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Challenges in Implementation of CSR

A case study of Karlstad Bus

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“Corporate social responsibility is a hard-edged business decision. Not because it is a nice thing to do or because people are forcing us to do it... because it is good for our business”
Niall Fitzgerald, Former CEO, Unilever.

Abstract

Corporate Social Responsibility (CSR) is well considered as an important managements' thinking due to changes in organizations and social environment. CSR initiatives are believed to be beneficial to the society, environment as well as businesses (McWilliams & Siegel 2001). There is an increasing demand for CSR from stakeholders, hence, businesses have started to incorporate the idea of CSR into their organizational strategic planning document. CSR aims to generate shared value by working to solve differing and competing stakeholders' interests (Pratima & Mark 2014).

The aim of this study is to assess the challenges faced during implementation of CSR in the achievement of sustainable business development. In addition, this thesis, will also examine approaches used to overcome the challenges. To reach to the aim of this research paper, a qualitative method is used. Both primary and secondary data are collected to compile this thesis. While the former was collected through interview, the latter was obtained from textbooks, scientific journal articles as well as documents and reports published by Karlstad Municipality (Karlstad Kommun). To write this research paper, a single case study approach was used. Karlstad bus, a department within urban management (Stadsbyggnadsförvaltningen) in Karlstad municipality (Karlstad Kommun) was selected to accomplish the objectives of the study. The findings of the study reveal that Karlstad bus department (KBD) biggest challenge faced during CSR implementation was the higher CSR investment cost. This agrees with Jonker & Witte (2006) argument that states, the main reason of CSR challenges in practical implementation process is CSR requires high implementation cost. To overcome high implementation cost challenges, KBD communication with stakeholders enabled to get additional funds from other government authorities. KBD is accountable & transparent and hence, it prepares integrated report on both financial and CSR narrative operational reports. Besides the major challenge of high CSR implementation cost, there was also some challenge of mindset which is failure in identifying the advantages of long-term benefits of new systems over the existing old systems. This challenge was solved through making detailed cost-benefit analysis. KBD is socially responsible and considers CSR in its investment decision and continues to fulfill the needs and requirements of the environment and the society.

Key words: Corporate social responsibility, Sustainable development, Stakeholders theory, Economic theory.

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Abbreviations & Acronyms

BRT- Bus rapid transit.

CEC- Commission of the European Communities.

CSR- Corporate social responsibility.

CTYPOP- City population.

HVO- Hydrogenated vegetable oil.

IR- Integrated report.

KBD- Karlstad bus department.

KKM- Karlstad kommun.

R&D- Research and development.

SDSN-Sustainable development solution

TBL- Triple bottom line

WBCSD- World business council for sustainable development.

WCED- World commission on environment and development.

1. Introduction

Under this chapter, the title of study of this paper is described. The definition of the topic and motive of studying CSR i.e. the 'why CSR?' and its importance is well explained. Moreover, in this chapter, the problem discussion that necessitate the need for doing this research paper along with a clear and precise objective of study is described. In addition, two formulated research questions and an outline of the research paper both in text and in a figure form are presented.

The idea of corporate social responsibility (CSR) and business sustainability are of interest of study of this paper. CSR is defined as a notion in which corporations incorporate social and environmental matters in their operational activities and in willingly communicating with stakeholders (Commission of the European Communities [CEC] 2014). CSR came out as an important managements' thinking due to changes in organizations and social environment. Businesses have started to incorporate the idea of CSR into their organizational strategic document. This gave businesses new responsibility that encompasses wider social matters that are handled through CSR (Jonker & Witte 2006). The implementation of CSR is primarily company's responsibility in ensuring that all stakeholders are complying and making controls (Anon 2011). CSR's idea dissemination and its rules and procedures are suggested, recommended and showed much interest by regulators (Graafland & Zhang 2014). In addition, CSR initiatives are believed to be beneficial to societies, environment as well as business organizations as it represents for the predetermined of company's activities that are favorable for society as well as the company itself (McWilliams & Siegel 2001). Corporate Social Responsibility is not a new phenomenon. CSR aims to generate shared value by working to solve differing and competing stakeholders' interests (Pratima & Mark 2014). It has gained global attention because of environmental changes that are characterized by sea level raising, global warming, change in weather patterns as well as poor working conditions and the use of child labor that aimed only at profit maximization. Environmental sustainability is an idea that is often discussed and became a major concern of the world (Graafland & Zhang 2014). Reduction of green gases had been globally agreed and many countries are working to put in place reduction efforts. Like sustainability, CSR regards the social and environmental concerns and at the same time justify the long-term achievement of company goals and success. The social sustainability aspect concerns with sustainable

methods applicable to the manner people live (Anon 2011). It incorporates the link between cultures and how it works closely in a society while holding its development and long existence. Business sustainability focuses with the long-term corporations' goals that creates long-term business value and tries to trade-off in considering both the short and long-term objectives than focusing on short-termism that puts emphasis only in shareholder's profit maximization. Depending on the rationality of sustainability definition, business sustainability can be defined as *'the ability of firms to respond to their short-term financial needs without compromising their ability to meet their future needs'* (Pratima & Mark 2014).

The three sustainability concepts (environmental, social and business) have one thing in common which is the aspect of long-term existence. However, the differences lie on issues of concerns, which are primarily the environment, social life and business going concern. This paper makes emphasis on the business sustainability aspect which is the long term going concern of companies in the implementation of CSR initiatives.

This thesis is a single case study of Karlstad Bus, an urban transport service provider in Karlstad, Sweden. Karlstad bus is department within urban management (Stadsbyggnadsförvaltningen) in Karlstad municipality (Karlstad Kommun) and is the only urban land transport service provider to the public of Karlstad city. Karlstad bus department (KBD) is not a corporate business. It is not established for aims of profit making rather it is established to provide urban transport services to the public. KBD, whose mission statement is "Living at ease in Karlstad without a car" was founded in 1880 when Miss Alma Andersson started the horse-drawn vehicles that was termed as Nya Åkeriet (New Haulier) (Karlstad Kommun [KKMb] 2018). In 1922, eight motorized buses that started giving service in six different directions from Karlstad's main square (Stora Torget) of Karlstad city had replaced the horse- drawn vehicles (KKMb 2018).

The motive of choosing KBD as a case study is because Karlstad city is growing fast and it is expected to become a home for 100,000 inhabitants (Karlstad Kommun [KKMa] 2018). Currently, Karlstad city, whose area is 1,169 km², have an estimated population of 91,120 as at Dec 31, 2017 (City Population [CTYPOP] 2018). This strategic planning of increase in population necessitates the need of putting in place transport and other infrastructure facilities, which are necessary to provide services effectively that could expand the current transport network of KBD. Together with the planned expansion, there is a need of balancing the economic, social and environmental aspects in the strategic operations plan ensuring the long-term business sustainability as well

as protecting the environment for future generations' needs. For these reason, the author found it interesting to do a single case study research on KBD in order to examine how KBD implements CSR in its operations, the challenges encountered during its implementation process as well as approaches used by KBD in overcoming such challenges. Previous work has only been limited to benefits of CSR and CSR business practices as well as on how it is helpful to businesses when CSR initiatives are incorporated into strategic business planning document and had failed to address the challenges in CSR implementation and ways of overcoming the challenges.

The initiative of providing best possible service is part of the strategic planning of making Karlstad an attractive city to live besides becoming a job provider with very accessible, fast and reliable transport service. Currently, KBD has sixty-three buses out of which fifty-nine are biogas buses, three are electrical and one is hybrid bus (electric/HVO). The biogas buses were first introduced in July 1, 2013 (KKMb 2018). As at now, all the buses are in traffic providing urban transport services in Karlstad city and are equipped with Mobile-APP, Air condition, Bus-TV, Camera and free-WIFI.

The research problem can be theoretically approached by developing relevant literature review on areas of corporate social responsibility; economic and stakeholder's theory; business sustainability and challenges in CSR implementation. The two theories that are of much significance are the economic theory and stakeholder's theory.

1.1. Problem Discussion

Often, corporations exert more work to create a better economic position such as becoming and remaining competitive in the market, make product and process innovations which aimed at short term profit maximization (Castka & Balzarova 2007). In addition, the plan of construction of new living buildings and market malls for purposes of urban development projects has pushed animals from their old habitats which consequently in future time there will be no place for the animals to settle (McMahon & Maureen 2013). The motive of studying on the challenges in the implementation of CSR is because there is not much research done in this area that specifically point out the real challenges in implementation of CSR. Most of the past research done mainly focused on benefits and uses of CSR. Few text books on this topic, indicate that some corporations face some challenges in implementation of CSR because of high CSR implementation costs and found out that high cost contradicts with the

corporations' short-term profit maximization goals (Jonker & Witte 2006). Moreover, some others also mention that corporations face challenges because of lack of proper awareness among employees (Castka & Balzarova 2007). In addition to above mentioned cases, there is a tendency that shareholders show less interest in their perception of CSR. It was also noticed that there is carelessness from the part of customers to CSR initiatives and its long-term benefits (Córdoba-Pachón et al. 2014). CSR focal point is on the type of input a company gives to a society and try to revise at the existing accustomed business practices. The main challenge is on how to balance of using the abilities of the company's human resource capabilities to fulfill social and environmental concerns while at the same time together with it trying to perform successful normal business operations. The problem can be theoretically developed through the stakeholders' theory in enabling leaders to have a common understanding of required changes and plan as a team with all actors as the stakeholders' theory takes into consideration the communication and relationship between the various actors such as the suppliers, customers, creditors, partners, employees, government and the society which could influence effective implementation of CSR (McMahon & Maureen 2013).

1.2. Aim of Study

The main aim of this study is to assess the challenges in implementation of CSR, which possibly could be faced during the process of implementation in achieving sustainable business growth. Corporate Social Responsibility (CSR) has great resonance with the modern business habit of doing things. The need for accountability and transparency as well as environmentally and socially responsible has paved the way for corporate social responsibility in achieving and becoming more equitable and sustainable. According to Jonker and Witte (2006), organizations face challenges to effectively implement CSR for various reasons. To be able to understand the challenges faced by corporations, the researcher has selected to make a single case study on KBD department of Karlstad Municipality. The research paper will also try to examine on the ways used to overcome the obstacles so that other similar organizations that are under the same line ministry of land transport could learn lessons and be able to use it as a tool to find solutions for their own implementation challenges.

1.3. Research Questions

In this thesis paper, the following research questions are formulated in order to accomplish the purpose of the study.

1. What are the challenges in implementation of CSR?

2. What strategies are taken to overcome the challenges in order to achieve business sustainability?

1.4. Outline

This paper is organized as follows.

Chapter 1 - Introduction

This chapter provides the overall picture of the thesis. It includes sub-sections of problem discussion, purpose of study, research questions and an outline of the thesis (see Figure 1 pp. 8).

Chapter 2 – Literature Review

Under this chapter, the underlying concepts of corporate social responsibility, business sustainability and challenges in implementation of CSR are described. Moreover, relevant theories to the thesis work such as the economic theory and stakeholder's theory are presented.

Chapter 3 - Methodology

This chapter presents the research design, research methodology, data collection and on how the collected information is analyzed as well as its validity and reliability aspects of the thesis.

Chapter 4 – Empirical Study

This chapter describes the empirical study of KBD, the challenges faced by KBD in their implementation of CSR as well as approaches adopted to overcome such challenges. Moreover, answers to the research questions from the response of the three respondents who are the Business development manager, Head of operations and Operations developer (Verksamhetsutvecklare) are also included in the chapter (see Tabell 1 on pp. 16 for details). The answers are presented and summarized on four major sub headings CSR practice in KBD; CSR benefits; CSR implementation challenges and approaches used to overcome challenges.

