Center for Strategic Management: Stakeholder View

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Map
Center for Strategic Management: Stakeholder View
About the Center

Ladies and Gentlemen

Welcome to the Center for Strategic Management: Stakeholder View. As one of the oldest stakeholder research groups in Europe, we are proud of our tradition of excellence in teaching and research belonging to this field.

We are very pleased to submit to your kind attention the Annual Report 2007 of the Center for Strategic Management: Stakeholder View at the University of Applied Sciences (HWZ), Zurich. With this booklet we aim to share our outcomes and activities of strategic stakeholder management with you.

Stakeholder management is an applied science and we are always aiming to contribute to the development of practical solutions based on an advanced theoretical foundation and on sound empirical investigations. Due to our ongoing research activities, we are in a constant and intensive exchange of demands and ideas with practitioners from various industries and with the leading international academics. This enables us to develop highly practical tools and instruments for implementation and maintenance of stakeholder management systems based on long-term stakeholder relationships in order to gain more benefits and less risks.

The highlight of this year was the international conference on the findings of our research project „Good Practices of Stakeholder View“ in June in relation with the launch of our practitioner Book „Lizenz zum Managen“.

We hope that you will find this booklet interesting. If you wish to find out more about us please visit our homepage (http://www.fh-hwz.ch). If you would like to receive additional information or find a question unanswered please do not hesitate to contact us.

Best wishes

Prof. Dr. Sybille Sachs
Head of the Center for Strategic Management Stakeholder View
Welcome

Stakeholder View Research 2007
  Research Projects
  Conference Attendance
  Publications

Stakeholder View Education 2007
  Teaching Activities
  Dissertations

Stakeholder View Forum 2007
  Forum Activities
  Academic Commitment
Only by including the interests of all parties linked to the firm mutual trust can be built which enables the firm’s sustainable success.
Currently, the Center for Strategic Management: Stakeholder View is working on two research projects:

**Good Practices Stakeholder View**

*How and why do firms adopt a broad stakeholder orientation?*

This question sets the basis of our comprehensive research project additionally funded by the Federal Department of Foreign Affairs (BBT/EDA), European Academy of Business in Society (EABIS), the Forum Stakeholder View and Ecoscientia. We aim to analyze examples of good practices in six companies from the Swiss Telecommunication and Financial Services Industry and to show the development and implementation of the Stakeholder View as a strategic stakeholder management approach in practice. The project covers the scientific advancement as well as the usability of the developed concepts by the firms in practice and their ability to gain benefits and to reduce risks. The overall findings were presented at our conference in June 2007 and lead to the publication of two books (practitioner focus in German in 2007; practitioner focus in English 2008; academic focus in 2008).

**ICT-based Stakeholder Management**

*How can firms identify strategically relevant stakeholders and systematically involve them into corporate activities?*

The project aims to identify strategically relevant stakeholders and systematically involves them into corporate activities. To provide the relevant decision makers with a basis to identify organizational value creation through stakeholder relationships, the research project will develop the necessary tools and methods, particularly a set of indicators that help to make transparent progress in stakeholder management. Information and communication technologies (ICT) are used to further professionalize the tools and methods that are developed in this research. The project is supported by four companies that serve as case studies: Feller AG, Hunziker AG, Pfizer (Switzerland) AG and AEW Energie AG as well as the Commission for Technology and Innovation, a Swiss Federal Institution to support applied research. The results are presented to the firms by the end of this year. The final report will be available next spring.
Conference Attendance

European Academy of Business in Society (EABIS), Annual Meeting 2007, Barcelona


International Association for Business and Society (IABS), Annual Meeting 2007, Florence

Presentation at the Annual Meeting of the International Association for Business & Society by Sybille Sachs, Dominic Käslin, Irène Perrin and Isabelle Kern:

- Sachs, S., & Käslin, D. 2007. Methodology at the Crossroads: Qualitative and Quantitative Analysis of Comparative Case Studies. Paper accepted by the Conference Chair of the International Association for Business and Society (IABS).

- Sachs, S., Rühli, E., & Kern, I. 2007. Stakeholder Relations as a Corporate Core to Operate, Compete and Innovate. Paper accepted by the Conference Chair of the International Association for Business and Society (IABS)

- Sachs, S., Rühli, E., & Mittnacht, V. 2007. How stakeholder relations impact corporate strategy - An empirical investigation. Paper accepted by the Conference Chair of the International Association for Business and Society (IABS)

- Käslin D. 2007. Structure and Agency in Firm-Stakeholder Networks. Paper accepted by the Conference Chair of the International Association for Business and Society (IABS).

- Perrin I. 2007. The Role of the Mass Media as Stakeholders in Conferring Corporate Legitimacy. Paper accepted by the Conference Chair of the International Association for Business and Society (IABS).

