appropriate theoretical structure. In principle, responsibility can be obtained from the notion of players standing up for their actions and the consequences. However, the crucial question is under what conditions he has to do so. Under more and more complex conditions it is no longer possible to find simple approaches for understanding this question. A reflected use of the concept of responsibility is necessary to combat the risk that requirements on behalf of responsibility are made which increase the conflicts of interest as a result, instead of creating solutions. Within the public discussion the term ‘corporate social responsibility’ is often linked to traditional moral values. This can no longer meet the needs of modern society because of increasingly complex structures and global boundary conditions. Therefore it is necessary to align the concept of responsibility on the logics of interaction in modern society instead of pre-modern moral semantics.

In the following chapters several important views and orientations to business ethics are investigated. In German speaking countries there are two primary approaches to economic and corporate ethics discussed: integrative economic ethics by Peter Ulrich and new institutional economics by Karl Homann and Andreas Suchanek.
These are two complex, differentiated designs that link the economic and business ethics perspective closely.
In international science of business ethics there are two other main opposing views. One coming out of Friedman’s statement about precedency of profit maximization (Friedman, M.;, 1970) and another the stakeholder approach. The stakeholder approach is well known since Edward Freeman’s book “Strategic Management, A Stakeholder Approach” (Freeman, 1984). These main approaches are introduced and examined for their respective contribution to the topic.

**Philanthropic Approaches**

Peter Ulrich's Integrative Economic Ethics is the first approach upon which to reflect. (Ulrich, Integrative Economic Ethics, 2008)
Ulrich wants to emphasize the idea of discourse ethics, grounded in moral principle within the action area of the economy.
Constructed in a simple formula he aims to bring economic rationality to (practical) reason. Where it is considered that economic reason - the utility-maximizing use of scarcity – is the principal and entire objective of the corporation, there is no room other motives, the focus is ‘economism’ (Ulrich, Integrative Economic Ethics, 2008, pp. 16,17).
The approach takes economism for the united ideology of the present. Accordingly, it understands that the critical view on economism is the ‘principle objective’ of his integrative business ethics.
Business ethics covers four basic objectives (Ulrich, 2008; Ulrich, 2000):
(1) Developing an approach of rational economic ethics that comes from the philosophy of sustainability.
(2) A critical view on pure economic reason and of their normative enhancement of “Economism”.
(3) Description of normative basic orientations of a life-serving, reasonable and legitimate economic activity.
(4) Conceptual localization of the morality of economic activity in a modern society (Business ethics topology).
This approach refers to the specific human morality of man.
It speaks of man as a "self-declaratory being ' (Ulrich, 2000), which is able to make decisions for rational reasons. Moral reasons always come into play when it comes to the basic normative guiding principles and conditions of humanity, its status as a self-determined subject, and the mutual respect and recognition of individuals in this claim.
To take the moral point means in this theory that the mutual acceptance of man as a creature of equal dignity counts as a binding criterion for their own actions, and that mutual recognition forms the ultimate criterion for the designing of rules to social life.
This approach is embedded in humanistic rational ethics, which is the universal normative logic of interpersonal relations. It is rooted in the basis of all morality, the ability of the people to have an intellectual exchange of roles. Through the concept of role reversal, one is able to see himself in the eyes of others and vice versa, the critical reflections of their own
and other people's actions becomes possible. If one - so the argument is made - disputes the moral right of another to show respect and dignity, he also forfeits his own claim. The search for a process of the justification of human liability of rights and obligations characterizes the reasonable ethical basis from its beginning to today's discourse ethics. In terms of the rational ethics of economic activity, the meaning for this theory is that such business ethics stand "to ensure the legitimacy of conditions striving for economic-benefits, - advantage or -success in the light of moral rights (i.e. legitimate claims) of all concerned" (Ulrich, 2000, p. 557). It is not the ambition to succeed that is questioned ethically, but whether it is acceptable to all persons. In this respect, he talks about the orientation of an ethically integrated ambition to succeed. There are two rules described to find a solution for conflicts of stakeholders:

(1) The economy must be justifiable to those who are affected
(2) The claims of those affected for self-limitation must be reasonable for the economic actor to face his legitimate claims of existential self-assertion.

Thus, the primacy of moral considerations, from the aspect of the success and efficiency of any action is crucial in this theory. In this sense, for Ulrich (2000) it is wise economic rationale for actors to behave in a sustainable way. For free and responsible persons in the rational understanding, among all stakeholders, to see this as adding a legitimate form of added value (Ulrich, 2000, p. 558). In this socio-economic rationality idea, the approach see's the 'moral point of view' of a rational ethics of economic activity.

With this point of view, there is a need to distinguish from the position of an economic dominant ethical skepticism, which assumes that it is not possible to state universal ethical aspects valid for all men.

Ulrich sees Karl Homann in the series of ethical skeptic experts, as one who develops his normative economics as a moral justification of interests.

In his business ethics theory, Ulrich questions the legitimacy of the current economic system, whilst Homann is isolated in his interest for the implementation of moral code among the assumed operating conditions of an idealized market system.

Following Ulrich, modern business ethics has the task of working on the regulatory conflict between rational ethics and the normative economic claim of rationality.

This conflict between the ethics of reason and that of economic activity is summarized as follows:

"It's about forward-looking orientation for the involvement of institutional unfettered and normative uninhibited, headstrong become economic dynamic of rationalization in principles and ideas of a life-serving (i.e., legitimate and sensible) design of social 'Economic life'." (Ulrich, 2000, p. 558 translated by author R.V.)

For this theory, a cultural reorientation in a yet to be developed and 'integrative' economic style is required. The formal goal of the socio-economic progress consists of a focus in the extension of variety of free and civilized development opportunities. This calls for a culture of being able to recognize when one has had enough. One of self-limitation, not striving for benefit, success, or advantage for the reason of a cultured life (Ulrich, 2000, p. 563). As the 'spirit of capitalism' had made possible the economic modernization, it now needs a 'new
spirit’, a new motive building economic ethos. There is no need for prevailing competition everywhere. It is also possible to build up a normative framework of general and binding rules to limit competition and the market: for example, to limit the areas in which competition dominates and to equip individuals with the rights and requirements of “exchange contracts”. Today - so Ulrich argues- this could be successfully institutionalized on a supranational level. The possible outbreak of an economics of scarcity will not simply appear as a result of economic growth and increasing productivity, but only on the basis of an ethically enlightened system of economic governance, which bases it’s principles on those of a good life and the togetherness of free citizens (Ulrich, 2000, p. 564 translated by author R.V.) For a well-ordered society of free and equal citizens - so Ulrich following Rawls (Rawls, 1979, p. 19 ff) - the priority of justice within the meaning of the same fundamental rights and fundamental freedom is constitutive for all. At the same time the socio-economic and socio-cultural conditions of this general freedom are also key issues.

In this approach, Rawls’ rules of justice must not be reduced to the Pareto Efficiency. Therefore the free market requires integration into constitutionally guaranteed and practicable civil rights to ensure peoples status as self-determined citizens.

In summary- Ulrich's business ethics stems from a criticism of the normative implications to an economic area of action.

From his perspective, the ethics of the individual economic citizen has to go hand-in-hand with ethics of a kind of order, which also limits and provides for managing the market in the interest of a ‘value-serving’ life. This integrative business ethics of legitimacy and accountable entrepreneurial activities is preferred to profit maximization. That big companies should be seen as quasi-public institutions who are obliged to conduct a stakeholder dialogue and to deliberate enterprise policy with their stakeholders.

Even at first glance it is clear that the approach of this integrative business ethics leads from the perspective of a stakeholder approach. It is relevant to the research objective because there are existing companies that do employ CSR measures driven from Ulrich’s ideas. Critical issues to Ulrich’s thesis could be that the ideology critique of “economism” appears more convincing when compared to his ethics of life-serving business practices.

Economic conditions and functions are not as easy to integrate ethically as Ulrich assumes. In this sense the ethics discourse could be too formal, in order to bring reasonable normative standards into the industry.

The theory’s relevance to the research question and objectives is restricted. Some companies may try to establish measures in their car fleet management with the simple aim of trying to increase the quality of their reputation, even if no economic or business advantage is gained.
Profit Maximisation Approaches


But - short-term profit-maximization is not intended (Rappaport, 1986/1999) Indeed, the profit maximization position is often perceived as critique against stakeholder approach (Hill, 2007).

It is not expected that an important motive of sustainable car fleet organization is profit maximization

However, some relevance can be drawn from the objectives of special sectors of car fleet management. Ones which operate in a particular economic aspect can play an important role (e.g. fleets with large cost saving potential).
Incentive Compatibility Approaches

Homan emphasizes that business ethics must start from the understanding of social structures of modern societies (Homann & Suchanek, 2005; Homan & Blome-Drees, 1992). While philosophical ethics start from pre-modern notions of society and limitations on the creation of standards, Homann’s business ethics start from modern social structures and attempts to mirror these structures in its ethical considerations. As for the basic structures of modern societies, he considers the functional differentiation of society, individualization, forming organisations and the exorbitant increase in mobility (Homan & Blome-Drees, 1992).

Even Adam Smith – Homann continues - responds in "The Wealth of Nations" to the evolution to modern societies. Given the structure of modern societies Homan sees the implementation of moral standards as a key issue, which could be based on direct action—a guiding motive of individual advantage striving.

As such, standards are followed only if their compliance promises the actor greater individual benefits than their non-compliance (Homann, 2002, p. 26). Modernity implies that these actors have control over their own action conditions. Therefore, Homann argues that modern ethics has to be built in two stages: ethics of action and ethics as a condition. Through the rules of the game and the framework of policy options and the ethics of action prevails. The
action itself will follow incentives, according to economic logic. So it is obvious in this approach that the central issues of morality shift from action level to system level, and from the game move to the game rules. In this sense the conditions of action are the game rules and the action is the game move within the game. (Dixit & Nalebuff, 1991). "The systematic place of morality in a market economy is the framework of institutional rules." (Homan & Blome-Drees, 1992, p. 35). Thus ethics of action, such as regulatory ethics must be based on consistent calculations of advantage. This is important for two reasons: under modern social conditions, the old system of social control will be replaced by a system based on self-control, alongside actor’s own interests and incentives (Homann, 2002, p. 30).

Through self-control and by using personal advantages, modern, anonymous and large societies possess the necessary functions for the replacement of complete social control with a simpler more face-to-face society.

Far away from denouncing actors’ striving for personal gain as a socially harmful activity, complete self-control places personal interests as the only consistently and effective instrument of social control in modern societies. He states that morality follows the incentives, that there is an incentive to morality.

Control by an internal morality is doomed to fail, because moral behaviour in the competition of market economies is exploitable. Therefore, the pursuit of self-interest advances within pre-modern societies to a more precise form of social control.

Modern societies - follows Homann - are not stationary or in a zero-sum game. Instead they are growth societies, in a positive-sum game. Modern market economies have reached an exceptional level of prosperity based on the pursuit of self-interest from individuals in a system of forced competition.

