CEO

At a Swedish company with 50 to 199 employees

Weighs growth against feasibility, and who internally will own what is bought.

24 source-backed observations | **16** sources

Research, public authorities, industry surveys and case studies. All traceable to source, population, year and method.

✦ THE PROFILE'S PRIORITIES

1. Business value that is shown, not promised
2. A clear internal owner for the rollout
3. Capacity to deliver without losing the day-to-day
4. Management's time as the most expensive resource

✦ ASK THE PROFILE

"Who on your side would own the rollout, and what does that person need to see?"

✦ THE SOURCE MATERIAL, AREA BY AREA

Number of observations and one example from the material

Budget and cost	8	Subsidised workplace parking is described as an obstacle to sustainable transport, and market-rate prices are recommended as a first step. IVL Swedish Environmental Research Institute · Swedish employers · 2019
Mandate and decision path	8	Two out of three heads of HR said they were able to influence critical business decisions beyond personnel matters. Personio · 500 Swedish heads of HR · 2023
Objections and obstacles	6	Some employees thought the company should have made the merger work before introducing a shared CRM system. Chalmers · case study of one company · 2024
Buying criteria	2	Cost and logistics could weigh more heavily than sustainability in the interviewed companies' assessment. Department for Transport · 30 English companies

✦ SOURCES

IVL Swedish Environmental Research Institute · Personio · Chalmers · University of Gothenburg · Swedish Work Environment Authority · Department for Transport