

Questionnaire

1. Stakeholder group you belong

- Government Private sector Academia
 Other Public Agency NPO Others

2. Which assertion among the following can best describe voluntary corporate management t at company level in developing Asia?

- Given the nature of production process and company dimension, complying with environmental regulation is a CEM commitment.
 Reduction of emissions and wastes should be the fundamental goal and CEM should go beyond simple compliance.
 CEM should aim to achieve continuous improvement of environmental performance, through constant voluntary commitment to the achievement of eco-efficiency objectives.
 Others

3. Why do companies in Japan implement Corporate Environmental Management Practices?

	Probably correct		Probably not correct	
Because of self-commitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Because of community pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Because of shareholder pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Because of client pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Because of market pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Because of government/regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Small and Medium Enterprises (SME) in a supply chain may need mentorship from their clients to improve their environmental performance. How relevant is approaches like supply chain technical assistance as a voluntary corporate environmental management practice?

Least Relevant Relevant Most Relevant
 (1)------(2)------(3)------(4)------(5)

5. Large sized corporations may improve their performance and build confidence among community by disclosing their emission and pollution information. How relevant is approaches like disclosure of environmental information as a voluntary corporate environmental management practice?

Least Relevant Relevant Most Relevant
 (1)------(2)------(3)------(4)------(5)

6. Please tell how KRC can improve the research contents and approach.

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7. How you wish to support KRC research activities

- Visiting researcher Joint Research
 Exchange of information Participate KRC events in Asia
 Participate KRC events in Kobe Others

Name and contact address (optional)

Results of the Questionnaire Survey to the Participants of the International Workshop on Business and Environment

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During the international workshop on business and environment held on October 18, 2007, a questionnaire survey was conducted to the participants. In total, persons attended the workshop. Thirty five questionnaires were collected. The results of the survey are outlined and discussed as follows.

1. Breakdown of the Respondents

As indicated in Fig. 1, 14 respondents come from the industrial companies. Six are from universities or research institutes. Six are working for the administrative or other public organizations. Seven persons are members of NGOs or NPOs. The survey has certain representation if looking from the occupation distribution of respondents in spite of the limited number of samples.

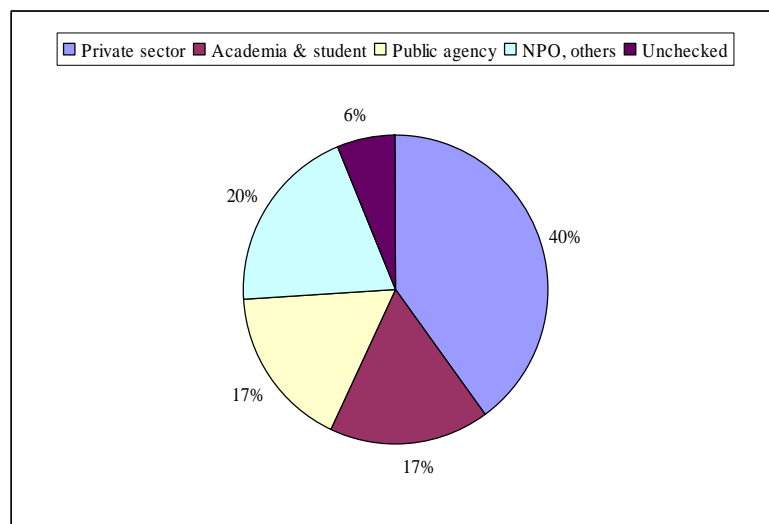


Fig. 1: Breakdown of the respondents by their occupations (N=35).

2. Opinions to the Proper Definition of Voluntary CEM in Asian Developing Countries

The second question in the questionnaire form aims to identify the respondent's understanding of voluntary corporate environmental management (CEM) in Asian developing countries. Nearly 30% of the respondents think that compliance of environmental regulations is a CEM commitment. 26% of them assume emission mitigation as the fundamental goal for the developing countries. Nevertheless, they admit that CEM should go beyond simple compliance. 36% of the respondents expect that environmental performance should be continuously improved by voluntary CEM.

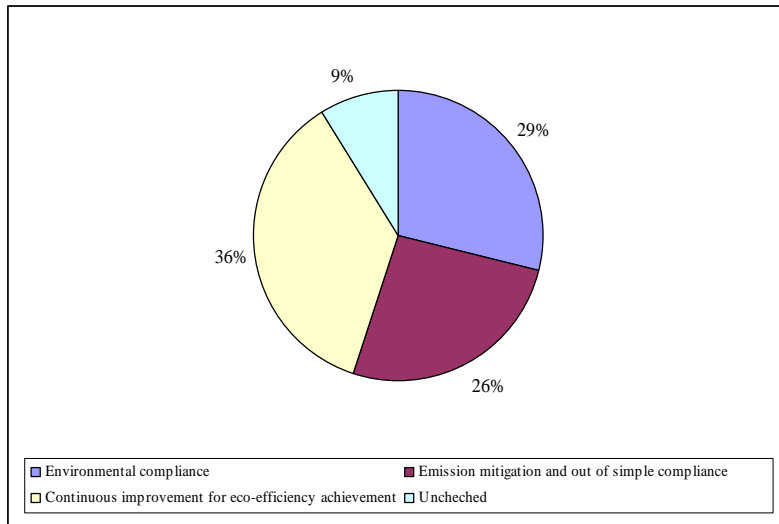


Fig.2: Choices to the description of voluntary CEM in Asian developing countries (N=35).

