

## Diversity and standardization: The greening of European ports (1993-2010).

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### Propositions

1. While success of distinct port environmental policies in solving environmental problems proved possible when dealing with situations on a case by case basis, some PAs deemed that it would particularly advantageous in implementing EMS standards.
2. The European Union and the culture of particular European countries had a strong influence in port EMS standards adoption
3. The effect of EU Directives within the European countries was the stimulus for port greening, both at operational and policy level, by emerging the placement of organizational structures to *initially* deal with environmental effects -mostly focusing on regulatory compliance requirements, and *then* to organize policy actions to smooth out the Directives' impact on ports' competitiveness.
4. Both institutional requirements and individual port resources limited and facilitated interaction in port EMS implementation, for they were the means through which divergence and convergence were evident within the European green port organizational field.
5. While remaining a continuous challenge, green port organizational capabilities provide a distinctive competitive edge, because they are developed in order to support the port's license to operate.
6. Because ports are paradoxical and heterogeneous organizations timing choices are particularly influential in how they focus on the development of different green organizational capabilities to cope with exogenous demands.
7. Treating the European green port institution as having been reproduced by rules, resources and individual port capabilities, places the focus on organizational modes in which European port organizations drawn up structural properties to build up their social relations, since the 2000s.
8. (Port) Greening does not concern merely the adoption of environmental performance indicators it requires policy design regarding processes and measures for continuous improvement.
9. (Port) Environmental Reports tend to be conveyed in a positive manner, which places them a significant part of the debate on EMS standards adoption regarding their role of transparent information diffusion.
10. Ports have strong potential to advance in sustainability of the European coastal areas and islands and they can use EMS standards as a tool to increase regulatory compliance and to enhance they efficacy to work with regulatory and policy agencies in reducing environmental impact at local and regional level.
11. Harbour zones inside cities -where the port is still a growing and valuable asset- often gives rise to a great deal of controversial debate at a local and regional level, something that needs careful, appropriate as well as requested and tested planning within a boarder green policy framework.
12. An instant thought on how European PAs were persuaded to organize and apply green policies and conform to environmental laws, is: "If you cannot catch a fish, do not blame the sea" (Greek proverb).