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# In search of green: A content analysis of sustainable business practices in EKOIQ magazine

Oya Zincir<sup>†1</sup>

<sup>1</sup> *Istanbul University, Business Administration, Faculty of Political Sciences, Istanbul University, Istanbul, Turkey*

## ABSTRACT

### Keywords:

Sustainability,  
Environment,  
Green Business,  
Sustainable Business  
Practices,  
Content Analysis.

A wider awareness for the necessity of sustainability in both life and business practices has increased in recent years with the ever-increasing world-wide population, demand for quality living standards, unplanned urbanisation, imprecise industrial developments and ongoing exploitation of natural resources. Triggered by a growing demand of the wider population towards approaches and/or practices that can be considered sustainable business practices are more than ever on the agenda of CEOs, managers, owners of companies and even employees. In this study, published interviews in the EKOIQ Magazine (a green life style and business magazine publishing in Turkey) are examined for sustainable business practices which represented by spokespeople of the companies with the method of qualitative content analysis. Some disclose major content patterns, sustainable business practices and some managerial and organisational categories related to sustainability have been offered by analysing these interviews.

## 1. Introduction

Sustainability has become a “mantra” of the 21st century as Dyllick and Hockerts (2001) described it; urging upon the challenges that humanity confront, especially environmental challenges. At the end of the Paris Climate Summit, final declaration has been announced but many NGOs do not think there is enough progress and promises have not been kept “earth stay safe and sound today while meeting the needs of future generations”. For this purpose, as national governments do, companies take responsibilities for their stakeholders to contribute to “the sustainability of the world”.

Sustainability concept is in discuss many years since Brundtland Report (1987). Economic sustainability alone is no sufficient condition for the overall sustainability of a company (Dyllick and Hockerts, 2001), thus, in line with Triple Bottom Line (TBL), economic, natural/environmental and social sustainability should be considered together. As Dyllick and Hockerts (2001:133-134) explained in their study; “economically sustainable companies guarantee at any time cash flow sufficient to ensure liquidity while producing a persistent above average return to their shareholders. Ecologically sustainable companies use only natural resources that are consumed at a rate below the development of substitutes. They do not cause emissions that accumulate in the environment at a rate

† Corresponding author Tel: +90 212 440 00 00-42254  
E-mail: oya.zincir@istanbul.edu.tr

beyond the capacity of the natural system to absorb and assimilate these emissions. They do not engage in activity that degrades eco-system services. Socially sustainable companies add value to the communities within which they operate by increasing the human capital of individual partners as well as furthering the societal capital of these communities.” Further, Hart offers strategies for a sustainable world and states that “focusing on sustainability requires putting business strategies to a new test for companies; they should ask themselves if they are the part of the solution to social and environmental problems or part of the problem” (1996:71). Companies do not only have to prevent pollution, but they also need to follow product stewardship, produce clean technologies and, overall, have a sustainability vision if they want to be a part of the solution.

The remainder of this paper proceeds as follows; first, theoretical background on sustainability in business practices is shortly explained. Next, method, as qualitative content analysis, and, findings and argument are been discussed in the related sections. Further, the study is been concluded with some inferences and implications about its results.

## 2. Theoretical Background

Global warming, decreasing biodiversity, desertification, deforestation... These and other ecocides are in the spotlight in recent years much more than before. Some antropogenic environmental problems occurred by the results of industrial developments, increasing population, imprecise life styles and unplanned urbanisation. From awakening years (1950s-60s) to transforming years (2000s), as Peter Fisk defined (2010), sustainability has come to forefront. The concept has gained importance and acceptance among CEOs and managers since then. This is because companies are a dominant form of social organisation and contribute to the worsening and enhancement of the natural environment, which is under imminent pressure (Siedel et al., 2010). The companies have started to engage in sustainable business practices which are defined as “environmentally and socially aware business strategies and operating practices that both guide firms to a cleaner and healthier world and offer an avenue to improved profitability” (Larson, et al., 2000:1), while still adhering to classical business imperatives such as revenues or costs (Siedel et al., 2010).

Sustainable business is a new, radical, responsible-based paradigm that considers the environmental/ecological, social and economic impacts of companies in a way that will not compromise the needs of future generations and companies need a paradigm shift if they want to integrate sustainable development into their business. *The environmental/ecological area* consists of

environmental impacts (e.g. energy and water consumption, air pollution, and solid and hazardous waste produced) related to an organisation’s diverse activities, products and services. These environmental indicators should be identified in all stages of the organization’s full life cycle because they are used to track environmental progress, support environmental policy evaluation and inform the public. *The economic area* includes an organisation’s economic values and performance that are explained by economic indicators (e.g. annual profits and sales, Research & Development investments). The economy provides solutions and methods to invest in protecting the environment and conservation of natural resources as well as to sustain society. *The social area* is related to wider responsibilities (e.g. human development and welfare, equity, ethical considerations) that business has to communities within which it operates and to society in general, including both present and future generations (Bae & Smardon, 2011:177-178).

