

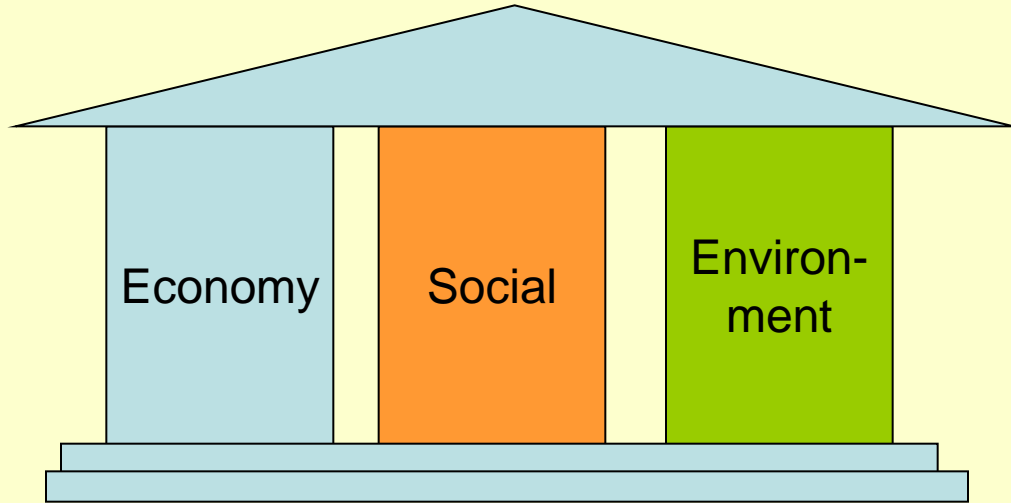
From Sustainable Forest Management Towards Management of Sustainability in Forest Enterprises

Instruments and Empirical Findings

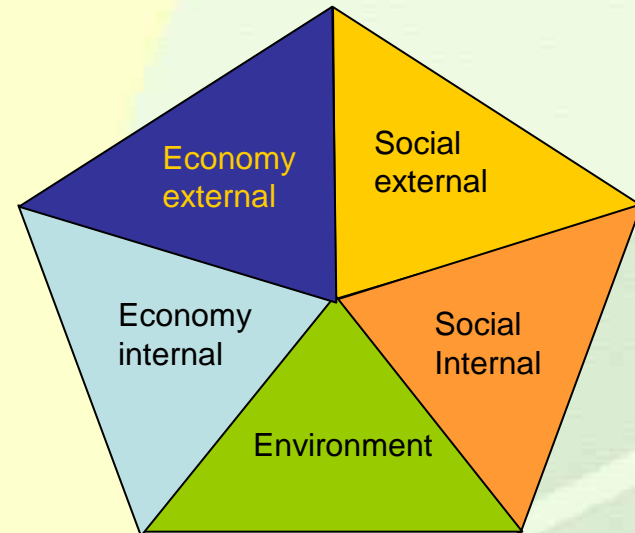
Christoph Hartebrodt

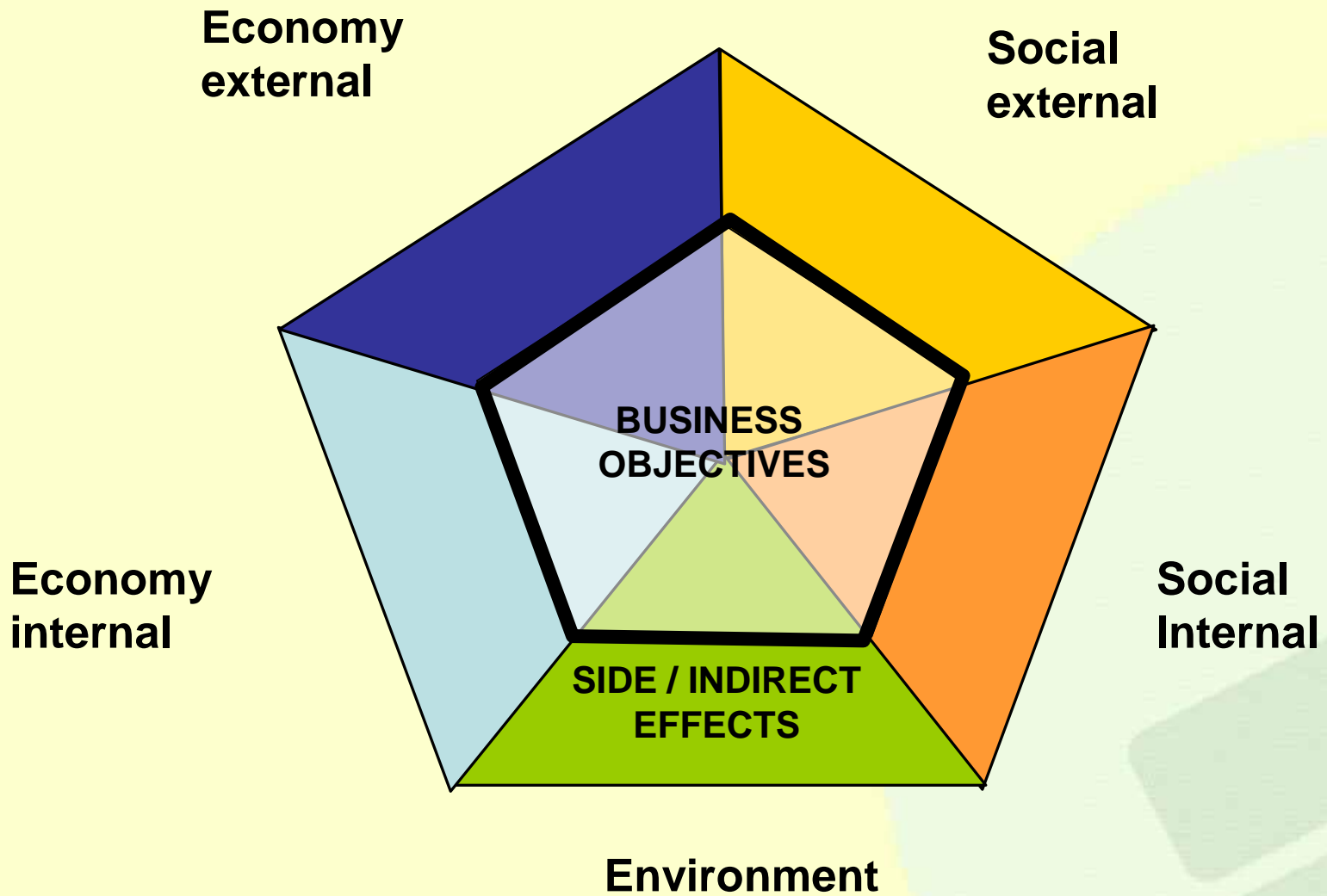
- **Sustainable Forest Management**
 - **Sustainability Management in Forest Enterprises**
- **Instruments**
 - **Documentation**
 - **Management**
 - **Reporting**
- **Empirical Findings**
 - **Management-oriented concepts**
 - **Sustainability Reporting**
- **Conclusions**