Chapter 5 – Discussion and Analysis

This chapter describes the results obtained from the research study and interpreted in light of the literature framework developed in chapter two. In addition, answers to the research questions are discussed in detail. The findings

are described and summarized in four sub-headings, which are - CSR practice in KBD; CSR benefits in KBD; CSR implementation challenges and approaches adopted to overcome the challenges. These are discussed in detail by keeping and focusing on the aim of the thesis paper and research questions so that the aims are met and the study gets answers to the research questions.

Chapter 6 – Conclusion

This chapter concludes and presents the summary of the overall findings of the research study. A brief description that answers to the aim of the research study will be presented. The chapter is organized into four sections. These are limitations of the study, theoretical implications, managerial implications and recommendation for future research. The recommendations contribute valuable information both from the theoretical and practical aspects to other companies that are in the same type of business in land transport services.

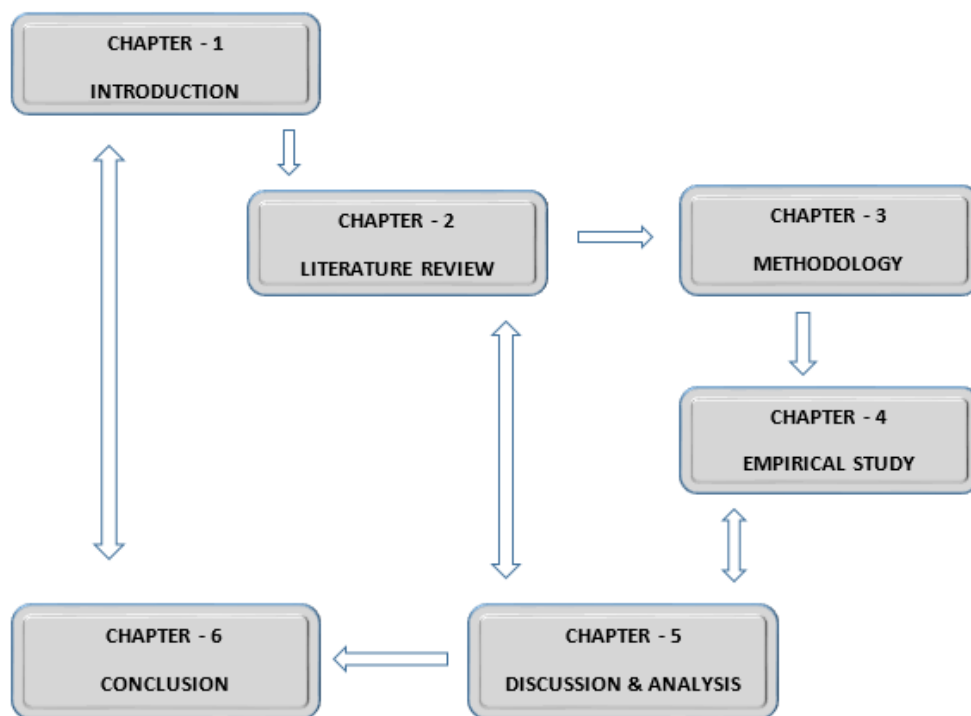


Figure 1: Thesis Structure. Source: Own design.

2. Literature Review

This chapter outlines the theoretical framework of the study. The framework includes sub-topics on corporate social responsibility, economic and stakeholders' theories, business sustainability development as well as challenges in implementation of CSR. This chapter lays foundations for the aim of the thesis as well as a basis for developing the research and interview questions.

2.1. Corporate Social Responsibility

Corporate social responsibility (CSR), started in 1950s and since then it continued to be mentioned and written in various literatures (Carroll 1991). During the last ten years, CSR has emerged and became vigorously considered by businesses and required businesses to have principal and transformative changes to their operational practices (Jonker & Witte 2006). It became clear that CSR was not properly defined and it lacks a fixed and exact meaning, which in that case its practicality function can differ greatly. Terri et al. (2010) define corporate social responsibility as *“the economic, legal, ethical and/or discretionary/philanthropic activities undertaken by an organization, activities which form the basis of that organizations relationship with its societal or community stakeholders.* The World business council for sustainable development (WBCSD) defined CSR as *“the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large”* (WBCSD 1999). Even though it was reached to an agreement on a wider definition of corporate social responsibility, the essence of corporate socially responsible behavior could have distinct significance according to the nature of organizations, its geographical position and the viewpoint of managers and stakeholders (Campbell 2007; Dahlsrud 2008). CSR could be expressed or mentioned as by the terms corporate responsibility or social responsibility. Researchers tried to come up with ideas on how to measure CSR and in the 1980s; attempted to incorporate different approaches and test alternative ways such as stakeholder theory, business ethics and corporate citizenship (Terri et al. 2012). Various elements have been pinpointed as affecting or being affected by the enactment of CSR goals and strategies (Li & Zhang 2010). These are internal aspects such as the size of the organization, organizations' category and the presence of corporate governance framework. External factors are environmental pressures such as stakeholders

and government regulator's (Córdoba-Pachón et al. 2014). Waddock and Badwell (2004) pointed out that the growth of CSR and quality exhibit identical patterns. Managers see quality as an integral component of organizations' strategic planning. Like quality, CSR is becoming a pillar of organizations' activities (Castka & Balzarova 2007).

Hopkins (2007) pointed out that organizations can possibly give positive and negative input to country's development through CSR initiatives, working on corporate responsibility or social responsibilities. Moreover, achieving organizational goals could be realistic with the proper implementation of CSR initiatives that are put in place. Corporations' CSR initiatives could focus for long-term benefits over time, which could contribute to business sustainability. According to world commission on environment and development [WCED] (1987), sustainability is defined as '*development that meets the present without compromising the ability of future generations to meet their own needs*'. Sustainability is a broad concept that incorporates environmental sustainability, social sustainability and business sustainability.

The development of organizations' CSR is not an overnight business. CSR is a process that organizations need to follow the paths of working in collaboration with all stakeholders (Castka & Balzarova 2007). Corporations' CSR initiatives and effective implementation could contribute to corporate profitability (Castka & Balzarova 2007) as it is not different from quality (Peddle & Rosam 2004). A vital factor that affect the growth of CSR is how organizations create awareness and participate stakeholders in their CSR activities (Calabrese & Lancione 2008; Wood 2010; Calabrese et al. 2013; Costa & Menichini 2013). Stakeholders can contribute different aspects and be guided by different interests when it is concerned with supporting or participating in CSR initiatives (Córdoba-Pachón et al. 2014). Moreover, stakeholders can have varying extent of affecting organizational operation (Aguinis & Glavas 2012) and hence, they contribute a major segment in backing or ruin CSR initiatives (Calabrese & Lancioni 2008; Maclagan 2008; Costa & Menichini 2013).

2.2. Economic and Stakeholders Theories

Economic theory states that the main goal of a company is to increase and get more profit to shareholders who invested funds and enabled managers to do management activities while forbidding them to use such investment funds to accomplish social initiatives that could improve the world (Lee 2018). For sustainable society, there is a need to change the focus from being mere on

economic aspect but also to include the social and environmental aspects. In other words, it is important to look far beyond the single bottom line – “economic” rather it should embrace multiple bottom lines incorporating specifically the social and environmental which is commonly referred to as “the triple bottom line”. Elkington (1997) established the notion of the triple bottom line in respect of economic growth, environmental excellence and social fairness pointing out that the principal factor to bring about the triple bottom line is stakeholder’s dialogue. The stakeholders theory disagree with the economic theory view point of CSR and advocates the capability of CSR to give corporate benefits by adjusting and combining with stakeholders to facilitate satisfaction and integrity, make a positive recognition with the company and produce a good corporate image (Sun & Price 2017) because stakeholders can impact and be impacted by CSR policies (Córdoba-Pachón et al. 2014). Stakeholders are “*any group who can affect, or are affected by, the accomplishment of organizational purpose*” (Jonker & Witte 2006).

The necessity for the participation of stakeholder’s in companies remained to be the topic of much attention in research and in arguments. The perspective that sees stakeholders as a negative force that could slow the work and organizational goals was later changed to the notion that stakeholders are vital for the overall performance and company’s success. The communications with stakeholders are considered as a tool of organizations learning from the outside world and trying to adopt it. Stakeholders can affect directly or indirectly to the corporations’ progress as business operations are within the societal network of stakeholders. Even though business operate for profit making, businesses belong to an integrated and interlinked web of social relations and therefore should work with the aggregation of matters and concerns given by stakeholders whom are with different backgrounds and interests. For long-term business sustainability objectives, organizations should realize to consider stakeholders’ needs and expectations (Sun & Price 2017). The role of stakeholders in business success has been considerably researched and proved thereby companies have acknowledged and started considering their ideas when strategic plans are formulated (Enquist et al. 2006) especially with non-for profit and public companies (Schieg 2009).

2.3. Business Sustainability development

Business sustainability has taken a considerable attention by stakeholders (Enquist et al. 2006). Stakeholders are ‘*any group or individual who can affect or is affected by the achievement of the organizational objectives*’ (Johnson 2007). Sustainability

is ensuring company existence and its continuation to operate with efficient use of available resources (Wackernagel & Rees 1996, pp. 32-40). Milne and Gray (2013) argue that for sustainable business development corporations need to consider those products that could make danger to the society and those products that could not be easily re-cycled in order used items could be properly taken care of and to save resources. Some scholars associate sustainable development to triple bottom line (TBL). This means that beyond the economic aspect, environment and social aspects need to be recognized and work up on it. The unification of social, environmental and economy are the three building blocks for sustainable growth (Enquist et al. 2006). Sustainable development which most of the time referred to as triple bottom line puts focus on the environment, people and economic integration on business operations (Elkington 1997, pp.1, Schieg 2009). It considers both present and future generations' needs. As pointed out in Brundtland report, future needs should not be put in danger while at present time fulfilling the needs of this present generation (WCED 1987, pp.8). Conserving and protecting the environment is important for future generations in fulfilling their needs (Raine et al. 2015). The population of the world is growing every year. According to the sustainable development solution [SDSN] (2013), the growth is 75 million per year. Therefore, the triple bottom line (economy, society and environment) are vital to consider for sustainable business development (see Figure 2 below). This concept requires the participation of all stakeholders in all stages i.e. from the planning to the decision-making and implementation stages (Ness et al. 2007).



Figure 2: Triple Bottom Line. Source: Schwartz & Carrol (2003)

The economic, social and environment aspects are very important to consider for business sustainability. The triple bottom line refers to the three 'P's of CSR i.e. People, Planet and Profit. All three 'P's has to balance each other in decision making process.

Sustainability could be integrated at several levels that is from the macro to the micro level. At the macro level, global companies are taking initiative in giving due attention for ordinary matters through extended help for people, long term support of agricultural resources, self-sufficiency and quality (Brown et al. 1987). The utmost prevalent goal is communal advancement which includes public health, education, safeguarding of the environment, living creatures and their dwelling, careful environmental resource management, support of economic development and employment (Shearlock et al. 2000, pp.81). To provide and add to the governmental sustainable development plan, companies are considered as the next level where sustainable development is unified. Companies can put into practice sustainable development at strategic process and at activities levels. At the strategic level, the unification is done and incorporated in the strategy vision and mission of the company (Labuschagne & Brent 2005, pp. 160). At activity level the unification incorporates altering environmental management systems. At this level, it also includes the practice of using and developing reporting system that examines, appraise and gauge the business courses based on the triple bottom line benchmark (Labuschagne & Brent 2005; Planko & Silvius, 2012, pp. 10-12).