As Rainey (2006:2-3) explained, sustainable outcomes are those that balance the performance objectives of the present with the needs and expectations of the future and, among global corporations today, these kinds of outcomes result from some profound changes explained below:

- *Enterprise thinking*: Shifting from managing the internal aspects and direct linkages of the corporation to assuming broader responsibilities for the entire enterprise (i.e. the practices of suppliers and their suppliers, customers and their customers, stakeholders, and those who dispose of or recycle/refurbish a product at the end of its useful life).
- *Visionary leadership*: Having visionary and principled leaders with the knowledge, analytical skill, creativity, and inspiration to craft preemptive strategies and initiatives, lead change, and create breakthrough solutions to meet the needs of the global business environment, both today and tomorrow.
- *Strategic thinking*: Transforming the strategic management system (SMS) from one that is focused on producing products and services, satisfying customers, and generating profits to a richer framework that connects all constituents via an interactive system focused on creating value through sustainable solutions and total satisfaction.
- *Product and technological innovation*: Developing new technologies and products that create solutions depends on the intellectual capital of the organization and its systems and processes for turning opportunities and challenges into sustainable success.

According to legitimacy and stakeholder theories, corporate sustainability disclosure (CSD) is part of the dialogue between a company and its stakeholders and provides information on a company's activities that help legitimise its behaviour, educate and inform, and change perceptions and expectations (Michelon, 2011).

This short theoretical background provides an infrastructure for research by the categorisation, conceptualisation and managerial and organisational background and outcomes. It also gives a framework of the companies' CSD for their sustainable business practices to legitimise their behaviours by mentioning what they are doing and have done so far for sustainability on some topics. To accomplish research purposes, qualitative content analysis method has been adopted which is explained below.

### 3. Method

In this study, interviews in the EKOIQ Magazine are examined for environmentally sustainable business practices which represented by the spokespeople of the companies with the method of qualitative content analysis. It is defined as "a research method that uses a set of procedures to make valid inferences from a text" (Weber, 1990:9). In this method, many words of the text are classified into much fewer content categories which are presumed to have similar meanings (Weber, 1990). It can be applied to many areas from the analysis of naturally occurring language to the study of newspaper coverage and more (Neuendorf, 2002).

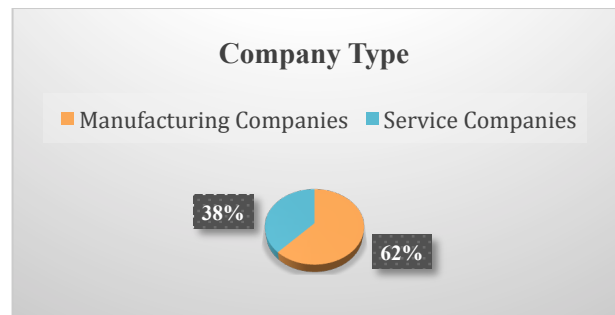
EKOIQ is a Turkish Magazine which is focused on green life style and business practices. Basically it consists of news, ads, corporate and NGO practices, interviews, articles, etc. It's been published since January 2010. The magazine itself is the first carbon-free magazine in Turkey as a part of MyClimate agreement and published under this edition since November 2013. It allows free access online versions on its website which is compatible with its purpose as 'being a communication tool for a wide array of related people and organizations in Turkey from academics and business people to NGOs and children'. EKOIQ Magazine have 65 published issues (January 2010 – July & August 2016; some issues are published bimonthly) can be reached online. Seven of them do not have enough data for analysing sustainable business practices, thus, they have been excluded from the data. Some of the issues have more than one interviews to be analysed.

For qualitative content analysis, Hutter-Hennink qualitative research cycle have been followed (see Hennink et al., 2011) First, in accordance with design cycle, research question(s) have been determined:

"Which sustainable business practices do companies engage in? And how do they express these practices in EKOIQ Magazine, a green business and life style magazine, by using which words and underlying concepts?". Secondly, literature, theory and conceptual framework, related with the cycle, have been put together. In this paper, it consist of sustainable/green business and related managerial and organisational concepts. Then, fieldwork approach adopted which has been limited by EKOIQ Magazine issues. All of them have been downloaded and examined, later, interviews have been sorted and listed to be analysed. Design research instrument has been determined as qualitative content analysis and data has been collected from 218 interview pages. While reading these pages, some inferences has been made and put order into a table to be seen easily and clearly. These process was adopted under the ethnographic/data collection cycle. Lastly, for analytic cycle, some codes developed, described, categorised and conceptualised (see Appendix 1).