In their methodology economists use a very broad advantage term. It can include income, wealth, possessions, but also leisure, the good life and community. Once advantage thinking is considered, the key to individual action control as a replacement for the moral motive is ensuring that institutional control systems are reshaped in a way that leads to advantage thinking, for the individual’s desire to have positive results for society.

Homann’s corporate ethics is closely related to the identified premises on business ethics. When morality is introduced in the institutional framework there is no need for any explicit business ethics. It is only necessary if you state that the condition of a perfect framework will never be complete nor perfect (Homan & Blome-Drees, 1992, p. 114). Framework regulations are often delayed and suffer from control problems. It is expected that the regulatory competence of politics will progress. However, if regulatory deficits are apparent at the action level, the moral responsibility must fall on the company.

Homann’s corporate ethics is primarily geared towards an ethics of institutions rather than individual level or action ethics for managers and entrepreneurs. At a company level Homann differs systematically between two types of game moves (Dixit & Nalebuff, 1991):

1. The type of action-for-profit business activities in competition. This is relieved by the moral claims through the existing framework.
2. In difference to that Homann sees political game moves of the companies that are aimed at the general regulations to improve the interests of all businesses.
Homan emphasizes that all the differences of both the original economic and the political type of action are driven by vested interests.

Considering this, what are the implications for this research? The idea of placing corporate responsibility into game rules, naming corporate activities as game moves (Dixit & Nalebuff, 1991), are relevant to the research objective and questions. There are companies, which are going into CSR activities who are also motivated by incentives.

A variation on Homann’s theory is the work of Suchanek. He reformulates the golden rule “One should treat others as one would like others to treat oneself” into a new variety which fits the economic approach. Thus he creates a “heuristic rule of three”: The normative recommendations result out of normative ideals and empirical conditions. (Suchanek, 2007, p. 31ff). The required consensus for normative ideals of modern society can be achieved by using a variation of the Golden Rule: “Invest in social cooperation for mutual advantage”. However, to avoid normative fallacies it is also necessary to consider the empirical conditions. Therefore it is important to ensure an incentive compatibility and to consider the logic of interactions i.e. prisoner's dilemma (Dasgupta, 1988, pp. 49-72) (Kreps, 1990/1997, p. 65 ff.). The management of interaction conditions is possible through institutions that have the task of presenting rules of the game at a constitutional level, within which the player is able to move and interact in a reliable way. In this case, Suchanek states that the actor can have the legitimate expectation that, through this institution, the potential for cooperation is maximized and thus there is a long-term improvement of the status quo in light of adequate alternatives i.e. it'll be worth investing in. Seen from the same perspective, the actor has the right to veto, if systematic discrimination is caused by the institution (on game rule level). Thus Suchanek comprises these components into a single formula (Homann & Suchanek, 2005, p. 73):

Conditions of behaviour_{t1} → Behaviour_{t1} → Impact of behaviour_{t1} → Conditions of behaviour_{t2} ……..

From this schematic representation of the relationship between actions and future conditions, a time dimension is also considered. This results in an incentive structure for actors in the optimization of sequences (e.g. t1, t2). Thus responsibility can be seen as an investment in the future conditions for behaviour, considering the maximum preservation of liberties. The golden rule is adopted in accordance with Suchanek:

“Invest in the conditions which foster social cooperation for mutual benefit!” (Suchanek, 2008, p. 4)

This normative logic of reciprocity – Suchanek continues – can even be found in management jargon:

“Strive for win-win situations!” (Suchanek, 2008, p. 3)

This position fits with Homann’s statement about the need for vested interests.

1 The “Golden Rule” has been attributed to Jesus of Nazareth: “Therefore all things whatsoever ye would that men should do to you, do ye even so to them” (Matthew 7:12, see also Luke 6:31). The common English phrasing is “Do unto others as you would have them do unto you”.
Another perspective leads to the theoretical variation of Lin-Hi (Lin-Hi, 2009) who states that the acceptance of responsibility for companies has to be incentive compatible. It must be consistent with the intention to realize corporate profits. He shows that it meets the interest of society not to allocate unlimited responsibility to companies. For good reasons companies have to be conducted for profit, but that does not mean that any form of profit is responsible. Lin-Hi argues that companies should have an interest in avoiding forms of profit that endanger the conditions of their future success. His theory offers heuristic evidence and helps to simplify the distinction of normative expectations of companies in terms of their corporate responsibility and to help provide management relevant aspects of responsibility. The theory also enables the public to discuss corporate responsibility rationally and not in an ideological or emotional prism.

For this purpose, the company must first be defined as a corporate actor (Coleman, Grundlagen der Sozialtheorie Bd. 2: Körperschaften und die moderne Gesellschaft, 1990/1995, p. 275 ff). To be perceived and become effective as a capable actor, the company needs a corporate constitution, which is defined by its corporate members/owners, but may also be supported by employees voluntarily (Homann & Suchanek, 2005, p. 289 f.). In this way, they can also be regarded as corporate members. By this defined corporate structure, descriptions of jobs, functions and commonality of purpose can be accepted by all members of the company and they may be regarded as corporate actors (Homann & Suchanek, 2005, p. 290 f) (Coleman, 1974/1979, p. 22).

Regarding its members (owners and employees) the formal goal as well as the incentive-compatible responsibility to maximize profits remains (Homann & Suchanek, 2005, p. 304). There is also potential for improvement in the status quo for employees. Thus companies have the responsibility of behaving in a way that considers sustainable investment seriously. Through the shrinkage of partnerships with other stakeholders, an objective of sustainable profit maximization can be achieved.

Potential for cooperation arises from mutually explicit and implicit contracts (i.e. contract theory’s "nexus of contracts" (Eisenberg, 1999, pp. 819-836)) between the actors, such as employees, owners, customers, suppliers and other corporate actors (companies). Hence, the reason for the existence of companies and businesses is clearly justified. Nevertheless, it is not possible to derive social legitimacy from this fact alone.

As the corporate actor the company is able to act as such; he (the actor) can be seen as responsible for his interaction effects (Lin-Hi, 2009, p. 98 f). Therefore this - now regarded as social- institution can be attributed responsibility and can be seen as responsible subjects. The existence of free enterprise is for it’s own benefit and is itself a creation of freedom potential. That is why companies constitute a condition of social freedom and are social assets. The fact that a company can and does take responsibility is in itself the entrepreneurial legitimacy of the acceptance of their constitutionally assigned responsibility. Seen in this way they also have the social responsibility function as subjects. So companies are part of a structure of responsibility and companies have a structure for responsibility (Lin-Hi, 2009, p. 101).

Corporations are able to break responsibility through defining workplace and job descriptions (Suchanek, 1999, pp. 273-298). Due to structures of corporate governance, firms have the potential and means to institutionalize responsibility. Thus companies are able to motivate employers as natural actors towards responsible behavior through suitable incentive schemes.
Social enterprises are well known as actors, as their missions tend to achieve positive results. Such a perspective, on the ability to act, often leads to the semantic problem that it is difficult to illustrate, in a socially understandable way, why undesirable effects to the company itself cannot be counted as negative. The relevant alternatives (instead of the sole reflection of a theoretical ideal state) could be consensus, and thus can’t be classified as irresponsible (Friederich, 2005) (Homann & Suchanek, 2005, p. 205 ff). For this reason, the assumption of responsibility has to serve in a way where social freedoms under the conditions of modern society are maximized and the scope of corporate responsibility is limited.

The necessity to limit this scope can be derived by Lin-Hi (Lin-Hi, 2009, p. 112 ff) from the “tragedy of the commons”². At first any player benefits individually, exploiting a commonly available limited resource. The collective damage that results from overuse is understood by all, thus an institutional framework must be created, which is a form of self-regulation for exploitation. Similar to the actor described above, a variety of actors in society make claims and demands of the responsible subject company in the name of responsibility. The demanding actors benefit at each settlement of the claim. If a company’s profit is reduced by the settlement of non-incentive-compatible claims, thus reducing the incentive for investment in enterprises that are associated with the deterioration of the conditions of free society, the loss is borne collectively. Because these costs are perceived poorly by individuals, it is necessary to avoid the unlimited allocation of responsibility to companies. The company, as a responsible subject of an infrastructure for social interactions and therefore to the social freedom, can be treated in conjunction with institutions. Therefore, the capacity for consensus is not defined on the results of activities, whether the two abstract rights of stakeholders are met needs to be considered: (1) the right to long-term improvement of the status quo taking account of relevant alternatives and (2) a veto against institutions, if they lead to a systematically worse position (Lin-Hi, 2009, pp. 116-117). It can be derived that the concept of responsibility, the institutional existence of any legitimate business interests (also not the corporate members) must not be systematically violated. Conversely, this means that, without a breach of legitimate interests, all the responsibilities of the company are in consensus with one another. All further claims, which are addressed to companies, are not acceptable in the name of responsibility.

In this case the responsibility is the investment in the conditions (such as reputation and credibility) of the company. In addition to necessary individual self-bonds (to ensure non-infringement of legitimate interests to ensure the entrepreneurial ability to cooperate) the business owners can decide on voluntary self-commitments which, without reference to corporate responsibility, can be seen as the market-oriented fulfillment of interests to members of society, but may also be rejected as legitimate.

Yet it may make sense to create incentives for players to voluntarily commit themselves to responsible behaviors, as long as these behaviors are for some mutual benefit and not directed systematically against incentive compatibility. A point of reference for how responsible action can be institutionalized is, corporate minimum standards. These standards must reflect the specific local conditions in which they operate. The company can assert enshrined

minimum standards and thus encourage managers to take specific sustainability-related issues into their focus. This can create new conditions for long-term gains in cooperation, and further investment in conditions for social cooperation and mutual advantage.

The implications for car fleet managing companies concern principally the institutionalization of corporate standards in order to introduce responsible behavior and a ‘mutual advantage’ mind-set. Incentive compatibility approaches are relevant to the research question and it’s objectives because a great number of car fleet operating firms design their car fleet management approach in accordance with the incentive compatibility theory.

![Incentive Compatibility Diagram]

*Figure 4 Positioning Incentive Compatibility Approach*

**Stakeholder Approach**

*The context of Corporate Social Responsibility*

Based on her book review of Irene van Staveren’s: “The value of Economics: An Aristotelian Perspective”, Hanoch (2002) indicates that for Starveren, Aristotele’s economic theory was rooted in, and extended from, his ethical theory:
“first, a commitment to moral values, second, emotion, third, deliberation, and forth, human interaction” (van Staveren, 2001, p. 8)


However, these terms are not well defined, they are often interchangeable and sometimes used to describe a wide variety of concepts. Their meaning is not accurately established and so this inaccuracy is often described as a problem that also obstructs further successful realization of corporate responsibility. (Beschorner, 2007, pp. 9-15) (Kuhlen, 2005, p. 7) (Loew, 2004, p. 14) Perhaps a better definition of Corporate Social Responsibility would lead to a better understanding of the implications.

