

## **Towards a more circular economy: Exploring the awareness, practices, and barriers from a focal firm perspective**

The circular economy (CE) proposes an economic framework, restorative and regenerative by intention and design, based on circular flows of products and materials. A transition towards a CE is already underway, and an understanding of the nature and the state of this transition is important for the creation of effective policies and business strategies. Some studies have attempted to measure the implementation of the CE, but they have tended to focus on specific contexts and pockets of good practice. This exploratory survey based study of 77 companies investigates the shift towards the CE using a comprehensive taxonomy of practices and barriers. The results show that firms favour practices related to resource and energy utilisation efficiency, while practices related to investment recovery, green purchasing and customer cooperation are less prevalent. Eco-design practices and internal environmental management practices have a medium level of implementation. The significant up-front investment cost and lack of awareness and sense of urgency were identified as barriers to implementation. The results suggest that the CE is still driven by economic rather than environmental considerations, and that the deployment of practices remains within a firm rather than across the supply chain.

Keywords: Circular Economy, Exploratory, Practices, Barriers, Awareness

## **1. Introduction**

The last 20 years have seen a rapid increase in awareness of the environmental impact of industrialisation. The first “green” solutions reshaped specific components of the broader economic framework, creating a trade-off between economic and environmental objectives (Chien and Shih 2007; Pagell and Shevchenko 2014). Examples of these solutions are cleaner production technologies (Vieira and Amaral 2016) or industrial eco-parks (Gibbs and Deutz 2007), focused on the technology level and the industrial network level of the broader economic framework.

Over the last decade, macro-economic changes and customers’ new behaviours are increasingly challenging the effectiveness of traditional “green” solutions. Newly developing economies have significantly increased the consumption of natural resources and the production of waste (Ellen MacArthur Foundation 2013; Ellen MacArthur Foundation 2014). Consumers are increasingly concerned about the environment, although they are not consistently displaying such concerns in their purchasing patterns (Gleim et al. 2013). There is evidence for the shift from a goods dominant logic to a service dominant logic (Neely et al. 2011). This is driven by changes in production systems, regulation, and the pressures of societal and environmental challenges (Gallouj et al. 2015).

The CE concept is gaining increasing attention as a solution to these challenges (Ellen MacArthur Foundation 2013; Ellen MacArthur Foundation 2014). The CE proposes the creation of an entire economic framework restorative and regenerative by intention and design (Ellen MacArthur Foundation 2013).

From the perspective of a focal firm, the transition to a CE implies a change at the strategic level of business model innovation, with modifications in terms of product design, supply chain design and commercial strategy (Bocken et al. 2016). A focal firm is defined as a firm that rules or governs the supply chain, provides the direct contact to

the customer, and designs the product or service offered (see Handfield and Nichols [1999] and Schary and Skjøtt-Larsen [2001] cited in Seuring and Müller [2008]). Relevant practices from the perspective of a focal firm are recycling, refurbishing, remanufacturing or selling to secondary markets.

The CE is a promising solution for a variety of reasons. First, the adoption of circular flows of products and materials stops the depletion of natural resources and the creation of waste. Second, circular supply chains can allow focal firms to keep control of their products and materials over an entire lifecycle. Therefore, focal firms involved in a circular supply chain can solve their issues of raw material availability and can potentially keep the ownership of the physical product while offering it as a service to the final customer (Bocken et al. 2016).

Preliminary research suggests that a transition towards a more CE is already in motion (Ellen MacArthur Foundation 2014). Understanding the nature and the state of this transition is important for the creation of effective policies and organisational strategies. As a result, several surveys have attempted to analyse the current state of transition towards a CE, taking into account Government official's awareness and firms' behaviours. These surveys represent an important first step in developing an understanding of this transition. They focus either on a specific context or on a specific set of practices, thus neglecting the fact that a transition towards a more CE can imply modifications at the strategic level of business model innovation, with changes in terms of value proposition, value creation and delivery, and value capture (Bocken et al. 2016). The aim of this study is to address this gap by conducting an empirical study that investigates the implementation of practices aligned with CE principles at a focal firm level. It studies the practices both within the focal firm and across the broader supply

chain (upstream and downstream), together with the barriers hindering the implementation of these practices.

The paper is structured as follows. Section two presents an overview of current literature on Circular Economy; Section three outlines the research methodology. Section four presents and discusses the results of the empirical work. Finally, Section five concludes the study and suggests some future research directions.

## 2. Literature review

### 2.1. What is Circular Economy?

The concept of CE, originally introduced by Boulding (1966) and Pearce and Turner (1990), is rooted in diverse theoretical backgrounds such as environmental economics, industrial ecology, ecological economics (Ghisellini et al 2014), and ‘cradle-to-cradle’ (Braungart et al 2007). The key principle of the CE is the creation of circular loops of materials, energy, and waste flows; this key principle is combined with others such as the minimisation of energy and raw material inputs into production systems and the mimesis of natural systems. All these principles are the core of different conceptual antecedents of the CE, and a first original feature of the CE is the way in which it combines principles from different conceptual antecedents. Table 1 summarises the key principles of the CE and the corresponding conceptual antecedents.

Table 1. Principles of Circular Economy and related antecedents

<b>Characteristics of the Circular Economy</b>	<i>Environmental Economics</i>	<i>Industrial Ecology</i>	<i>Ecological economy</i>	<i>Cradle-to-Cradle</i>	References
Circularity necessary for sustaining human activities	<b>X</b>				Ghisellini et al 2014
Four economic functions of the environment	<b>X</b>				Andersen 2007
Closed loops of materials, energy, and waste flows	<b>X</b>	<b>X</b>		<b>X</b>	Geng and Doberstein 2008;

					Geng et al. 2009; Ellen MacArthur Foundation 2013; Ghisellini et al 2014; Genovese et al. 2015; Bocken et al 2016
Concern of minimising energy and raw material inputs into production systems	X	X			Geng et al. 2009; Genovese et al. 2015
Mimicking natural systems		X			Ellen MacArthur Foundation 2013
Interdependence between economic and environmental systems		X	X		Heshmati 2015; Naustdalslid 2014; Ghisellini et al 2014
Waste as an input		X	X		Ellen MacArthur Foundation 2013; Ghisellini et al 2014
Reusing and recycling residual waste materials		X	X		Heshmati 2015; Andersen 2007; Gregson et al. 2015
Recognising the limits to planetary energy, materials and resources			X		Bocken et al 2016; Liu et al. 2009; Gregson et al. 2015
Integrating circularity concerns into the early stages of the production process (eco-design)				X	Gregson et al. 2015; Ellen MacArthur Foundation 2013
Distinguishing between biological and technical nutrients				X	Kok et al 2013; Ellen MacArthur Foundation 2013

CE goes beyond its conceptual antecedents by proposing a radical change in all aspects of economic and social activities (Bonciu 2014). Scholars have diverging ideas regarding the nature and scope of the Circular Economy (Bocken et al. 2016). Table 2 lists the existing definitions of CE and shows how scholars perceive Circular Economy as a new label for old concepts (see e.g. Geng and Doberstein [2008] or Ying and Li-jun [2012]), a combination of established concepts (Gregson et al. 2015), or a new set of guiding principles for economic activity.