The European Public Relations Education and Research Association (EUPRERA) and LOKE:
The Nordic network for research Roskilde, Denmark

Participation at the EUPRERA and LOKE conference on organisation and society (Topic: “legitimacy in a changing world”) in Roskilde, Denmark and the first EUPRERA PhD seminar (Oct. 1.-3. 2007) in Holbaek, Denmark by Irène Perrin
In addition to our conference attendance 2007 we published and submitted the following books and papers for publication or conference attendance:


Various Working Papers, short notices in News Papers and periodical publication of a column in the „Neuen Aargauer Zeitung“ by Prof. Dr Sybille Sachs.
We want to provide insights to academics as well as management practitioners who wish to have a comprehensive view of strategic management.
### Education

**University of Applied Sciences (HWZ)**

- **Bachelor Business Administration - Strategic Management**
  SS 2007  
  Lecturer: D. Käslin / V. Mittnacht / E. Rühli / S. Sachs

- **MBA-USQ - Strategic Management**
  Lecturer: E. Rühli / S. Sachs

- **MAS Business Communications - Strategic Management**
  Lecturer: S. Sachs

**University of Zurich**

- **Business & Society I**
  HS 2007  
  Lecturer: S. Sachs / J.-P. Thommen

- **Business & Society II**
  HS 2007  
  Lecturer: S. Sachs

**PhD Workshops**

- **PhD Workshop at the University of Applied Sciences in Business Administration (HWZ)**
  held by Prof. Dr. R. E. Freeman of the Darden Business School in Virginia and Professors S. Sachs and E. Rühli from HWZ in June 2007

**In Practice**

Due to the publications on our research projects in the last year more and more firms, professional institutions and governmental agencies invited us to present our results in their conferences, workshops and management development courses.
Dissertations

Completed Dissertations 2007

Torsten Schäfer: "Stakeholderorientiertes Integrationsmanagement bei Fusionen und Akquisitionen", University of Zurich.
Committee: Prof. Dr. Egon Franck, Prof. Dr. Sybille Sachs

Current Dissertation Projects 2007

Isabelle Kern: "Knowledge Creation with Stakeholders: Combining the Stakeholder View and the SECI Framework", University of Zurich.
Committee: Prof. Dr. Helmut Schauer, Prof. Dr. Sybille Sachs

Committee: Prof. Dr. J.-P. Thommen, Prof. Dr. Sybille Sachs

Veronika Mittnacht: "Corporate Governance in a Stakeholder View on the Board of Directors Level", University of Zurich.
Committee: Prof. Dr. Egon Franck, Prof. Dr. Sybille Sachs

Irène Perrin: "Corporate Legitimacy and the Role of the Mass Media as Stakeholders", University of Zurich.
Committee: PD Dr. Werner A. Meier, Prof. Dr. Sybille Sachs

Current DBA Projects 2007

Georges Ulrich: "Repositioning of a Stakeholder Issue", University of Southern Queensland, Australia (USQ) in cooperation with the University of Applied Sciences in Business Adminstration (HWZ).
Committee: Prof. Dr. Bruce Millett, USQ, Prof. Dr. Sybille Sachs
International Conference „Good Practices of Stakeholder View“ at the Swiss Re Centre for Global Dialogue, Rüschlikon

Conference Abstract

The conference, which took place on June 22, 2007 at the Swiss Re Centre for Global Dialogue in Rüschlikon, provided a platform for discussing the outcomes of the research project „Good Practices of Stakeholder View“ conducted by Prof. Dr. Sybille Sachs and her research team. In addition, a new book by Prof. Dr. Sybille Sachs, Prof. Dr. em. Edwin Rühli and Isabelle Kern was introduced, which summarizes the outcomes of the project in a compact and comprehensive way. The main focus of the conference was not on academic talks but on the value of the research for everyday management practice. Therefore the principal speakers were from the companies that served as case studies in the research project. Swiss Re, ZKB, Suva, Swisscom, Orange and Pfizer, that is to say their representatives, delivered insights regarding their experiences in managing for stakeholders. The presentations confirmed what Gilbert Lenssen, President of the EABIS, highlighted as the strength of the stakeholder view: stakeholder management meets complexity with complexity, and aims at making capitalism sustainable. As the conference exemplified, more and more people from business, academia and politics - in particular the Federal Department for Foreign Affairs (FDFA) - agree with the stakeholder perspective, its basic values and assumptions - „value creation with stakeholders and for stakeholders“. The conference demonstrated the increasing success and recognition of the stakeholder view.

For more information and slides please visit our website on www.fh-hwz.ch.
The Stakeholder View Forum opens a portal between theory and practice for a modern perspective of strategic management in order to enhance a firm’s sustainable success thanks to a professional organization of the relationship with all relevant stakeholders.
Academic/Practical Commitment & Memberships

Academic Commitment of Prof. S. Sachs

Member of the Committee at large of the Social Issues in Management (SIM) Division of the Academy of Management (AoM).

Member of the Multi-Stakeholder Advisory Council of the European CSR Platform.

Member of the Expert Advisory Committee of the MAS in Business Communications at the University of Applied Sciences (HWZ).

Practical Commitment of Prof. S. Sachs

Member of the ZKB (Zürcher Kantonalbank) Sustainability Board.

Member of the board of the Forum Stakeholder View.