Management Pentagon



Extended ,Three
Pillar'-Approach

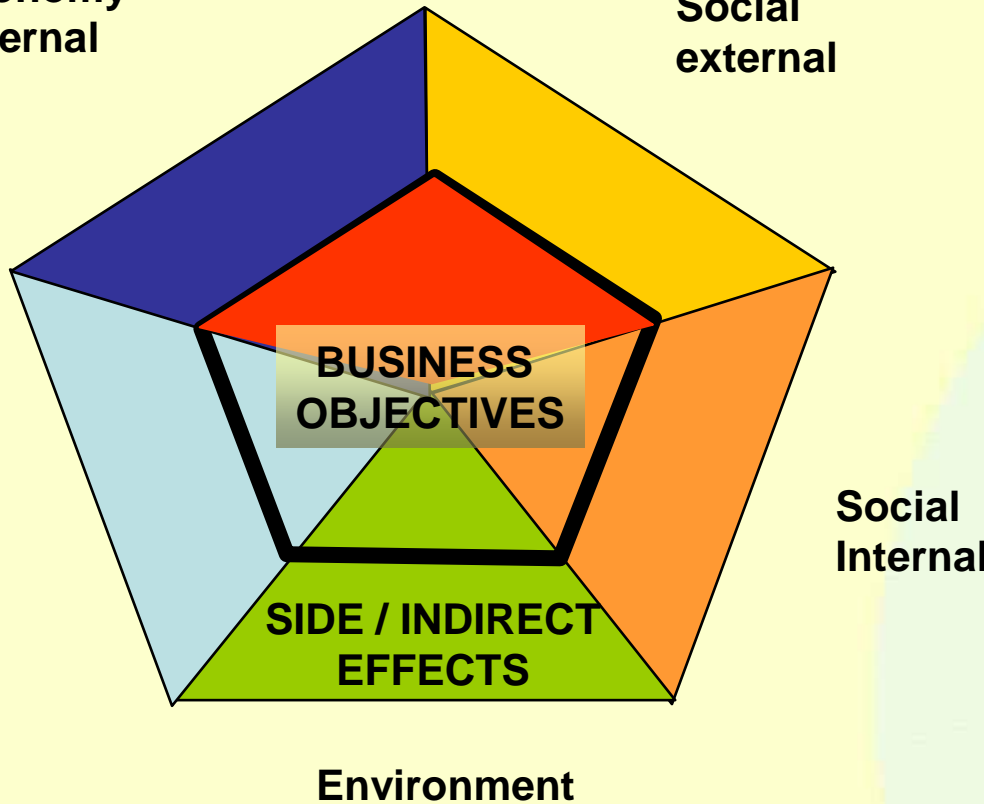




At the very beginning

**Economy
external**

**Social
external**



Timer-based economy

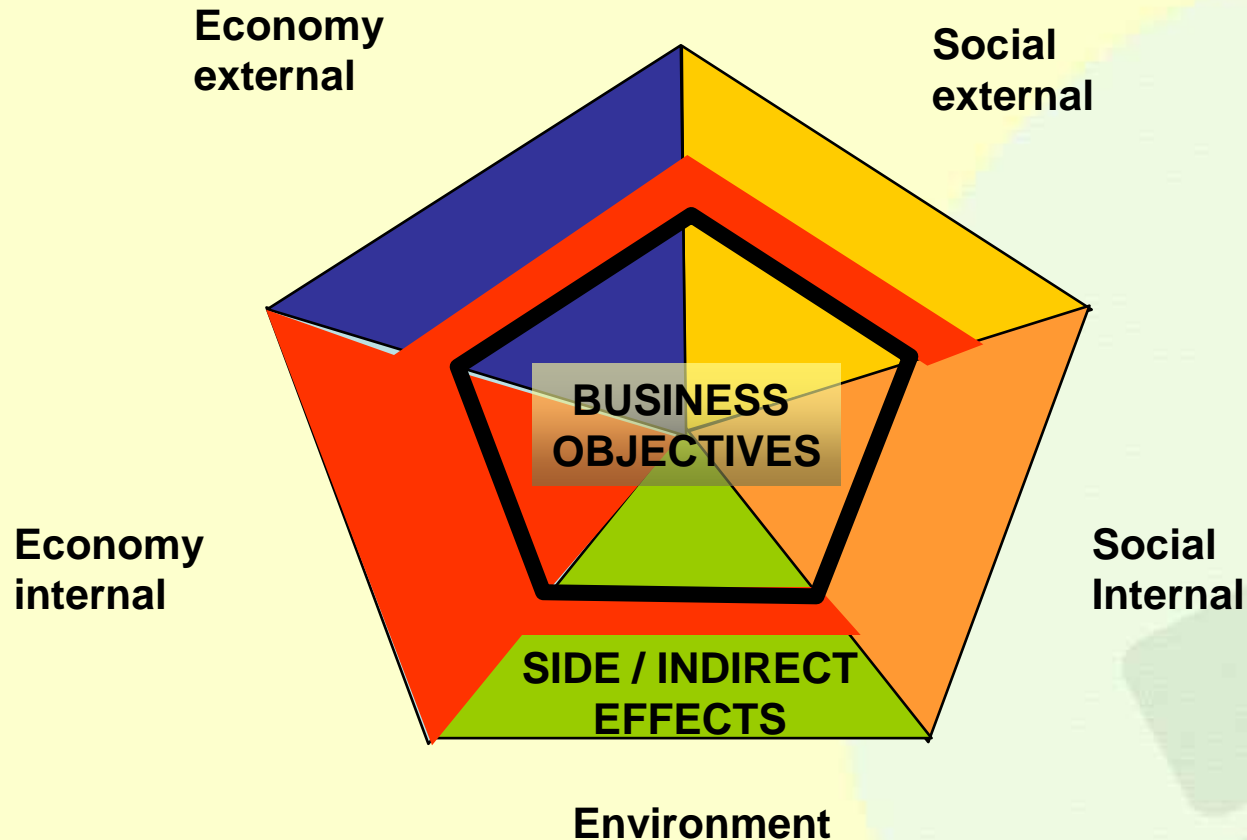
Forest activities are
dedicated to
external economical
effects

Management
= timber supply of industry
and households

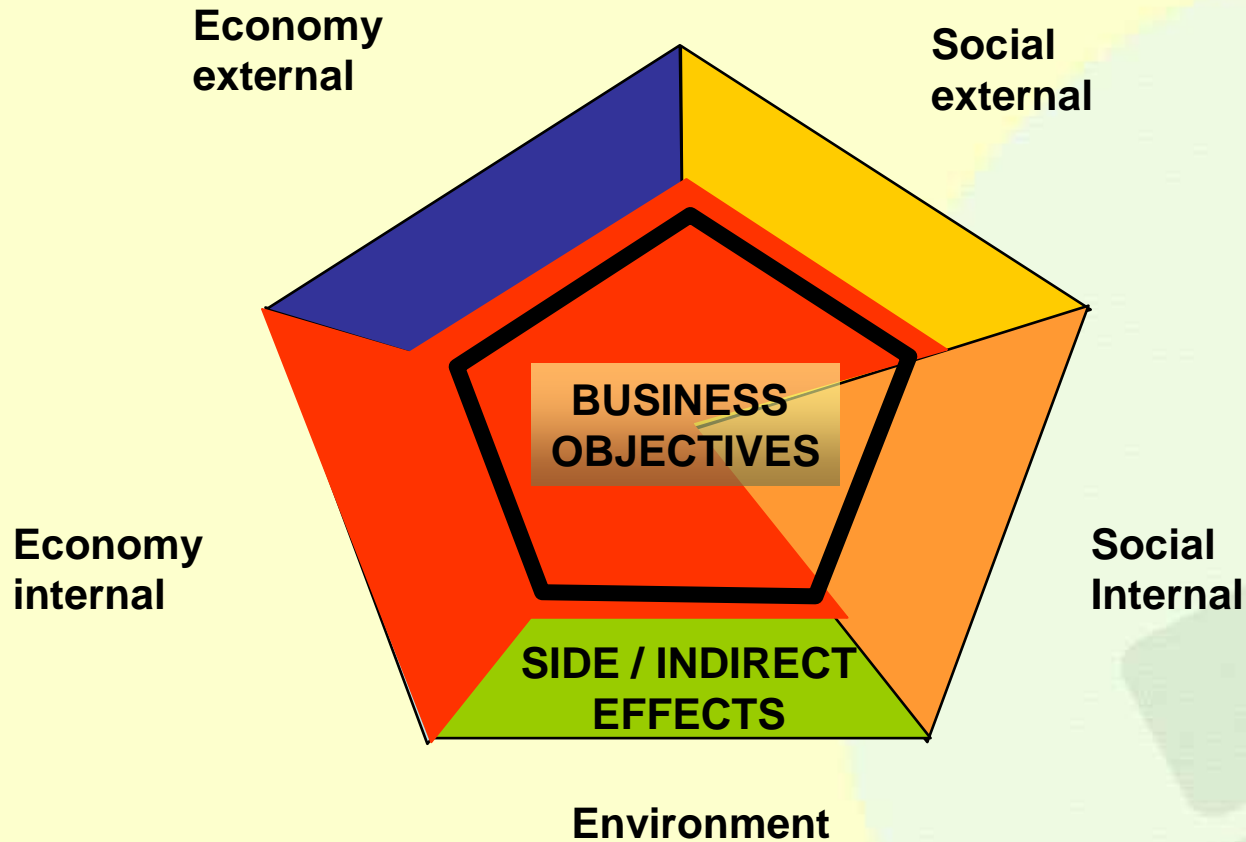
External social sphere:
Fuel wood

Forest Perspective

Sustainable Forest Management: Focus on Forest Management, all other effects are side-effects → BACKWASH THEORY