Table 2. An overview of existing definitions

Reference	Definition
Ying and Li-jun 2012, 1683	'Circular economy is essentially an ecological economy, which requires human economic activities in line with 3R principle, namely Reduce, Reuse and Recycle.'
Geng and Doberstein 2008, 232	'a circular economy approach encourages the organisation of economic activities with feedback processes which mimic natural ecosystems through a process of "natural resources → transformation into manufactures products → by-products of manufacturing used as resources for other industries". (...) In essence, the circular economy approach is the same as the more familiar terms EID and "industrial ecology"'
Gregson et al. 2015, 3–5	'The circular economy (...) is a diverse bundle of ideas which have collectively taken hold.' 'is located in the allied but distinctive fields of ecological and environmental economics.'

Sarkis and Zhu 2008, 5	'CE was developed in China as a strategy for reducing its economy's demand for natural resources as well as ecological damage'
Zhijun and Nailing 2007, 95	'a mode of economic development based on ecological circulation of natural materials'
Murray, Skene, and Haynes 2015, 15	'A true circular economy would demonstrate new concepts of system, economy, value, production and consumption, leading to sustainable development of the economy, environment and society'
Giurco et al. 2014, 432	'The concept of the circular economy proposes new patterns of production, consumption and use, based on circular flows of resources.'
Ellen MacArthur Foundation 2013a, 7	'an industrial system (...) restorative by intention and design' that 'relies on renewable energy' and 'eliminates the use of toxic chemicals' aiming for 'the elimination of waste through the superior design of materials, products, systems, and (...) business models'

When analysing the practical implementation of the principles of CE, researchers generally identify three levels of initiatives (see e.g. Yuan et al [2006]): the micro level of firms, the meso-level of networks and the macro level of policy and regulations.

The micro-level relates to firm-specific initiatives (Geng and Doberstein, 2008) that can be classified based on the 3R principles – reduce, reuse, recycle (Ying and Li-jun, 2012). Examples of these initiatives include improvements in energy and material efficiency (Cagno et al., 2013) and recycling (Zhu et al., 2010).

The meso-level, i.e. the inter-firm level, includes the creation of eco-industrial parks and networks (Geng and Doberstein 2008), cross-chain and cross sector collaborations (Ellen MacArthur Foundation 2013a) to use resources more efficiently (Naustdalslid 2014). Appendix A provides a taxonomy of CE practices at micro and meso levels, that are the ones relevant from a focal firm perspective and therefore the ones investigated in this study.

Finally, macro-level initiatives are the ones that are undertaken by governments and policy makers. Indeed, countries are becoming increasingly aware of the need to adopt a new industrial system based on CE principles (Bonciu 2014). For instance, in 1996 Germany enacted a law that provides a framework for encouraging closed cycle waste management (Guide et al., 2000). In 2002, Japan moved towards a circular industrial system through quantitative targets for recycling (Morioka et al., 2005). The European Commission committed to a more circular industrial model by developing an action plan

for the transition to a resource efficient Europe. Since 2008, the Chinese central government adopted CE as a national regulatory policy priority (Geng et al., 2012).

The three levels are related and inter-dependent: for instance, macro level initiatives can result in disturbances at the micro-level and reduced levels of environmental performance (see e.g. White et al., [2015]). However, this study aims at analysis the implementation of the practices and not their performance, therefore the analysis will neglect the interactions between the three levels.

Contextual factors play a key role in the transition to a CE. Several researchers (see e.g. Xue et al. [2010]) highlighted how a complex set of financial, institutional, infrastructural, societal, and technological factors can hinder or foster the transition to a CE. These obstacles are essentially overlapping with the ones detected for resource and energy efficiency (Chai and Yeo 2012) or for the implementation of socially sustainable practices (Masi and Cagno 2015). Similarly to the studies on practices, many studies on barriers to the CE tend to focus on specific factors (Geng et al., 2012). The present study, aiming at a comprehensive analysis of the barriers to the implementations of the CE, adopted the taxonomy proposed by Kok et al. (2013). This taxonomy is shown in Table 3 and covers all the key aspects relevant for the implementation of the CE from a focal firm perspective.

Table 3. Barriers to a CE transition (adapted from the taxonomy of Kok et al. [2013])

Financial	Major up-front investment cost
	Environmental costs (externalities) are not taken into account
	Shareholders with short-term agenda dominate corporate governance
	Recycled materials are often still more expensive than virgin raw materials
	Higher costs for management and planning
Institutional	Uneven playing field created by current institutions
	Financial governmental incentives support the linear economy
	Circularity is not effectively integrated in innovation policies
	Competition legislation inhibits collaboration between companies
	Recycling policies are ineffective to obtain high quality recycling
	Governance issues concerning responsibilities, liabilities and ownership
Infrastructural	Limited application of new sustainable business models
	Lack of an information exchange system between different stakeholders

	Confidentiality and trust issues hamper exchange of information
	Exchange of materials is limited by capacity of reverse logistics
	Lack of clear, standardized, quantitative measurement and goals
Societal	Lack of awareness and sense of urgency, also in businesses
	GDP does not show the real progress or decline of our society
	Resistance from powerful stakeholders with large interests in status quo
Technological	Limited attention for end-of-life phase in current product designs
	Limited availability and quality of recycling material
	New challenges to separate the bio- from the technocycle
	Linear technologies are deeply rooted

## 2.2. Current survey studies on Circular Economy

Understanding the nature and the state of the ongoing transition to a CE is essential for the development of more effective regulation and business strategies. Accordingly, researchers have started to analyse the transition to the CE from various perspectives. The focus of the preliminary studies on the transition to a CE varies and includes awareness, attitudes, behaviours and practices at individual, organisational, and regional levels. The results of various survey studies published in peer-reviewed scientific journals and identified by the authors through a review of the literature are summarised in Table 4.