This result shows the basic understanding of Japanese audiences to currently severe status of environmental quality in Asian developing countries. Pollution control is looked as the key task for CEM at present phase in these countries. Meanwhile, simple compliance of existing environmental regulations is not sufficient. There is great necessity for companies in these countries to improve their environmental performance continuously by voluntary efforts.

3. Reasons for Japanese companies to Practice CEM

The third question is to roughly monitor the effectiveness of assumed factors for the CEM practices in Japan. Fig.3 shows the result. Government regulations, market pressure and self commitment are selected as more efficient factors to drive the Japanese companies to practice CEM. The pressures from local communities and clients are also identified as important factors. The influence from shareholders is felt less.

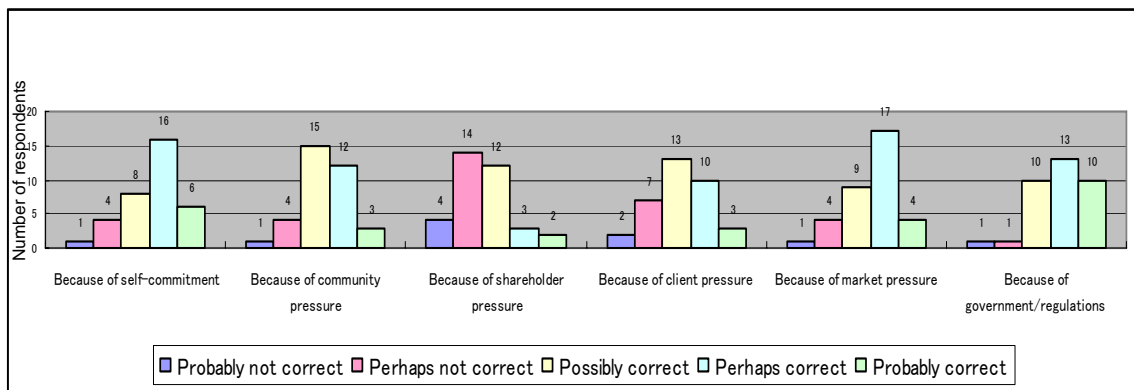


Fig.3: Effectiveness of different factors to CEM in Japan.

In Japan, both internal and external factors are playing collaborative roles to drive the active CEM in companies. The companies can feel the pressures from nearly all of the stakeholders. This point could be made valuable reference for the development of effective policies or strategies in Asian developing countries. More related actors should be included into the policy framework for CEM. So

that the current CEM model, which is mainly bilateral things between government and company, could be changed to a new model that links all the stakeholders of CEM. CEM could become proactive for the balance of concerns from different related stakeholders.

4. Significance of Supply Chain Technical Assistance for SMEs to Improve their CEM

For the project titled “Proactive Policy and Business Strategy for Strengthening CEM in Developing Asia” at KRC/IGES, supply chain technical assistance (SCTA) and information disclosure are proposed as two major components for study. Question 4 is designed for asking the opinion of respondents to the potential effectiveness of SCTA. Fig.4 indicates the result. Almost all the respondents give active evaluation of SCTA to the improvement to CEM. Especially, most respondents from the companies believe that SCTA is very effective for SMEs to improve their environmental performance. This is probably because the companies are the major actors on the supply chain management and there have been some actual practices for Japanese companies in this respect.

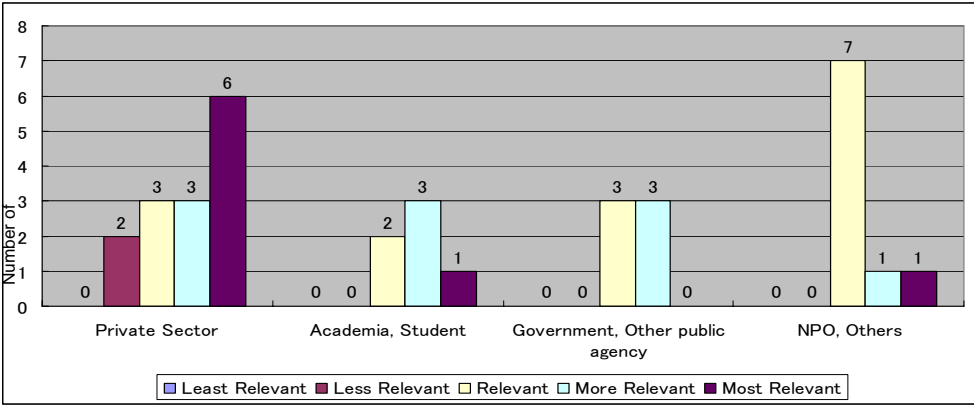


Fig.4: Opinions on the relevance of SCTA with CEM.