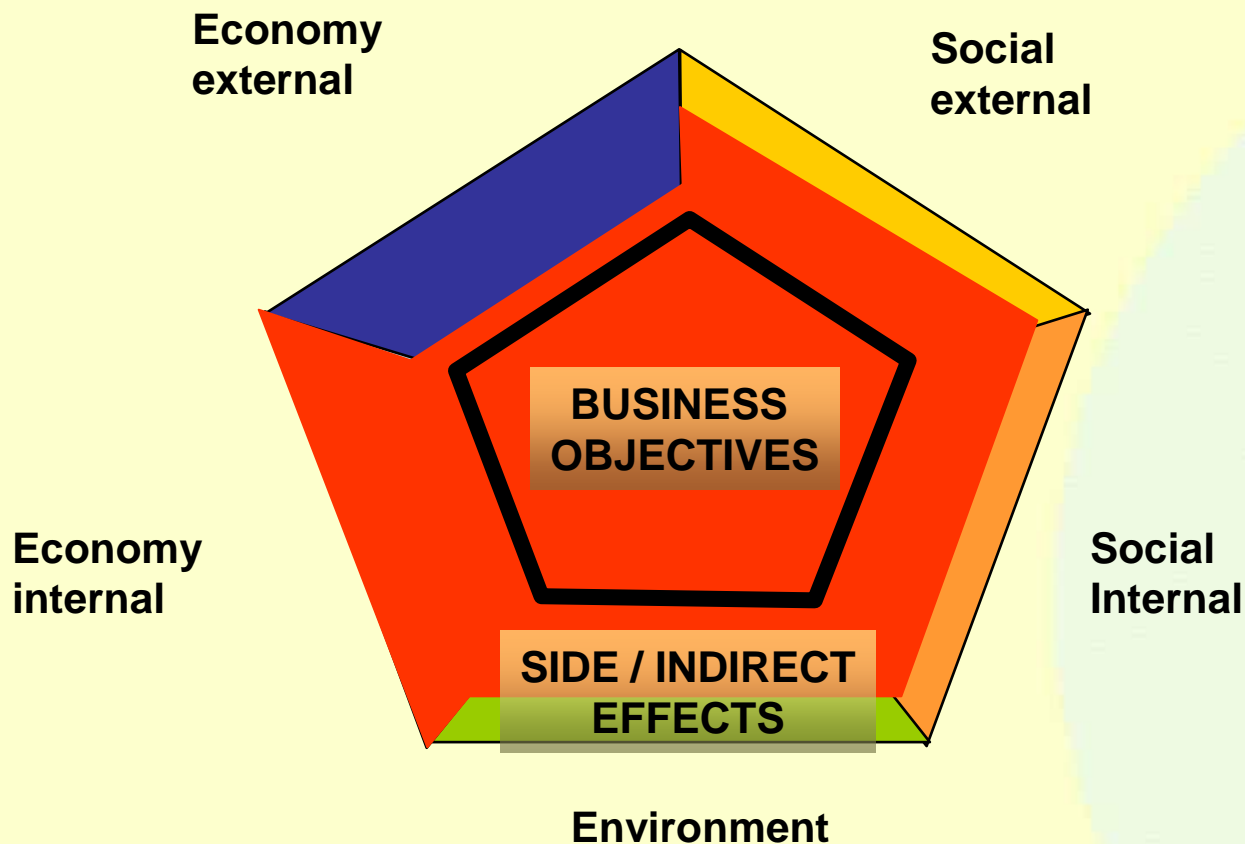


Multi-Purpose Forestry



Holistic Management Focus

Sustainability Management in Forest Enterprises



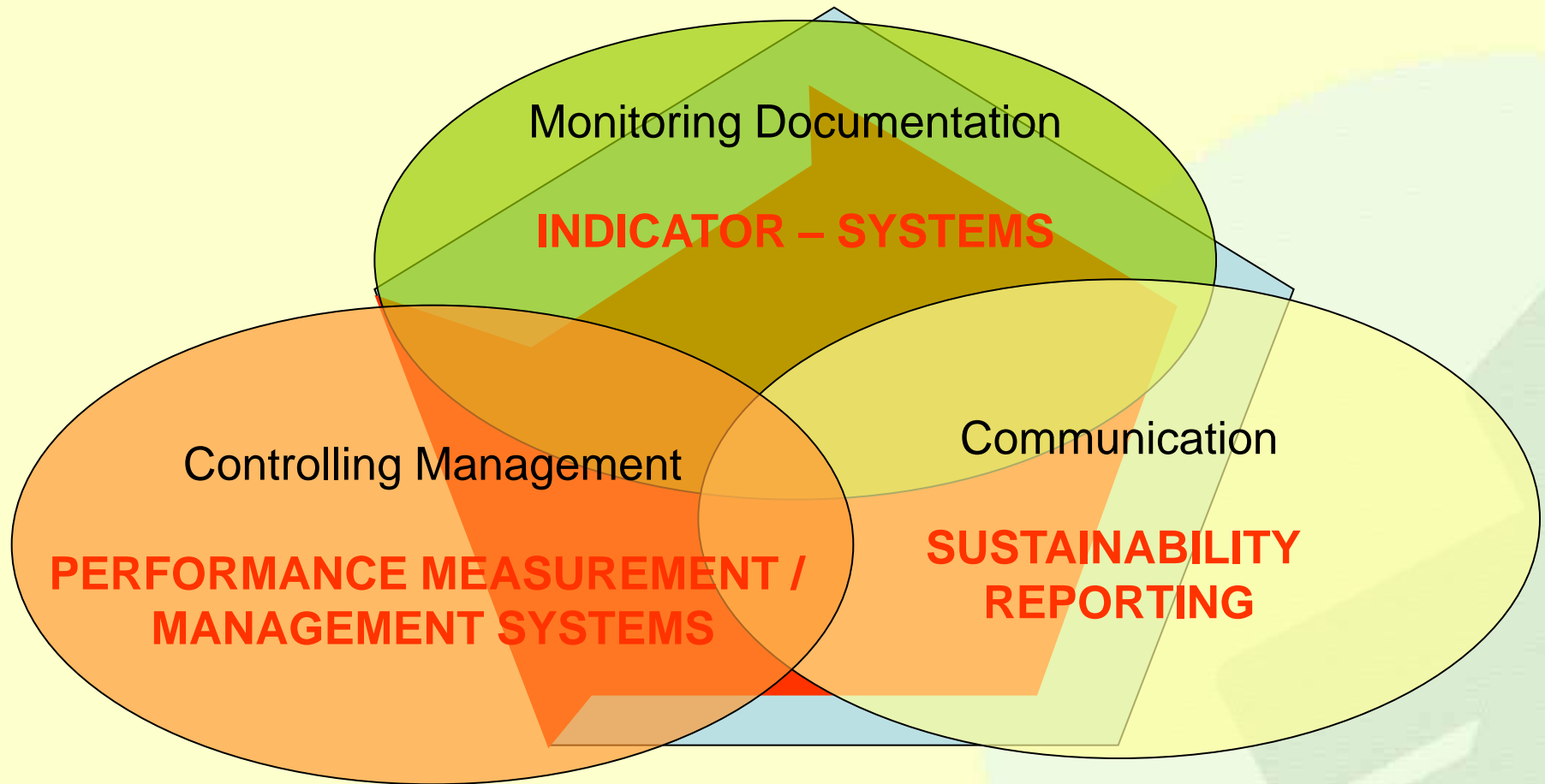
More holistic sight on forest enterprises

Part of society

Management purpose
Optimize interaction between enterprise, society and employees

Especially important in Germany where forests are quasi public institutions

Methodological Approaches



Evaluation of Functionality of different Instruments for Management of Sustainability

→ Collaborative criteria based evaluation

(Scriven ????: Rossi, ????)