An analysis of the studies suggests three key limitations. First, all were carried out in a specific context, i.e. China. This is not surprising as China is the only country whose central government adopted the Circular Economy as a national policy priority.

Second, there is a scarcity of survey studies at firm level published in high quality peer reviewed journals: indeed, only two of the reviewed surveys focus on firms (Zhu et al., 2010; Liu and Bai, 2014).

Third, a comparison between the practices and barriers measured in the existing survey studies compared to the literature show that previous studies have focused on specific practices and barriers. An understanding of the transitions to a CE at a firm level requires a comprehensive analysis of all the practices and barriers listed in Appendix A and Table 3.



In the light of these gaps, this paper presents the results from a survey-based study from the perspective of 77 focal firms. It explores the practices aligned to a shift towards CE principles and its corresponding barriers. The international sample used for this survey overcomes the geographical bias of previous studies.

Table 4. Survey studies published in peer-reviewed scientific journals on the implementation of CE

Reference	Unit of analysis	Context	Results
Xue et al. 2010	awareness and attitudes regarding the Circular Economy of municipal government officials	China	<ul style="list-style-type: none"> <li>• Government officials were more aware of the Circular Economy than the public</li> <li>• Lack of public awareness and of financial support was the main barriers to the Circular Economy</li> <li>• Positive attitude toward garbage sorting by government officials</li> <li>• Gap between policy-making and practical actions hampering the development of the Circular Economy in China</li> </ul>
Liu et al. 2009	public awareness and behaviour in the promotion of a Circular Economy	Tianjin, China	<ul style="list-style-type: none"> <li>• Low awareness and understanding of the Circular Economy</li> <li>• Economical consumption behaviours rather than conservation-conscious behaviours</li> </ul>
Liu and Bai 2014	firms' awareness and behaviour in the development of the Circular Economy	manufacturing clusters in China	<ul style="list-style-type: none"> <li>• Good understanding and a high willingness of firms to move to a Circular Economy</li> <li>• Only few Circular Economy practices implemented</li> <li>• Reasons for the gap between awareness and behaviour were structural, contextual, and cultural.</li> </ul>
Zhu et al 2010	Impact of environmental-oriented supply chain on the implementation of Circular Economy practices	China	<ul style="list-style-type: none"> <li>• Supply chain cooperation enhanced Circular Economy-targeted performance and practices</li> </ul>

### **3. Research Methodology**

The authors selected a survey-based questionnaire as strategy to collect primary data as it enables both reach and breadth. The research process included three different phases: survey design, data collection and data analysis. Sections 3.1 and 3.2 outline the choices made for the survey design and data collection.

#### ***3.1 Survey design***

The questionnaire was divided into three sections, namely: demographic information for statistic reference, firms' circular practices and barriers, and firms' awareness of the Circular Economy.

Given the holistic nature of the CE concept, richness is lost if specific practices or contextual factors are considered in isolation. Therefore, the authors performed a review of the literature with the objective of defining a comprehensive taxonomy of practices and barriers regarding the CE.

In order to locate the relevant studies, three search engines were chosen: 'Scopus', 'ProQuest', and 'Web of Science'. The used search string was 'Circular Econom\*' in the Article Title. This choice has been made to ensure that papers explicitly focus on the circular economy, instead of incidentally mentioning the term while the main spotlight was on another topic. The search was made in July 2015 and limited to scholarly journals in English with no time restrictions. The resultant number of papers was 154 (Scopus), 114 (ProQuest), and 75 (Web of Science). Given the relative immaturity and fragmentation of the circular economy concept, the titles, journals, and abstracts of the papers were reviewed for selection. The selection criteria used to reduce the number of articles were the Relevance for the review questions and the Journal type, including only

papers published in double-blind peer reviewed journals. Application of these criteria reduced the resultant number of full papers for analysis and synthesis to 54.

The analysis of the 54 references clarified the key types of practices aligned with the CE principles and the key barriers. Since the studies analysed the practices and barriers with varying degrees of granularity, the authors added other 8 papers and 4 reports from the analysis of the references, thus getting taxonomies of practices and barriers with the same level of detail. All the practices and the barriers with the corresponding references are summarised in Appendix A and Table 3.

The last section assessing firms' awareness of the Circular Economy was deliberately located at the end of the questionnaire, so that a low understanding of the Circular Economy did not affect the answers in previous sections. To measure awareness, the respondents were asked to tick the main principles of Circular Economy established on the basis of the existing literature (Ellen MacArthur Foundation 2013).

Following the questionnaire approach of Binti Aminuddin et al. (2015), questions were specifically designed to obtain both nominal and ordinal data. The questionnaire used a precise scale for the answers to capture the varying degrees of implementation across firms: 'not considering it', 'planning to consider it', 'considering it currently', 'initiating implementation', 'implementing successfully', coherently with the scale used in previous studies on the CE (Xue et al. 2010; Zhu et al. 2005; Zhu et al 2010).

To ensure the validity and reliability of the questionnaire (Crowther and Lancaster 2008), a pilot study was conducted as suggested by Robson (2011). Therefore, the questionnaire was distributed to 10 professionals that included academic and industrial experts in a variety of fields. As a result, the questionnaire was amended and improved to eliminate common threats such as subject or participant error, subject or participant bias, observer error and, observer bias (Robson 2011).

### ***3.2 Data collection***

As this was an exploratory study, the questionnaire was distributed to respondents working in various industrial sectors worldwide. It was mainly circulated using the business/professional-oriented social networking site LinkedIn. LinkedIn is now increasingly becoming a reliable platform for the fast collection of research data (Papacharissi 2009). In this case, 200 professionals from LinkedIn group societies related to relevant subject areas such as sustainability, green practices, circular economy, manufacturing, business excellence and operations management were identified and directly contacted through personal messages to request their contributions to the research by responding the questionnaire. In addition, the questionnaire was also publically shared in the same LinkedIn group societies, alongside a cover letter that described the research and its objectives, as well as forwarded via e-mails to personal contacts of the authors. Personal contacts were also requested to distribute the questionnaire among their own professional networks, which created a ‘snowballing sampling technique’ that contributed in broadening the pool of respondents (Horwitz et al. 2006).