### 4. Findings and Argument

Companies, in the sample, operate in various sectors are mostly a part of global/international companies such as Siemens, General Electric, Vodafone, Unilever etc. and have plans or company policies for sustainability. Manufacturing companies consist of the majority (46 companies) and, among 74 companies interviewed, 28 of them service companies, mostly operating in banking and finance sectors.



By analysing the corporate interviews in the magazine, it is aimed to disclose major content patterns, construct a profile of companies' environmentally sustainable business practices and classify some concept categories related to sustainability such as innovation, organisational culture and product development (e.g. Erdem Koçak Interview, Issue 1). In this manner, 218 pages in EKOIQ Magazine have been read and analysed. Some example statements of spokespeople for sustainable business practices and related organisational and managerial concepts can be seen in Table 1.

**Table 1: Some Example Statements for Sustainable Business Practices**

Issue Number	Spokesperson	Related Sustainable Business Practices	Some Example Statements for Sustainable Business Practices
Issue 37	Nilgün Özkan (HR & Organisational Development Director of BRISA Tire & By-Products Manufacturing Company)	Energy productivity, Carbon footprint & carbon emission reduction	«...In our company, with total 40 energy project for energy productivity, product design and other areas...» «...We are trying to reduce our carbon emissions and save up natural resources with the energy that we use in our manufacturing processes...»
Issue 46	Ebru İlhan (Sustainability Expert of Eczacıbaşı Holding)	Environmental awareness	«...BeGreen project aims for employees in Eczacıbaşı to have a platform to develop a common language and a visual identity. It also helps them to get information about sustainability and raise environmental awareness among them...»
Issue Number	Spokesperson	Related Managerial & Organisational Concepts	Some Example Statements for Related Managerial & Organisational Concepts
Issue 1	Erdem Koçak (Chairman of the Board of Directors of Henkel)	Innovation	«...For Henkel, innovation and sustainability are inseparable. Products that are to be developed should contribute to at least one of focus concepts which are energy and climate; water and waste water; health and security; social development; and materials and waste...»
Issue 11	Seda Bi (Marketing and Communications Manager of DHL Supply Chain Turkey)	Organisational Culture	«...We have that culture. For example, if someone forgets to close the air-conditioner in her/his office room, the other employee closes it...»
Issue 20	Fatma Çelenk (Corporate Communications Director of Soyak Holding)	Organisational Culture	«...Sustainability is embedded in our corporate culture. If you use sustainability for your marketing practices only, you cannot ensure that every unit in your company understand this concept and further, act upon this concept...»
Issue 22	Mustafa Acar (Vice Chairman of the Board of the Directors of Acar Group)	Leadership	«... Moreover, my devoted membership of TEMA (The Turkish Foundation for Combating Soil Erosion, for Reforestation and the Protection of Natural Habitats) and devotion to the nature have helped this project (i.e. producing NoteEco notebook) to be started in this company...»
Issue 60	Cihan Özalevli (Founder & General Manager of TYT Solar Energy & Hybrid Systems)	Leadership	«...I think the greatest responsibility of us is to create a regenerative future until both sustainable and renewable resources are been used. We are the people who can do something for the future. It is not too late to act today...»

There are some mutual concepts for sustainability and related concepts. These concepts have been separated as main sustainable business practices, related sustainability business practices, and related managerial and organisational concepts. Environmental friendly products/services/processes are the main sustainable business practices as business outcomes. This outcomes have impacts mostly for consumers and buyers as well as other stakeholders and the nature itself. When reaching this outcomes, companies engage in some sustainable business practices. Energy productivity (used 34 times in all interviews; considering the word itself used one time in each interview) is the most used one since it also helps to increase overall business

productivity and has an impact on cost efficiency. Waste management practices are one of the mostly used sustainable practices for environmental outcomes. Spokespeople also mentioned new investments, business processes, recycling mechanisms, prevention-reduction-reuse-recycling-disposal-recovery systems, zero waste practices and these kind of practices for managing waste in the companies. These practices can be thought as a part of business productivity and “profit” dimension of Triple Bottom Line.

Corporate responsibility and corporate social responsibility are also in companies’ agenda for sustainability. In collaboration with NGOs or alone,

some social and environmental projects have been mentioned in the interviews. These practices are also related with Triple Bottom Line approach, because it “focuses corporations not just on the economic value that they add, but also on the environmental and social value that they add” (Elkington, 2004:3). For example, some projects in collaborations with NGO partners such as TEMA Foundation (a foundation collecting support for reforestation) have been declared in the interviews. They state that these kind of practices are a part of their corporate (social) responsibilities.

