

FROM STRATEGIC DIRECTION TO ORGANIZATIONAL ACTION: THE IMPLEMENTATION OF A CORPORATE CLIMATE CHANGE STRATEGY FROM A SUBSIDIARY PERSPECTIVE

Multinational corporations face increasing pressure from investors, customers, governments, and non-governmental organizations to take responsibility with regards to environmental issues. Incorporating environmental issues into corporate strategy beyond what is required by government regulation is a means to improve a corporation's alignment with these growing environmental concerns and expectations of stakeholders. The most prominent environmental issue at the time is climate change. Multinational corporations are made accountable for the release of an extensive amount of greenhouse gas emissions through their operations around the world. They are also supposed to possess resources and capabilities to address the climate change issue by reducing greenhouse gas emissions within reach of the corporation. Therefore the challenge for multinational corporations which pursue a proactive climate change strategy is to successfully implement its strategy within subsidiaries around the world in order to achieve noteworthy greenhouse gas reductions.

The **objective of the dissertation** is to identify facilitating factors within the organizational context as well as barriers to implementing a corporate climate change strategy. Propositions are developed based on strategy implementation research, environmental management research, and environmental psychology research and tested in the course of a case study. The design of the case study is built on the notion that taking an organizational as well as an individual approach is crucial for a comprehensive consideration of the process of implementing a corporate climate change strategy within a multinational's subsidiaries.

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