In total, 81 responses were received from various respondents across the world. Out of the 81 responses, 4 were incomplete and hence they were ignored and excluded from the analysis. Therefore, the final sample size included 77 fully completed survey responses. Although the total number of responses obtained may be considered slightly lower than other survey-based studies in Circular Economy (Xue et al. 2010; Liu et al. 2009), it still provided sufficient data for an initial and general exploratory analysis of the awareness, practices, and barriers in the implementation of CE.

## **4. Findings and Discussion**

The survey data showed that most respondents were acting as managers/supervisors (42%) and working in operations, quality, production, process improvement and general

managerial roles. These were followed by engineers (25%), whereas around 21% of respondents classified themselves as 'others'. These included professions such as consultants, business developers, architects, and procurement specialists. The majority of the responses were also from the manufacturing sector (43%) and from organisations employing more than 250 employees (55%). With regard to respondents' experience in industry, around 40% had 5-10 years of experience, followed by 10-25 years (22%), 2-5 years (21%), and less than 2 years (14%) of experience. Respondents identified themselves from various countries around the world, with the majority of them being based in the UK, Vietnam, Turkey, Denmark, Italy, India, South Korea, Indonesia, Germany, Russia, Malawi and France.

The second part of the survey included questions aimed at investigating the current organisational practices and barriers encountered. This part was further sub-divided into six parts; i) resources and energy utilization efficiency; ii) investment recovery; iii) eco-design; iv) green purchasing; v) customer cooperation; and vi) internal environmental management. The results for the practices are summarised in Table 5 while the results for the barriers are summarised in Table 6.

Table 5. Results: Practices

		Not considering it	Planning to consider it	Considering it currently	Initiating implementation	Implementing successfully
Resource and Energy Utilisation Efficiency	Reducing energy					
	Reducing material consumption					
	Reducing pollutant emissions					
	Reducing wastes					
Investment Recovery	Taking back products from consumers after the end of their functional life					
	Taking back products from consumers after the end of their usage					
	Remanufacturing products					
	Recycling materials					
	Refurbishing products					
	Reusing energy and/or water across the value chain					
	Cascading use of components and materials					
Eco-design	Designing products for reduced consumption of material/energy					
	Designing products for reuse, recycle and/or recovery of material/component					
	Designing process for minimisation of waste					
Green Purchasing	Selecting suppliers using environmental criteria					
	Using renewable energy/material in the production process					
	Cooperating with other firms to establish eco-industrial chains					
Customer Cooperation	Adopting a leasing or service-based marketing strategy					
	Targeting "green" segments of the market					
	Green packaging					
Internal Environmental Management	Including environmental factors in the internal performance evaluation system					
	Environmental auditing programs such as ISO 14000 certification					
	Cross-functional cooperation for environmental improvements					
	Eco-labelling of products					
	Special training for workers on environmental issues					

	Frequency <20%
	20 ≤ Frequency < 40
	40 ≤ Frequency < 60
	60 ≤ Frequency

Table 6. Results: Barriers

		Res. Eff.	Inv. Rec.	Eco-d	Green Pu	Cust Coop	Env. Mgmt
Financial	Major up-front investment cost						
	Environmental costs (externalities) are not taken into account						
	Shareholders with short-term agenda dominate corporate governance						
	Recycled materials are often still more expensive than virgin raw materials						
	Higher costs for management and planning						
Institutional	Uneven playing field created by current institutions						
	Financial governmental incentives support the linear economy						
	Circularity is not effectively integrated in innovation policies						
	Competition legislation inhibits collaboration between companies						
	Recycling policies are ineffective to obtain high quality recycling						
	Governance issues concerning responsibilities, liabilities and ownership						
Infrastructu	Limited application of new sustainable business models						
	Lack of an information exchange system between different stakeholders						
	Confidentiality and trust issues hamper exchange of information						
	Exchange of materials is limited by capacity of reverse logistics						
	Lack of clear, standardized, quantitative measurement and goals						
Socie	Lack of awareness and sense of urgency, also in businesses						
	GDP does not show the real progress or decline of our society						
	Resistance from powerful stakeholders with large interests in status quo						
Technol	Limited attention for end-of-life phase in current product designs						
	Limited availability and quality of recycling material						
	New challenges to separate the bio- from the technocycle						
	Linear technologies are deeply rooted						

	60% ≤ Frequency
	40% ≤ Frequency < 50%
	30% ≤ Frequency < 40%
	Frequency < 30%



#### ***4.1 Resource and Energy Utilisation Practices***

The results of the study illustrated in Table 5 indicate that practices related to ‘resource and energy utilisation efficiency’ tend to be more commonly implemented than other practices. This is valid for both current implementation and for the intention of implementing such practices. In this case, the majority of the participant companies indicated the implementation of these practices, with 28.57% of companies focusing on reducing material consumption and 33.77% focusing on reducing wastes. The high levels of implementation of ‘resource and energy utilisation efficiency’ practices may be explained by their fast return on investment, in line with previous findings reported in the academic literature that have highlighted how the implementation of CE and sustainability-based models is mostly driven by economical consumption behaviours rather than conservation-conscious behaviours (Liu et al. 2009). In addition, the synergy between productivity and environmental conservation created by these practices may be another factor for companies to be attracted to their implementation. The major barrier to the deployment of ‘resource and energy utilisation efficiency’ practices was found to be a ‘lack of awareness and sense of urgency’ (77.33%). Garza-Reyes (2015) suggests that environmental concerns and pressures have contributed to organisations being more environmentally aware and ‘greening’ their operations. However, this does not appear to be the case for the participant organisations. Thus, the results of this study suggest that even though environmental awareness and sense of urgency to become more sustainable may have increased around the world, lack of awareness and sense of urgency are still acting as important barrier which impede the adoption of sustainable practices. Other barriers to the implementation of ‘resource and energy utilisation efficiency’ practices included ‘major up-front investment cost’ (65.33%), ‘lack of clear, standardized, quantitative measurement and goals for assessing the performance of a circular

sustainable development model' (61.33%), 'life phase in current product designs' (60.56%) and 'higher costs for management and planning' (60.01%). Economic barriers are still significant for most of the CE practices investigated, showing that it may still be expensive for an organisation to initially adopt, for example, energy efficiency practices, such as new energy-saving equipment (e.g. solar panels) that need to be bought and installed.