There are also some “green practices” (such as developing/supplying green products, services, processes, raw materials, greening offices/buildings and factories, using green energy etc.) which spokespeople mentioned that they are doing these for sustainability purposes. These definitions show environmental discourses of companies which support other practices they suggested in the interviews. Carbon footprint and decreasing carbon emissions are other practices came to forefront while analysing the content. Some spokespeople have mentioned GRI reporting and other equivalent reporting and certification systems and need for national certifications. They indicated that they measure carbon footprint and have some serious practices to decrease it. They stated in their discourses that measuring and decreasing it also is a must when collaborating with international business partners.

Environmental awareness, in this manner, is an important concept both for individual level (e.g. employee awareness) and company level (e.g. managerial support). Some internal projects (e.g. GoGreen) and human resources training programs (e.g. EnerTeach) have been mentioned and results they shared in the interviews declare that they were quite useful to raise awareness of employees about sustainability. Moreover, some interviewees have stated that advertorials are very useful to raise consumer awareness and they use ads for both corporate reputation and raising awareness.

Regulations and government policies, as some of the spokespeople (7, 8, 13, 24, 29, 33, 41, 42, 44) urged upon, are an important indicator for engaging in sustainable business practices. They stated that these legal obligations are also necessary to improve sustainability and sustainable practices in Turkey. In addition, renewable and solar energy are on companies’ agenda as a part of their businesses, business models or future projects. Turkey’s potential and need for regulations have been mentioned in this manner.

There are some managerial and organisational concepts which have been determined as related concepts for sustainability. As an outcome of the analysis, one can

understand that innovation and R&D, especially for green product development, are important for companies. They frequently urge upon “innovativeness”, “new technology” and “research and development” concepts which consist with business growth and competitiveness. Corporate strategy, managerial support, organisational culture and DNA, vision, mission, Corporate Policy, employee involvement support sustainability practices and help to build a strong infrastructure accordingly. In line with the practices, if management and company strategy/policy/vision do not support/involve sustainability, these practices can not get attention and come to forefront.

In some cases, bottom-up approaches or visionary leadership is a trigger for raising awareness in companies (see Leadership concept in Appendix 1). Some interviewees stated the importance of the business/manufacturing processes, value chain and supply chain. Further, they underlined that an integrated sustainable approach when doing business is important for overall sustainability of the company. These findings are compatible with Rainey’s conceptualisation of sustainable business development and profound changes for sustainable outcomes (enterprise thinking, strategic thinking, visionary leadership and product and technological innovation) in companies (see Theoretical Background section).

This research has some limitations. First, it presents the findings from the corporate interviews of a green business magazine called EKOIQ. Thus, the findings has been picked out targeted questions of the interviewer(s) (see Appendix 2). Second, the findings does not represent all of the sustainable practices of the companies, rather, they represent the discouraged ones. This research contributes to the emerging research body on the development and implementation of sustainable business practices by examining the corporate interviews in EKOIQ magazine. It gives an overall profile about sustainable business practices of companies and, moreover, it points out some related sustainability practices such as energy productivity, renewable energy, carbon footprint, waste management, environmental awareness, environmental friendly behavior (which is also important to address the human-side of sustainability) etc. It also put together some managerial and organisational concepts related to sustainability such as innovation, corporate strategy, Corporate Policy, vision, mission, organisational culture and DNA, stakeholder involvement, competitiveness, collaboration with partners etc. This research is also of high relevance to industry practices by showcasing the general concepts. This can help industry and academics to understand which concepts are related with



sustainability, generally, and, moreover, it gives an overall categorisation for further researches about these concepts. Lastly, it can help related parties to understand the adoption of sustainable business practices and raise the needs for some organisational and managerial approaches, techniques, mechanisms etc. In line with this, they can examine into their own current practices or future initiatives to sustain better.

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**Appendix 1:** Companies' Sustainable Business Practices