The academic literature has considered corporate responsibility for more than 60 years, the first publication being H.R. Bowen’s ”Social Responsibilities of the Businessman” (Carroll, 2008) (Frederic, 2006). The terminology of responsibility of corporations is presented in a heterogeneous way across the discipline (Hansen & Schrader, 2005, pp. 373-395) (Matten, Crane, & Chapple, 2003, pp. 109-120) and there appears to be little common understanding (Aupperle, Hatfield, & Carroll, S. 369) (Frankental, 2001, S. 20). Votaw considered the term Corporate Social Responsibility (CSR) in 1973:

“The Term is a brilliant one; it means something, but not always the same thing, to everybody.” (Votaw, 1973, S. 11)

The heterogeneity in terms of content leads to yet another problem; that CSR loses its overall meaning. The phenomenon was criticized in 1975 by S.P. Sethi:

“The phrase corporate social responsibility has been used in so many different contexts that it has lost all meaning.” (Sethi, 1975, p. 58)

So in this sense, CSR can be seen not as a single concept, but as a construct, theory or field of scholarship with the core of the discussion being concerned with the social obligations and impacts of firms in society (Crane, McWilliams, Matten, Moon, & Siegel, 2008, p. 6). The European Parliament “recognises that a debate remains open among different stakeholder groups on an appropriate definition of CSR…” (European Parliament, 2007, p. article 3)

In this context David Vogel states:

“The quality of writing on CSR is highly uneven, and much of it has a strong normative bias, making its value difficult to assess. And its quantity keeps growing.” (Vogel, 2005)

The European Commission defines CSR in its 2001 green paper “Promoting a European framework for Corporate Social Responsibility”:

“a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.” (European Commission, 2001, p. 6)

A stakeholder in an organisation can be seen as “any group or individual who can affect or is affected by the achievement of the organizations objectives” (Freeman, 1984). Through
another definition a stakeholder can “have, or claim; ownership, rights, or interests in a corporation and its activities” (Clarkson, 1995).

![Basic Stakeholder Map](image)

*Figure 5 Basic Stakeholder Map (Freeman, Harrison, & Wicks, Managing for Stakeholders: Survival, Reputation, and Success, 2007, p. 51)*

If managers take stakeholders interests into consideration – Freeman (2007) insists – they are able to lead their firm to more success, particularly regarding the relationship between the interests of the stakeholders as shareholders and other stakeholders, which have been deliberated considerably in the literature.

In this regard, Corporate Social Responsibility means the responsibility of firms to act as a guarantor for the ecological and social repercussions of their stakeholders as a result of their business activities. It ranges from core business, increase value to relationship to employers, suppliers, customers, and society (Dresewski, 2007, p. 10). In this idea corporations are not just tied in with economic successes but they also have the responsibility to harmonize it with social and ecological concerns. In this case all three aspects economic, ecological and social, are fundamentally equal. It’s up to corporations to find the balance between these aspects and to balance the conflicts of interests among their stakeholders (Jordan, 2008).

The voluntary basis of CSR is an aspect that has broad agreement (European Commission, 2001). Thus following this, social responsibility goes beyond legal guidelines. The model is supported by what is termed the ‘triple bottom line’ (TBL), a term purported by John
Elkington who stated that the view of sustainability should not be restricted in terms of the environmental sustainability of its actions as it has been for a long time. He added economic and social considerations to build the three components of sustainability. (Elkington, 1999)

The stakeholder approach is expected to be a highly relevant area for research objectives for several reasons. Many groups or individuals can affect or can be affected by corporations that operate a car fleet. There are many stakeholders in German car fleet management and the sector is a crucial part of German business. Though there are clearly risks, if the right stakeholders within car fleet management adopt a CSR approach, positive changes can be made which may have long-term benefits to the industry.

The model may be used to inform and construct a more detailed approach, one that may have particular relevance for fleet-managing affairs

![Figure 6 Positioning Stakeholder Approach](image)

**Figure 6 Positioning Stakeholder Approach**

**Conclusion:**

Approaches that have a strong direction to combine philanthropic ideas with economic interests of all stakeholders have been found to be nearest to the overall research objective.
Thus, incentive compatibility can lead to a new stakeholder approach within the car fleet management industry.

Figure 7 Conclusion of the relevance of several CSR Approaches to car fleet Management

Literature


Responsible Management and Marketing of car fleets: How sustainable management is lived in Germany by car fleet managing companies

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Abstract
Sectors as energy, steel industry and logistics industry are in public focus for emitting greenhouse gases. Transportation of goods from one place to another is still one of the main reasons for that (Stillhart, 2009). So many corporate protagonists in operation of car fleets are going to develop measures to decrease CO2 emissions and fuel costs. A second trend is the increasing usage of image-generating marketing actions in our information society.

This study examines empirical evidence about the factors deemed necessary for successful responsible operating car fleets. During April and May 2011 an online survey had been addressed therefore via online newsletter and e-mail to more than 30,000 car fleet managing companies in Germany. The response rate has been in sum 305 participating different companies until end of August 2011. The first objective of this survey was to find out the current situation in German fleet management operations regarding responsible and sustainable management of car fleets. It also examines how these activities are accompanied by marketing measures. Other findings of this paper are connections and causal relationships between several facts and results of the survey. The analysis of these relationships leads to several propositions, hypotheses, and further open questions.

Key words
CSR, Marketing, Fleet Management

Introduction and some relevant literature

There are taken two main approaches of German society into consideration and two international recognized approaches. Thus the link from German and international theory is necessary. This is helpful regarding the following empirical research strategies, which are executed in the market of German car fleet managing companies. The approaches are evaluated regarding their relevance to research question and research objectives. Starting with the philanthropic approach (Ulrich, 2008), which constitutes, that to be “good” has to keep in focus the review goes over to profit maximization approach (Friedman, M.;, 1970) what sets economic success
into preference. However, the approach of incentive compatibility stands well to the fore (Homann & Suchanek, 2005) (Homann, 2002) (Suchanek, 2007). The results of this theories lead to stakeholder approach (Freeman, 1984) (Freeman, Harrison, & Wicks, 2007), which is recognized as the most objective compatible approach as a basis for the empirical survey.

**Figure 1. Portfolio of corporate responsibility approaches**

Researchers have examined what categories of people are more likely to volunteer, but few have explored theoretically or empirically how people choose to champion one cause over another and why some people do not volunteer. This article draws upon theoretical analysis which has its origins in the study of consumption. It is argued that the choice of one cause over another is mediated by personal interest and values which are, in turn, underpinned by deeply embedded cultural influences. Choices are culturally bounded, we argue, for a number of reasons which means that some issues are available for consideration as legitimate foci of voluntary activity whilst others are not.

This article develops aspects of the work of anthropologist, Mary Douglas (1997) who has argued that when people go shopping and choose one product over another, they are making wider cultural decisions about the kind of society that they want to live in. According to Douglas, choices are made in both active and passive ways. Deeply embedded attachments to cultural values tend to go largely unrecognised, but have significant impact on consumer choice. Choices can also be made for explicit and implicit reasons. On the explicit side, people choose to buy...
something because they think they will benefit directly – not just in the sense that they will have a warmer coat, but because they may benefit by impressing significant others. On the implicit side, Douglas uses the term ‘cultural hostility’ to show people may confirm their value position by not buying goods or services. As Douglas puts it ‘people do not know what they want, but they are very clear about what they do not want’ (1997: 18). This suggests a deeply conservative and negative process, but Douglas argues that it is a positive process because it represents an expression of cultural allegiance. In this article we develop Douglas's notion of cultural refusal in the context of volunteering and ask how people might go about the process of ‘shopping around’ for social values. We contend that, as observed in the consumer market, people who give their time to social causes may do so for cultural reasons that they may be more or less aware of.

This article does not draw upon empirical evidence to make its case. Instead, it is concerned with conceptual explanations and explores the consequences of these for future empirical work. It will be argued in the conclusion that the conceptual analysis is useful from a policy perspective as it may help policy makers develop a more realistic viewpoint of what the limits of voluntary action are – and to recognise that formal voluntary action is but one form of contribution to the maintenance of a strong civil society. The conceptual analysis will also help to inform future directions in empirical analysis of voluntary action by identifying new areas and approaches to analysis which have previously gone unexplored.

In the first section of the article we briefly review the problems associated with the definition of voluntary action and ask why it is lauded by government. The second section provides analysis of a range of factors which may affect attitudes about voluntary action across three dimensions: collective versus individual choice; grounded versus abstract motivations; and, instrumentalism versus altruism. The third section asks how people choose whether or not to volunteer for particular causes. In the conclusion, the policy implications of the analysis are discussed together with analysis of the prospects and limits of future empirical research on volunteering and non-volunteering.

**What is formal volunteering and why is it lauded by government?**

There is little agreement nationally, let alone internationally, on how to define volunteering and less still on how to measure how much of it people do. Defining what counts as volunteering is difficult, with disagreements over, for example, whether or not informal and private caring can be included. Wilson argues that ‘Volunteering means any activity in which time is given freely to benefit another person, group or organization’ (2000: 215), and “volunteering can be seen as an extension of private activity in the public sphere” (200: 216). Clary and Snyder differentiate spontaneous helping, which refers to activity in the aid of, for example, friends, family or neighbours, from planned helping which involves more deliberate and scheduled activity (1998: 1517). However, Anheier and Salomon’s definition is framed in its societal context:

volunteering is much more than the giving of time for some particular purpose. In fact, as a cultural and economic phenomenon, volunteering is part of the way societies are organised, how they allocate social responsibilities, and how much engagement and participation they expect from citizens (1999: 43).
This definition provides a useful starting point, but we do not want to be distracted by debates on how much volunteering goes on, nor to dwell on which categories of individuals are most likely to volunteer (for useful analyses of these issues, see: Wilson, 2000; Anheier and Salomon, 1999; Plagnol and Huppert, 2010). A more useful starting point is to ask - why is voluntary action lauded in Western societies? The answer to this question, crudely put, is that unlike non-Western societies - where individualism is more likely be subordinated to the clan, family, faith or state; people in the West necessarily assume much personal responsibility for defining their beliefs and values in the process of shaping their identities (MacPherson, 1962; Taylor, 1992; Hintze, 1975; Weber, 1976). In this cultural context, it is not surprising that the relationship between state and civil society is one of the central preoccupations of Western political philosophy.

Civil society is the location within which most formal voluntary action takes place. Formal volunteers contribute to the governance of organisations (as trustees, committee members or directors), they help with fundraising or campaigning, or they get involved with front-line work. Consensus on an exact definition of civil society is elusive, but most commentators agree that civil society is different from the state and necessarily must be separate. As Held notes: ‘…the "separation" of the state from civil society must be a central feature of any democratic political order’ (Held, 1996: 314). Most theorists who concern themselves with Western capitalist societies (with the exception of anarchists and Marxists) agree the state is necessary to maintain and protect the realm of freedom within which civil society can operate. As Heywood notes, the state:

necessarily reflects sovereign, compulsory and coercive authority. Civil society, on the other hand, embraces those areas of life in which individuals are free to exercise choice and make their own decisions; in other words, it is a realm of voluntary and autonomous associations (1994: 43).