→ Independent criteria based evaluation

(Scriven ????: Rossi, ????)

Systems Analysis

→ Bayesian Belief Networks

(Bosch et al. ????, Marcot et al., ????)

Kaleidoscopic insights in recent research projects and findings

Monitoring Documentation INDICATOR – SYSTEMS

Concept: Introduction of a generally accepted set of indicators, which offers a conceptual framework for a qualitative appraisal of sustainability outcomes. Partially further development towards certification concepts. Use of indicators as relative benchmarking standard.

Target groups: Primarily external, because there's only weak incentive for organizational development.

Examples: Montreal Process, Helsinki Criteria; Forest Stewardship Council; (Program for the Endorsement of Forest Certification Schemes) Standardization schemes

Valuation: Standardization of indicators is helpful and facilitates benchmarking.

Definition of minimum standards remains problematic

→ no standards

→ low-level standards, weak stimulus



**Up to now only poor systematic evaluation about the
functionality of indicator based systems!**

Controlling Management PERFORMANCE MEASUREMENT / MANAGEMENT SYSTEMS

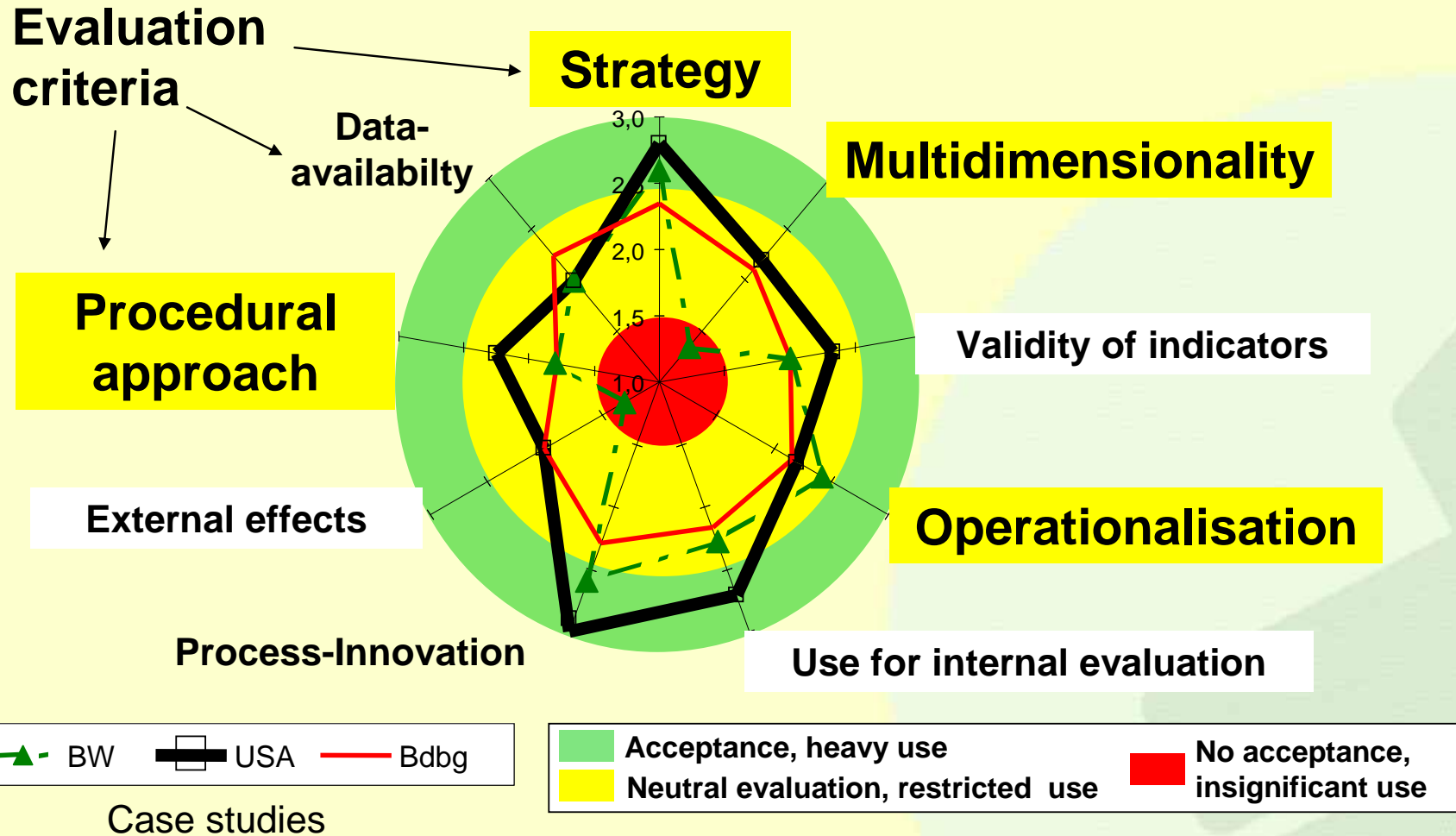
Concept: Development of (strategic) performance measure and management systems to develop the sustainability in all three sustainability pillars

Target groups: Mainly internal groups in all management levels of (larger) forest enterprises. Focusing on internal controlling, but systems meet notable interests from external stakeholder-groups as well.