2.4. CSR Implementation Challenges

Corporations face difficulty in CSR implementation and in its effectiveness (Jonker & Witte 2006). The main reason of challenge in practical work was that CSR requires high cost and corporations' inadequate financial resources to train the staff (Jonker & Witte 2006). It is most commonly understood that the greatest main challenge for implementing and developing CSR were steady competitive tension, inadequate backing from the government and other non-government organizations beside the huge cost of implementation (Jonker & Witte 2006). Moreover, lack of support from customers and investors was an additional challenge. Complimenting to these, the core challenge in implementation of CSR was difficulty in changing traditional business practices to CSR agenda that requires leaders' great commitment in managing and in changing their focus and behavior. Furthermore, the lack of managers' expertise and capability to successfully implement desired changes was also creating challenge in CSR implementation process. Edelman (2004) argue that a change is not an easy process and it requires commitment and hard work to make a desired change.

It became evident that the changes in developed CSR plans means that they are not easy to administer it and there is also an increasing proof that a basic

transformation in the business model cannot happen without a major dedication by the leadership and an alteration in the target area and behavior of leaders (Edelman 2004). Considering the changes required for effective CSR implementation, it is crucial to follow up on how changes could be most actively done.

Past researches indicated that it is not easy to introduce and make change in corporations because of which most of the instructions and ways of change were unsuccessful in bringing needed results. However, more current research points out that there are other ways of thinking about and coming to change which is most of the time directs to greater favorable results. Change could be a linear process and should be done from the upper level of corporations and made uniformly across all levels in reference to specific plans (Kotter 1998; Hammer & Champy 1999; Duck 2000).

3. Methodology

In this chapter, the research design used to conduct this study is presented. In addition, the methodology used in accomplishing the paper, how the data is collected and analyzed are well explained. Moreover, the trustworthiness of the thesis paper seen in terms of its credibility, transferability, dependability and confirmability are also described.

3.1. Research Design

A research paradigm was considered important in the design and choice of research methodology. Two most common referred and mostly used in research design are the positivism and interpretivism. Positivism backs a deductive process and reaches to the results through understanding and making clear of general ideas. On the other hand, interpretivism, which aids the inductive process, makes use of already established theories for the sake of understanding the situation or circumstances (Collis & Hussey 2014). In this paper, the interpretivist approach, which supports the inductive process, was used in order to have a deeper review and understanding of the business habitual ways of accomplishing job activities and thereby have a full outlook of business practices and link with the theoretical framework described in the research paper. Dubois and Godde (2002) pointed out that inductive reasoning merges the empirical data with the theoretical aspects of the topic concerned.

A qualitative research approach was chosen to do this research paper. The motive for choosing the qualitative approach is because, corporate social responsibility, primarily centers around business practices and the ways of day-to-day operational activities, which requires a researcher to understand the business practices through interviews rather than using quantitative methods. Hence, the qualitative research method looks to be useful and the right approach for this study. Qualitative research approach is suitable when researchers are primarily interested in knowing and understanding of some circumstances or occurrences (Easterby-Smith et al. 2015). A qualitative approach makes significance in bringing out information by allowing the researcher to get more opportunity from the responses obtained by asking relevant questions for better clarifications in order to accomplish the research paper. This paper is conducted through a single case study of Karlstad's bus department which is part of

Karlstad city municipality (Karlstad Kommun). A case study is defined as “*a research strategy that focuses on understanding the dynamics that are present within single settings using different approaches in order to get a deeper knowledge* (Collis & Hussey 2014). The motive of choosing a single case study is to enable the researcher to see at the ground the real practical challenges encountered during implementation of CSR and approaches adopted to overcome such challenges. Yin (2003) pointed out that doing a case study would make researchers to observe the bigger picture, which are useful and have substantial results regarding circumstances of practical life that guides to an in-depth studies and analysis.

3.2. Data Collection

For this thesis paper, data were collected through primary and secondary sources. Primary data consists of interviews and published documents of the company and the company’s websites. Bryman and Bell (2015) pointed out that primary data are facts found out from original sources by means of telephone, interview or through observations. Moreover, it was clarified that information obtained through primary means are unbiased facts (ibid). Secondary data were collected from scientific journal (articles) and textbooks, which helped as an initial pilot study for developing the theoretical framework and develop interview questions. The primary data collection process was done through structured interview with three employees of KBD who work with CSR. The interviews were conducted with Mathias Lindgren (Business Development Manager); Anders Dyberg (Head of operations), and Emma Rönnbäck (Operations Developer /Verksamhetsutvecklare). The interview was done at Samhällsbyggnadshuset (City building house) located at Gustaf Lovéns gata 30, post code- 65226 Karlstad, Sweden. The interview that lasted between 48 to 60 minutes was conducted on a one to one basis with each of the three KBD employees on three different dates and time (see Tabell 1 on pp.16 for details). The interview was semi-structured such that the interview questions were designed for the same purpose of the paper that aimed to get answers for the two formulated research questions. Each of the interviewee were asked the same questions in the same order as it is prepared (see Appendix A. Interview Questions on pp. 46 for details). Moreover, all of the interview conversations were recorded upon the consent of the interviewee. According to Bryman and Bell (2015), semi-structured interviewing was seen specifically valuable in discovering out of an in-depth elaborated observation of a case study. In addition, semi-structured interview could make the researcher to be open minded about his expectations from the interview so that the ideas and theories

can come out of the data. The questions are open-ended questions in order to get a broad and deeper answers to the questions rather than a ‘Yes’ or ‘No’ type of questions. Esterby et al. (2015) pointed out that open-ended questions could make the interviewee to talk freely and explain issues in detail.

Tabell 1: Interview Summary

Interview Summary						
No	Name of Interviewee	Position	Interview Date	Interview Time		
				Start	End	Total Minutes
1	Mathias Lindgren	Business Development Manager	April 17, 2018	10:00	10:48	48
2	Anders Dyberg	Head of Operations	April 20, 2018	13:30	14:27	57
3	Emma Rönnbäck	Operations Developer	April 26, 2018	10:00	11:00	60

3.3. Data Analysis

The analysis of qualitative data has several difficulties to positivist and interpretivist researchers (Collis & Hussey 2014). Miles and Huberman (1994) present three continuous flow of activities as a means of analysis of qualitative data.

Data reduction: At this stage, the data analysis is made through selecting, omitting, compiling and arranging qualitative research information (Collis & Hussey 2014, pp. 157). Under this research paper, the interview information and secondary data were shaped and explained to enable the researcher to answer the research questions.

Data display: This is the concise of collected information in a blueprint form, which can allow the user to see the bigger picture and reach to a genuine conclusion (Collis & Hussey, 2014, pp. 159). The collected information is examined by using the keywords obtained from the theoretical framework as an important tool, which helped in analysis and explanation.

Conclusion and verification: The findings of the study using the keywords were verified (triangulation), examined and explained from the interview

information got from interviewee, which is in accordance to Corbin and Straus (2008) argument on explaining and describing of qualitative method results.

3.4. Trustworthiness

According to Eisenhardt (1989), qualitative research could be assessed for its goodness by means of trustworthiness of the research. In order a thesis paper become of importance and of a superior standard it is expected that the research to have relevance, credible and that draws attention from others (Easterby-Smith et al. 2015). The four major standards for making a judgment on the quality of research are credibility, transferability, dependability and confirmability (Bryman & Bell 2015).

3.4.1. *Credibility*

Credibility deals with the internal validity of the research. Credibility is concerned with “*the integrity of the conclusions that are generated from research*” (Bryman & Bell 2015 pp: 50). Results obtained from a research that meets credibility criteria has facts and are in line with reality (Shenton 2004). Having multiple interviews with three different staff members working on CSR, getting their perspective views and ideas are considered as a triangulation, and therefore by applying such way credibility could be ensured.

3.4.2. *Transferability*

Unlike credibility, which concerns with internal validity, transferability mainly looks at the external validity of the research. The issue with transferability is whether the outcome of the research could be generalized and could give same results for other similar type of researches (Bryman & Bell 2015). Shenton (2004) pointed out that the transferability criteria is when a result obtained from a research could yield same result and get adopted in other circumstances. However, the idea of transferability remained as a point of argument among scholars in that it seems hard to accept that results could be generalized and some scholars even argue that transferability is impossible for the mere reason that qualitative studies are pertinent to a few number of people under specific circumstances and therefore conclude that transferability have no relevance. Shenton (2004) argue that such criticism can best be overcome by giving detail information in regard to the research examinations made particularly time of study and circumstances under with the study is conducted. The researcher has made all possible efforts in showing and disclosing all detailed information obtained through the interview and from secondary information.

3.4.3. *Dependability*

The issue of dependability is whether the current results obtained during a particular period of research could likely provide the same outcome at other times. In other words, it concerns with the reliability of the research results irrespective of the time difference whether it could yield same results or not (Bryman & Bell 2015).

3.4.4. *Confirmability*

The point of confirmability refers to the quality of being objective, impartial and absence of bias (Bryman & Bell 2015). In this research paper, the researcher used both internal and external means of information in order to examine the reliability of the information. Moreover, the research work was completed without any external influence. This is in line to Kirk and Miller (1986) argument, which explains that end outcomes need to be free from bias and other external situations that could otherwise possibly influence the final findings.

4. Empirical Study

In this chapter, the empirical findings of the conducted case study of KBD are presented. The responses from the interview questions obtained from the three interviewees, who are responsible for business development and operations staff are elaborated in detail. The answers obtained to the interview questions from the three interviewees (The Business Development Manager, Operations Manager and Operations Developer) are summarized and presented in this chapter. The CSR practices i.e. the department's practice in preparation of integrated reporting; its investment decision and stakeholders' engagement are discussed as sub sections under the heading -KBD CSR practice. In addition, the benefits realized from the use and implementation of CSR together with the challenges encountered during actual implementation process are described in detail. Approaches adopted by KBD in overcoming those challenges are also explained and included under this chapter.

The collected empirical data from the interview of the three interviewees of KBD's employees are summarized and described. During the interview session, the interview questions (see Appendix A. Interview Questions on pp. 46 for details) were answered, broadly discussed and a further follow-up for some clarifications were later done through e: mail. The interviewees were responsible for short and long-term future planning and implementation of CSR related projects as well as in ensuring current systems are properly functioning for taking care of social responsibility and ensuring business sustainability in accordance to the set out strategic planning document.

4.1. CSR Practice in KBD

Karlstad bus department is a part of Karlstad Municipality (Karlstad Kommun). Since KBD is a communal division of the city council, it has already quite rigid rules table and laws that require KBD to follow in regard to transparency and accountability. In addition to the rules and laws, there are political goals that takes care of the environmental and social responsibilities. Therefore, most of the CSR key figures for KBD are already governed by other rules. The city municipality (Karlstad Kommun) has a strategic plan with four target areas. Rönnbäck¹ explained that *"the four target areas of the strategic plan are, a municipality for everyone, a knowledge and growth of municipality, an environmentally friendly municipality and being an attractive employer."* The first target area, a municipality for everyone

¹ Emma Rönnbäck Operations Developer Karlstad Bus, interview on the 26th of April 2018.

is more of the social aspect, which is one pillar of sustainable development. The second target area, a knowledge and growth municipality is more of the economic growth and the third target area, the environmental friendly municipality is concerned with the environmental part of sustainable development. The fourth area, which is the municipality as an attractive employer deal with the municipality's mission as a job provider. This means that, in their strategic planning, the municipality has incorporated the three pillars of sustainable development that are social responsibility, economic growth and environmental aspects. The strategic document is the guiding principle that KBD should work with in day-to-day operations in compliance with set out rules and regulations to achieve sustainable development. Lindgren² elaborated that *“the CSR compliant strategic document provided by Stadsbygnadsnämnden incorporates the social, environmental and economic aspects which are crucial for sustainable business development. As an example, several years ago, it was decided by Stadsbygnadsnämnden that KBD should leave out fossil fuels.”*

KBD gets its directions from 'Stadsbygnadsnämnden' (City Council), where there are politicians, who set KBD's future directions, decide and provide budget as well as make strategic planning. Even though, KBD does not have a defined CSR business practice, the strategic directions provided by 'Stadsbygnadsnämnden' (City Council) is CSR compliant and it automatically takes into consideration all the three pillars of sustainable business development i.e. social, environmental and economic aspects. Since KBD has only city traffic and not regional traffic it is easier for KBD during implementation as regional traffic has to take into consideration a longer distance. Taking as an example, earlier years, city council has decided that KBD should leave out fossil fuels and switch on to biogas buses. In light to the strategic planning given by the city council, most of today's buses are biogas. In addition, there are three fully electric buses as well as one hybrid bus. Moreover, as per the strategic plan, there will be future improvements in the infrastructure.