As an entity, civil society is sustained through the existence of relationships which are built on trust and reciprocity rather than formal or legal constraints. It provides informal mechanisms for conflict resolution, problem solving and co-operation. In sum, civil society provides the arena within which voluntary action flourishes, often to the benefit of society as a whole but also to the benefit of individuals and interest groups which both gain and can inject social capital into civil society through their association.

There is much evidence to show that governments invest in the promotion of voluntary action in Western societies. In the UK, for example, from 1997 – 2010 the New Labour government invested significant resource to encourage more people to volunteer in the UK. Volunteering was thought to be an indicator of the depth of social capital. To find out the extent of volunteering and to assess if government investment was increasing levels of volunteering, intensive research was commissioned to produce reliable comparable measures in different areas (Cabinet Office, 2007). Following the formation of a Conservative/Liberal Democrat coalition government in May 2010, enthusiasm for volunteering has not diminished – although it is evident that government financial investment in its encouragement, support and management may reduce significantly. Volunteering is an important element of the government’s aim of building a ‘Big Society’. The principal behind the Big Society
agenda is significantly to reduce the size of the state and allow civil society to flourish.

The Big Society was intended to be contrasted with the big state that New Labour had advanced, and among other things was intended as an endorsement of the positive and proactive role that voluntary action and social enterprise could play in promoting improved social inclusion and ‘fixing Britain’s broken society’. By ‘returning’ power from the state to the citizen, social change could be put back in the hands of people and communities.’ (Alcock, 2010: 380)

Much of the underlying thinking behind the Big Society in the UK is the belief that there is an untapped resource of people power (Norman, 2010; Blond, 2010; Office for Civil Society, 2010; Her Majesty’s Government, 2011).

In the recent *Giving Green Paper* the size of this resource is estimated: ’26 per cent of non-volunteers (~3.3m people) are willing to start giving time through volunteering.’ (Cabinet Office, 2010: 20). But are people being honest when they say that they would be willing to volunteer? We are sceptical about this. To refuse the option of undertaking voluntary action may be perceived as personally discrediting – so it is not surprising that people shop around for justifiable explanations: that they have too little time; that they have not been asked; that they are put off by red tape; and so on.

Many people give time because they want to help, but there are also specific motivations which differ from person to person, and recognising this diversity is important. If we can do this, our analysis suggests that more people will give more of their time (Green Paper 2010: 20).

But the empirical basis upon which it claimed that ‘people will give more of their time’ is not particularly strong. Indeed, recent data from the Citizenship Survey indicates that levels of formal volunteering at least once a month has fallen to 33% of the population – at its lowest rate since 2001 (Communities and Local Government, 2011).

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**Figure 1. Motivations for volunteering and consumption compared**

<table>
<thead>
<tr>
<th>Consumption</th>
<th>Voluntarism</th>
</tr>
</thead>
<tbody>
<tr>
<td>‘Collectivist’ versus/and/or ‘Individualist’</td>
<td></td>
</tr>
<tr>
<td>Collectivist: consumption affected by cultural conservatism (e.g. ethnicity, class or gender based consumption choices)</td>
<td>Collectivist: strongly encouraged to volunteer by peers (e.g. by long-term memberships of a church or other society)</td>
</tr>
<tr>
<td>Individualist: imperative to be ‘different’ from others through consumption (e.g. consumer choices to mark out individual identity)</td>
<td>Individualist: motivated to volunteer by personal interest in issues (e.g. non class/gender/age/society influenced interests - such as ecological issues or animal rights)</td>
</tr>
</tbody>
</table>
‘Grounded’ versus/and/or ‘Abstract’

**Experientially grounded:** consumption led by fundamental ‘needs’ (e.g. warmth, shelter, hunger, mobility, etc.)

**Non-experiential/abstract:** consumption led by interest in development of identity (e.g. style of clothes, house, car, food, etc.)

**Experientially grounded:** volunteering motivated by personal experience (e.g. health problems, local environmental issues, crime, etc.)

**Non-experiential-abstract:** volunteering motivated by abstract interest (e.g. famine, torture, ecological threats in 'other' places)

‘Instrumental’ versus/and/or ‘Altruistic’

**Instrumentalism** buying products to enhance sense of identity (i.e. increasing self-worth and self-esteem and status in eyes of others)

**Altruism:** consumption motivated by empathy for others (e.g. self-denial of luxury goods, ethical shopping, buying 'fairtrade' products to help

**Instrumentalism:** volunteering motivated by personal gain (e.g. enhancement of CV, improved social capital etc.)

**Altruism:** volunteering motivated by empathy for others (e.g. even though it may be emotionally demanding on threatening to the self)

What factors affect people’s attitudes about voluntary action?¹

We argue, following Douglas, that when people choose to get involved in voluntary action, they are making decisions about the kind of person they want to be, the kind of life they want to lead and the kind of society they want to live in. The extent to which people think this through in a conscious way is not known. Nor is much known about how people choose between social causes in a crowded social market. Much can be learned from the sociological and anthropological study of consumption to make sense of this. It in order to help systemise our thoughts on the similarities between conventional choices made about the consumption of products and choices made about volunteering and social causes, Figure 1 is divided into three sections. These sections explore a range of ‘binary opposites’ to simplify the scope of the discussion. The analysis demonstrates, however, that exploring polarised categorical distinctions of this kind reveals more complexity in the process of decision making rather than simplicity.

*Collective and individual choice*

Consumer choices are not purely individualistic whims, they are mediated by cultural, social and economic factors. For example, in the early to mid twentieth century, social class and gender impacted heavily on patterns of consumer choice (Bocock, 1993; Corrigan, 1997; Edwards, 2000; Falk and Campbell, 1997; Hearn and Roseneil, 1999; Lury, 1996; Shields; 1992). Consumer behaviour has become more complex in the last few decades – producing ‘niche markets’ which businesses are able to exploit.

¹ This article is concerned with individuals’ free choice in volunteering, consequently, the analysis does not include discussion of ‘compulsory volunteering’ schemes or ‘employee supported volunteering’.
That stated, patterns of consumption continue to be affected by collectivist drives – that is, where people attempt, through patterns of consumption, to align themselves with others in an established, proximate or desirable social category. Choosing to volunteer is also affected by collectivist drives. Gender and class indicated the likelihood of voluntary action in much of the 20th Century – with older, middle-class women particularly likely to choose this option. Other collectivist factors also come into play, particularly faith-based volunteering activity (Wilson, 2000).

As post-modernist theory suggests, there has been a shift from collectivist to individualist patterns of consumption (Featherstone, 1990, 1991). Undoubtedly many people feel pressure to be more individualistic but this is not to say that people find this an easy option. As Bauman (1988) has noted, too much choice can produce anxiety amongst consumers. Consequently, businesses adopt marketing and advertising techniques to reassure people that they are making the ‘right’ choices: the aim being to counteract the negative consequences of making the ‘wrong’ choices which may lead people to feel ostracised.

Volunteering choices can be shaped by awareness, encouragement or pressure to take part in activities that are socially sanctioned (or imposed) by the collectivity. Faith-based volunteering has a particularly strong influence, evidenced historically by, for example, the work of the Salvation Army, or the Christian Housewives Association – but secular organisations such as the Women’s Institute have been influential too. However, a stronger emphasis on individualism can produce resistance to such pressures. Choosing not to engage in practices preferred by an established social reference group, in a similar way to denial of the conventional consumption choices, can be a marker of individualism. As with the case with sub-cultural groups (i.e. through the form of talk, deportment, wearing of ‘unconventional’ clothes, hair styles, accessories, and so on to separate themselves from the norm), volunteers can upset the expectations of significant others by engaging in voluntary action with, for example, socially excluded groups – such as those suffering from AIDs, asylum seekers and refugees. Similarly, people may upset significant others by choosing to do voluntary action which involves a measure of adventure but is also clearly dangerous. Or people may choose forms of voluntary action which are politically motivated to challenge the status quo.

The choice of such opportunities for volunteering may offend some, but lead to inclusion in other social groups (and as in the case of sub-cultural consumption practices) this is likely to be motivated by a desire to become a part of a group. Some people are, of course, genuinely eccentric and do not give a hoot about what other people think about what they believe in, how they look and what they do. For the majority, however, there is little point in refusing conformity if it results in complete social isolation or exclusion (Chapman et al., 1999).

Grounded and abstract motivations to consume

Some forms of consumption are motivated by immediate needs such as food, shelter, safety and warmth. In affluent societies, such considerations are of lesser importance for the majority – hence the immense efforts of capitalism to ‘produce’ consumers to create new markets. This conceptual distinction usefully distinguishes between survival needs and wants which are primarily associated with identity formation (Marcuse, 1964; Lodziak, 2003). To own a functional cooker is a need. To desire a pink-enamelled cast-iron cooking range is a want which, for those who are enticed to own one, believe that it will raise their esteem in the eyes of significant others - either
because people in their reference group already have one and so they feel the need to ‘keep up’, or for reasons of ‘conspicuous consumption’ – where significant others will envy them (Veblen, 2007).

Volunteering choices may also be needs motivated, especially when a desire to support others is grounded in personal experience. Examples may include parents who have a disabled child and volunteer at a group which supports these children. To give support to others which is grounded in personal experience will constitute, we expect, a significant proportion of the time voluntarily contributed in society, although we are not aware of any reliable statistics to support this assertion.

Volunteering for ‘abstract’ causes may be more likely to be the preserve of those whose understanding or empathy for social issues lay beyond their immediate personal experience. By volunteering to serve an abstract cause, people may become involved in fundraising activity for, perhaps, relief funds for disaster or famine victims, or for those who suffer human rights abuse in despotic regimes. Similarly, they may be more directly involved in campaigning against the indignities societies impose on people or animals, or the damage done to the environment in ‘other’ places. Whether their efforts are valued lies in the judgement (or prejudice) of the significant other – and therefore, the choice to become involved in such activity needs to be considered carefully. To volunteer for Amnesty International may signify ethical of moral superiority, political radicalism and/or intellectual sophistication to some onlookers – and incomprehension by others. Choosing an abstract cause may signify a stronger instrumental interest in identity formation than choices associated with grounded causes. But this is by no means certain and requires empirical exploration.

Instrumental and altruistic motivation to volunteer

All consumers have finite economic resources. Consequently, they must choose between products or services. Economists argue that consumers weigh up the ‘opportunity costs’ of one choice over another. So they may decide to buy a dishwasher to achieve one set of instrumental benefits (such as: more hygienic pots and pans, avoid a job they do not want to do, keep up with the Jones’, etc.) rather than a new television (which might have a clearer picture, a bigger screen or impress their friends). As consumers have become more affluent, making such choices has become a more sophisticated process. This is due to the development of an increasingly close link between consumption and identity formation.