#### ***4.2 Investment Recovery Practices***

According to the results of the study, 'investment recovery' practices such as 'taking back products from consumers', 'remanufacturing', and 'recycling' do not only tend to be less common but also a relatively low number of firms were currently considering their implementation. These practices are close to the core principles of circular economy and show that despite a transition towards this economic model is occurring, most businesses still have practices related to linear economy models. Practices such as 'taking back products from consumers after the end of their functional life', 'taking back products from consumers after the end of their usage', and 'remanufacturing products' are those that are less likely to be implemented by companies according to our study's results. For example, a vast majority of companies are not considering 'taking back products from consumers after the end of their functional life' (67.11%) or 'after the end of their usage' (64.47%) or 'remanufacturing products' (55.26%). These types of CE practices require a significant capital investment and a full alignment with corporate goals. This makes the implementation of 'investment recovery' practices more complex and risky, and unlike 'resource and energy utilisation efficiency', they must be part of the strategic vision of organisations. The most perceived barriers for the implementation of 'investment recovery' practices were found to be 'lack of awareness and sense of urgency' (81.69%), 'major up-front investment cost' (70.83%), 'limited attention for end-of-life phase in

current product designs' (61.97%), 'lack of clear performance measurements' (59.15%) and 'limited availability and quality of recycling material' (59.15%). Indeed, 'major up-front investment costs' have been indicated as a barrier in the majority of the CE practices investigated in this research, in line with previous sustainability related studies (Masi and Cagno 2015; Masi et al. 2014).

#### ***4.3 Eco-design Practices***

In terms of 'eco-design' practices, the results of the study indicate that these are equally split between companies not considering them and those that have implemented them successfully. However, 'designing products for reuse or recycle' is an exception as the majority of the surveyed organisations (38.16%) were not considering its implementation. Once more, there is a marked difference between those practices that generate an economic return in the short-term and those that produce it in the longer term. 'Product design for reuse, recycle and/or recovery' is less adopted than practices with short-term returns such as 'waste minimisation and material efficiency'. Another interesting observation is whether the implementation of some practices requires the involvement of the supply chain. Indeed, the practices that can be implemented at firm level seem to be more successful than practices involving supply chains. This is easy to understand as the implementation of practices relating to other organisations (e.g. suppliers, whole sellers, customers, etc.) is significantly more complex than when simply implemented within the internal operations of an organisation. The result is in line with supply chain theory that highlights the difficulty of implementing supply chain practices characterised by broader arcs of integration (Frohlich and Westbrook 2001). Moreover, the success of some specific product design practices seems to be crucially dependent upon the alignment with corresponding supply chain configurations. The relationship between product design and supply chain design has been widely discussed in the literature, and several authors (see

e.g. Van Hoek and Chapman [2007] and Pero et al. [2010]) highlighted the need for aligning product design and supply chain design. This seems particularly relevant for the transition to a CE. In relation to the barriers for the implementation of 'eco-design' practices, they were found to be: 'lack of awareness and sense of urgency, also in businesses' (80.00%), 'major up-front investment cost' (71.23%), 'limited attention for end-of-life phase in current product designs' (64.29%), 'lack of clear performance measurement' (59.15%).

#### ***4.4 Green Purchasing Practices***

Similar to the 'investment recovery' and 'eco-design' practices, 'green purchasing' practices such as 'selecting suppliers using environmental criteria' and 'cooperating with other firms to establish eco-industrial chains' tend to be uncommon. This is linked to the previous idea that internally implemented practices are less complex than those implemented throughout the supply chain of organisations, and hence they are less commonly practiced by organisations. This complexity is reflected on through the percentage of companies that are not considering their implementation, with 30.67% for 'selecting suppliers using environmental criteria', 30.67% for 'using renewable energy/material in the production process', and 41.33% for 'cooperating with other firms to establish eco-industrial chains'. The preference of companies intervening at firm level rather than a supply chain level is further confirmed by this relative comparison between the 'green purchasing' practices, where 'cooperating with other firms to establish eco-industrial chains' is less frequently adopted than the 'selection of suppliers using environmental criteria', since this second activity relies more on the firm than on the supply chain. The result is again explained by supply chain theory highlighting the difficulty of implementing supply chains practices characterised by broader arcs of integration (Frohlich and Westbrook 2001). The most perceived barriers for this type of

practices are ‘major up-front investment cost’ (55.07%), ‘lack of clear, standardized, quantitative measurement and goals for assessing the performance of a circular sustainable development model’ (57.14%), ‘lack of awareness and sense of urgency, also in businesses’ (81.69%), ‘limited attention for end-of-life phase in current product designs’ (62.86%). It is interesting to observe how financial related barriers have less importance in this case, and this can be explained both with actually lower cost and with the perception of the relative importance of these costs for the firm.

#### ***4.5 Customer Cooperation Practices***

In the case of ‘customer cooperation’ practices such as ‘adopting a leasing or service-based marketing strategy’ or ‘targeting “green” segments of the market’, these practices were found to be not commonly followed among the participant organisations. For instance, the results of the study indicate that only 45.33% of the companies that participated in the study had adopted a ‘leasing or service-based marketing strategy’, whereas 41.33% had ‘targeted “green” segments of the market’, and only 40.00% had adopted ‘green packaging practices’. After ‘investment recovery’, ‘customer cooperation’ practices were the least commonly adopted by organisations. Apart from emphasising again how the implementation of CE practices tend to be characterised by narrow arcs of integration (Frolich 2001), the result highlights how practices for the upstream side of the supply chain are more common than CE practices adopted in the downstream side of the supply chain. One possible explanation for this phenomenon is that customer integration could be relatively more difficult to achieve if compared to supplier integration, since suppliers can easily be influenced if focal companies use their bargaining power (Crook 2007).

Barriers to the implementation of ‘customer cooperation’ practices included ‘lack of awareness and sense of urgency, also in businesses’ (76.47%), ‘limited attention for end-

of-life phase in current product designs' (64.71%), 'lack of clear, standardized, quantitative measurement and goals for assessing the performance of a circular sustainable development model' (56.72%), and 'higher costs for management and planning' (56.52%). Similarly as in the case of 'green purchasing', financial barriers seem to be less significant to adopt than 'customer cooperation' practices. This can be related to the fact that the costs to manage the downstream side of the supply chain are lower, or to the fact that practitioners are not aware of the costs needed to perform this kind of activities. It is interesting to observe the importance of the 'lack of clear, standardized, quantitative measurement and goals for assessing the performance of a circular sustainable development model', in line with previous supply chain management studies (Wong et al. 2012) highlighting how a proper business performance management system is a key enabler for supply chain alignment.