The improvement in infrastructure is part of KBD launching of a new system that is called "Snapt Linje" (Fast line). Four new articulated buses or longer buses will provide service along the 'Fast Line' and all the buses will be electrical which a driver will drive. The buses along the 'Fast Line' will operate between Karlstad's main square (Stora-Torget) and Rud neighborhood. This fast line will

² Mathias Lindgren Business Development Manager Karlstad Bus, interview on the 17th April 2018.

start in December 2018 and it is expected that buses could arrive on bus stops on every five or six minutes.

The long- term strategic plan is that all new future buses that are coming will be electrical which eventually leaving out the biogas buses. The existing contractual agreement between KBD and the partner – “Keolis” (an operator), a French company that drives all the traffic in Karlstad, will expire in 2025. This means that the buses that KBD has at present will continue operating until the year 2025. After 2025, KBD will fully operate with electrical buses. Lindgren³ added that, *“The future prospect of changing completely to electric buses, is hopefully a start of a bigger system. Furthermore, the new plan is that it will be a little bit longer distances between bus stops which means minimum bus stops so that the travel time could be faster and at the same time opening all doors of the new articulated buses to be used both as entrance and exit points. The articulated buses will have four doors to facilitate passenger in and out instead of three doors as it uses now. Therefore, passengers will be allowed to enter on any of the four doors that will be much faster and the travel time could be reduced. To avoid cheating, there is a plan to have more controllers and inspectors that go out on these lines and hopefully the cheating could be reduced.”*

According to the plan, there will be a charger at the end of final stations. On every trip destination point, buses will charge for approximately 3-4 minutes before continuing to next destination. Currently, KBD has electrical buses that have ‘plug in’ charger system which is not a convenient. However, the upcoming four new electrical buses will have a new charger system which is called ‘Pantograph’. A pantograph is a bottom-up charging mounted on the roof of a bus. This new charging system is expected to be much more convenient to the driver as the driver need not go out of the bus and plug in the cable for charging.

In addition, along the line from Karlstad’s main square to Rud neighborhood, buses will have priority over other cars along the road. To accomplish the complete expanded network of developing three lines, the work will take some time (long-term plan) which may be 20 or 30 years (rough time schedule). The detailed plan is that, besides the above stated three lines, there will be complementary lines, with self –driving vehicles which could go to hub, drop off passengers, and then return so that they can just bring people to the larger hubs of the main lines. With such facilitation, the smaller areas of the cities will not go all the way to Karlstad’s main square. Rönnbäck⁴ further pointed out that

³ Mathias Lindgren Business Development Manager Karlstad Bus, interview on the 17th April 2018.

⁴ Emma Rönnbäck Operations Developer Karlstad Bus, interview on the 26th of April 2018.

“KBD by being ‘socially responsible’ ensures that newly built neighborhoods get the necessary transport service to the inhabitants of the areas and make more people to become service users through better time schedule, easier and safer travel time as well as many things that make passenger to choose Karlstad’s bus as a service provider.”

Karlstad bus dept. is not only concerned on the economic aspect of rendering services and get economic income but it is also socially and environmentally responsible for a common goal of sustainable business growth. Dyberg⁵ explained that *“KBD implements CSR through both the harsher laws and through the political goals taken by the politicians. The harsher laws mean that KBD is required by law to be completely transparent when compared for example with a private company.”* KBD is governed by both the law as written in text and by what is expected from KBD when it comes to the public. The public expects higher standards of service and hence, KBD have both the judicial and the public scrutiny. The political goals are those that goes far beyond what is required by law. While they do not automatically reach the CSR goals, they are usually and gradually bringing KBD into the right direction.

Karlstad bus dept. is always working to have more people to become users of transport service by doing a better time schedule, make it easier to travel with KBD and finding technical solutions problems. Therefore, KBD is also working in introducing electric buses instead of diesel as what was used before. These days, there are biogas which is in the strategic document that aims to be fossil free municipality in the future and KBD is part of this mission. The strategic document also indicate that KBD should reduce the traffic noise. Therefore, the electric buses are quieter which is also a part of a better environment to live in when it is quieter. Moreover, a lot of KBD responsibility is to make sure that people could travel to work easily. This is because it makes Karlstad city an attractive city when users travel and reach faster on schedule, get a job with good bus service facilities and move easily within the city and around the region. Therefore, there is a lot of connection with the region and KBD works a lot to make sure that people from nearby cities can travel to Karlstad city for different purposes be it like to study at the university or get a job inside the city and even to settle down in Karlstad.

Karlstad bus dept. on its own does not have research and development (R&D) department. However, KBD has several collaborations with Karlstad University when it comes to research and development. KBD, is part of many projects in

⁵ Anders Dyberg Head of Operations Karlstad Bus, interview on the 20th of April 2018.

developing the public transport nationally in Sweden and as well as other cities. KBD has connections with the academic world such as Karlstad University, Lund University, Chalmers, Blekinge Tekniska University and other city bus traffic department such as Väst Trafik of Västra Gotland region. The upcoming bus rapid transit (BRT) project called 'Fast Line', which will be launched at the end of this year 2018, is the result of getting in collaboration with Karlstad University. On service development aspect, technical solutions to users' problems are one part of KBD success. KBD have the real-time system and after summer of this year, KBD will be launching a new system where service users could be able to see the location of buses at any given point of time by using an application in mobile phone.

4.1.1. ***Integrated Reporting***

Karlstad bus dept. prepares integrated report i.e. it reports on both financial and CSR narrative operational reports (see Appendix B. Integrated Report on pp. 47 for details). *Dyberg⁶ stated that "providing only a financial report would not give anything because it is already transparent"*. The report is regularly prepared and reported to the politicians who are interested and concerned most of all for protecting the environment. Therefore, KBD should report to the city council regarding its activities both on financial matters, social and environmental aspects. The most important reports for KBD are reporting to both the public and to the city council. The reports are on the environmental status, the vehicle fleet status and travel status both regarding to numbers of passengers and percentage of their own time deliveries. Moreover, KBD produces both the monthly report that is compared with the operator's (Keolis) monthly reports and quarterly reports that are reported to the city council. In addition to these, there is yearly report and all reports are integrated. In this report, it is indicated on reductions of Carbon dioxide (CO₂) emissions and on how KBD is working with the strategic planning reported both quantitative and narrative reports. KBD is also doing regular reporting to stakeholders for transparency, updating of operations and jobs accomplished in order to build trust among the various stakeholders.

4.1.2. ***Investment Decisions***

Karlstad bus dept. considers CSR in its investment decisions. This is because CSR makes the bases of KBD operations and therefore KBD has always to take CSR into consideration. There is no a single factor in CSR that KBD skips when

⁶ Anders Dyberg Head of Operations Karlstad Bus, interview on the 20th of April 2018.

it comes to business decisions. In light to Stadsbygnadnämnden (City council), strategic planning KBD should reduce carbon dioxide emission amounts. Accordingly, there is a plan to make high investment cost and completely switch to electrical vehicles. In addition, there is also consideration at improving the bus stop places in which more and more of bus stop areas are re-built to get easy accessible bus stops so that people with disability can easily board into the bus. Moreover, there will be announcement of bus stop location both inside and outside of the bus stops so that people with disability will easily know when the bus arrives. KBD department combines both cost and its compliance to CSR when making investment decisions because KBD's revenue is tax financed.

4.1.3. *Stakeholders' Engagement*

Karlstad bus dept. engages effectively with all stakeholders. Keolis, a French company owned by the French country, works in a partnership with KBD. Keolis is the company that hires all the bus drivers and coordinates all the traffic. KBD engages dialogue with various stakeholders i.e. employees, donors (city municipality and other government authorities), working partners (Keolis), customers (public) and institutional organizations for purposes of funding and research programs. KBD has around seven to ten meetings with its operator - Keolis on every week. Taking as an example, for the project of 'Fast Line' between Karlstad's main square (Stora Torget) and Rud community, it is expected that the project will be finished by the end year of 2018. In order to provide funding for this project, the transport authority (Trafikverket) has required KBD to meet some demands in which case upon meeting those demands the full funding will be provided to KBD. Part of these funding will be for the new central station (Resecentrum) i.e. the current Karlstad bus station will be combined with Karlstad central station in order to be easier for train passengers and bus passengers to simply transit with less transit time.

Karlstad bus dept. also makes good contact with the public all the time. Dyberg⁷ stated that *"without public support KBD could not get a working public transportation system."* KBD is working hard to satisfy the public by meeting their needs so that the public can find it easy to travel with Karlstad bus. For this purpose, KBD is making a lot of advertisement to provide information to users on service developments and new service innovations. KBD would like to ensure that the environment goals are met and find technical solutions for passenger needs. There is regular advertisement on services innovations, among others it includes

⁷ Anders Dyberg Head of Operations Karlstad Bus, interview on the 20th April 2018.

different ways of paying or buying bus ticket (Swish, Mob-App, Self-service out door machines, at bus stations counter and at shops) and other on -line technical solutions. Therefore, KBD tries to engage the public both on social media and in the traffic through TV that are present inside buses. KBD have some marketing campaigns in trying to make KBD as visible as possible in the city. KBD through its engagement has already built trust among the public. The city council have positive outlook about KBD when it comes to market brand. KBD, has many connections with other traffic companies in other cities, with public transport authorities and is exchanging knowledge and experience.

4.2. CSR Benefits

Corporate social responsibility is not only benefit for KBD but it is the basis for KBD complete operation. This is because KBD's mission is to be socially responsible by ensuring that the mass transit infrastructure in the city works. This is because the mass transit infrastructure is one of the most important aspects of European cities especially of the size for Sweden. The benefit of CSR to KBD is having a much more descent, quieter environment with less noise. The noise reduction in the environment is even expected much better in the city when electric buses replace biogas buses and is considered as a beneficial to the environment and the society. In addition, there is a long-term benefit of having less running cost even though the initial investment cost for buying electric buses is high. Besides less running costs, the environment is conserved and there is less pollution as well as the carbon dioxide emissions could be reduced overtime. It is hoped that much benefits could be obtained when the new articulated buses (longer buses) are fully operational and the new electrical buses will be much better than the electric buses that KBD is having at present. This is because the three current electric buses that are equipped with 'plug in' charger system have some problems and the charger system is not convenient to the driver. However, with the coming of new electric buses that will be equipped with the new technique called pantograph, it is expected that the charging system could easily charge buses from the top roof of the bus and requires less time for charging. This could contribute on making buses to be more effective unlike the current electric buses, which requires the driver to stop and charge the bus through a plug-in technique. The new buses were proved in Amsterdam, Holland and it was found that the buses are good and efficient. Therefore, it is beneficial to have those bus brands which are environmentally friendly.