Year (Volume)-Publishing Month	Company Name	Spokesperson	Business Sector	Main Sustainable Business Practice(s)	Related Sustainability Practices	Related Managerial & Organisational Concepts
2010 (1) - January	Henkel Turkey	Erdem Koçak (Chairman of the Board of Directors)	FMCG	Environmental friendly products and processes	Triple Bottom Line, Social Responsibility, Sustainable Development	Innovation, Organisational DNA, Value Chain
2010 (2) – March & April	Vaillant Turkey	Levent Taşkın (General Manager)	Energy	Environmental friendly products and processes	Energy Productivity, Renewable Energy	Human Resources (Training – e.g. EnerTeach)
2010 (3) – May & June	Siemens Turkey	Ayşe Özkaya (Marketing Manager)	Home Devices	Environmental friendly products	Corporate Social Responsibility	(Green) Product Development
2010 (4) – July & August	General Electric Turkey	Kürşat Özkan (General Manager)	Technology, Media and Finance	Environmental friendly products and technologies	Sustainable Development, Eco-Scorecard, Energy Productivity	Innovation, Business Strategy (e.g. Ecomagination), Collaboration with Partners, (Green) Product Development
2010 (5) – September & October	Several Banks in Turkey:  TEB, Yapıkredi, Vakıfbank, Türkiye İş Bankası, Garanti Bankası, Halkbank, Akbank, TSKB	<u>Yapıkredi:</u> Nurcan Erhan (Corporate Communications & CSR Manager) <u>Vakıfbank:</u> İbrahim Bilgiç (Vice General Manager) <u>TSKB:</u> Halil Eroğlu (General Manager) <u>Türkiye İş Bankası:</u> - <u>TEB:</u> - <u>Akbank:</u> - <u>Halkbank:</u> Süleyman Aslan (Vice General Manager) <u>Garanti Bankası:</u> Nafiz Karadere (Vice General Manager)	Banking & Finance	Green Finance (e.g. Green Credit)	Renewable Energy, Energy Productivity, Corporate Social Responsibility, Green Energy	Collaboration with Partners, Innovation, E-Learning
2010 (6) – Nov. & Dec.	Not included (not enough data for analysis)					
2011 (7) – January & February	GE Energy Turkey	Mete Maltepe (General Manager)	Energy	Wind Energy	Green Investment	Product Development, R&D, Corporate Policy, Leadership
2011 (8) – March & April	Sateksolar	Ayfer Gülüm (CEO)	Energy	Solar Energy	Clean Energy, Corporate Social Responsibility, Energy Productivity	
2011 (9) – May & June	Not included (not enough data for analysis)					
2011 (10) – July & August	UPM	Heine Lehti (Middle Europe Environmental	Energy, Paper & by-products	Environmental friendly products and	Sustainable Development, Green Business,	Innovation, R&D, Business Processes, Organisational

	WILO	Support Expert) Alp Yılmaz (Sales Manager)	Manufacturing (UPM) Heating, Cooling, Water Supply and Refining (WILO)	technologies	Green Investment, (Green) Product Life Cycle Assessment, Energy Productivity	Culture, Cost Efficiency
2011 (11) – September & October	DHL Supply Chain Turkey	Seda Bi (Marketing and Communications Manager)	Supply Chain Services	Green Supply Chain Services	Corporate Social Responsibility (e.g. GoHelp, GoTeach, GoGreen), Green Office, Energy Productivity	Organisational Culture
2011 (12) – November & December	TNT Express Turkey	Turgut Yıldız (General Manager)	Logistics	Green Logistics	Corporate Social Responsibility, Green Energy	Vision, Corporate Policy, Cost Efficiency
2012 (13) - January	GE Energy Turkey	Mete Maltepe (General Manager)	Energy	Renewable Energy	Energy Productivity	Collaboration with Partners
2012 (14) - February	Siemens Turkey	Ayşe Özkaya (Marketing Manager)	Home Devices	Environmental friendly products	Energy Productivity, Corporate Social Responsibility, Waste Management	Total Quality, Innovation, (Green) Product Development
2012 (15) - March	Turkish YTONG	Tolga Öztoprak (Product Manager)	Cement Productions	Environmental friendly products	Energy Productivity, Environmental Responsibility, Waste Management (e.g. Waste-Free)	
2012 (16) - April	Ekol Logistics Eczacıbaşı Venture (Green Care)	Mehmet Özal (Vice General Manager) Pelin Özbilgin (Industrial Marketing Manager)	Logistics Cleaning Products	Green Logistics Environmental friendly products	Waste Management, Energy Productivity, Solar Energy, Carbon Foot Print, Green Office, Green Energy, Water Savings, Product Life Cycle Assessment, Chemical Safety, Environmental Performance, Good Manufacturing Practices	Innovation, Corporate Strategy, Human Resources (Training Programs), Value Chain
2012 (17) -	Not included (not enough data for analysis)					