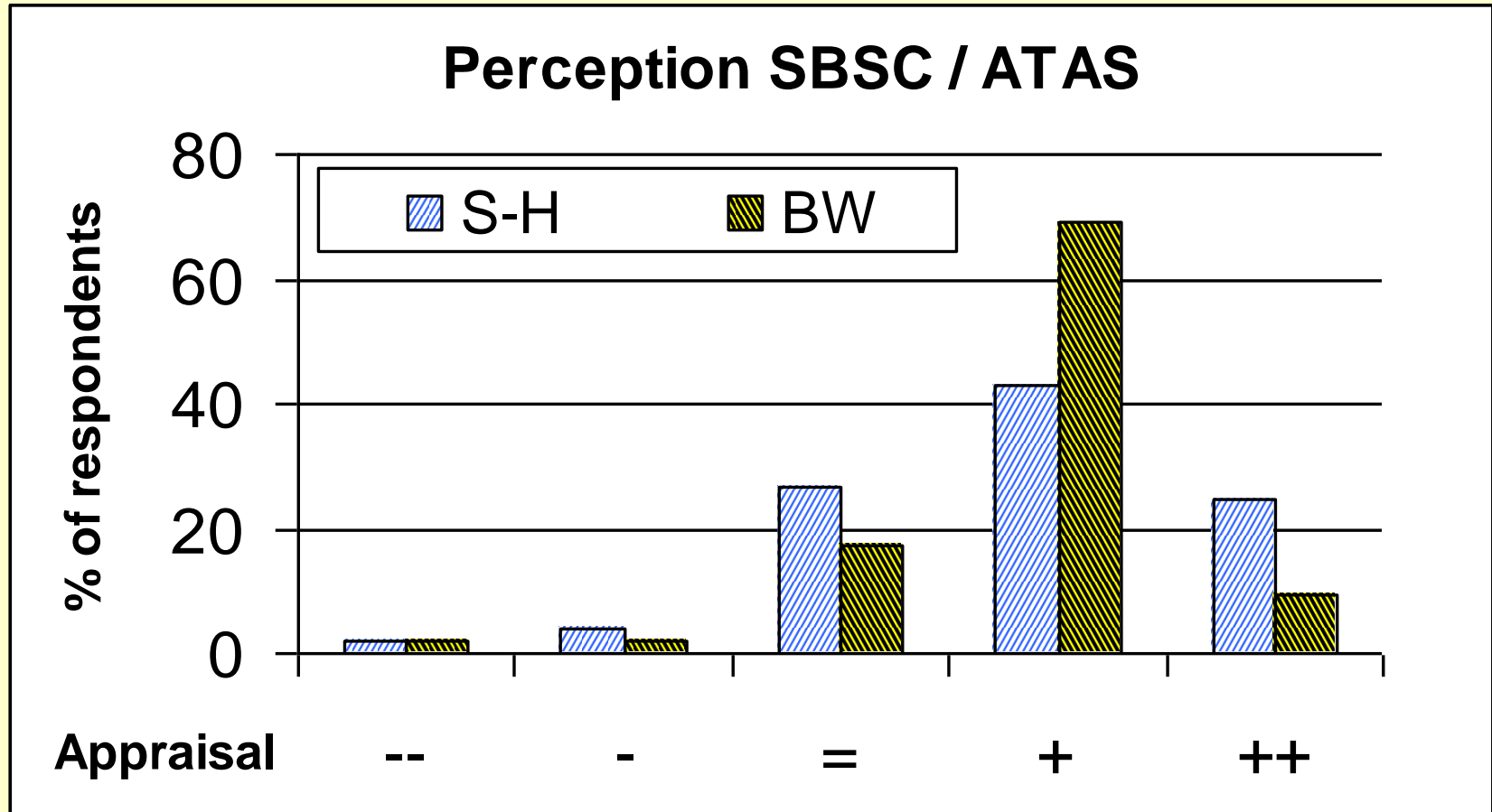
Examples: Sustainability Balanced scorecards Austrian State Forest enterprise; Annual target agreement system Baden-Württemberg. State Forest enterprise Schleswig-Holstein

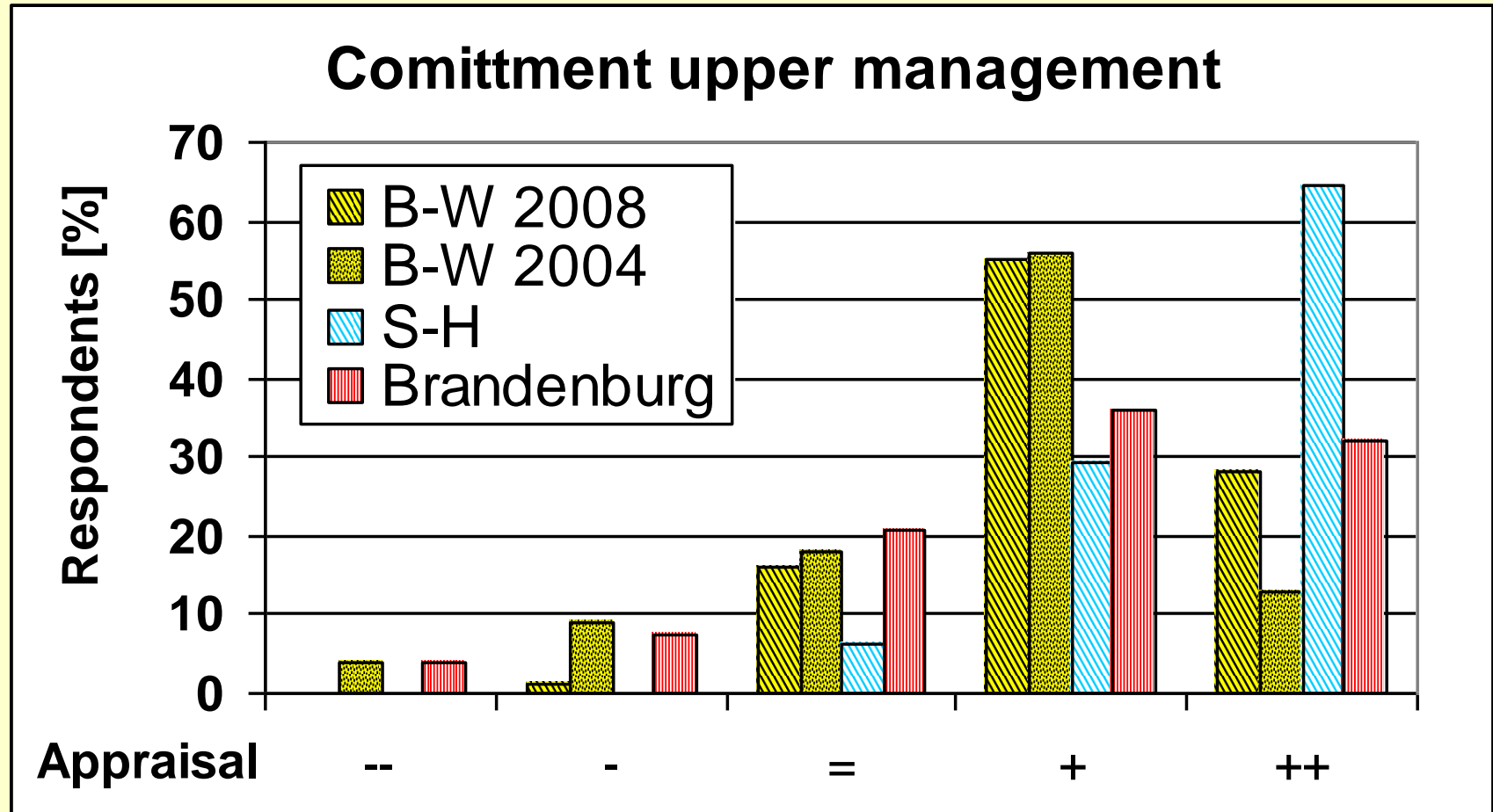
Valuation: It is possible to promote the strategic development towards sustainability. Performance control is possible. However relevant input required and commitment of upper and middle management is difficult to achieve.

Strength and Weakness



General Perception





Communication **SUSTAINABILITY REPORTING**

Similar Approaches: Corporate Social Responsibility Reporting

Concept: Organization reports about the outcomes even outside the financial sphere. Form is free, but three pillar approach gains importance.