5. Relevance of information disclosure to voluntary CEM in large companies

Similar with the result of question 4, the respondents also give positive evaluation to the role of information disclosure for CEM improvement. The result is indicated in Fig.5. The point to be addressed is that the representatives from NPOs or NGOs express higher expectation on this policy choice. They could act more effectively if they got more accurate and complete information on environmental behaviors of companies.

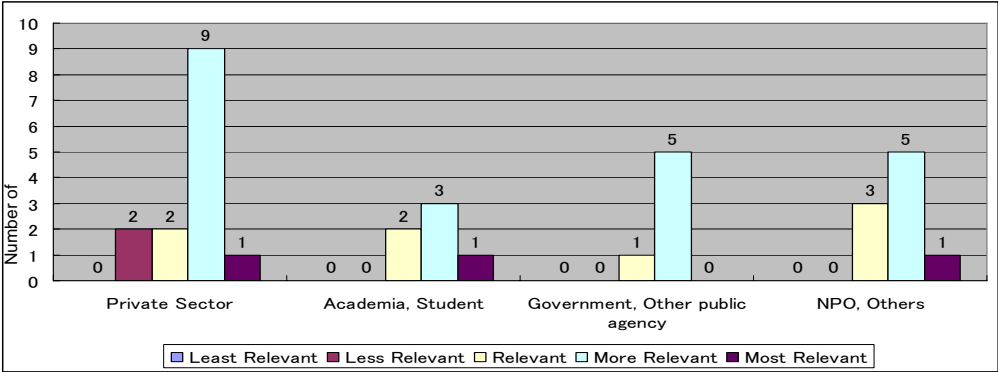


Fig. 5: Opinions on the relevance of information disclosure with voluntary CEM.

6. Others

The questionnaire survey leaves free space for the respondents to give comments, suggestions and expectations for the project at KRC/IGES. Concerning with the proposed two research components, supply chain management is suggested to cover the life cycle of the products. The voluntary based policies to be studies shall be integrated with conventional CEM regulations or instruments. Due to the profit maximization pursuing nature of business, the study is expected to add the economic side for the examination of policy effectiveness. Case studies are supposed as a feasible way for the study of policy with a comprehensive conceptual framework. Some other policy tools are suggested as the research targets such as the spreading of environmental management system (EMS) and green procurement & consumption. Somebody also show concern on the problem of pollution trans-boundary movement. All the respondents show their interests to the research project at KRC/IGES. Based on the result in Fig.6, most of them expect to share the information on research progress and participate in the opening events held in Kobe, Japan where KRC/IGES is located.

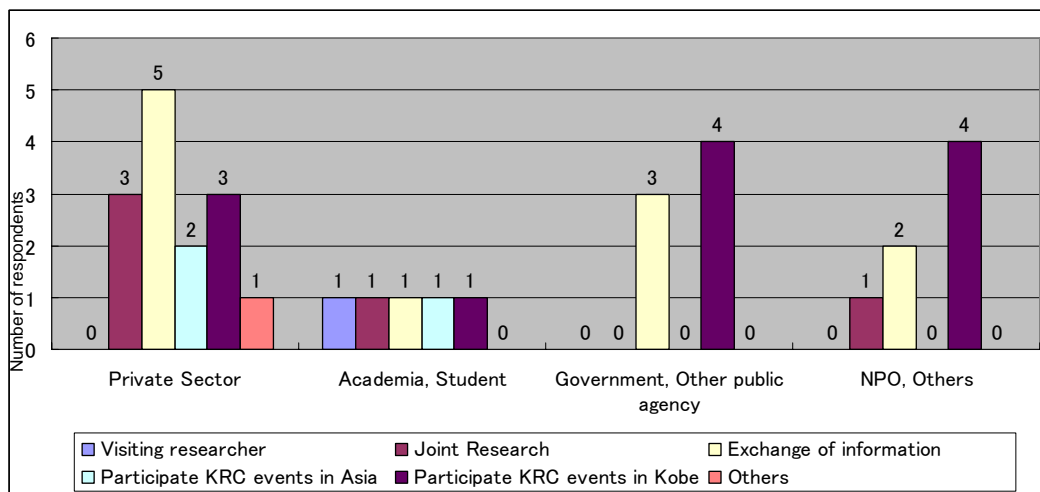


Fig.6: Options to participate the research activities of KRC/IGES.