When social class was a dominant influence on consumer choice, as noted above, the link between choice and personal identity was less pronounced. This is because consumption was used primarily to confirm identity – rather than to challenge or change it. When a consumer makes instrumental choices, therefore, the import is that they are seeking to achieve personal benefit. If a consumer wants to buy a fancy car, it is not just a question of having a more comfortable, reliable and faster vehicle to get the from A-to-B, but rather it is a statement about who they are, what they have achieved, and where they are placed in what they perceive to be a status hierarchy of car owners.

Altruistic consumer choices, by contrast, suggest that a wider social or environmental benefit is the objective. For the consumer who always chooses more expensive fair trade coffee, they deny themselves something else. In so doing, they may feel better about themselves. Altruistic consumers can also deny themselves products or services as a positive choice – and by refusing to consume they can make what they believe to be a positive difference to the world.
Making choices is a complex process because altruistic and instrumental motivations interact. By investing in expensive photovoltaic cells on the roof a house it can be claimed that this is an altruistic act to help the environment. It is also an instrumental choice serving both economic interests (saves money on heating bills) and status interests (by impressing people with environmental values). To suggest that instrumentalism and altruism sit at each end of a continuum is, therefore, conceptually invalid.

Much attention is given in a growing academic literature on the motivations of volunteers and the tension between altruistic and instrumental objectives (Clary and Snyder 1998, 1999; Wilson, 2000; for recent studies, see: Holmes, 2009; Meer, 2007; MacNeela, 2008; Carpenter, 2010.). Less analytical treatments of this topic tend to follow the populist view that voluntary activity should be primarily driven by altruistic motivations; hence the delight, tabloid journalists take in revealing that the altruistic acts of celebrity volunteers were transparently instrumental attempts to seek publicity.

More complex conceptual treatment of this topic recognises that altruistic and instrumental motivations are linked. Clary and Snyder (1999) argue, for example, that volunteering serves several functions for the individual. These include value-based and other altruistic motives and also reasons of self interest such as: personal understanding and growth; skills and career development; and, social connectedness and advantage. People also volunteer, they argue, for ‘protective’ reasons, such as the reduction of guilt or to address personal problems. In sum, Clary and Snyder conclude that motivations for volunteering are multi-faceted and reject a false dichotomy between instrumental or altruistic motives.

Anheier and Salomon (1999), also recognise a mix of altruistic and instrumental motives, but emphasise the importance of social obligation, especially in faith groups when studying how people ‘choose’ to volunteer (see also, for example, Ruiter and de Graaf, 2006; Becker and Dhingra, 2001; Borgonovi, 2008). That stated, much of the research on how people choose whether to volunteer or not are rooted in a largely unquestioned belief that volunteering is a good thing for the individual and for society and is therefore, fundamentally, a rational choice. By implication, those who choose not to volunteer are tarnished by an implicit value-based accusation that they care less about the world than those who do.

How do people choose whether or not to volunteer?

Very few researchers have addressed the issue of non-volunteering. Anheier and Salomon (1999), are an exception and have identified three main reasons: firstly, a lack of time; secondly, because they had never been asked; and, thirdly, because they had never thought about it. Such an argument only seems to make sense if it is taken as read that volunteering is a good thing and that, by implication, people who do not are in some sense socially or morally lacking. Taking a step back from the context within which such questions are asked, it becomes apparent that this issue is deeply culturally loaded – and for those people who do not do voluntary action the question could be interpreted as threatening or impertinent. The likelihood is that they do not want to discredit themselves so they will tick the box that confirms that they ‘don’t have time’, ‘didn’t get asked’, ‘got put off by red tape’, and such.

In his detailed review and analysis of the literature, Wilson (2000) gleaned clues about those people who do not volunteer against the evidence on the
characteristics of those who do volunteer. He shows that a higher level of education (and by definition, higher socio-economic status) is amongst the most important predictors of volunteering because such people tend to have empathy and awareness of social problems and because they tend to be more confident because they are literate, articulate, politically astute and successful. But of course, many people with precisely these characteristics do not volunteer – the question is, why not?

It may often be the case that not volunteering is a legitimate choice. The emotional and time investment of the committed social worker, fire-fighter, police officer, teacher, care worker or nurse might well make them not think about volunteering as an option, they might not feel that they have the time, but in reality, they may need ‘down time’. What is more, their compassionate peers who do volunteer might not ask them because they know that their friend has contributed more already than they ever can. Not volunteering can sometimes be, presumably, entirely justifiable.

The available evidence suggests that the less well educated and those in lower socio-economic status groups are less likely to volunteer. But to what extent is this a statistical anomaly created by researchers who have failed to get people to recognise or accept that their informal contributions to community life could be ‘classified’ as voluntary action. We cannot rule out the possibility that people might not want to associate with the term volunteering on the grounds that middle-class ‘do-gooding’ or ‘charity badge, hangle and tee-shirt wearing’ is anathema to them. It is not that long ago, after all, that the working classes in the UK were trenchant in their avoidance of charity (see, for example, Hewitt, 1999). Formal voluntary action can be conceived as a middle-class preoccupation because it serves more privileged people well by reinforcing their culturally super-ordinate position over others. It is not inconceivable that if charities are increasingly involved in direct delivery of support to the very poorest because the state withdraws from such activity, as Big Society philosophy suggests, that attitudes about not getting involved in formal volunteering may harden.

Assessing the legitimacy of an act of charity (through volunteering or giving) in an objective way is not possible for the academic observer – because the choice of one cause over another is value based. In any one society, there may be a very wide range of value positions from which to choose (and arguably, many others yet to invent). Within one society, there may be a plethora of legitimate choices which are commonly accepted, even if they are not all equally valued. One person may respect another person’s choice (and right) to volunteer at, for example, a sanctuary for stray cats whilst not sharing (or even understanding) that person’s value position at all.

Ethical reasons might well dissuade researchers from exploring some issues empirically, as will be discussed at the end of the article, but it is important not to be dissuaded from debating how people make such choices, and what the impact of these choices may have for themselves as individuals, for the cause they choose to champion, and for civil society more broadly defined.

If Douglas (1997) is right in her assertion that consumers are much clearer in their minds about what they do not want, as opposed to what they do want, then these questions could form the basis for an exploration of how people refuse or choose to support causes. In Figure 2 we present a number of reasons why people may choose not to volunteer or choose between options. In generating this conceptual taxonomy, the notion of ‘cultural refusal’ (or the rejection of the unknown or illegitimate), is used to help understand why people choose one cause over another. We do not necessarily argue that this is a clearly articulated or even conscious process of making
choices – but rather may signify an intuitive response based primarily on received prejudices.

**Figure 2. Prejudicial reasons for not supporting causes through volunteering**

<table>
<thead>
<tr>
<th>Reason for not supporting a social cause through volunteering</th>
<th>Possible explanation for non-support through volunteering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inconsequential</td>
<td>That the social cause is of no real ‘social significance’.</td>
</tr>
<tr>
<td>Illegitimate/undeserving</td>
<td>That nothing should be done because it is the ‘fault’ of the people who have the problem</td>
</tr>
<tr>
<td>Invisible</td>
<td>That the issue is not recognised at all due to ‘ignorance’ or ‘cultural blindness’</td>
</tr>
<tr>
<td>Impossible</td>
<td>That nothing significant can be done about the problem. It's 'the way of the world'</td>
</tr>
<tr>
<td>Transferable</td>
<td>That it is the ‘government’s responsibility’ to deal with this issue</td>
</tr>
<tr>
<td>Incomprehensible</td>
<td>That the problem is known, but simply ‘not understood’ for cultural reasons</td>
</tr>
<tr>
<td>Indulgent</td>
<td>That this problem is not worthy of further attention, ‘enough has been done’</td>
</tr>
</tbody>
</table>

Some issues may not be recognised as options for voluntary activity at all because they are socially *invisible*. For example, in the immediate post-second war period, homelessness in many British cities was a problem due to the destruction of swathes of residential areas during the blitz. The state responded with a massive building programme. This led to the popular belief that homelessness had been solved (and for the few who chose to opt out as ‘tramps’ were romanticised as ‘gentlemen of the road’). In reality, homelessness remained a pernicious, albeit hidden, social problem. The visibility of the issue, famously, re-emerged into national consciousness in 1966 following the broadcast of Ken Loach’s BBC film, *Cathy Come Home*.

To define a cause as ‘*inconsequential*’, would seem to require the onlooker to marshal and analyse personal, cultural, social, economic and political criteria together to make a decision. On the surface, this may seem to suggest that people must go through a complex set of thought processes. Douglas’s analysis of the consumer suggests, however, that in many cases – such decisions are easily made – because moral positions are culturally bounded. British public concern about animal rights, indicated by the establishment of the RSPCA in 1824, is a case in point. From the perspective of onlookers from most other European countries, however, this national fixation with animal welfare (often, arguably, at the expense of human welfare) was incomprehensible (Ritvo, 1994, Harrison, 1973).

Some issues may be dismissed as a choice because it is *impossible* to do anything about it. Public recognition and response to some issues, for example, famine relief have a chequered history. Many dedicated people have contributed directly in such issues through the VSO for many years, others campaign or fundraise for such causes. Others may dismiss the issue because ‘it is the way of the world’. Just as fashions change in patterns of consumption, social issues can occupy different
positions in the list of priorities in a social market. Often championed by people with vision and courage, issues that have been ignored or dismissed can be brought back onto the social radar - as is the case when Bob Geldoff created Live Aid.2

Support for some causes is refused by transferring responsibility for its solution to others. Such arguments may emerge when it is believed that the responsibility for dealing with an issue lies with government. This is a political hot potato at present in the UK where government argues that role and size of the state should be reduced and that the Big Society should step up to fill the gaps. A particularly ambitious proposal from government is that communities should set up their own voluntarily managed Free Schools rather than relying on the state for provision. Polls of public opinion tend to suggest that this is not an option that appeals too many and that it stretches the boundaries of voluntary action too far (Politics Home, 2010; see also Beadle, 2010).

Judging a cause to be illegitimate requires a decision to be made. This issue could be fudged by claiming that the social worth of one cause against another is decided on the basis of a comparative judgement of impact of investment of time. However, in our taxonomy, we state that prejudice inform the decision. Refusing to consider voluntary action for an organisation which specifically helps an ethnic group about which a person feels strong prejudices would be an obvious example – but it could equally be based on class or gender and so on. Without over-labouring the point – an empirical research project may well struggle to persuade most respondents to account for their lack of support to a particular cause on prejudicial grounds. People may try to conceal prejudice by claiming that the beneficiaries of the cause are undeserving of their help. Depending upon the onlooker’s point of view, almost any cause could be dismissed in this way. For example, some may reject the prospect of supporting people with HIV through voluntary action on the grounds that they ‘deserved’ to be ill due to their homosexuality. Or that volunteering to teach asylum seekers English is inappropriate because it is suspected that such people’s real reason for migration is economic.