Target groups: Internal and external outcomes

External: Information about the sustainability efforts of the institution

→ license to operate

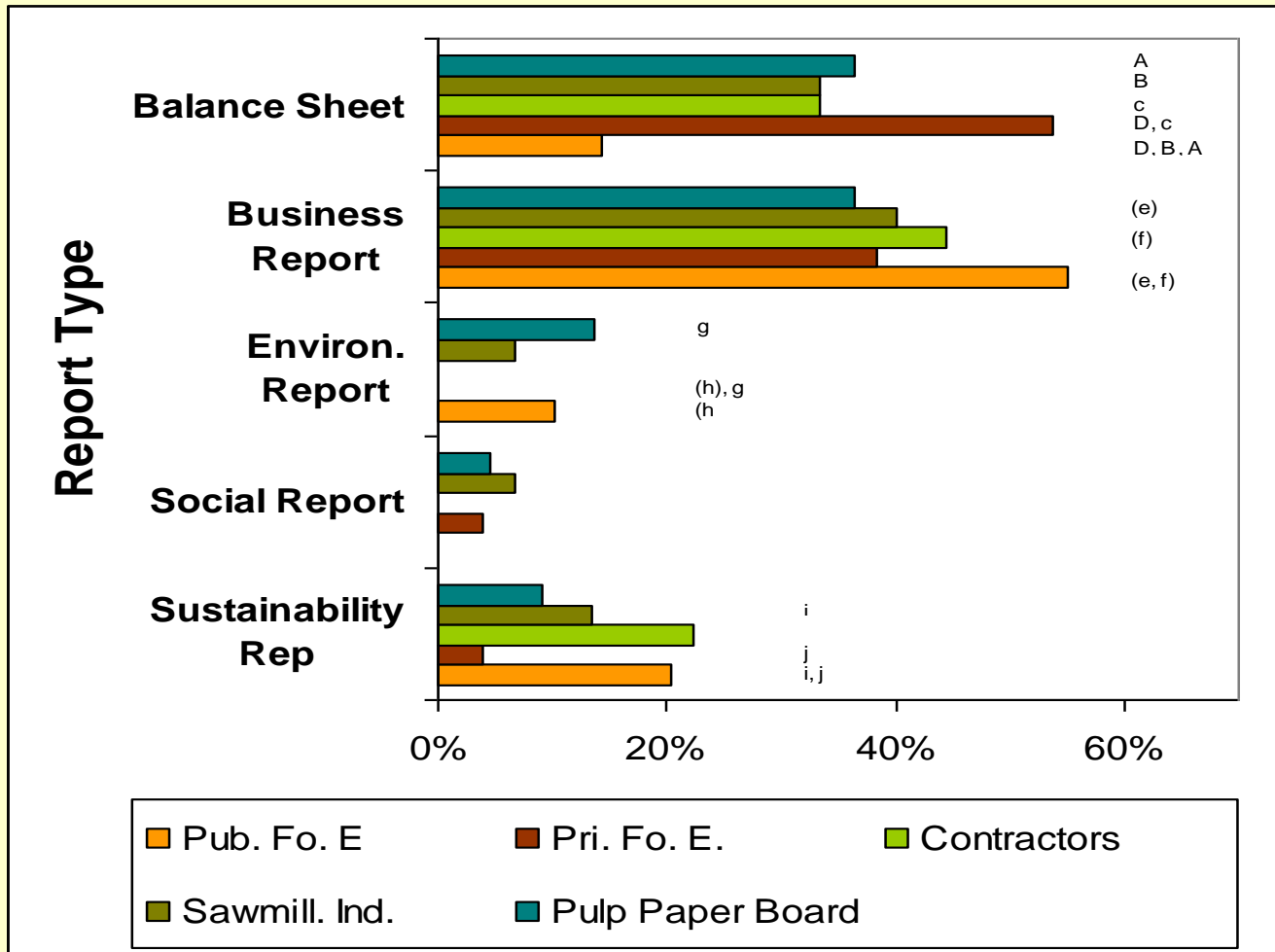
Internal: State of the art report and awareness raising for sustainability issues

Procedural trends:

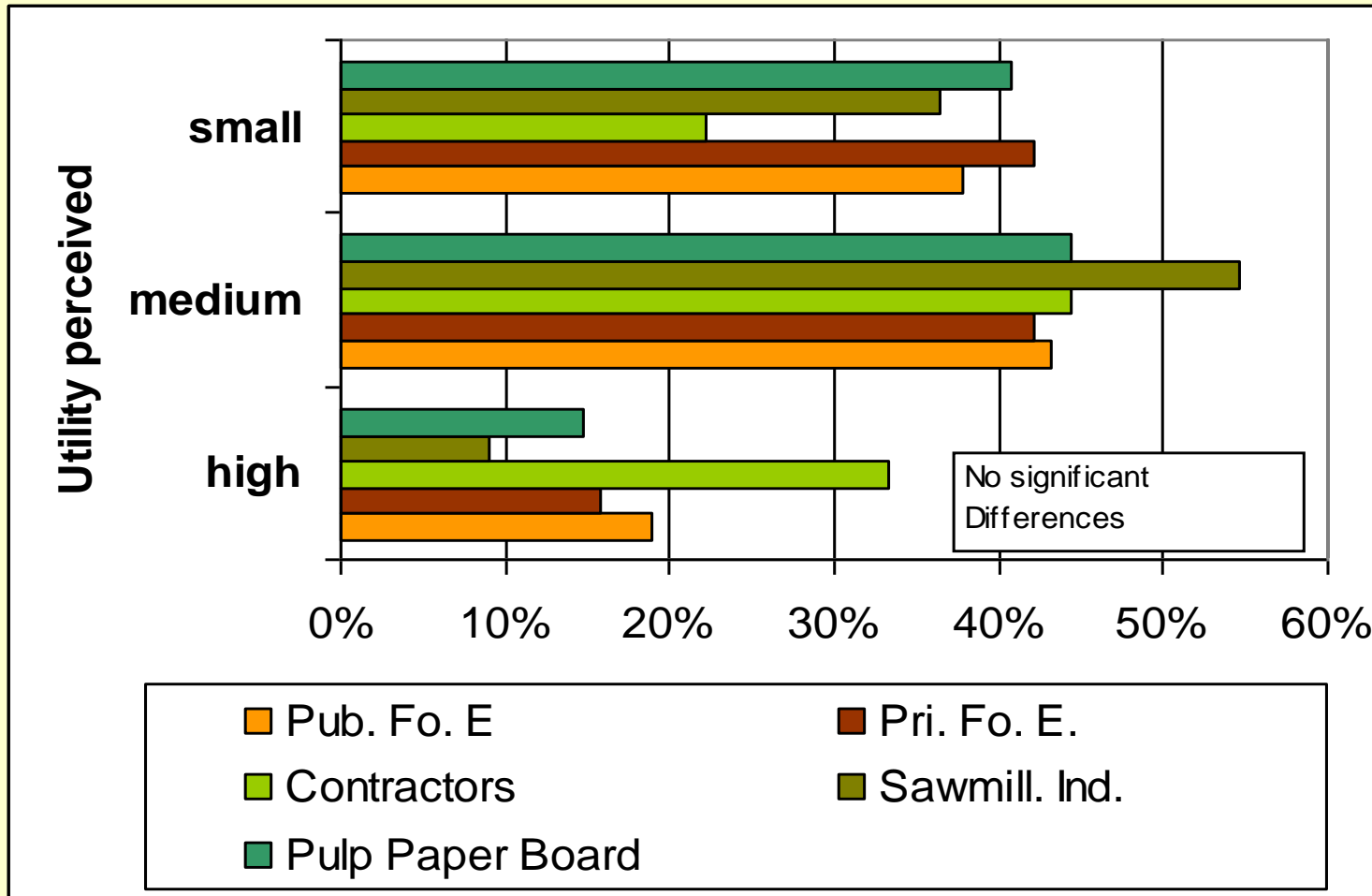
- Standardization in particular GRI Reporting
- Participation of stakeholder (reader)
- Certification of Reports
- External report auditing schemes

Valuation: Helpful for overcoming credibility gaps of traditional reporting schemes, especially by standardized concepts. Too much details for change processes in organizations.