#### ***4.6 Internal Environmental Management Practices***

'Internal environmental management' practices such as 'including environmental factors in internal performance evaluation systems' appear to have a "medium" level of adoption among the participant organisations (i.e. these practices were equally split between companies not considering them and companies that had implemented them in their operations).

In terms of barriers to the implementation of 'internal environmental management' practices, the most commonly perceived were 'lack of awareness and sense of urgency, also in businesses' (75.36%), 'limited attention for end-of-life phase in current product designs' (61.19%) and 'higher costs for management and planning' (60.61%).

The result highlights again the relevance of metrics and planning for the implementation of the CE, in line with supply chain theory (Wong et al. 2012; Skipworth et al. 2015) and highlights how this is true at both internal operational and supply chain

levels. Hence, organisations must strive to adopt planning and environmental metrics in their performance measurement systems to make sure that a higher performance in this area is enabled.

#### ***4.7 Awareness***

Finally, it is interesting to observe that 65.33% of the participant organisations declared to be aware of the CE concept while 34.67% were not. In this context, the result of this study shows a discrepancy between awareness and practices as previously observed by Liu and Bai (2014).

### **5. Conclusions**

Unique when compared to previous CE researches, the present survey-based study investigated the implementation of practices aligned with the CE at a firm level through a comprehensive taxonomy of practices and barriers. The results show that the implementation of CE related practices seems driven by economical rather than environmental conscious behaviours, with a marked preference for those practices that generate an economic return in the shorter term. The results also highlight the preference of companies for practices at firm level instead of supply chain level, in line with supply chain management theory.

The paper gives a contribution to knowledge in the field of CE by proposing an empirically validated taxonomy of practices and barriers related to the deployment of the CE at a firm level. Such a taxonomy creates a background for the contextualisation of other studies with a narrow focus on specific contexts or on pockets of good practice.

Despite the exploratory nature of the present study, the results of the study are also beneficial for organisations of any sector that aim at tackling the sustainability challenges of the current scenario through the principles of the CE. An understanding of the current

trends in the transitions to a CE allows firms to differentiate their strategies and gain competitive advantage. Similarly, an analysis of current biases and barriers can foster the design of more balanced strategies for firms trying to align their practices to the CE principles. This is extremely important in a macro-economic context where legislations is increasingly stringent in terms of protection of the environment. Moreover, the insights into the practices that can play a significant role in the transition to a CE may encourage organisations not currently committed to sustainability to contemplate the potential benefits of it.

In terms of research limitations, the size of the sample considered in this study is a constraint factor that implies the exploratory nature of the results.

Therefore, further research can build on current results while involving a broader set of companies. Building on a clear understanding of the main trends in terms of practices and barriers, further studies can investigate the effect of specific industry sectors and geographical contexts, a key gap that originated the current study. Finally, while the current study analysed the implementation of practices aligned with the CE principles, researchers could also investigate the factors triggering the adoption of these practices.



## References

- Andersen, Mikael Skou. 2007. "An introductory note on the environmental economics of the circular economy." *Sustainability Science* 2, no. 1: 133-140.
- Binti Aminuddin, Nur Ainunnazli, Jose Arturo Garza-Reyes, Vikas Kumar, Jiju Antony, and Luis Rocha-Lona. 2016. "An analysis of managerial factors affecting the implementation and use of overall equipment effectiveness." *International Journal of Production Research* 54, no. 15: 4430-4447.
- Bocken, Nancy MP, Ingrid de Pauw, Conny Bakker, and Bram van der Grinten. 2016. "Product design and business model strategies for a circular economy." *Journal of Industrial and Production Engineering* 33, no. 5: 308-320.
- Bocken, N. M. P., Samuel W. Short, P. Rana, and S. Evans. 2014. "A literature and practice review to develop sustainable business model archetypes." *Journal of cleaner production* 65: 42-56.
- Bonciu, Florin. 2014. "The European economy: from a linear to a circular economy." *Romanian J. Eur. Aff.* 14: 78.
- Boulding, K. E., 1966. "Environmental Quality in a Growing Economy BT - (Null)." *Environmental Quality Issues in a Growing Economy*, 3–15. doi:10.4324/9781315064147.
- Braungart, Michael, William McDonough, and Andrew Bollinger. 2007. "Cradle-to-cradle design: creating healthy emissions—a strategy for eco-effective product and system design." *Journal of cleaner production* 15, no. 13: 1337-1348.
- Cagno, Enrico, and Andrea Trianni. 2013. "Exploring drivers for energy efficiency within small- and medium-sized enterprises: first evidences from Italian manufacturing enterprises." *Applied Energy* 104: 276-285.
- Carter, Craig R., Lisa M. Ellram, and Kathryn J. Ready. 1998. "Environmental purchasing: benchmarking our German counterparts." *Journal of Supply Chain Management* 34, no. 3: 28-38.
- Chai, Kah-Hin, and Catrina Yeo. 2012. "Overcoming energy efficiency barriers through systems approach—a conceptual framework." *Energy Policy* 46: 460-472.
- Chien, M. K., and Li-Hsing Shih. 2007. "An empirical study of the implementation of green supply chain management practices in the electrical and electronic industry and their relation to organizational performances." *International Journal of Environmental Science and Technology:(IJEST)* 4, no. 3: 383.
- Crook, T. R., and J. G. Combs. 2007. "Sources and consequences of bargaining power in supply chains". *Journal of Operations Management* 25(2): 546–555. <http://doi.org/10.1016/j.jom.2006.05.008>
- Crowther, D., and G. Lancaster. 2008. "Research Methods: a Concise Introduction to Research in Management and Business Consultancy."
- Ellen MacArthur Foundation. 2013. "Towards the circular economy: Opportunities for the consumer goods sector." *Ellen MacArthur Foundation*.
- Ellen MacArthur Foundation. 2014. "Towards the circular economy: Accelerating the scale-up across global supply chains." *MacArthur Foundation, Geneva*.
- Ellen MacArthur Foundation. 2015. "Towards a Circular Economy: Business Rationale for an Accelerated Transition." *Ellen MacArthur Foundation*. [https://www.ellenmacarthurfoundation.org/assets/downloads/TCE\\_Ellen-MacArthur-Foundation\\_9-Dec-2015.pdf](https://www.ellenmacarthurfoundation.org/assets/downloads/TCE_Ellen-MacArthur-Foundation_9-Dec-2015.pdf).