To state that an issue is incomprehensible (as opposed to being invisible), and thereby unworthy of investment of time also requires the onlooker to make a decision. While respondents in a survey or interview might attempt to blur the line between illegitimacy and incomprehensibility to avoid admission of prejudice – but in definitional terms they are different. Incomprehensibility is about not understanding the cause. An example might be incomprehension of a newly recognised medical condition which, it is claimed, has particular behavioural or social consequences. Charities or societies which support invisible disabilities provide useful examples – such as dyslexia, ADHD or Asperger’s syndrome which have been slow to win public acceptance. Once known, such syndromes can still attract prejudicial response when it is claimed, for example, that they are ‘middle class’ medical conditions used to disguise low intelligence or to account for naughtiness.

Judging a cause to be indulgent, requires a comparative judgement on relative worth. Some causes receive a lot of negative national press attention because it is claimed that they are indulgent. The Royal Opera House in Covent Garden, London, may be dismissed in this way by some members of the general public. The dismissal is partly prejudicial – that the beneficiaries of the cause are generally wealthy (and that the ticket prices should represent the full cost of their entertainment). To

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2 Live Aid was a one-off event, but the imagination behind it spurned other, longer-lasting appeals in the UK including Comic Relief, Sport Relief and Children in Need.
volunteer to support artistic causes may be judged by some as indulgent because the motivation to do so may be transparently instrumental (either because it is a disguised leisure activity or because volunteering is a well-trodden path into employment in the arts sector). The definitional point we make is that choosing to give time to an indulgent cause deprives more worthy causes of support.

All of these examples are given to illustrate the point that the reasons why people may choose to, or not to volunteer to support particular causes are complex. In the absence of reliable evidence, the observations we make and examples we have chosen are given merely to illustrate points and are not presented to prioritise or make judgements about the value of particular causes. Gathering evidence to find out how attitudes, prejudicial or otherwise, impact upon the choice of causes that people may volunteer to support (or whether they choose to volunteer at all) would be a very difficult thing to do. In the conclusion, we explain why.

**Conclusion**

In many Western societies, governments have serious concerns about disengagement from civil society and diminishing social capital due to increasing consumer led ‘selfish individualism’ (Jochum, 2003; Mayer, 2003; Narayan, 1999; Office for National Statistics, 2001; Putnam, 2000; Woolcock, 1998, 2001). It has become an article of faith that ‘active citizenship’ through formal voluntary action creates a better society. Consequently, governments have been keen to collect evidence on the extent of voluntary action to provide an indicator of the depth of social capital.

On the basis of the theoretical analysis in this article, we are not wholly convinced that non-participation in voluntary action is necessarily indicative of a weakening (and certainly not a breakdown) of social ties. We have argued that existing data on the extent of voluntary action and the explanation given for its practice or avoidance do not provide a complete explanation. Many people, we suspect, do a great deal for the benefit of society by going the ‘extra mile’ in their day-to-day lives as employees, business owners, parents, neighbours and so on.

There is a tendency amongst its advocates to raise the social value of voluntary action above other forms of social engagement. But we have argued that paid employment, family and neighbourhood life, leisure and consumption can, conceivably, serve the same purpose. All of these aspects of social life, presumably, also have the potential to weaken societal wellbeing. It has also been argued that a distinction drawn between passive and active citizenship may be misleading. As Figure 3 suggests, active citizenship through voluntary action can be a positive social force. But it can be destructive too if the purpose of that activity strengthens those social structures and relationships which ultimately gives more benefit to those who do voluntary action than those who are presumed to be the beneficiaries of it. If the outcome of some kinds of voluntary action were to reinforce deference and passivity in citizens living in meagre material circumstances and with limited choices for themselves and their families – then we might justifiably ask, whom is that voluntary action best serving?

**Figure 3. Active and passive citizenship**

<table>
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<tr>
<th>‘Active’ citizenship</th>
<th>versus</th>
<th>‘Passive’ citizenship</th>
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<tr>
<td>Positive aspects: formal volunteers provide</td>
<td>Positive aspects: non-volunteers may</td>
<td></td>
</tr>
</tbody>
</table>
support to beneficiaries which may not otherwise be available to them and also strengthen social capital and civil society.

**Negative aspects:** through their ideologically motivated actions formal volunteers may reinforce existing power relationships and constrain opportunities for others.

have provided much support to others through their everyday activities in employment, family or community life.

**Negative aspects:** non-volunteers may become socially isolated and self-, family-, or class-oriented and undermine civil society.

In the article we have followed Douglas’s lead by accepting, in broad terms, that the decision processes surrounding the way people approach the conventional consumption of products or services is a positive process because it confirms patterns of social allegiance. But having examined the consumption of social values through commitment or non-commitment to voluntary action, we realise that this is a theory which needs to be qualified. In the context of choosing which social causes a person should or should not invest in we have uncovered positive reasons, but also potentially socially damaging reasons too. Cultural prejudices run deep and as this analysis has suggested, can influence people’s choices in conscious and unconscious ways.

The analysis in this article, we hope, will help to encourage empirical researchers in this field to explore the issue in more depth to increase understanding about voluntary action. But we accept, for methodological and ethical reasons, that there may be limits to what can be achieved. Exploring why people choose to do voluntary action for one cause and not another – or whether or not they volunteer at all, as this article has argued, is a difficult project. The problem facing researchers who wish seriously to explore the actions of volunteers and non-volunteers is to determine how to collect data which can accurately measure values and motivations. This is because, as is the case in conventional consumer choice, the underlying reasons for choices are complex, often contradictory and can be 'unrecognised' or 'unknown'. Consequently, asking people in-depth questions to find out what their motivations to do, or not to do, voluntary action are, may confuse them or lead them to feel defensive or affronted. Choosing to, or not to do voluntary action – and choosing which cause to support - is not a benign topic.

The outcome of people’s contributions to voluntary action (or its encouragement by charities or government) cannot therefore be interpreted, uncritically, as fundamentally or necessarily beneficial to societal interests. We do not argue, of course, that doing voluntary action is a bad thing – we have merely sought to achieve clarification of the way that its benefits and dis-benefits might be analysed. The arguments we have presented imply that policy debates about the social impact of voluntary action need to be less shallow. Recognition should be given to the possibility that those who engage in voluntary action may indirectly or directly benefit as much, or more, from their investment of time than those who are presumed to benefit. Similarly, more realistic expectations and estimations about the possibility or necessity of engaging current non-volunteers in formal voluntary activity need to be considered.
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Blond, P. (2010) Red Tory: how left and right have broken Britain and how we can fix it, London: Faber and Faber.


Mayer: (2003) The wider economic value of social capital and volunteering in South Australia, Adelaide: Office for Volunteers or the Department of the Premier and Cabinet, South Australia.


A concept for sustainable management in case of car fleet management

Especially sectors as energy, steel industry and logistics industry are in public focus. Transportation of goods from one place to another is still one of the main reasons for emitting greenhouse gases. Since potential clients do ask more and more about the eco-balance before they actually place an order, new transport-solutions with a high CO2 efficiency are important. DIN EN 16288 is going to be introduced in the EU in order to build up a system for reporting CO2 exhaust per consignment, per order, per vehicle, and per company. Based on this data a trade of CO2 certificates within logistic business is planned to be ruled and implemented.

So many corporate protagonists in operation of car fleets are going to develop measures to decrease CO2 emissions and fuel costs.

A second trend is the increasing usage of image-generating marketing actions in our information society. PR departments are reporting about actions and success-stories in sustainable management. Marketing campaigns, target oriented public relations and advertising, sustainability reports and management reports are tools used in this case. Sustainable management, change of values, climate change, energy balances, and corporate social responsibility is more and more public in the discussion.

77% of top 50 companies within Swiss-Market-Index fear image-risks and changing consumer behaviour. According to more and more significant in the public discussion. Sustainable management, change of values, climate change, energy balances, and corporate social responsibility is more and more public in the discussion.

77% of top 50 companies within Swiss-Market-Index fear image-risks and changing consumer behaviour. According to more and more significant in the public discussion. Sustainable management, change of values, climate change, energy balances, and corporate social responsibility is more and more public in the discussion.

In product marketing and technical marketing it is essential to be aware of the core of a product or a service at all. If not clear to customers satisfaction alone and is not the only basis for sustainable customer loyalty. Therefore you need adding values as service, consulting, updates, and background information on the one hand and you need qualities which make "him" (the customer) feel better (e.g. corporate identity, corporate design, corporate behavior, and corporate reputation and image). (Davidow, 1988)

While the importance of CSR and the filling marketing measures for creating a positive reputation in the market is widely seen as vital, the role of these items regarding car fleet operating in companies is already not researched.

Survey: RESPONSIBLE MANAGEMENT AND MARKETING OF CAR FLEETS

This study examines empirical evidence about the factors deemed necessary for successful responsible operating car fleets.

During April and May 2011 an online survey had been addressed therefore via online newsletter and e-mail to more than 30,000 car fleet managing companies in Germany. The response rate has been in sum 305 participating different companies until end of August 2011.

The first objective of this survey was to find out the current situation in German fleet management operations regarding responsible and sustainable management of car fleets. It also examines how these activities are accompanied by marketing measures. Other findings of this empirical part are connections and causal relationships between several facts and results of the survey.

The analysis of these relationships leads to several propositions, hypothesis, and further open questions.

Current Situation

Objectives and contribution

THE INTERPLAY OF CORPORATE SOCIAL RESPONSIBILITY, MARKETING ACTIVITIES AND CORPORATE REPUTATION

To aid the sustainability of this re-emergence, this study addresses the issue of viable models which could enhance the prospects of success. Such a model of best practices, if properly grounded in the experiences of both successful and unsuccessful firms, could provide a template to guide the formation and operation of car fleet operating companies. The contribution of this scientific work is twofold. First, to collate the experiences of practitioners and secondly, to synthesise these into a model which identifies factors critical for success, and factors which are important, but not deemed essential and the roles they play in shaping success.

In this way this study captures the implicit knowledge embedded in the experiences of Entrepreneurs, managers and others who are, or have been engaged in operating car fleets in a responsible way. If categorises and synthesises this material and by analysis, establishes practical model specifying the factors and their criteria seem to be critical for improving the reputational success of CSR measures and marketing activities.

The first contribution of this work is to build up a new strategy for car fleet operating companies to introduce the filling approach of CSR measures and marketing mix to ensure strengthening corporate reputation.

The relevance of main approaches to research question

The multiple embedded case studies (next step)
Abstract:

1. Problem statement/rationale, including reference to key literature:

In German fleet management sustainability and marketing activities are acted different and lead to different success for the firms’ stakeholders. This paper shows why and under what circumstances car fleet managing firms are likely to be engaged in sustainable measures of running their car fleet and communicate about their measures through marketing activities. Previous investigation through a survey with 307 participating car fleet operating firms led to following propositions:

1. Proposition: Responsible behaviour in fleet management is that more likely to happen in organizations, the larger the size of fleet is.

2. Proposition: In companies the responsibilities for ecological fleet management is more likely at the management of a company than at the fleet management.