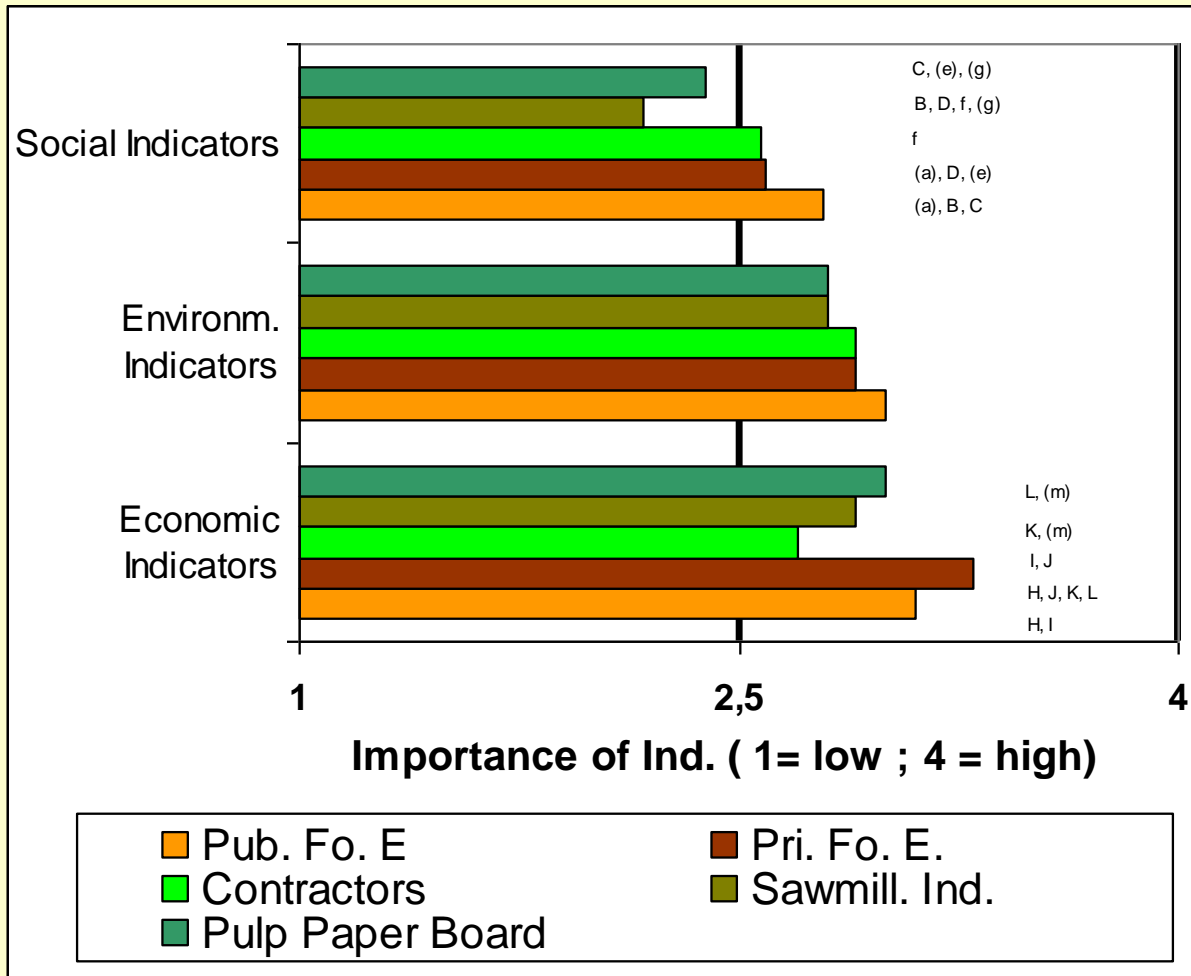
Present Reporting



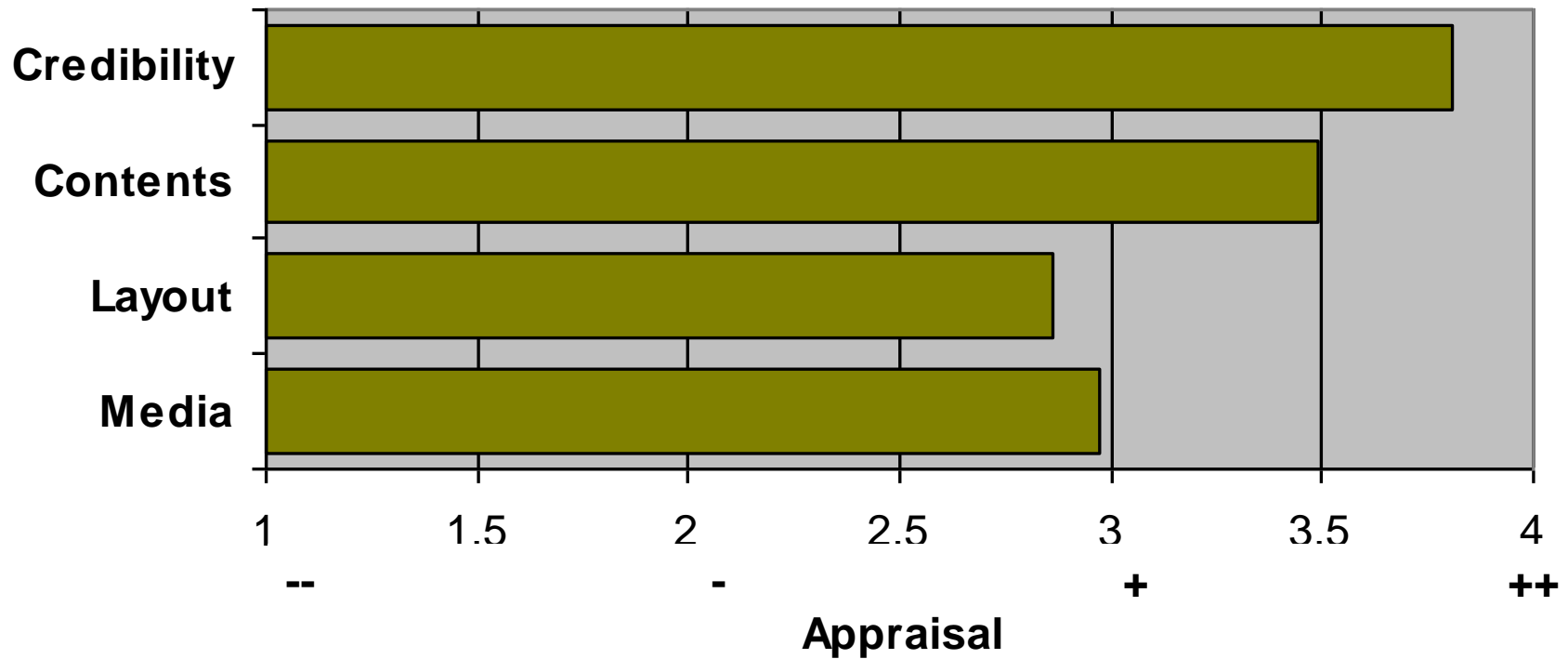
Utility Present Reporting



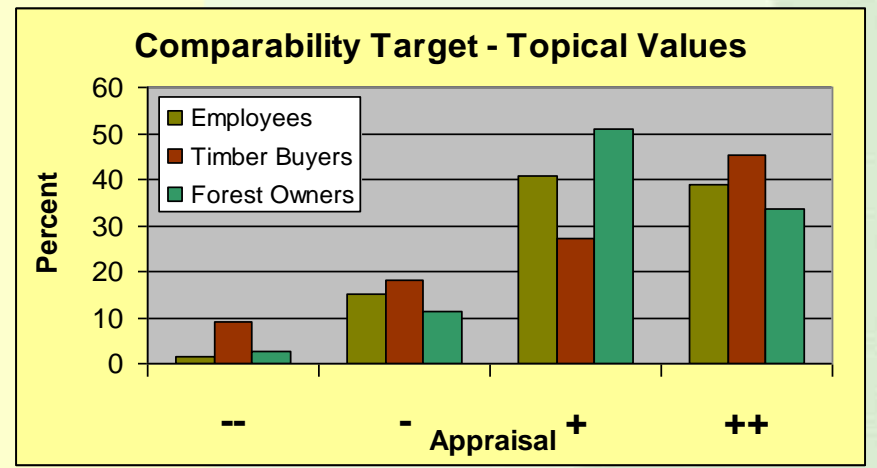
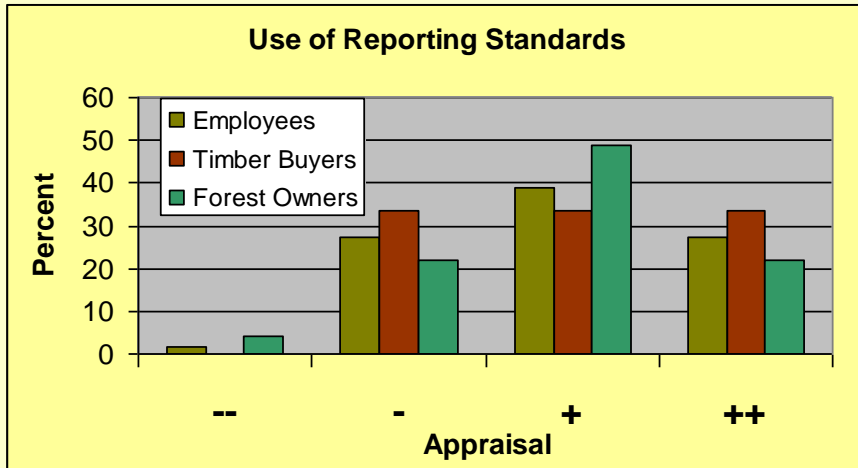
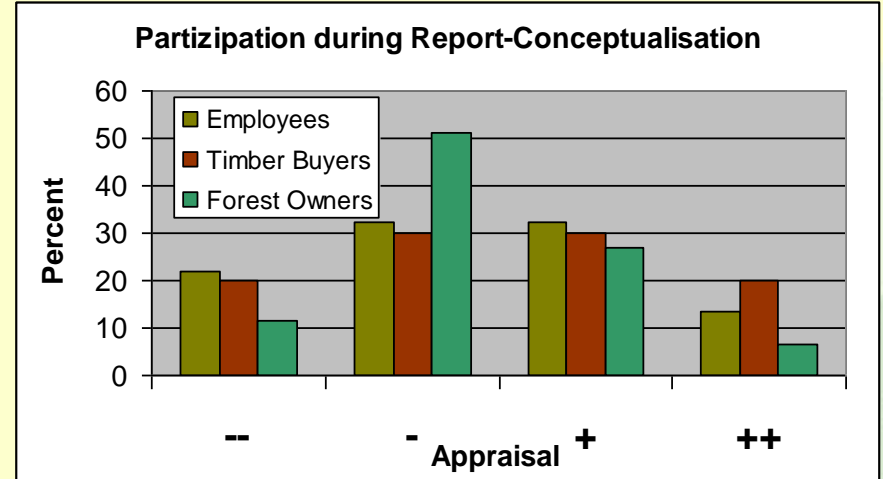