Nearly 5 or 6 six years ago KBD changed the whole fleet to biogas buses. Hand in hand with the biogas buses, KBD started a small project with three small electrical buses that are currently giving service in Karlstad city. This is a good start to have a good basis for the future research in exchanging the whole fleet to electrical buses. KBD could never have any development both when it comes to citizens or to businesses if the mass infrastructure system could not work. Therefore, the overall development is a benefit to KBD as the social responsibility is the core and the basis for KBD mission. Since KBD has only city traffic and not regional traffic it is easier for KBD during implementation as regional traffic has a longer distance to take into consideration.

The difference between electrical buses and biogas buses is in investment cost. While the former requires high investment cost, the latter requires less investment cost which is approximately half of the cost of electrical buses. However, electrical buses require lower running and maintenance costs than biogas buses. The prospects of fully electric buses, is hopefully a start of a bigger system. This prospect will expand up to the university as a first trip and then go to west from Karlstad's main square to Bergvik shopping mall (Bergvik Köpcenter). The number of bus stops along the destination is not yet known. However, the distance between Karlstad's main square (Stora Torget) and Rud community taking it as an example will be roughly ten bus stops. According to the plan, the distance between bus stops will be a bit longer so that the travel time could be faster. Moreover, all four doors of the new articulated electrical buses will be used for entrance as well as exit points. The articulated buses will have four doors instead of three doors as it uses to be now. Therefore, passengers will be allowed to enter on any of the four doors and it will be much faster and the travel time could be reduced. To avoid cheating, there is a plan to have more controllers and inspectors that go out on these lines.

4.3. CSR Implementation Challenges

Karlstad bus dept. may not probably face the same challenges as private company face when implementing CSR. Dyberg⁸ pointed out that "*For KBD, the financial difficulty is the number one challenge when implementing CSR practices*". This biggest challenge in implementation of social responsibility is because of CSR economic demand of high investment cost. Taking into consideration the three aspects of CSR, i.e. social, economic and environment while ensuring that KBD to be on a sustainable line map of a service traffic that meets the demand of the

⁸ Anders Dyberg Head of Operations Karlstad Bus, interview on the 20th of April 2018.

city, the high cost requirement to meet CSR demands is the main challenge. Lindgren⁹ said that *“since, KBD is part of the municipality, CSR issues are more prioritized matters and often politicians see it as an important question to be addressed to ensure that KBD meets the required high investment costs.”* Moreover, the city council that provide funding to KBD has a lot of trust on KBD because of KBD’s transparency and its operational activities. Nevertheless, KBD are not allowed to spend too much money as its budget is funded from government funds and should consider balancing between the three aspects of CSR.

KBD does not have the challenge of financial resource to train staff on CSR practices. Moreover, KBD does not have the challenge of intense competition with competitors, as KBD is the only transport industry operating in the urban area of Karlstad. Therefore, KBD is not afraid of competition as there are no competitors, which provide service to the public apart from KBD.

Karlstad bus dept. does not have challenges of lack of support from the government; instead, it has full support from the government and other city departments for getting investment funds. Dyberg¹⁰ explained that *“even though there is a great support from the government and other government authorities, there are some judicial problems whereby current society needs requires to be updated in the law text. In other words, the law text is not modern and is not written taking into consideration today’s society demands”*. For example, there is a lot of limitations on what type of buses KBD should use concerning bus length, its width, and number of passengers that a bus should accommodate. This is the only part when it comes to the government support which is lacking. Apart from this un-updated law texts, KBD gets all financial aid and other support needed from state departments and research institutions.

In CSR implementation, challenges in changing mindset of actors from the traditional practice (old way) of doing thing to new systems is not a challenge to KBD and if there is any, it could be easily solved. For this purpose, KBD has always an up-to-date guidelines and documents stating how work should be accomplished. For example, in the case of changing from biogas to the present three electric buses, drivers are required to charge electric buses at final bus stops before moving to next destination. In such instances, there is no challenge from the part of drivers to understand and adopt to this new system. Moreover, the new practice is best suited to the workers union demand for drivers to have

⁹ Mathias Lindgren Business Development Manager Karlstad Bus, interview on the 17th April 2018.

¹⁰ Anders Dyberg Head of Operations Karlstad Bus, interview on the 20th of April 2018

short time brakes and availability of facilities (toilets) at the end stations. However, in some instances there are some challenges when it comes to seeing clearly the big picture on how new systems could be beneficial over old systems. For example, changing from diesel to electricity buses, it looks a very good idea. But, changing from biogas to electricity buses, it does not seem that much advantageous unless it is realized that the maintenance and running costs of electricity buses are minimum over biogas buses. Therefore, as people differ in their thinking, it is a challenge to bring people together to a common understanding and mindset. This is because some actors think biogas is better than electricity and others think vice versa which means that difference in thinking could jeopardize long-term benefits because of failure of not seeing the big picture.

4.4. Approaches used in overcoming Challenges

Referring to the greatest high implementation cost challenge that was earlier mentioned i.e. when it comes to balancing the environmental and social responsibilities towards the economical responsibility, the measures taken to overcome such challenge is that, KBD continuously communicating with the politicians of current situations and to ensure that the politicians are fully aware and knowledgeable of the ways mass transit systems works both throughout the country and in Karlstad. Dyberg¹¹ elaborated that “KBD, has quite a good situation and record when it comes to its efficiency because for the last ten years KBD has been at the top score in every measurable variable when it comes to the mass transit system in Sweden”. This sound results gave KBD a good picture and make it very easy to communicate and explain to the politicians when there is a need for more funding i.e. increase in budget or for better help from other government departments. The communication needs to be kept up all the time because the politicians change and political parties could also be changed. Hence, KBD through continuous communication as its main responsibilities ensures that effective public transportation system keeps on working. Therefore, to overcome CSR’s high implementation challenges, some additional funds are provided by other government authorities. For example, the ‘Swedish Energy Authority’ provides partial funding i.e. around 15%-20% of the total costs of buses. Moreover, for purposes of developing the planned “Fast Line” between Karlstad’s main square (Stora Torget) which is center of town to the Rud neighborhood, KBD will get funding for the project from Trafikverket (Road

¹¹ Anders Dyberg Head of Operations Karlstad Bus, interview on the 20th April 2018.

transport authority). This funding is almost half of the investment cost to be used for the infrastructure work such as the maintenance of streets and bus stops. This is a huge support which Karlstad Kommun could have not done this investment alone. At present, the overall economic situation of KBD is quite good but when there is less tax income in Karlstad, it will be a different scenario and KBD could then rely on the state economy in general.

Changing in business practices from the old system of business practice to the new CSR oriented business practice is not much of a challenge for the workers in adopting to new systems. In old system business practice, buses could start service in early morning and operate all day without filling up fuel for the rest of the day. However, with the new electrical system, buses could run 30-40 kilometers, and later it should charge for additional electric energy before proceeding to next destination. This is not a big challenge for the drivers to adopt to the new system because communication and explaining the procedures is one part in making KBD staff to understand why things are done the way it is done and what difference it makes than the current existing system.

5. Discussion

In this chapter, discussions based on the empirical findings of this case study in light to the literature framework developed in chapter two which centered around the aim of the study as well as on the two formulated research questions and interview questions are interpreted and described in detail. A Thorough discussion is done and presented on KBD's CSR practice that include integrated reporting, investment decisions, stakeholders engagement, CSR benefits as well as challenges encountered in CSR implementation. In addition to these, approaches used to overcome the challenges are also presented.

The main aim of this study is to assess the challenges, which potentially could be encountered during the actual process of implementation of CSR in achieving of sustainable business growth. For reaching to this objective of the study, two research questions were formulated in order to accomplish the study. While the first research question assesses on encountered challenges, the second research question examines on approaches used to overcome the challenges. By using a single case study method of Karlstad bus dept., the researcher has conducted structured interviews with three CSR responsible staff of KBD and has used the collected information as a primary source of data in order to come up with empirical findings.

As mentioned in chapter one, the motive for selecting KBD as a case study is that Karlstad city is growing fast and soon it is expected to be home for 100,000 inhabitants (KKMa 2018). Hand in hand with this expansion, it becomes clear that KBD should play an important role in fulfilling public transport needs as well as in developing transport facilities that complies with the vision statements stated in the strategic planning document which are- a municipality for everyone, a knowledge and growth municipality, an environmentally friendly municipality and an attractive employer (CTYPOP 2018).

The findings indicate that, even though CSR business practices were not defined and documented by KBD, the operational activities of KBD reflect CSR business practice. Stating the operational activities, it means that KBD does its business and considers- 1) CSR in its investment decisions, 2) active engagement with all stakeholders and 3) regular preparation of integrated report by becoming more accountable and transparent. The active engagement with stakeholders is an indicator that CSR is not a one-man business rather it is a

teamwork. Hence, CSR activities should not be left only to CEO's of a department or an organization. KBD, by rendering services is not only concerned on economic gain but it is also socially and environmentally responsible in all aspects of its operational activities to achieve a common goal of sustainable business development. The strategic directions given by Stadsbyggnadsnämnden (City Council) is CSR compliant and it automatically takes care all the three aspects i.e. social, environmental and economic parts into consideration. KBD is always working towards having a more attractive city by providing best services. Therefore, Karlstad bus dept. considers and balances all the three aspects (economic, social and environmental) of sustainable business development. This is in line to Enquist et al. (2006) argument that states, the unification of social, environmental and economy are the three building blocks for sustainable growth.

The strategic plan document is that, as Karlstad city grows and increases in population, efficient and effective transport facilities could make Karlstad to be more attractive so that people could choose the city as a place to live and work. The strategic plan is an important document to KBD in working towards achieving a vision of becoming an attractive employer as well as a greener city with environmentally friendly electric buses. This operational activity of KBD that cares our environment is in line with Raine et al. (2015) argument that states conserving and protecting the environment is vital for future generations in fulfilling the coming generations' needs.

Karlstad bus dept., as part of the urban management is playing its role in becoming socially responsible and in meeting current needs of the public and in return, it is getting the benefits of an increasing number of service users. Such effective and efficient services is good for the whole region and for the job market. The advantage is about people's mobility at ease and getting the possibility to work or live in different areas of the city. Now, there are some challenges on how to go with electrical buses because KBD is at its initial stage of introducing electric buses and there is lack of developed standards. KBD will be able to learn many lessons with new four coming buses in December 2018 before the new tender comes in the year 2025, which replaces all present biogas buses to electrical buses.

Karlstad bus dept. is accountable and transparent in every aspect of its operations. For this purpose, KBD prepares regular integrated reports to the authority i.e. City council, City Municipality and National government (see Appendix B. Integrated Report, on pp.47). The concerned authorities, review

the integrated reports and cross-check whether accomplishments and achievements are in accordance with the stated goals that are stated in the strategic plan document. Moreover, KBD is socially responsible and therefore it considers CSR during investment decision. For example, in acquiring new vehicles or technical equipment, KBD considers the economic (cost), social benefits and the environment (emissions) aspects. Since part of KBD income was funded from taxes, KBD takes responsibility and is accountable for all expenses. For this purpose, prior to any purchase and when making investment decisions, KBD makes a very detailed specification of required items which complies with the environment and also considers both cost and social aspects.