- French, Monique L., and R. Lawrence LaForge. 2006. "Closed-loop supply chains in process industries: An empirical study of producer re-use issues." *Journal of Operations Management* 24, no. 3: 271-286.
- Frohlich, Markham T., and Roy Westbrook. 2001. "Arcs of integration: an international study of supply chain strategies." *Journal of operations management* 19, no. 2: 185-200.
- Gallouj, Faïz, K. Matthias Weber, Metka Stare, and Luis Rubalcaba. 2015. "The futures of the service economy in Europe: a foresight analysis." *Technological Forecasting and Social Change* 94: 80-96.
- Garza-Reyes, Jose Arturo. "Lean and green—a systematic review of the state of the art literature." *Journal of Cleaner Production* 102 (2015): 18-29.
- Geng, Dianming and Xiaolu Song. 2014. "Proceedings of the Seventh International Conference on Management Science and Engineering Management" 2: 1177–83. <http://doi.org/10.1007/978-3-642-40081-0>.
- Geng, Yong, and Brent Doberstein. 2008. "Developing the circular economy in China: Challenges and opportunities for achieving 'leapfrog development'." *The International Journal of Sustainable Development & World Ecology* 15, no. 3: 231-239.
- Geng, Yong, Jia Fu, Joseph Sarkis, and Bing Xue. 2012. "Towards a national circular economy indicator system in China: an evaluation and critical analysis." *Journal of Cleaner Production* 23, no. 1: 216-224.
- Geng, Yong, Qinghua Zhu, Brent Doberstein, and Tsuyoshi Fujita. 2009. "Implementing China's circular economy concept at the regional level: A review of progress in Dalian, China." *Waste Management* 29, no. 2: 996-1002.
- Genovese, Andrea, Adolf A. Acquaye, Alejandro Figueroa, and SC Lenny Koh. 2017. "Sustainable supply chain management and the transition towards a circular economy: Evidence and some applications." *Omega* 66: 344-357.
- Ghisellini, Patrizia, Catia Cialani, and Sergio Ulgiati. 2016. "A review on circular economy: the expected transition to a balanced interplay of environmental and economic systems." *Journal of Cleaner Production* 114: 11-32.
- Gibbs, David, and Pauline Deutz. 2007. "Reflections on implementing industrial ecology through eco-industrial park development." *Journal of Cleaner Production* 15, no. 17: 1683-1695.
- Giurco, Damien, Anna Littleboy, Thomas Boyle, Julian Fyfe, and Stuart White. 2014. "Circular economy: questions for responsible minerals, additive manufacturing and recycling of metals." *Resources* 3, no. 2: 432-453.
- Gregson, Nicky, Mike Crang, Sara Fuller, and Helen Holmes. 2015. "Interrogating the circular economy: the moral economy of resource recovery in the EU." *Economy and Society* 44, no. 2: 218-243.
- Guide Jr, V. Daniel R., Vaidyanathan Jayaraman, Rajesh Srivastava, and W. C. Benton. 2000. "Supply-chain management for recoverable manufacturing systems." *Interfaces* 30, no. 3: 125-142.
- Heshmati, Almas. "A Review of the Circular Economy and its Implementation. 2016." *Browser Download This Paper*.
- Horwitz, Frank M., Desmond Bravington, and Ulrik Silvis. 2006. "The promise of virtual teams: identifying key factors in effectiveness and failure." *Journal of European Industrial Training* 30, no. 6: 472-494.
- Kok, L., G. Worpel, and A. Ten Wolde. 2013. "Unleashing the power of the circular economy." *IMSA: Amsterdam, The Netherlands*.

- Li, Huiquan, Weijun Bao, Caihong Xiu, Yi Zhang, and Hongbin Xu. 2010. "Energy conservation and circular economy in China's process industries." *Energy* 35, no. 11: 4273-4281.
- Liu, Qian, Hui-ming Li, Xiao-li Zuo, Fei-fei Zhang, and Lei Wang. 2009. "A survey and analysis on public awareness and performance for promoting circular economy in China: A case study from Tianjin." *Journal of Cleaner Production* 17, no. 2: 265-270.
- Liu, Yong. 2009. "Investigating external environmental pressure on firms and their behavior in Yangtze River Delta of China." *Journal of Cleaner Production* 17, no. 16: 1480-1486.
- Liu, Yong, and Yin Bai. 2014. "An exploration of firms' awareness and behavior of developing circular economy: An empirical research in China." *Resources, Conservation and Recycling* 87: 145-152.
- Masi, Donato, Enrico Cagno, and Guido JL Micheli. 2014. "Developing, implementing and evaluating OSH interventions in SMEs: a pilot, exploratory study." *International Journal of Occupational Safety and Ergonomics* 20, no. 3: 385-405.
- Masi, Donato, and Enrico Cagno. 2015. "Barriers to OHS interventions in Small and Medium-sized Enterprises." *Safety science* 71: 226-241.
- May, Gökan, Marco Taisch, and Endris Kerga. 2012. "Assessment of sustainable practices in new product development." In *IFIP International Conference on Advances in Production Management Systems*, pp. 437-447. Springer Berlin Heidelberg.
- Morioka, Tohru, Kiyotaka Tsunemi, Yugo Yamamoto, Helmut Yabar, and Noboru Yoshida. 2005. "Eco-efficiency of Advanced Loop-closing Systems for Vehicles and Household Appliances in Hyogo Eco-town." *Journal of Industrial Ecology* 9, no. 4: 205-221.
- Murray, Alan, Keith Skene, and Kathryn Haynes. 2015. "The circular economy: An interdisciplinary exploration of the concept and application in a global context." *Journal of Business Ethics* : 1-12.
- Naustdalslid, Jon. 2014. "Circular economy in China—the environmental dimension of the harmonious society." *International Journal of Sustainable Development & World Ecology* 21, no. 4: 303-313.
- Neely, Andy, Ornella Benedettini, and Ivanka Visnjic. 2011. "The servitization of manufacturing: Further evidence." In *18th European operations management association conference*, vol. 1.
- Pagell, Mark, and Anton Shevchenko. 2014. "Why research in sustainable supply chain management should have no future." *Journal of supply chain management* 50, no. 1: 44-55.
- Papacharissi, Zizi. 2010. "The virtual geographies of social networks: a comparative analysis of Facebook, LinkedIn and ASmallWorld." *New media & society* 11, no. 1-2 (2009): 199-220.
- Pearce, David W., and R. Kerry Turner. 1990. *Economics of natural resources and the environment*. JHU Press.
- Pero, Margherita, Nizar Abdelkafi, Andrea Sianesi, and Thorsten Blecker. 2010. "A framework for the alignment of new product development and supply chains." *Supply Chain Management: An International Journal* 15, no. 2: 115-128.
- Robson, C. 2011. "Real world research 3 rd Ed." UK: Wiley.
- Sarkis, Joseph, and Hanmin Zhu. 2008. "Information technology and systems in China's circular economy: Implications for sustainability." *Journal of Systems and Information Technology* 10, no. 3: 202-217.