3. Proposition: Companies usually start with car policy measures, which are easily to implement. It is likely that these measures are followed by more lavish measures as employee training and motivating incentive systems.

4. Proposition: If there are economic advantages for the company, it is much more likely that the management is justified to invest in CSR measures.

In car fleet practice there are CSR activities in different approaches, intensities, and communication. This initiative is aligned to meet the over all objectives of designing a sustainable stakeholder approach for car fleet management using the strategic management approach of Edward R. Freeman (1984). Therefore the stakeholders and the firm need incentive compatibility as Homann and Suchanek represent (2005). The value coming out of this stakeholder orientation is described through a four-factor perspective in Stakeholder Theory, Value, and Firm Performance (Harrison & Wicks, 2013).
2. Research design and methods of data collection and analysis or method inquiry:

Coming from the results of a survey among car fleet managers in Germany, a multiple embedded case study was adopted in this study. Therefore four cases of different firm approaches and fleet types have been investigated through semi structured in depth interviews with main informants of each company supplemented with interviews of primary stakeholders and triangulated with web site analysis.

3. Main findings:

Case Characteristics:

<table>
<thead>
<tr>
<th></th>
<th>Case A</th>
<th>Case B</th>
<th>Case C</th>
<th>Case D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner structure</td>
<td>family-controlled by family and management</td>
<td>family-controlled by family and management</td>
<td>shareholders controlled by managers</td>
<td>entrepreneur</td>
</tr>
<tr>
<td>Market</td>
<td>producing and selling white goods global</td>
<td>logistics and transport national</td>
<td>energy-intensive industries global</td>
<td>taxi-services local</td>
</tr>
<tr>
<td>Type of Fleet</td>
<td>non-core utility-fleet/sales</td>
<td>core-business utility-fleet</td>
<td>non-core managers/sales</td>
<td>core-business utility-fleet</td>
</tr>
<tr>
<td>Size of Fleet</td>
<td>1,200</td>
<td>250</td>
<td>1,200</td>
<td>60</td>
</tr>
<tr>
<td>Function of main informant</td>
<td>commercial manager / car fleet manager</td>
<td>head of marketing and management systems</td>
<td>head of purchasing mobility global</td>
<td>owner and general manager</td>
</tr>
<tr>
<td>Primary stakeholders regarding car-fleet</td>
<td>technical writers employees, trading partners</td>
<td>local policy and population, employees, competitors,</td>
<td>employees, shareholder, CSR department</td>
<td>employees, customers (business and private)</td>
</tr>
</tbody>
</table>

The investigation showed that Case A is rather similar in it’s marketing approach to Case BB. An equal phenomenon can be recognised between the cases B and C.

Cross Case A / B comparison suggest motivations for:

The main sustainable fleet-measures:
Eco-trainings have been arranged with the employees and car policy focus on models with eco-friendly engine and configuration. Employees are proud of the firm’s behaviour in terms of car policy and support the measures. Motivation is reducing fleet-costs, enhancing drivers safety, avoiding any risks for the valuable brand or corporate reputation with view on the main external and internal stakeholders as trading – partners (Case A) or local society (Case B).

Marketing:
The products of Case A are highly assessed by their environmental friendliness. The firm is well decorated with sustainability and brand value prices. They undertake no relevant marketing activities regarding sustainable fleet management. The focus of society should stay on the sustainability of the products in place of the fleet. Therefore the fleet mustn’t activate critical reactions (e.g. by technical writers) in terms of risk reduction and doesn’t need active positive attention.

The firm of Case B enjoys a good reputation about their top-level technical facilities also of
the fleet and treating their employees in an equitable way. Both cases have no interest and motivation to attract further attention about their car fleet, wherefore they aren’t engaged in car fleet marketing activities.

**Proposition 5:** In cases of firms, which are marked with a high reputation in core business-sustainability, the main motivation for sustainable car fleet management is risk prevention.

Cross Case C / D comparison suggest motivations for:

*The main sustainable fleet-measures:*
In Case C the car policy focuses on a bonus malus system supporting a low level CO2 emission car choice by the employees. Case D focuses on choosing hybrid taxis as well as training and coaching the drivers. Motivation lies besides cost reduction and drivers safety mainly in enhancement of corporate reputation, which is perceived as a permanent challenge for energy intensive industries and services.

*Marketing:*
Marketing activities for both cases are mainly public relations to consumer media and technical press both supported by participation and gaining important awards. The main motivation is enhancement of corporate reputation (national in Case C, local in Case D) and to increase short-term orders (Case D).

**Proposition 6:** In cases of firms, which are engaged in energy-intensive industries or services, positive public relations about sustainable car fleet management plays a significant role.

**Over all cross case synthesis:**

- All contact persons and car fleet responsible contact persons fully agree to the four propositions as results of the survey. So they can be taken as universally valid.

- In all cases due to war for talents the employees play also a significant role in designing the sustainable fleet-management mainly in the aspect of fairness.

**4. Discussion of implications:**

A picture is built now how car fleet responsible managers base their management decisions regarding sustainability of the firm’s mobility. There also a pattern is visible how marketing strategies depend on different criteria. These results are already not easily generalised to all companies. To reach universal validity, for each case analysis of the firms’ primary stakeholders and additional case examples should be added.

**5. List of key references/resources:**

**Literature Review**
<table>
<thead>
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<th>995</th>
</tr>
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<tbody>
<tr>
<td>Max 1000 - References excluded:</td>
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Interview mit Jochen Hanebeck, Präsident der Division Automotive bei Infineon Seite 14
E-Mobilität aus Flottensicht
Rahmenbedingungen und Elektronik machen’s möglich

Gerade Fahrzeugflotten bieten heutzutage sehr gute Möglichkeiten für den Einsatz von Elektrofahrzeugen. AUTOMOBIL-ELEKTRONIK erkundigte sich bei einem kommerziellen Flotten-Dienstleister danach, welche Rahmenbedingungen erfüllt sein müssen und wo noch zusätzliche Elektronik gefragt ist. **Autor: Roland Vogt**

Mit über 48,5% der Neuzulassungen der 10 wichtigsten Businessfahrzeuge im Jahr 2011, so eine Erhebung der FleetCompany, war der Flottenbereich wieder einmal ein bedeutender Mitspieler in der gesamten deutschen automobilen Marktentwicklung.
Insbesondere in den Segmenten der Mittelklasse und oberen Mittelklasse, deren Flottenanteil je nach Modell bis zu 90% ausmacht, spielt die Flotte mittlerweile eine eindeutig trendsetzende Rolle. Nicht zuletzt die Tatsache, dass in der Flotte im Gegensatz zum Konsumenten die Entscheidungen über die Ausstattungs möglichkeiten und die Modellpolitik von wenigen Entscheidern geprägt und vorgegeben werden, erhebt den Flottenbereich zu einem Trendsetter. Dieser ermöglicht es wie kein anderer Bereich, neue Technologien und Geschäftsmodelle im automobilen Umfeld in Märkte einzuführen und im Verbraucherverhalten durchzusetzen.
Eine besondere Bedeutung kann man den Flotten zukünftig im Bereich der E-Mobility zuweisen, da zwei der häufigsten Nut-
zungsmodelle sehr gut zu den technischen Voraussetzungen der Elektrofahrzeuge passen. Dies sind sowohl die Pool-Flotte als auch die persönliche Zuordnung des Fahrzeugs mit privater Nutzung mit wesentlicher Funktion der Fahrt zum Arbeitsplatz, um nach getaner Arbeit wieder nach Hause zu fahren.

Aus diesem Grund ist es rundum sinnvoll, sich einmal die wesentlichen Treiber anzusehen, die es zu fördern gilt, um daraus die wichtigen Erfolgsfaktoren abzuleiten, die für einen bedeutenden Markteintritt der Elektromobilität im Bereich von Fahrzeugflotten sorgen werden. Dabei ist es auch sinnvoll, einige Barrieren aus dem Weg zu räumen, um die Elektromobilität im Flottenbereich massiv voranzubringen. Dieser Beitrag beleuchtet einige der Aspekte, die in diesem Zusammenhang von besonderer Bedeutung sind.

Völlig „unelektronisch“: die Versteuerung des geldwerten Vorteils
Wichtigster Treiber und Erfolgsfaktor: Kostentransparenz
Als Flottenmanager von über 35.000 Flottenfahrzeugen bei zirka 180 Flotten allein in Deutschland weiß FleetCompany, dass eine der entscheidenden Anforderungen an ein professionelles Flottenmanagement die Kostentransparenz und damit verbunden die korrekte Zuordnung aller Kosten auf Fahrzeug-, Kostenstellen- und bei Konzernen darüber hinaus auf Gesellschaftsebene ist. Ohne die Möglichkeit der Kostentransparenz hat kein Mobilitätskonzept im Flottenbereich eine Chance, über Prestige- und Versuchsstadien hinaus an Bedeutung zu gewinnen.
Hier konnte bislang bei Nutzung von Tankkarten über den elektronischen Datentransfer der Mineralölgesellschaften, auf Fahrzeugkennzeichen herunter gebrochen, immer ein ausreichender Informationsgehalt zur Verfügung gestellt werden. Wie sieht das nun bei Elektrofahrzeugen aus?
Während sich klassische Kostenarten wie Anschaffung, Leasing, Wartung, Reparatur und Schäden wie bisher ohne Probleme eindeutig zuordnen lassen, sieht es mit der Zuordnung der Nutzungskosten, allen voran der Kosten für die Zuführung von elektrischer Energie, schon deutlich schwieriger aus.

Pool-Flotte
Hier lässt sich die Elektronik vortrefflich in das System einbinden, um beispielsweise Nutzungszahlen und Kilometerangaben zeitgerecht und ohne fehleranfälligen manuellen Aufwand direkt aus dem Fahrzeug heraus über Funk-Datentransfer an das Dispositionssystem zu übermitteln, während dann im Controlling des Betreibers die weitere Verarbeitung erfolgen kann. Damit ist die Übertragung orts- und anbieterunabhängig, und es muss hierzu keine aufwändige Infrastruktur aufgebaut werden. Im Poolbereich bietet sich auch die Möglichkeit an, diese Daten über den Datenkanal des Ladekabels zu übertragen, da in diesem Fall eine ortsfeste Struktur ohnehin vorgesehen ist.
Deutlich komplexer stellt sich die Anforderung bei Fahrzeugen mit privater Nutzung dar. Hierzu ist es hilfreich, einmal einen typischen Tagesverlauf eines Firmenwagennutzers anzuzeigen, wie er in großer Anzahl vorkommt.

Drei Tage mit Herrn Emob
Am darauffolgenden Samstag besucht Herr Emob mit seiner Familie eine Familienfeier bei den 80 km entfernten Verwandten, wo er das Fahrzeug an das Stromnetz der Verwandten anschließt, die allerdings lediglich über eine herkömmliche Steckdose verfügen ([3] in Bild 2). Er benötigt schließlich ausreichend Energie, um anschließend wieder nach Hause zu kommt. Zu Hause angekommen lässt er das Fahrzeug wieder auf ([4] in Bild 2), um sich nach einem geruhsamen Sonntag am Montag wieder mit seinem Fahrzeug auf den Arbeitsweg zu begeben.