The results further reveal that, Karlstad bus dept. faces challenges in implementation of CSR. Sun and Price (2017) argue that Corporations' encounter challenges in CSR implementation. KBD's biggest challenge faced during implementation of CSR was the high investment cost of CSR. This is in line with Jonker and Witte (2006) argument that the main reason of challenges in practical operations during CSR implementation is that CSR requires high cost and lack of corporations' adequate financial resources to train employees in CSR issues. To overcome the challenge of high implementation cost, KBD continues to engage with the various stakeholders. Thus, KBD was able to get some funding from other government authorities. As an example, the 'Swedish Energy Authority' provided partial funding of approximately 15%-20% of the total funding needed for electrical buses. In addition, for the project called 'Fast Line' which is a bus line between Karlstad's main square (Stora Torget) and Rud neighborhood, an additional funding will be received from Trafikverket (Road transport authority) which is almost half of the investment cost for developing infrastructure works such as streets and bus stops. The measures taken to overcome the cost challenge was by trying to communicate with all actors about current situations and ensure that the parties are aware and knowledgeable of the ways mass transit systems works both though out the whole country Sweden and in particular Karlstad. In other words, communication and information dissemination were ways of overcoming challenges as well as making people to understand why KBD do things the way it is done and what makes a difference when a new system is devised and adopted. This is in line with Castka and Balzarova (2007) argument that states the development of organizations' CSR is not an overnight business rather it is a process that requires to follow all strategies of working in collaboration with all stakeholders. Since KBD is part of the municipality, CSR issues are more prioritized matters

and often stakeholders see it as an important question to be addressed to ensure that KBD gets the required high investment costs.

Jonker and Witte (2006) stated that the core challenge in implementation of CSR is the challenge in changing traditional business practices into CSR agenda of business practices. In the case of KBD, such challenge in changing traditional business practice is no longer a challenge because KBD always keep up-to-date guidelines and documents that state how work need to be accomplished. However, in some cases there are some challenges when it comes to clearly understand and see the big picture of long-term benefits over short-term benefits. As an example, the move from biogas buses to electrical buses may seem not important when looking only at emission rates. However, the benefits of electric buses over biogas buses is that electric buses have low running and maintenance cost than the biogas buses. In other words, the difference between the electrical buses and biogas buses is that while the investment cost in electrical buses requires high investment which is approximately twice than that of biogas buses, the running and maintenance costs of electrical buses are much lower than the biogas buses. Therefore, as people differ in their thinking, it becomes in itself a challenge until the cost benefit analysis was clearly understood and hence, KBD makes effort to bring people together into a common understanding and same mindset.

Jonker and Witte (2006) pointed out that inadequate financial resources for staff training, steady competitive tension, and inadequate backing from the government and other non-government organizations are some of the challenges in CSR implementation. However, the findings show that, KBD does not have such challenges of lack in financial resource for training employees on CSR practices nor have the challenge of intense competition with competitors, because KBD is the sole urban transport service provider in Karlstad. Moreover, KBD has a full support from the government in CSR implementation because of its trustworthiness in operational activities and transparency in reporting. Because of these factors and its effective engagement with stakeholders, KBD was able to get amounts required to accomplish its objectives. As shown in Figure 3 below on pp. 34, the stakeholders of Karlstad bus department are- customers; employees; investors; partners and institutions. Customers, in the context of KBD are the public users. These users were continuously engaged through advertisements and communication both through the TV that is available in the bus and through social media.



Figure 3: Stakeholders of KBD. Source: Own design.

This is how Karlstad Bus Department engages with all of its stakeholders. The customers are the public who are service users. The investors are the fund providers such as the city municipality (Karlstad Kommun) and other government authorities. The institutions are educational organizations (Karlstad University, Chalmers University and Lund University) in which KBD collaborates for purposes of research and development programs. Keolis, a French company, is one among KBD partners that are responsible for operational and administrative activities of the buses. Other partners are transport authorities in other cities of Sweden such as Västra Gotland traffic. As partners, there is a regular engagement in sharing of knowledge and experience.

Karlstad bus department always try to engage with service users on both social media and by the TV available inside the bus while passengers are along the traffic. The continuous engagement of KBD with the service users have made users to build trust on KBD and its services. The engagement with customers (public users) is important because without public support KBD could not get a functioning public transportation system. Moreover, such engagements, provided users with information of new service developments, service innovations as well as technical solutions for their problems. For this purpose, the city council has positive outlook about KBD activities when it comes to market brand. In working together with users, KBD are co-creating value for its services. This idea of KBD in working together with its users is in line to Vargo and Lusch (2008) argument that state value could be created through engagement with customers. Similarly, KBD also communicates actively with its investors, which in the context of KBD are the fund providers. The fund providers are the government, city council and other departmental authorities of the government. The active communication with stakeholders are in line with Enquist et al. (2006) argument that states the role of stakeholders in business success is important when stakeholders' ideas are recognized and incorporated into the strategic plans. For example, through engagement, KBD has managed

to receive funding from Trafikverket (Road transport authority) for a project of combining Karlstad's Bus Station with the Karlstad's Train Station (Rescentrum) for the purpose of easier connection and transit between train and bus passengers. Additionally, KBD pro-actively engages with its employees in order to create awareness that ensure both short and long-term objectives of KBD can be achieved. Therefore, all employees at all levels of the department are working together towards one common objective in compliance with CSR business practices. This means that there is a good coordination with short term and long-term strategic goals in such a way that current operating systems lead to long term goals. Furthermore, KBD constantly communicates with its partner-Keolis. Keolis, a company owned by the French government works in partnership with KBD. There is around seven to ten meetings between KBD and Keolis every week to ensure that the bus services are efficient and effective in providing service to the users. Keolis are the company that hires all the bus drivers and coordinates all the traffic in Karlstad. Therefore, KBD have many connections with Keolis, traffic companies in other cities of Sweden as well as government transport authorities in order to exchange knowledge, share work experience as well as updating on jobs accomplished and progress made.

In addition, in the area of research and development, KBD engages with research institutions and regularly makes service improvements and service innovations. For this purpose, KBD engages with Karlstad University, Lund University, Chalmers University and Blekinge Tekniska University. The upcoming rapid bus transit (BRT) project called 'Fast Line' that will be launched at the end of the year- 2018 is the result of having collaboration with Karlstad University. In the aspect of service development, continuous service innovation and technical solutions are part of the success for KBD. Karlstad Bus Department has at present the real-time system and after summer of this year-2018, KBD is launching a new system whereby users could be able to see the bus along the way by using the application whereby the location of the bus could be seen at a particular point of time.

The constant engagements with the various stakeholders are beneficial to KBD in the efficiency and effectiveness of rendering best services to all users and build trust upon the public by becoming reliable in services and transparent in regular reporting. This is in line to Calabrese and Lancione (2008); Wood (2010); Calabrese et al. (2013; Costa and Menichini (2013) argument that state organizations' ability and effectiveness in creating awareness that allows active participation of stakeholders is an important factor which positively impacts CSR in sustainable business development.

Regular communication and engagement with stakeholders regarding CSR issues have long-term benefits. For example, having electric buses in traffic in replacement of biogas buses could minimize buses running cost and maintenance costs even though initial investment cost of electric bus is high. Therefore, investing more money on purchasing of electric buses could be a onetime cost because over the long run the running and maintenance cost could be small which subsidizes the initial investment costs. Besides getting advantage of having minimum running costs, less pollution, a quieter city with less noise and less carbon dioxide emissions, the environment is above all is conserved and protected for future generations. Such consideration of future generations needs is in complete agreement with the Brundtland report of the world commission on environment and development (WCED 1987, pp.8), which explicitly state that future needs should not be jeopardized while fulfilling the needs of the present generation.

6. Conclusion

In this chapter, the overall concluding points of the study based on the aims of the study and empirical findings are presented. The managerial and theoretical implications or contributions of this study to the theoretical research gap as well as to other businesses in the same type of inland public transport business are described. Moreover, the limitations of this study and recommendations for future research are also included in this chapter.

The aim of this study was to assess the challenges in implementation of CSR. For this purpose, two research questions were formulated to assess the challenges of KBD and thereby examine the approaches adopted to overcome the challenges. For the study, it could be concluded that, CSR has a great resonance with the modern business habit of doing things. The need for accountability and transparency as well as environmentally and socially responsible has paved the way for corporate social responsibility in achieving and becoming more equitable and sustainable business. Hence, Karlstad Bus Dept., in its CSR business practice, prepares an integrated report, which included both financial and non-financial operational CSR reports. This report was sent on regular basis to all stakeholders who have a great interest and concerns on operational activities to follow CSR business practices mostly in protecting the environment. From the study, it was discovered that the biggest challenge of KBD in CSR implementation was high implementation cost. In addition, besides high implementation cost there were also some other challenges such as the challenge of not clearly identifying and forecasting the advantages of CSR long term benefits that could be realized in the long run by adopting to new systems than the existing old systems. The CSR long-term benefits such as minimum running costs and maintenance costs by using electric buses over biogas buses could not be easily known unless a careful review of cost-benefit analysis was done to know exactly the value of the benefits. Therefore, as people vary in their level of skills and education, it is logic that all could have different mindset, which of course becomes a challenge to bring all those minds on the same level of understanding and vision in order to achieve common goals. Therefore, this was another challenge to KBD in implementation of CSR. In addition, the judicial law texts do not incorporate current society demands rather it remained as it was previously written that took into consideration the old society demands. This means that the law text was a

challenge because it was not modern and needs to get updated so that it will reflect the present society's needs. As mentioned in chapter one, Karlstad bus is department within urban management (Stadsbyggnadsförvaltningen) in Karlstad municipality and is the only urban land transport service provider to the public of Karlstad city. Because it is the sole urban service provider, there were no significant challenges of intense competition, as there are no competitors who do similar transport services in Karlstad. Therefore, for KBD, there is no challenge of fear of competition. Unlike to some transport service providers which face a challenge of lack of support from stakeholders, the activities and operations of KBD are fully supported by the government. Hence, KBD does not have a challenge of lack of support from stakeholders nor a challenge of financial resources for training purposes for the benefits of following with CSR business practices.

The high CSR implementation cost challenges of KBD were solved through continuous dialogue with the stakeholders. Such dialogue regarding the overall KBD operations and current situations was to ensure that all concerned actors could fully understand and get the important knowledge of the ways mass transit system works both nationally and in Karlstad. Moreover, since KBD is part of the municipality, CSR issues are more prioritized matters and often government see it as an important question to be addressed in order to ensure that KBD meets the required high investment cost. During the last decade, KBD had a good performance record and getting high score measurable performance on mass transit system in Sweden that enabled KBD to solve easily the challenge of high implementation cost.

KBD continues to become socially responsible. Hence, KBD considers CSR in their investment decision and makes high investment cost in fulfilling the needs and requirements of the environment and the society. The constant engagement with the various stakeholders has benefited KBD in providing efficient and effective services thereby building trust by the stakeholders.

6.1. Limitations of Research

The author is aware that the research may have three limitations. The first is, due to short period of time in conducting this study, it was not possible to interview a larger number of Karlstad bus department employees working at different management levels and areas of responsibility. The second is, as the study was done using a qualitative research method, it is to the author's belief that a quantitative approach could have yielded more measurable analysis and

conclusions. The third is, as Karlstad Bus is a department within Urban management (Stadsbyggnadsförvaltningen) in Karlstad municipality, it is the only service provider in Karlstad. These limitations highlight that the lack in getting enough study period for interviewing more employees and collection of more data so that a broader perspective of information could have been obtained for purposes of detailed discussion and analysis of the collected data. In addition, doing this study differently through quantitative method could have allowed the author in obtaining some quantitative measurement that could have provided with more analytical analysis, which could be supported by quantifiable outcomes. Moreover, Karlstad Bus department becoming a sole service provider could mean that there is no tension of completion from other similar service providers, which otherwise tough completion could have become a challenge in CSR implementation.

6.2. Theoretical Implications

Previous work on the subject had only been limited to the benefits of CSR, on how CSR could be put in business practices as well as its helpfulness to business sustainability when CSR initiatives such as economic, social and environmental aspects are incorporated into the strategic business-planning document. However, past researches had failed to address the challenges faced in implementation of CSR and ways of overcoming those challenges. This paper contributes to this research gap that there are several challenges in CSR implementation when CSR is practiced and also approaches that should be considered to overcome the challenges.