- Skipworth, Heather, Janet Godsell, Chee Yew Wong, Soroosh Saghiri, and Denyse Julien. 2015. "Supply chain alignment for improved business performance: an empirical study." *Supply Chain Management: An International Journal* 20, no. 5: 511-533.
- Vachon, Stephan, and Robert D. Klassen. 2006. "Extending green practices across the supply chain: the impact of upstream and downstream integration." *International Journal of Operations & Production Management* 26, no. 7: 795-821.
- Van Hoek, Remko, and Paul Chapman. 2007. "How to move supply chain beyond cleaning up after new product development." *Supply Chain Management: An International Journal* 12, no. 4: 239-244.
- Vieira, Letícia Canal, and Fernando Gonçalves Amaral. 2016. "Barriers and strategies applying Cleaner Production: a systematic review." *Journal of Cleaner Production* 113: 5-16.
- White, Gareth RT, Xiaojun Wang, and Dong Li. 2015. "Inter-organisational green packaging design: a case study of influencing factors and constraints in the automotive supply chain." *International Journal of Production Research* 53, no. 21: 6551-6566.
- Wong, Chee, Heather Skipworth, Janet Godsell, and Nemile Achimugu. 2012. "Towards a theory of supply chain alignment enablers: a systematic literature review." *Supply Chain Management: An International Journal* 17, no. 4: 419-437.
- Xue, Bing, Xing-peng Chen, Yong Geng, Xiao-jia Guo, Cheng-peng Lu, Zi-long Zhang, and Chen-yu Lu. 2010. "Survey of officials' awareness on circular economy development in China: Based on municipal and county level." *Resources, Conservation and Recycling* 54, no. 12: 1296-1302.
- Ying, Jiang, and Zhou Li-jun. 2012. "Study on green supply chain management based on circular economy." *Physics Procedia* 25: 1682-1688.
- Yuan, Zengwei, Jun Bi, and Yuichi Moriguichi. 2006. "The circular economy: A new development strategy in China." *Journal of Industrial Ecology* 10, no. 1-2: 4-8.
- Zailani, Suhaiza, K. Jeyaraman, G. Vengadasan, and R. Premkumar. 2012. "Sustainable supply chain management (SSCM) in Malaysia: A survey." *International Journal of Production Economics* 140, no. 1: 330-340.
- Zheng, Jiliang, and Zheng Chen. 2011. "Comparison Between the Two End Circular Economy Index Systems of Manufacturing Industrial Chain to Form into a Unified System." *Management Science and Engineering* 5, no. 3: 49.
- Zhijun, Feng, and Yan Nailing. 2007. "Putting a circular economy into practice in China." *Sustainability Science* 2, no. 1: 95-101.
- Zhu, Qinghua, Joseph Sarkis, and Yong Geng. 2005. "Green supply chain management in China: pressures, practices and performance." *International Journal of Operations & Production Management* 25, no. 5: 449-468.
- Zhu, Qinghua, Yong Geng, and Kee-hung Lai. 2010. "Circular economy practices among Chinese manufacturers varying in environmental-oriented supply chain cooperation and the performance implications." *Journal of Environmental Management* 91, no. 6: 1324-1331.
- Zsidisin, George A., and Thomas E. Hendrick. 1998. "Purchasing's involvement in environmental issues: a multi-country perspective." *Industrial Management & Data Systems* 98, no. 7: 313-320.

## Appendix A

Measurement items	Carter et al 1998	Chien and Shih 2007	Ellen MacArthur F. 2013a, 2013, 2014	Geng et al. 2012	Geng and Song 2014	Li et al. 2010	Liu 2009	Liu and Bai 2014	May et al 2012	Vachon and Klassen 2006	Xue et al. 2010	Zailani et al. 2012	Zheng and Zheng 2011	Zhu et al 2010	Zhu et al 2005	Zsidisin and Hendrick 1998
<b>A- Resource and energy utilisation efficiency</b>			X			X	X	X				X				
1) Reducing energy (i.e. electricity, coal, gas) consumption		X	X	X		X						X	X		X	
2) Reducing material (i.e. raw material and/or water) consumption		X	X	X	X	X						X	X	X	X	X
3) Reducing pollutants emissions		X	X		X	X	X							X	X	
4) Reducing wastes	X	X	X			X		X				X	X	X	X	
<b>B- Investment recovery</b>														X	X	X
5) Taking back products from consumers after the end of their functional life			X											X		
6) Taking back products from consumers after the end of their usage			X											X		
7) Remanufacturing products			X													
8) Recycling materials			X	X	X		X						X			X

9) Refurbishing products (i.e. returning them to good working condition by replacing or repairing major faulty components)			X													
10) Reusing energy and/or water across the value chain			X									X				
11) Cascading use (i.e. multiple usages/applications) of components and materials			X													
<b>C- Eco-design</b>		X	X					X	X			X	X	X	X	
12) Designing products for reduced consumption of material/energy													X	X		
13) Designing products for reuse, recycle and/or recovery of material and/or component parts	X										X	X	X	X	X	
14) Designing process for minimisation of waste													X	X		
<b>D- Green-purchasing</b>	X						X			X	X		X	X		
15) Selecting suppliers using environmental criteria	X						X		X		X		X	X		
16) Using renewable energy/materials in the production process			X													
17) Cooperating with other firms to establish eco-industrial chains							X						X		X	
<b>E- Customer cooperation</b>									X				X	X		
18) Adopting a leasing or service-based marketing strategy													X			
19) Targeting “green” segments of the market									X							
20) Green-packaging	X										X		X	X		

<b>F- Internal environmental management</b>															X	X	
21) Including environmental factors in the internal performance evaluation system	X														X		
22) Environmental auditing programs such as ISO 14000 certification							X								X		X
23) Cross-functional cooperation for environmental improvements															X	X	
24) Eco-labelling of products												X			X	X	
25) Special training for workers on environmental issues	X						X								X	X	