



28th EBES CONFERENCE - COVENTRY

PROGRAM AND ABSTRACT BOOK

MAY 29-31, 2019
COVENTRY, UNITED KINGDOM

Hosted by
The Centre for Financial and Corporate Integrity (CFCI)
Coventry University

In collaboration with
Coventry Business School Trading Floor



ebes@ebesweb.org

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28th EBES Conference - Coventry Program and Abstract Book
ISBN: 978-605-67622-7-7
Publisher: EBES
Istanbul - Turkey
May 2019

28th EBES Conference – Coventry Program and Abstract Book
(ISBN: 978-605-67622-7-7)

EBES Publications / EBES Yayınları

Mailing Address / Yönetim Yeri Adresi: Akşemsettin Mah. Kocasinan Cad.
Erenođlu İş Merkezi No:8/4 34080 Fatih - İstanbul, Türkiye

Publisher / Baskı: EBES

Akşemsettin Mah. Kocasinan Cad. Erenođlu İş Merkezi No:8/4
34080 Fatih - İstanbul, Türkiye

Tel: 0212 2205451 **Fax:** 0212 2205452

Publication Type / Yayın Türü: Conference Book / Konferans Kitabı

Types of Material / Materyal Türü: *Electronic Book / Elektronik Kitap*

Istanbul - Turkey / İstanbul - Türkiye

May 2019 / Mayıs 2019

DAY 2 - SESSION II: 11:10-13:10**MANAGEMENT****Chair:** Desiree Helene Ladwig**Room:** CC1.1*A Systemic Approach for Management, Leadership and Teams*

Emoke Takacs, ERI Hungary - European Research Institute, India; Toon Abcouwer, University of Amsterdam, Netherlands; and O.P. Banga, Tree-Parq, Netherlands

Telecommuting Versus Traditional Work Environment: Determinants of Job Satisfaction as Perceived by Individual Contributors and Supervisors

Melfi Masongsong Caranto, Jose Rizal University, Philippines; Rommel Pilapil Sergio, Canadian University Dubai, U.A.E.; and Melchor Zabala Oribiana, University of Leeds, United Kingdom

Strategy Work – Dark Rooms, Pinholes and Laterna Magica

Pasi Sajasalo, University of Jyväskylä, Finland; Tommi Auvinen, University of Jyväskylä, Finland; Antti Ilmari Rautiainen, University of Jyväskylä, Finland; and Tuomo Takala, University of Jyväskylä, Finland

Sustainable Procurement and Environmental Performance Indices for Maritime Services

Anastasia Christodoulou, University of Gothenburg, Sweden

Customer Perceived Environmental Value and its Drivers in Logistics Outsourcing Relationships

Alexandre Metreveli, Coventry University, United Kingdom; Beverly Wagner, University of Strathclyde, United Kingdom; and Fred Lemke, Vlerick Business School, Belgium

A Theoretical Model of Responsible Leadership and Employee Innovative Behavior: The Role of Social Leader-Member Exchange and Voice Behavior

Jolita Butkiene, ISM University of Management and Economics, Lithuania

CORPORATE GOVERNANCE**Chair:** Maria Postoyeva**Room:** CC1.2*Corporate Governance and Payout Policy: A Catering Effect*

Daniel Gyimah, Coventry University, United Kingdom; Ernest Gyapong, Massey University, New Zealand; and Ammad Ahmed, Queensland University of Technology, Australia

Investor Protection and Institutional Investors' Incentive for Information Production

Sagi Akron, University of Haifa, Israel

Does Corporate Social Responsibility Drive or Impede Corporate Financial Performance

Weiou Wu, London South Bank University, United Kingdom

Evaluating the Impact of Compliance with Governance Recommendations on Firm Performance: The Case of Spain

Manuel Ernesto Nunez, Blanquerna Foundation - Universitat Ramon Llull, Spain; Josep E Garcia-Blandon, IQS School of Management - Universitat Ramon Llull, Spain; and Christopher Baum, Boston College, U.S.A.

Corporate Governance as a CSR Reporting Determinant

Triinu Tapver, Tallinn University of Technology, Estonia

Leveraging Founder's Influence in Post-IPO Time: Ownership, Management and Firm Performance of R&D-Based Newly Public Firms in India

Manali Chatterjee, Indian Institute of Technology Kharagpur, India and Titas Bhattacharjee, Indian Institute of Technology Kharagpur, India

connect to pinholes, dark rooms and *laterna magica*, or magic lanterns appearing in the title may be utilized in an attempt to demystify some aspects of both strategy formation and its communication. In our empirical analysis we focus on metaphors, communication and emotions in strategy work. We will utilize empirical data from a large financial industry case organization to build two vignettes illustrating different strategic eras for analytical purposes. We use them to dissect the role and use of metaphors for better understanding how strategy formation and its illusiveness is exposed to diminish mystique surrounding it. Thus, the contribution of the paper is to introduce underdeveloped conceptions and frameworks to strategy as practice literature (for recent reviews of the SAP literature, see e.g. Golsorkhi et al. 2011, or Laine et al. 2016). We call our framework as phantasmagoria in strategy work.

Keywords: Strategy Work, Camera Obscura, Financial Organization, Vignette, Phantasmagoria

Sustainable Procurement and Environmental Performance Indices for Maritime Services

Anastasia Christodoulou
University of Gothenburg, Sweden

Abstract

The growing concern of shippers on the carbon footprint of their supply chains has led to the development of various environmental indices that enable the measurement of the transport supplier environmental performance. This paper is focusing on the environmental performance indices that have been developed for the shipping industry and enable the measurement and comparison of the environmental performance of individual vessels. Two environmental indices for shipping – the Environmental Ship Index (ESI) and the Clean Shipping Index (CSI) - are analyzed in this paper highlighting their particular features and giving some evidence of their practical implementation. The scope of this paper is to investigate the usefulness of these indices for shippers and freight suppliers' decisions and identify their effectiveness for the improvement of the environmental performance of shipping services. According to our findings, both indices are comprehensible and transparent. The credibility of the CSI is quite larger compared to the ESI, due to third party verification that is performed by various classification societies. The CSI also has a more holistic approach, consisting of a network of members built up from a broad range of maritime stakeholders in contrast to the ESI that is restricted to shipping companies and ports. The ESI is the most commonly used index for the provision of economic incentives by ports, which is an expected outcome, as this index was developed by the International Association of Ports and Harbors (IAPH, which is formed by the ports themselves in their efforts to improve their environmental performance. The environmental differentiated port fees offered by Port Metro Vancouver and Port of Gothenburg on the basis of the vessels' ESI and CSI scoring were investigated. The fact that, in both ports, the number of vessels that have an ESI score or a CSI Class is constantly growing, suggests that eco-labelling initiatives and the use of environmental performance indices is becoming more and more popular in the shipping industry. Apart from the shipping companies that might choose a port that rewards 'cleaner' vessels, the shippers themselves may require employed vessels to have such an ecolabel to demonstrate their commitment to sustainable transport. Given the growing concern of shippers on the environmental performance of their supply chains, this paper suggests that these indices are useful tools for the evaluation and measurement of the transport supplier environmental performance and could be employed by shippers and freight suppliers for their transport mode choice decisions.

Keywords: Sustainable Procurement, Environmental Performance Indices, Air Pollution, Shipping