6.3. Managerial Implications

Based on the findings of the study, the managerial implication is that other inland transport service providers can learn lessons on what are the challenges faced in CSR implementation and understand the approaches used in overcoming those challenges. In addition, from the results it could be emphasized that implementation of CSR is not a one-man business and should not be left only to company CEO. It needs to be noted that CSR implementation is a teamwork business that requires the involvement of all stakeholders, which are employees, investors, customers, supplies and the society.

6.4. Future Research

This paper is a single case study approach, which is compiled using qualitative method. For future researches, the author suggests that, a comparative multiple case study contribute with more information and better results when the study are made between different public transport companies that are located in the same city or different cities of Sweden using quantitative methodology by identifying and making some relevant measurable dependent and independent variables. In such cases, challenges in CSR implementation could be considered as a dependent variable and other five independent variables could be considered. The independent variables could be stakeholder's engagement; investment costs; emission amounts of carbon dioxide (CO₂) and carbon monoxide (CO); accountability/responsibility as well as training on CSR and research development. These independent variables could determine the value or degree of the dependent variable, which is the CSR implementation challenges. The formulation of dependent and independent variables could aid in doing correlation analysis and multi linear statistical regression analysis in finding out the best business model, which has a minimum error value that can be adopted as a model in all similar inland public transport service companies across Sweden.

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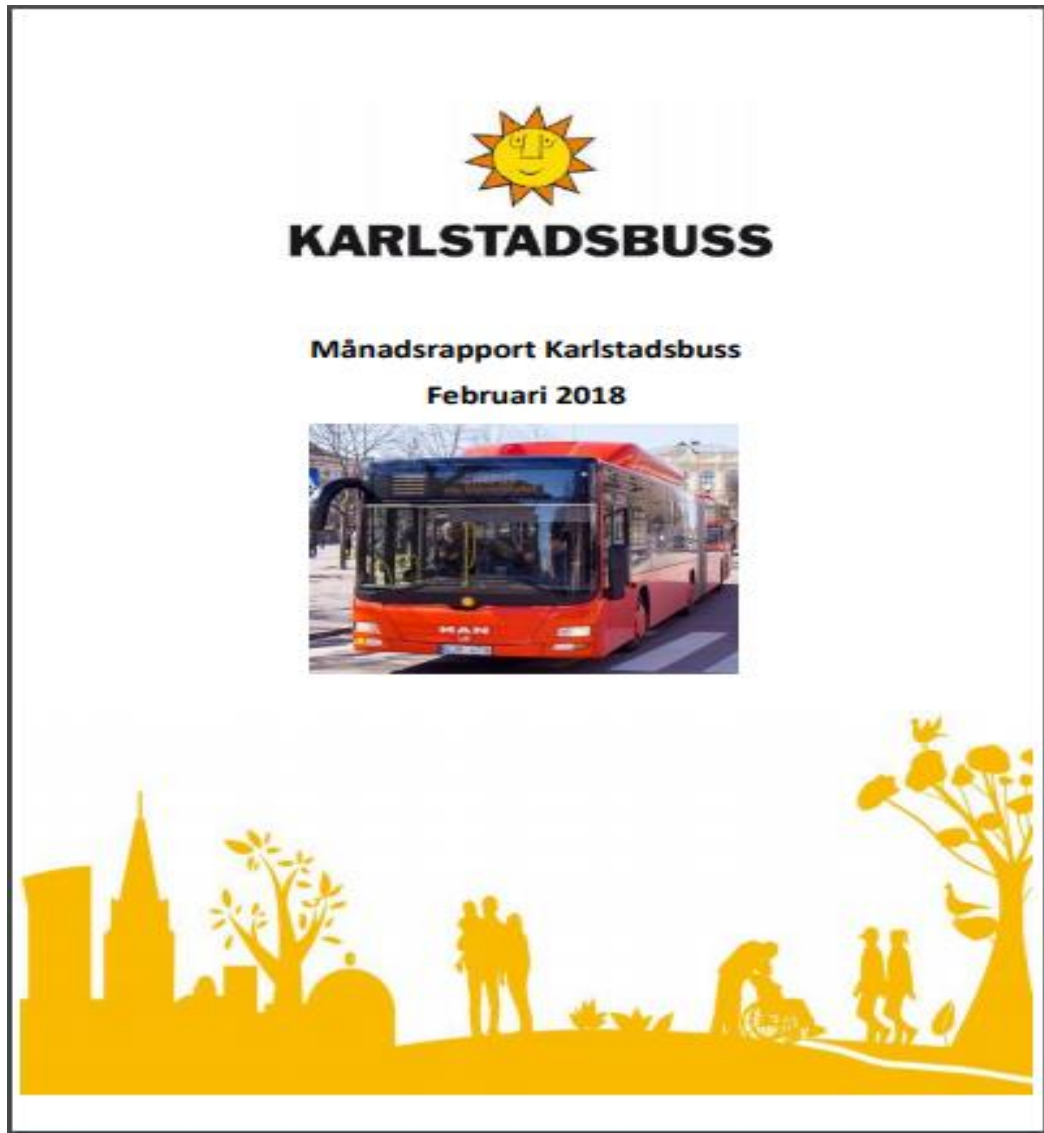
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Appendix A. Interview Questions

1. Duties and Responsibilities
 - Name:
 - Position
 - Duties and Responsibilities
2. Does Karlstad Bus have CSR business practice?
3. How does Karlstad Bus implement CSR?
4. Do Karlstad Bus produce CSR reports or integrated reports?
5. What benefits does Karlstad Bus realize by using CSR?
6. Does Karlstad Bus consider CSR in its investment decisions?
7. Are there Challenges faced during implementation process of CSR?
8. What measures were taken to overcome CSR implementation challenges?
9. How is Karlstad Bus engagement with stakeholders for sustainable business growth?
10. Does Karlstad Bus have R&D program for business sustainability?

Appendix B. Integrated Report –Monthly report



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**KARLSTADSBUSS**

1. Information

1.1 Allmänt

Året har börjat bra men också ställt oss på prov

När vi summerar februari månad kan vi konstatera att vi fått uppleva vinter. Efter ett antal år med relativt lindra vintrar har vi nu fått snö i omgångar och haft rejält kallt i ett antal dagar i följd. Detta påverkar så klart möjligheten till att hålla hög kvalitet både vad gäller tillgänglighet, punktlighet och rent och snyggt. För en del är detta en lite ny upplevelse och för andra är det vardagsmat. Så är det även för Karlstad kommuns upphandlade snöröjningsentreprenörer. Kommunen har i princip all snöröjning upphandlad och en del entreprenörer är helt nya. Detta blev särskilt tydligt efter det första större snöfallet i mitten av januari då vi upplevde att det tog lite längre tid att få undan snön än vad vi varit vana med. I ett sådant läge är det extra viktigt med återkoppling och att rapportera in saker man ser som inte fungerar men även sånt som är bra. För att bli bättre behöver vi var en "lärande verksamhet", dvs att vi ständigt och jämnt reflekterar och återkopplar vad som kan göras annorlunda och bättre. Att tvätta bussar när det är många minusgrader är ingen lätt uppgift. Här pågår dock ett utvecklingsarbete där det prövas olika sätt och metoder för att göra det bästa möjliga i en svår situation. Vi följer detta arbete med stort intresse och ser det jobb som läggs ned och är medvetna om att det är besvärliga förhållanden.

Mitt i alla prövningar får vi också goda nyheter. För tredje året i rad så är Karlstadsborna nöjdsta i landet med kollektivtrafiken. Både de som åker ofta och de som åker sällan uttrycker sin uppskattning över Karlstadsbuss. Alla som jobbar på Karlstadsbuss och Keolis kan känna sig delaktiga i denna framgång. Karlstadsbuss är i dag Sveriges i särklass starkaste varumärke för kollektivtrafik vilket byggts upp genom ett målmedvetet arbete under många år. Alla vi som idag jobbar med stadstrafiken i Karlstad har ett stort ansvar i att vi bibehåller denna position och att vi kan fortsätta att utvecklas på ett lika bra sätt framöver. Det som byggts upp under lång tid kan raseras väldigt fort. Det vi gör varje dag har betydelse för våra resultat. Jag vill rikta ett jättestort TACK till alla duktiga medarbetare på Keolis som gör ett jättestort jobb och bidrar till att Karlstad har den bästa stadstrafiken i landet!

Mvh

Mattias



KARLSTADSBUSS

1.2 Trafik

1-3 februari

Melodifestivalen besökte Karlstad.

Torsdagen innehöll aktiviteter vid Stora torget med bl.a. presentation av artisterna vilket innebar att förstärkningsbussarna på eftermiddagen förlängdes för att hjälpa ordinarie trafik under kvällen.

Under fredagens kväll och lördag eftermiddag genomfördes genrep inför publik och på lördag kväll var det sedan dags för skarpt läge med direktsändning.

Till samtliga föreställningar förstärkte vi ordinarie linje 6 och under lördagen körde vi 20 minuters trafik, mellan Stora torget och S:a Järpetan, före båda föreställningarna.

Efter samtliga föreställningar hade vi fem förstärkningsbussar på plats vid Löffbergs Arena, redo att köra skytteltrafik in till Stora torget.

7 och 23 februari

Jämställhetsforum vid Karlstads CCC. Inget som krävdes extra resurser i trafiken, men besökarna till forumet reste gratis med stadsbussarna genom att visa upp sin deltagarbricka.

14 feb

Hot Spot mässa vid Karlstads Universitet.

Vi körde tre förstärkningsbussar på linje 1 under förmiddag och eftermiddag.

15 och 17 feb

Rally Sweden.

Rally Sweden hade även i år köpt loss trafiken mellan Stora torget och Färjestads travbana. Under torsdag och lördag körde vi skyttelbussar mellan Stora torget – Färjestads travbana – Stora torget och alla resande till och från Travbanan reste dessa dagar gratis med stadstrafiken.

24 februari

Extra förstärkningsbuss beställdes till Färjestads hemmamatch för att förstärka linje 6 efter matchen.

Förstärkningstrafik

Med anledning av Västra bronns avstängning har vi även beställning av förstärkningsbussar.

Mellan 1-11 februari (vardagar) hade vi en förstärkningsbuss ute på förmiddagen och tre förstärkningsbussar ute på eftermiddagen.

Från 12 februari (vardagar) är det två bussar ute mellan kl. 07:00-18:00 och ytterligare en buss ute mellan 15:00-18:00 för att hjälpa försenade turer på linjerna 2,5 och 8.

Under sportlovet var tiderna för förstärkningsbussarna justerad.

Vägarbeten:

Västra bron

Från 29 januari stängdes Västra bron för tung trafik. Linjerna 2,5,8 och 57 fick då omlagd körväg via Våkenäsgatan (2,8) – Hamngatan (2,5,8,) – Drottninggatan (57) - Järnvägsgatan (2,5,8,57). Hållplatsen Länsstyrelsen stängdes, hållplats Residensorget flyttades till hållplatsläget utanför Teliabutiken och hållplats Centralstationen angörs för avstigande av linjerna 2,5 och 8 i riktning mot Centrum.

Haga- Nygatan

1 februari startade ett VA-arbete på Nygatan, vilket gjorde att linjerna 11, 63 och 52 hade omlagd linjestreckning. Hållplatserna Hagatorget (11, 52, 63) och Karlstad CCC (11) stängdes för trafik och resande hänvisades till tillfällig hållplats på Ö:a Kanalgatan.