May						
2012 (18) - June	Recydia	Oğuz Can (General Manager)	Waste Management Services	Waste Prevention - Reduction – Reuse – Recycling – Disposal – Recovery	Regional Development, Employment, Sustainable Ecology	Business Strategy
2012 (19) - July	Not included (not enough data for analysis)					
2012 (20) - August	Soyak Holding	Fatma Çelenk (Corporate Communications Director)	Real Estate Services, Cement, Moulding & Production, Energy	Environmental friendly products	Corporate Social Responsibility, Corporate Responsibility, Energy Productivity	Stakeholder Involvement, Organisational Culture, Vision, Business Strategy, Innovation, Competitiveness
2012 (21) - September	Amplio Real Estate Investment Corp.	Hayrettin Erdoğan (R&D Manager)	Real Estate Investment Services	Green Buildings Financing	Environmental Friendly Investments, Solar Energy, Recycling, Green Design, Energy Productivity	
2012 (22) - October	Acar Group	Mustafa Acar (Vice Chairman of the Board of the Directors)	Paper & By-products Manufacturing	Environmental friendly products (e.g. NoteEco)	Environmental Protection, Recycling, Environmental Friendly Behavior	Competitiveness, Leadership, Innovation
2012 (23) - November	TRAÇİM	İrfan Yorulmaz (General Manager)	Cement Productions	Environmental friendly products	Waste Management, Green Processes, Energy Productivity	Human Resources
2012 (24) - December	Ariston Thermo Group Turkey  Interface	Işıl Aksoy (Marketing Manager)  Ramon Arratia (Europe-Middle East-Africa Region Manager)	Heating and Cooling Systems  Carpet Manufacturing	Environmental friendly products	Energy Productivity, Corporate Responsibility, Solar Energy, Renewable Energy  Zero Water-Zero Waste-Zero Impact, Corporate Social Responsibility, Triple Bottom Line	Business Strategy, R&D, Corporate Policy, Stakeholder Involvement, Collaboration with Partners, Human Resources
2013 (25) - January	Serap Zuvın Law Office	Serap Zuvın (General Manager)	Law & Consulting Services	Green Office	Waste Management, Water Reduction, Environmental Awareness, Recycling	Leadership
2013 (26) - February	Güneş Sigorta	Serhat Süreyya Çetin (General Manager)	Insurance Services	Green Insurance Services	Corporate Social Responsibility,	

					Environmental Awareness	
2013 (27) - March	Vodafone Turkey	Hasan Süel (CEO)	Communication Services	Green Technologies	Corporate Responsibility, Alternative Energy Resources, Energy Productivity, Waste Management, Corporate Social Responsibility, Green Office, Recycling	Mission, Vision, Organisational Culture, Competitiveness, Business Model
2013 (28) - April	TAV İzmir	Necdet Büyükbay (Technical Manager) & Gülsan Özdemir (Environmental Systems Manager)	Aeronautics Services	Green Building	Eco-Innovation, Recycling	Strategy, Employee Participation
2013 (29) - May	ERPA	Nihat Erdal (General Manager)	Maintenance & Repair Services	Electronic Waste Recycling	Recycling, Waste Management	Innovation, Human Resources
2013 (30) - June	Sodexo Turkey	Pınar Durak (Quality Director)	Life Quality Services	Green Supply Chain	Triple Bottom Line, Corporate Social Responsibility, Waste Management, Energy Productivity, Recycling	Supply Chain
2013 (31) - July	Onduline Eurasia	Ayşe Miray Şen (Sustainable Development Coordinator)	Roofing & Waterproofing	Environmental friendly products (e.g. Green Roofs)	Energy Productivity, Recyclable Materials, Carbon Footprint	Vision
2013 (32) - August	Unilever Turkey	Nihal Temur (Turkey, Israel, Middle Asia & Iran Supply Chain Director)	Supply Chain Services	Environmental friendly services	Green Factory, Waste Management, Product Life Cycle Assessment, Triple Bottom Line, Carbon Footprint	Organisational DNA, Business Processes, Cost Efficiency, Total Productive Maintenance, Business Model, Innovation, Business Philosophy, Value Chain
2013 (33) - November	Several Banks in Turkey: Şekerbank, TSKB, ING Bank	Şekerbank: Gülfer Tuncay (Finance Department Director) TSKB: Hülya Kurt (Engineering Department Manager) ING Bank: Nermin Güney Diriksoy (Credits Allocation Group Manager)	Banking & Finance	Green Finance (e.g. Eco-Credit)	Green Finance, Triple Bottom Line, Environmental Awareness, Energy Productivity	Stakeholder Involvement, Business Processes, New Services Development, Business Growth