Besondere Anforderungen
Dieser beispielhafte Tages- beziehungsweise Wochenendablauf des Herrn Emob verdeutlicht, dass ein Firmenfahrzeug mit privater Nutzung besonderen Anforderungen ausgesetzt ist, wenn es für eine echte private Nutzung geeignet sein soll, die auch eine Versteuerung dieses Vorteils rechtfertigen kann. An allen vier Ladestationen herrschen unterschiedliche Voraussetzungen (Geschäftsbetriebe und Privathaushalte, spezielle Ladestationen oder allgemeines Stromnetz). Zudem ist anzunehmen, dass völlig unterschiedliche Stromanbieter bei den einzelnen Stationen unter Vertrag stehen.

Der elektronische Lösungsansatz
Aus diesem Grund muss eine Abrechnungslösung des Strombedarfs von den einzelnen Ladestationen entkoppelt sein und direkt vom Fahrzeug ausgehen. So müsste im Fahrzeug eine entsprechende Abrechnungseinheit enthalten sein, die zum Einen selbstständig gemäß der von der jeweiligen Provider sie gerade Energie aufnimmt, um dann über Mobilfunk an eine zentrale Abrechnungsstelle zu melden. Hierzu müsste die Onboard-Logik des Fahrzeuges den Anbieter identifizieren, dies könnte über den Sändort laufen, was sich wohl hinreichend genau über GPS darstellen ließe. Ähnliche Systeme sind im Flottenmanagement bereits über elektronische Fahrtenbücher bekannt und bewährt. Hierbei werden beispielsweise die Adressdateien von oft angefahrenen Kunden oder Geschäftspartnern wie auch typische Privatadressen ausgespeichert, dass die Unit beim Parken des Fahrzeuges diese Adresse auch als die konkret hinterlegter erkennt.
Auf diese Weise besteht die Möglichkeit, die Kostenstelle von Herrn Emobs Arbeitgeber zu belasten und die Provider der einzelnen Ladestationen entsprechend zu entlasten – und dies alles zuverlässig sowie nachvollziehbar revisionssicher.
So können im Wesentlichen elektronische Systeme der Welt der E-Mobility einen entscheidenden Schub vermitteln, da es dann die Akzeptanz der großen Flottenbetreiber erreicht. Dies kann zum
einen durch die OEM der Fahrzeuge als auch durch spezialisierte Dienstleister geschehen, die sich bereits mit brauchbarer Technologie rund um Telematik-Dienste einen Namen gemacht haben.

Ausblick und Vision

Weitere Treiber sind Energieversorger und Betreiber von regenerativen Energie-Einrichtungen. Diese suchen nach Speicher- und Handlings-Möglichkeiten für die neuen Kraftwerkstypen. Es werden Konzepte entwickelt, die Energieabgabe und -aufnahme der Fahrzeuge in Form eines Marktplatzmodells steuern. So wird nach diesen Modellen über die Fahrzeuge Strom verkauft zu Zeiten, an denen das Fahrzeug keine eigene Energie benötigt, während an anderer Stelle die elektrische Energie so dringend benötigt wird, dass hierfür ein attraktiver Preis gezahlt wird. Umgekehrt tankt das Fahrzeug möglichst kostengünstig in Schwachlastzeiten Energie auf.

Pufferspeicher für das Lastmanagement
Durch diesen noch etwas visionären Ansatz ließe sich allerdings ein noch weit über die Flottenanforderung der Transparenz hinausgehender Vorteil erschließen. Bei genügend großer Anzahl an Fahrzeugen mit entsprechendem Speichermedium könnte dieses Netzwerk als insgesamt sehr großer Energiespeicher wirken, nach dem seit langem gesucht wird. So würde man hierüber nun endlich über einen brauchbaren Pufferspeicher verfügen, um die Energie, die aus erneuerbaren Quellen zu Verfügung gestellt wird, bis zum gewünschten „Verbrauch“ abrufbar zu lagern. Dies ermöglicht ein Lastmanagement, um ungleich verteilten Stromverbrauch und Erzeugungsmöglichkeiten auszugleichen.

Somit würde der Umstand, dass Wind, Sonne, Tidenhub und Wasserkraft nicht konstant greifbar sind, oder zumindest nicht immer dann greifbar sind, wenn sie gerade gebraucht werden, in seiner bremsenden Funktion an Bedeutung verlieren. Hierdurch ließen sich die entstehenden „Bedarfs-Täler“ mit Bedarf füllen und ebenso die Bedarfs spitzen durch die Zurverfügungstellung von Batteriestrom entsprechend kappen.

In Zeiten, in denen die erneuerbaren Energieformen mehr und mehr an Bedeutung gewinnen, gewinnt auch das Thema Flexibilität in gleichem Maße mehr und mehr an Bedeutung. Das bedeutet, dass das Bereitstellen von Flexibilität zu einem echten wertvollen Wirtschaftsgut wird, da es eine Ressource nachfrischer Energiebedarf deckung ermöglicht.

Mit dem Kauf zu günstigen Zeiten und Verkauf zu attraktiven Preisen kann sich das „Geschäftsmodell Firmenwagen“ unter günstigen Umständen sogar zu einer interessanten Einnahmequelle entwickeln, bei der ganz nebenbei auch noch ein Stück Mobilität herausgebracht und das alles CO₂-neutral. Hierzu ist allerdings noch einiges an Entwicklungsarbeit nötig, um die Halbarkeit damit auch die Betriebssicherheit der Batterien auf eine solche Nutzung mit Nachnutzung (zur Wirtschaftlichen Nutzungsoptimierung) im stationären Bereich einzustellen. (av)


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Passend fürs Flottenmanagement


Autoren: Roland Vogl


Eine große Hürde ist derzeit die hohe Anschaffungskosten der Batterie und damit verbunden die der privaten Nutzung vom Arbeitgeber zu entrichtende Versteuerung des geldwerten Vorzugs. Hier liegen die Lösungsansätze in politischen Anreizsystemen oder in Geschäftsmodellen wie Beschaffung des Fahrzeugs ohne Batterie und Nutzung sowie Bezahlung der Batteriekapazität nach Verbrauch.

**Entscheidender Faktor: Kostentransparenz**

Als Flottenmanager von über 35.000 Fahrzeugen bei 180 Flotten alleine in Deutschland erkennt Fleet Company als eine der entscheidenden Anforderungen die Kostentransparenz. Damit verbunden ist die korrekte Zuordnung aller Ausgaben auf das Fahrzeug und die Kostenstelle; bei Konzernen zusätzlich auf die Gesellschaft. Hier konnten bislang Tankkarten über den elektronischen Datentransfer der Mineralölgesellschaften, auf Fahr-
E-Flotten

Fit für die Geschäftswelt


**POOL-FLOTTE**


Wenn die Fahrzeug beispielsweise Nutzungsdauer oder Kilome- terangaben zeitgerecht und ohne fehleranfällige manuelle Aufwand direkt aus dem Fahrzeug heraus an das Dispositions- system übermittelt, kann dann im Controlling des Betreibers die weitere Verarbeitung erfolgen. Damit ist die Übertragung orts- und anbieterunabhängig, und es muss keine aufwändige Infrastruktur aufgebaut werden. Im Poolbereich bietet sich auch die Möglichkeit an, diese Informationen über den Datenkanal des Ladekabels zu übertragen, da in diesem Fall eine ortsfeste Struktur ohnehin vorgesehen ist.

Deutlich komplexer stellt sich die Anforderung bei Fahrzeugen mit privater Nutzung dar. Hierzu ist es hilfreich, einmal einen typischen Tagesverlauf eines Firmenwagennutzers anzusehen, wie er in grober Anzahl vorkommt.

**DREI TAGE MIT HERRN EMOB**


Am darauffolgenden Samstag besucht Herr Emob mit seiner Familie eine Familienfeier bei den 80 km entfernten Verwandten, wo er das Fahrzeug aus dem Stromnetz der Familie anschließt, die allerdings nur über eine herkömmliche Steckdose verfügen ([3] in Bild 1). Er benötigt schließlich ausreichend Energie, um wieder nach Hause zu kommen. Dort angekommen lädt er das Fahrzeug wieder auf ([4] in Bild 1), um nach einem geruhsamen Sonntag am Montag den Arbeitsweg zu meistern.

Dieser typische Tages- oder Wochenendablauf verdeutlicht, dass ein Firmenfahrzeug mit privater Nutzung besonderen Anforderungen unterliegt, wenn es sich für eine echte private Nutzung eignen soll, die auch eine Versteuerung dieses Vorteils
recht fertigen kann. An allen vier Ladestationen herrschen unterschiedliche Voraussetzungen (Geschäftsbetriebe und Privathaushalte, spezielle Ladestationen oder allgemeines Stromnetz). Zudem ist anzunehmen, dass völlig unterschiedliche Stromanbieter bei den einzelnen Stationen unter Vertrag stehen.

**Ein Lösungsansatz**

Folglicht muss die Abrechnungslösung von den einzelnen Ladestationen entscheidet sein und direkt vom Fahrzeug ausgehen. Das Fahrzeug müsste eine Abrechnungseinheit enthalten, die selbstständig misst, an welcher Stelle von welchem Provider sie gerade Energie aufnimmt, um diese Daten an eine zentrale Abrechnungsstelle zu melden. Hierzu müsste die Onboard-Logik des Fahrzeugs den Anbieter identifizieren. Dies könnte über den Standort laufen, was sich wohl hinreichend genau über GPS darstellen lässt. Ähnliche Systeme sind im Flottenmanagement bereits über elektronische Fahrtenbücher bekannt und bewährt. Hierbei werden beispielsweise die Adressdaten von oft angefahrenen Kunden oder Geschäftspartnern sowie typische Privatadressen so abgespeichert, dass die Ein dann beim Parken des Fahrzeugs diese Adresse erkennt.

Auff diese Weise besteht die Möglichkeit, die Kostenstelle von Herrn Emobs Arbeitgeber zu belasten und die Provider der einzelnen Ladestationen entsprechend zu entlasten – und dies alles zuverlässig sowie nachvollziehbar revisionssicher.


**Ausblick und Vision**


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**Geschäftsmode Flottenmanagement**

Mit dem Kauf zu günstigen Zeiten und Verkauf zu attraktiven Preisen kann sich das Geschäftsmode Flottenmanagement unter günstigen Umständen sogar zu einer interessanten Einnahmequelle entwickeln. Der quasi nebenbei ein Stück Mobilität herausrückt – und das alles ohne CO₂-Ausstoß. Hierzu ist allerdings noch einiges an Entwicklungsarbeit nötig, um die Haltbarkeit und die Betriebssicherheit der Batterien auf eine solche Nutzung zu erweitern. In der Gesellschaft der TÜV SÜD.

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