

# Part IV

## Integrated Corporate Environmental Management

*As a cross-functional activity, environmental management affects all corporate functions. However, if it is to be effective, it must be integrated into individual task areas as a 'natural' part of the business process in the following ways:*

- *As environmental production management, since many of the most visible environmental problems arise in this area;*
- *As a marketing activity, since environmental management can be especially useful in exploiting competitive opportunities;*
- *In R&D and innovation, for the development of cleaner technologies, production processes and products;*
- *In questions of organization: that is, environmental protection as something to be 'learned' by an organization, and as an aspect of organizational structure and culture;*
- *In the area of human resource management, since it is here in the long term that the decisive preconditions will be created for the effectiveness of environmental management.*