KARLSTADSBUSS

1.3 Teknik

I slutet av februari var representanter för Karlstadsbuss, Keolis och Kommunal på plats i Belgien hos VDL för att fastställa de sista detaljerna kring specifikationen av bussarna. Vi tittade dels på sådant som rör våra kunder såsom placering av kortläsare och busstvskärmar, materialval för väggar och tak, dels detaljer i förarmiljön som till exempel placering av knappar, reglage och skärmar för dörrövertäckning. Mottagandet och samarbetsviljan hos VDL var absoluta toppklass och känslan när vi åkte därifrån var att vi kommer att få fyra mycket fina bussar till Karlstad framåt hösten/vintern.

I skrivande stund pågår det sluttaster av en ny flexibel periodprodukt som kunderna kommer att kunna ladda på sina resekort. Vår förhoppning är att vi ska kunna lansera produkten under våren, men innan dess är det en del detaljer som återstår. Mer information kommer att skickas ut till förare och annan personal i god tid innan lansering.

1.4 Marknad och kommunikation

2-3 februari - Melodifestivalen

Bakstammen stripad på 2 bussar för att puffa för deltagning 1 i Karlstad.

1 buss helstripad "Mellopartybuss" Bussen var även invändigt mellopimpad med boor samt paljett- och glittertyger och detta var mycket uppskattat av resenärerna.

13 februari - Anbarö (kundundersökning färdtjänst)

Pressmeddelande skickas ut om att Karlstadsborna och kommuninvånarna är fortsatt nöjda med Karlstadsbuss och färdtjänstresorna i kommunen och att vi ligger över riksgenomsnittet.

13 februari - Alla hjärtans dag buss

Inför Alla hjärtans dag pimpades en "Alla hjärtans dag buss" som gick i kärlekens tecken.

Utsmyckningen fick vara kvar hela veckan för att sprida lite kärlek och värme runt om i stan.

14 februari - Alla hjärtans dag

Ledare möter resenär.

Vi var ute på Stora torget samt universitetet och delade ut röda chokladhjärtan till våra resenärer.

Pratade kollektivtrafik och önskade dem en trevlig Alla hjärtan dag.

15 februari och 17 februari - Rally Sweden

2 bussar har varit rallystripade under några veckor. Vi har även haft kundvårdar på plats på Stora torget samt Färjestad för att hjälpa till så att alla besökare ska få hjälp och information för att enkelt kunna ta sig ut till eventet på travbanan.

Vecka 9-10 - FBK

Bakstammen på tre bussar stripade med tema "Himlen lyser lila/gult"

27 februari - Kundvårdsdag

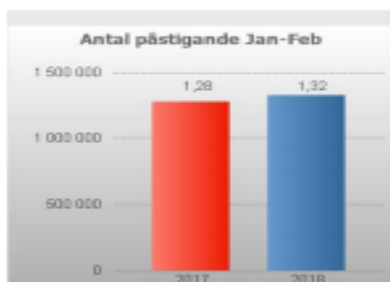
Genomgång av uppdrag och diverse aktiviteter tillsammans med kundvårdarna



KARLSTADSBUSS

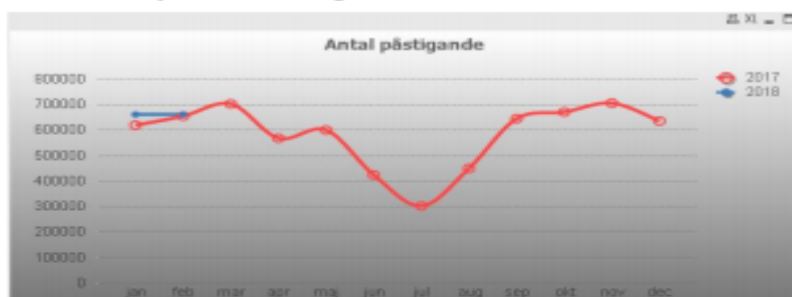
2. Resande

2.1 Totalt jämfört med föregående år



Analys: Efter att 2 månader förflutit har vi en resandökning på drygt 3% jämfört med fjolåret. 1,32 miljoner resor har gjorts detta år

2.2 Månadsvis jämfört med föregående år

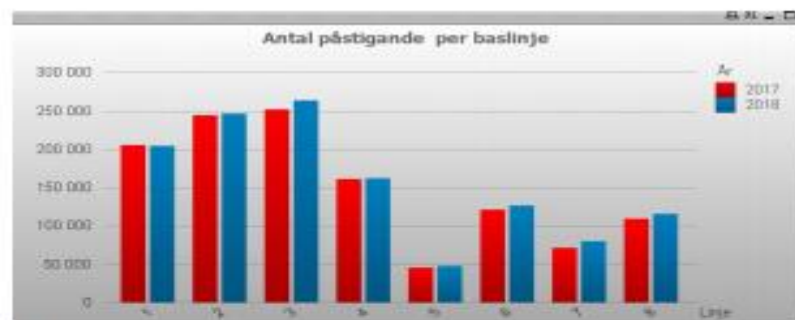


Analys: Ca 660 000 resor registrerades under februari. Jämfört med 2017 är det en ökning på ca 1%

2.3 Per baslinje innevarande år



Jämfört med föregående år (ackumulerat jan-feb)



Analys:



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3. Bonus

3.1 Kollektivtrafik barometern nöjdhet

Förarbeteende:



(* varje punkt innehåller 12 månaders genomsnittliga värde. Grön linje markerar bonusgrundade gränser 80%)

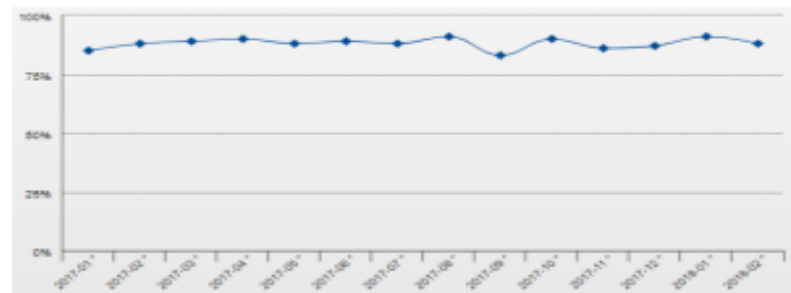
Analys: Månadsvärdet hamnar på 81% (10,5% missnöjda). 12 månaders värdet ligger kvar på 85%, vilket är 4 procentenheter högre än ifjol och bonusvärdet uppnås med god marginal

Rent och snyggt i fordonen:



(* varje punkt innehåller 12 månaders genomsnittliga värde. Grön linje markerar bonusgrundade gränser 88%)

Analys: Månadsvärdet hamnar på 88% (5% missnöjda). 12 månaders värdet ligger även det kvar på 88%, vilket är på samma nivå som ifjol och bonusvärdet uppnås.

Övriga barometern diagram, ej bonusgrundande**Senaste resan:****Analys:**

Senaste resan ligger stabilt. Månadsvärdet blir 88% och 12 månaders värdet hamnar även det på 88%.

Barometern missnöjdhet

Analys: några procentenheter högre missnöjdhet på förarbeteendet än vanligt i övrigt ganska normala siffror.

**KARLSTADSBUSS**

3.2 Punktlighet

Linje	Värde refmånad jan 2018	Punktliga turer	Inloggade turer tot.	Punktlighet
1	57%	2363	4064	58%
2	51%	2192	4396	50%
3	54%	2360	4355	54%
4	47%	1186	2529	47%
5	57%	1203	2508	48%
6	49%	1205	2376	51%
7	66%	1121	1608	70%
8	63%	1534	2498	63%
		13164	24334	54%
Punktliga och inloggade turer ovan avser februari månad				
Uttaget från systemet Vemos				

Analys: 3 linjer klarar av punktlighetsvärdet denna månad och tilldelas bonus. Som vanligt tangerar några av linjerna förra månads värde, dock räcker inte detta för att kvittera ut bonus.

3.3 Fordonens städning

Analys: Februari månads städning blev tyvärr underkänd och bonus utbetalas inte denna månad

4. Kundärenden

De 10 vanligaste ärendekategorierna inom vald tidsperiod (fr.o.m.2018-02-01 t.o.m.2018-02-28)

Nr	Antal	Kategori
1.	17	Personer/Bemötande/uppträdande
2.	12	Punktlighet/För sen ankomst
3.	10	Personer/Fränkligt reviderat
4.	8	Trafik-olägenhet/Tidstavelser
5.	7	Personer/Körsett
6.	3	Kontroll/Färdbevakning
7.	3	Trafik-olägenhet/Hälsoläsa
8.	2	Trafik-olägenhet/Linjeskrivning
9.	2	Försejningsarbetsbuss
10.	2	System/App

Analys: 6 st personalärenden av positiv art under februari månad!



KARLSTADSBUSS

4. Kundärenden

De 10 vanligaste ärendekategorierna inom vald tidsperiod (fr.o.m.2018-02-01 t.o.m.2018-02-28)

Nr	Antal	Kategori
1.	17	Personer/Bemötande/uppdriftande
2.	12	Punktlighet/För sen avgång
3.	10	Personer/Friktigt resevär
4.	8	Trafik-planering/Tidstavel
5.	7	Personer/Korsett
6.	3	Kontroll/Färdbesökskontroll
7.	2	Trafik-planering/Hållplats
8.	2	Trafik-planering/Linjesträckning
9.	2	Förresningsåtgärder
10.	2	System/Ågg

Analys: 6 st personalärenden av positiv art under februari månad!



KARLSTADSBUSS

5. Viten

Viten allmänt (exkl. 25.6)



* Visar antal viten för alla vitespunkter (bruten 25.6)

Analys:

Inställda ligger kvar på en hög nivå.

Inget vite för oinloggade tas ut.

1 tur med fel avgångstid har noterats.

Inga felaktiga fordonstyper denna månad.

1 st "mobilprat" har registrerats



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Felaktig avgångstid första turen i omloppet per månad och vecka



Analys: Efter att ha gått tillbaka till det gamla sättet att mäta antal turer med fel avgångstid på första turen i omloppet, så är det tillbaka på en högre nivå.

Merparten av turena ligger på intervallet 1 till 2 minuter sena.



6. Kommande period**6.1 Kommande evenemang**

<u>DATUM</u>	<u>ARRANGEMANG</u>	<u>PLATS</u>	<u>EXTRABUSSAR</u>
<u>Mars</u>			
3	Hockey	Löfbergs Arena	Ja
10	Hockey	Löfbergs Arena	Ja
19	Slutspel hockey	Löfbergs Arena	Ja
23	Slutspel hockey	Löfbergs Arena	Ja
27	Ev. Slutspel hockey	Löfbergs Arena	Ev.
31	Ev. Slutspel hockey	Löfbergs Arena	Ev.
23-25	Barmässa	Racket Center	Ja
30	Långfredagstrav	Färjestad trav & arena	Ja
<u>April</u>			
14	Högskoleprovet	Universitetet	Ja
30	Valborg	Mariebergsskogen	Ja

Kommande evenemang med Kundvärdar:

10 mars FBK- HV71	Himlen lyser Lila Gult
12-13 mars	Seniormässa
21 mars	Områdesdag Norrstrand
24 mars från arrangör)	Barmässa. Fokus säkert resande med barmvagn. (EV. Ej fått ok
28 mars	Områdesdag Rud

**KARLSTADSBUSS**

6.2 Övrigt

Linje 6 (påstigande vid området kring Löfbergs Arena)
Melodifestivalen 1-3 februari
Rally Sweden 15 och 17 februari

To	
2018-02-01	244
2018-02-06	323
2018-02-15	394
2018-02-22	255

Fre	
2018-02-02	463
2018-02-09	254
2018-02-16	290
2018-02-23	230

Lö	
2018-02-03	434
2018-02-20	50
2018-02-17	57
2018-02-24	195

Rallysupportrar som utnyttjade gratisbiljett uppgick till drygt 200 st, varav de flesta registrerades på torsdagen den 15/2



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