Memberships

Academy of Management (AoM)

International Association for Business and Society (IABS)

Schweizerische Gesellschaft für Betriebswirtschaft (SGB)

Verband der Hochschullehrer für Betriebswirtschaft

European Academy for Business in Society (EABIS)

Strategic Management Society (SMS)

Verein für Socialpolitik

Academic Network of the Global Compact

Schweizerische Gesellschaft für Kommunikations- und Medienwissenschaft (SGKM)
We are proud to announce the publication of our new practitioner book in May 2007. It got already positive comments in several Newspapers and will be published in english next year.

Wer sind Ihre Stakeholder, was erwarten Sie von Ihnen und wie können Sie Ihrem Unternehmen nützen? Dieses Buch gibt Ihnen Antworten auf diese Fragen und zeigt Ihnen, wie Sie strategisch wichtige Partner in die Wertschöpfung einbinden können, wie Sie und Ihre Stakeholder gegenseitig von einander profitieren und wie Sie so im nationalen und internationalen Wettbewerb nachhaltig erfolgreich sein können.

LIZENZ ZUM MANAGEN
Mit Stakeholdern zum Erfolg: Herausforderungen und Good Practices
Sybille Sachs, Edwin Rühli, Isabelle Kern
«Schriftenreihe für Betriebs- und Bildungsökonomie» Band 5.
ca. 200 Seiten, ca. 30 Abbildungen, kartoniert
EUR 32.- / CHF 48.-
ISBN 978-3-258-07233-3
The awareness of critical sustainability risks increasingly urges pension funds as influential institutional investors to take on an active role. The filing of shareholder resolutions, the active exertion of shareholder voting rights, and particularly informal dialogues between investors and firms are common engagement strategies. In this context, sustainable engagement focuses on the extra-financial interests of the beneficiaries, which concern pension funds as responsible trustees and fiduciary owners as well as long-term providers of social security. In a holistic view the work explores normative motives speaking for an active behaviour of pension funds. The legitimation of sustainable pension fund engagement is explored by adopting a stakeholder-theory-based approach that allows integrating environmental, social and governance aspects as a bundle of relevant interests in financial and extra-financial terms. On a theoretical level, the application of normative stakeholder-theory is an innovative approach in such a thematic context. The structured employment of qualitative analysis processes offers a solid data input, contributes to systematic theory-building, and validates the formulation of valuable core propositions. Through the evaluation of two Swiss case studies and the opinions of leading experts in the field the work reveals interesting and practical insights about normative perceptions on sustainable pension fund engagement. In this sense, the work advances the validity of sustainable engagement as a largely cooperative process of interaction between pension funds and corporations in an economic investment context.
The following book presents a textbook example of dealing with corporate social responsibility and a dynamic stakeholder environment through the Camisea case. The Camisea case, named after the Peruvian region in which Shell’s gas exploration project took place in the nineties, shows in detail how a company can learn from its negative experiences, and how it can turn them into a new form of governance to successfully lead projects that respect social, ecological and economic concerns. Managers are constantly reminded to be open and transparent with their stakeholders – they should listen and learn in order to receive and maintain their licence to operate. This book demonstrates the kind of challenges that occur from these posits within a global and continually changing stakeholder environment. It is difficult for managers, economists, and business scholars to accept the fact that in projects similar to Camisea, a predefined management plan is not always the best plan to follow. Rather, new forms of governance similar to those comprehensively described in this book need to be applied.
Nowadays, many firms are confronted with diverse and turbulent environments that are inhabited by equally diverse stakeholder groups with differing and sometimes oppositional interests. In such a world, firms must quickly pass through learning processes to not threaten their survival and to obtaining society’s license to operate. Marc Maurer proposes a new model of how such organizational-level learning is initiated and under which circumstances adaptive or radical learning processes shape a firm’s strategic, structural, and cultural orientation towards its strategically relevant stakeholders. The book uses literature on stakeholder management, organisational learning, and evolutionary theory as its theoretical lens in developing his corporate stake-holder responsiveness model. In order to evaluate the model, a comparative cross case study about the three Swiss telecommunication firms ORANGE, SUNRISE, and SWISSCOM is presented and analyzed by a fuzzy-set based approach for qualitative cross case analysis (FS/QCA). The main scientific contribution is fourfold: First, the book introduces a new and integrative model of how firms respond to the demands of their strategically relevant stakeholders. It also replaces Frederick’s concept of corporate social responsiveness by corporate stakeholder responsiveness to better reflect firms’ (re-)actions toward their stakeholders in business practice. Third, the existing typology for stakeholder oriented learning is extended to improve researcher’s ability to capturing different learning outcomes. And lastly, the work represents one of the very first applications of the FS/QCA method within the domain of stakeholder research.

The contribution for business practice can be seen in the form of an instrument to categorize and analyze events that trigger stakeholder oriented learning processes. Besides, it is suggested that managers can use certain situations as «windows of learning» via the proposed concepts of active and passive pressure exploitation. The strength of this book lies in its two-sided appeal to both academics and practitioners who share an interest in changing firms’ stakeholder orientations.