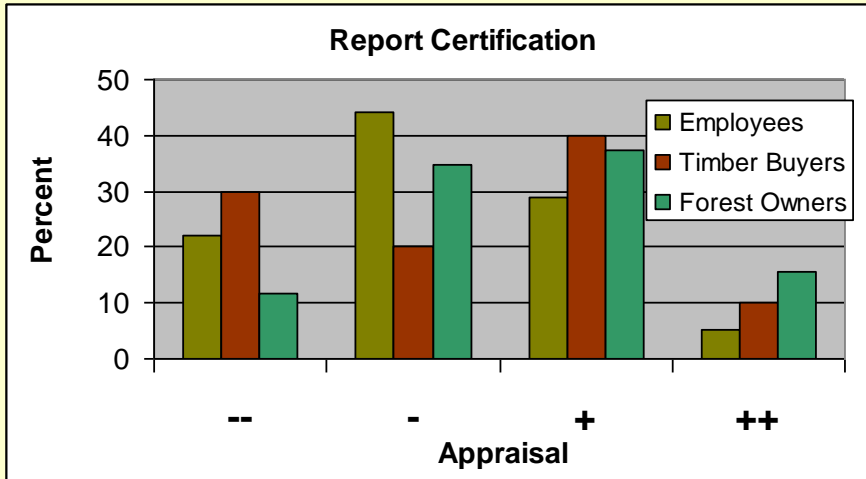
Multidimensionality

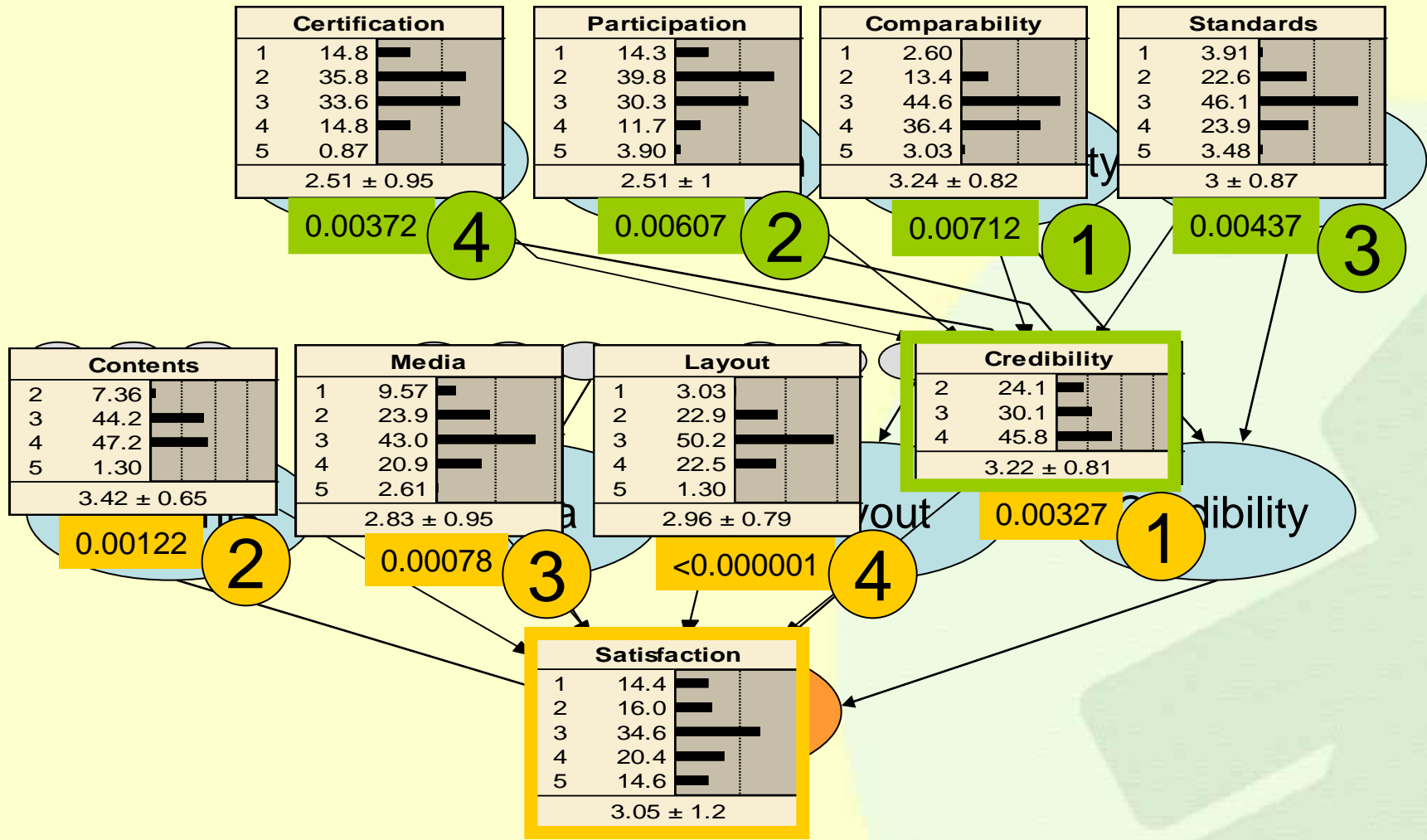


Importance of various influencing factors



Credibility-Driver





Thank you for your
kind attention!

Questions or comments?