2013 (34) - December	Nestle Turkey	Yüce Kaner Atalay (Marketing and Communications Manager)	Food & Beverage		Environmental Performance, Natural Capital	Value Chain, Organisational Culture, Collaboration with Partners
2014 (35) - January	Inosol Energy	İlkem Şahin (General Manager & Owner)	Energy	Solar Energy (e.g. Solar Panels)	Renewable Energy, Energy Productivity	R&D, Collaboration with Partners
2014 (36) - February	Lanxess Turkey	Ömer Bakır (General Manager)	Rubber, Plastics and Chemicals Productions	Environmental friendly products (e.g. Green Tires, Eco-Rubber)	Carbon Emission Reduction, Green Raw Materials, Green Mobility	Innovation, R&D
2014 (37) - March	Brisa	Nilgün Özkan (HR & Organisational Development Director)	Tire & By-Products Manufacturing	Environmental friendly products	Corporate Social Responsibility, Biodiversity, Energy Productivity, Carbon Emission Reduction, Energy Productivity, Green Office, Environmental Awareness	Strategic Decisions, Employee Involvement, Innovation, Stakeholder Involvement, Manufacturing Processes, Supply Chain, Value Chain, Competitiveness, Organisational Culture, Human Resources
2014 (38) - April	Escarus (Subsidiary Organisation of TSKB Bank)	Hülya Kurt (Vice Chairman of the Board of the Directors)	Sustainability Consulting	Green Consulting Services (e.g. Energy-Meter)	Triple Bottom Line, Energy Productivity	Corporate Policy, Business Processes, Corporate Strategy, Collaboration with Partners
2014 (39) - May	Sedef Yeni Nesil Endüstriyel Çözümler Lila Kağıt	Ahu Sedef Demir (Marketing & Sales Director) Alp Öğücü (General Manager)	Food & Pharmaceuticals Paper & By-Products Manufacturing	Protection, Monitoring and Decontamination Services Industrial Forestation	Energy Productivity Corporate Social Responsibility	Collaboration with Partners
2014 (40) - June	Bürotime	Mutlu Karaer (Overseas Region Sales Manager) & Birtan Baç (Business Development and Project Manager)	Office Furniture	Environmental friendly products	Recycling, Environmental Awareness	Bottom-Up Approach, Managerial Support, Competitiveness
2014 (41) - July	Turkish Ytong	Tolga Öztoprak (Vice General Manager)	Cement Productions	Environmental friendly products and processes	Product Life Cycle Assesment, Sustainable Structuring, Corporate Responsibility, Carbon Emission Reduction, Zero Waste, Energy Productivity, Green Building, Environmental	R&D, Collaboration with Partners

					Impact	
2014 (42) - August	BD Otomotive	Osman Fevzi Boyner (Chairman of the Board of the Directors)	Otomotive	Electric Car & Charge Units	Environmental Protection, Energy Productivity	
2014 (43) - September	Özyeğin University (Private University)	Hikmet Taşdemir (Environment, Occupational Health and Safety Manager)	Education	Sustainable Campus	Waste Management, Renewable Energy, Environmental Friendly Behavior	Vision, Organisational Culture, Stakeholder Involvement
2014 (44) - October	Altensis	Emre Ilıcalı (Co-founder)	Sustainability Consultation Services	Green Office & Building Feasibility Services	Sustainable Water Management, Energy and Water Productivity, Environmental Protection	Corporate Reputation
2014 (45) - November	BASF Turkey  IZOCAM  XEROX Turkey	BASF: Volker Hammes (CEO)  IZOCAM: Fatih Öktem (Marketing Manager)  Burak Özer (General Manager)	Chemical Products  Glass Productions  Managed Print Services & Technologies	Environmental friendly products (e.g. Bio-Products such as Energy Star)	Triple Bottom Line, Sustainable Development, Environmental Awareness, Energy Productivity, Recycled Materials, Carbon Footprint, Environmental Impact, Recycling, Reusing, Zero Waste, Sustainable Workflow	Corporate Strategy, Innovation (three innovation fields: Natural Resources, Environment and Climate; Food and Nutrition; Life Quality), Collaboration with Partners, Supply Chain
2014 (46) - December	Eczacıbaşı Holding	Ebru İlhan (Sustainability Expert)	(Operating in Various Sectors)	BeGreen (Green Business & Life Style Corporate Intercommunications Project)	Environmental Awareness, Environmental Impact, Environmental Friendly Behavior, Sustainable Consuming, Recycling, Reusing, Carbon Emission Reduction, Sustainability Communications	Business Processes, Collaboration with Partners, Employee Involvement, Innovation, Human Resources, Competitiveness, Stakeholder Involvement
2015 (47) - January	Zorlu Energy	-	Energy	Environmental friendly products	Corporate Responsibility, Sustainability Performance, Environmental Impact, Carbon	Corporate Strategy, Leadership, Stakeholder Involvement, Corporate Reputation

	Akçansa	Akçansa: Mehmet Hacıkamiloğlu (General Manager)	Cement Production		Footprint, Environmental Performance, Sustainable Development, Biodiversity, Triple Bottom Line, Natural Resources, Renewable Resources	
2015 (48) - February	PepsiCo-Frito Lay Turkey	Didem Şinik (Corporate Communications Manager)	Food and Beverage	Zero Waste (Factory located at İzmit)	Waste Management (Waste Prevention - Reduction - Reuse - Recycling - Disposal - Recovery), Carbon Emission Reduction, Triple Bottom Line, Sustainable Development	Innovation
2015 (49) - March	Mordağ Design Studio	Mete Mordağ (Founder)	Furniture Design Services	Ecological Design	Environmental Awareness	Competitiveness, Product Development
2015 (50) - April	Bosch Termotechnics Turkey	Zafer Polat (Turkey, Middle East & Caucasia General Manager)	Termotechnics	Environmental friendly products	Energy Productivity, Green Energy, Environmental Friendly Materials, Solar Energy, Corporate Responsibility, Renewable Energy	
2015 (51) - May	Not included (not enough data for analysis)					
2015 (52) - June	Not included (not enough data for analysis)					
2015 (53) - July	Not included (not enough data for analysis)					
2015 (54) - August	E-Güven	Can Orhun (General Manager)	Mobil & Electronic Signature and Software Solutions	Environmental friendly technologies	Environmental Awareness, Green Technologies	Product Development
2015 (55) - September	SASA Corp.	Toker Özcan (CEO)	Polyester Products	Green Chemicals	Energy Productivity, Carbon Footprint, Environmental Impact, Waste Management	Innovation, Value Chain, Product Development, 6-Sigma (TQM)
2015 (56) - October	Kılıçoğlu Kiremit	Ali Osman Özaydemir (Vice Manager of	Roofing Technologies	Environmental friendly products	Energy Productivity	Innovation

		Marketing)		(e.g.Ecotitanium Roof)		
2015 (57) - November	Ariston Thermo Group Turkey	Işıl Aksoy (Marketing Manager)	Heating and Cooling Systems	Environmental friendly products	Energy Productivity, Sustainable Development, Renewable Energy, Environmental Awareness	Corporate Strategy, Innovation, Organisational DNA
2015 (58) - December	Organickid	Merve Akıncı (Founder)	Children Clothing	Environmental friendly-Ecological products	Corporate Responsibility, Fair Trade, Triple Bottom Line	Leadership
2016 (59) - January	Baymak	Ender Çolak (General Manager)	Heating and Cooling Systems	Environmental friendly products (e.g. BES, in collaboration with Şekerbank and Garanti Bank)	Solar Energy, Energy Productivity, Carbon Emission Reduction, Triple Bottom Line	(Social) Innovation, Stakeholder Involvement, Value Chain
2016 (60) - February	TYT	Cihan Özalevli (Founder/General Manager)	Solar Energy & Hybrid Systems	Environmental friendly products (e.g. GeoSolar, HydroSolar)	Energy Productivity, Carbon Emission Reduction	Leadership
2016 (61) - March	Eczacıbaşı	Erdem Akan (Design Director)	Building Materials	Sustainable Design	Product Life Cycle Assessment	Managerial Support, Innovation
2016 (62) - April	Evergreen Architects	Feyza Kalaycıoğlu (Founder)	Architecture and Engineering Services	Green Buildings Design Services	Environmental friendly Behavior, Natural Materials, Recycling	Business Model, Innovation
2016 (63) - May	Assan Aluminium Corp.	Göksal Güngör (Vice General Manager)	Aluminium Products	Environmental friendly-green products	Environmental Policy, Green Growth, Recycling, Energy Productivity, Waste Management, Carbon Emission Reduction, Corporate Responsibility, Environmental Protection, Biodiversity, Green Company	Organisational Culture, Innovation, R&D
2016 (64) - June	Taze Kuru	N. Erinç Yurter (CEO)	Dried Fruits & Vegetables	Environmental friendly products	Energy Productivity, Ecosystem, Corporate Responsibility	Business Model, Supply Chain, Human Resources
2016 (65) - July & August	Ulker	Mehmet Tütüncü (CEO of Turkey, Middle East, North Africa and	Food and Beverage	Environmental friendly products	Recycling, Energy Productivity, Waste	Value Chain, Innovation, Leadership, Corporate Reputation, Business

		Middle Asia Region)			Management, Carbon Emission Reduction, Product Life Cycle Assessment	Strategy, Business Model
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**Appendix 2:** Some Example Questions of the Interviews in EKOIQ Magazine Issues

- What do you think about company (the company you work for) practices and products/services in terms of environmental problems?
- Does the company engage in some practices for sustainability in manufacturing processes? Can you tell us about them?
- Is there any sustainability and environmental contracts or engagements that have been signed by the company? Can you tell us about them?
- What's been done so far in terms of corporate sustainability in the company?
- What do you think about Turkish industrial practices in terms of sustainability

