Center for Strategic Management: Stakeholder View
About the Center

Dear Reader

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 in teaching and research in this field.

We are very pleased to submit for your attention the Annual Report 2006 of the Center for Strategic Management: Stakeholder View at the University of Applied Sciences in Business Administration (HWZ), Zurich. With this booklet we aim to share our results and activities in strategic stakeholder management with you.

Stakeholder management is an applied science and we are always eager to apply our knowledge to the development of practical solutions to problems as they arise in the world of business. Due to our ongoing research activities, we are in a continuous and extensive exchange of needs and ideas with practitioners from various industries. 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 incur fewer risks.

We hope that you will find this booklet interesting, and that it will stimulate your interest in the Center for Strategic Management: Stakeholder View. If you wish to find out more about us please visit our homepage (http://www.fhhwz.ch/shv). If you would like to receive additional information or have an unanswered question, please do not hesitate to contact us.

With best wishes

[Signature]

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

Stakeholder View Research 2006
  Research Projects
  Conference Attendance
  Publications

Stakeholder View Education 2006
  Teaching Activities
  Dissertations
  Student Projects

Stakeholder View Forum 2006
  Forum Activities
  Academic Commitment
  Outlook 2007
Only by including the interests of all parties linked to the firm – mutual trust can be built which enables the firm’s sustainable success.
How and why do firms adopt a broad stakeholder orientation?

This question sets the basis of our comprehensive research project which is additionally funded by the Federal Department of Foreign Affairs (BBT/EDA), the European Academy of Business in Society (EABIS) and Ecoscientia. We aim to analyze examples of good practices in six companies from the Swiss Telecommunication and Financial Services Industries, 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 of the developed concepts, as well as their usability by the firms in practice and their ability to gain benefits and reduce risks. We recently finished our last case study in the Financial Services Industry and will now continue with an intra- and inter-industry comparison of the findings in the two industries. The overall findings will be presented at our upcoming conference in June 2007, and will lead to the publication of two books (practitioner focus in 2007; academic focus in 2008).
Research Projects 2006

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. In order 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 progress in stakeholder management more transparent. Information and communication technologies (ICT) are used to further professionalize the tools and methods that have been developed in this research. The project is supported by four companies that serve as case studies: Feller AG, Hunziker Partner AG, Pfizer (Switzerland) AG and AEW Energie AG as well as the Commission for Technology and Innovation, a Swiss Federal Institution, supporting applied research.
Conference Attendance

Academy of Management (AoM), Annual Meeting 2006, Atlanta


European Academy of Business in Society (EABIS), Annual Meeting 2006, SDA Bocconi, Milano


European Academy of Business in Society (EABIS), PhD Conference 2006, Università Cattolica, Milano

Attendance of S. Sachs as Conference Leader together with Prof. M. Zollo (INSEAD); Various presentations by: D. Käslin, I. Perrin and V. Mittnacht, EABIS PhD Conference, Università Cattolica, Milan 2006
Conference Attendance

International Association for Business and Society (IABS), Annual Meeting 2006, Mérida

International Federation of Scholarly Associations of Management (IFSAM), World Congress 2006, Berlin
S. Sachs chaired the conference track on Public Affairs Management with J. E. Post from Boston University.

European Conference on Knowledge Management (ECKM), Annual Meeting, Budapest

Issue Management Council (IMC) Conference, SwissRe Centre for Global Dialogue, Rüschlikon

Annual Conference of the Political Affairs Division IV 2006, Human Security (EDA), Bern
In addition to attending conferences in 2006 we published and submitted the following papers to journals or upcoming conferences:


Various working papers and periodical publication of a column in the „Neuen Aargauer Zeitung“ by Prof. Dr. S. Sachs.
We want to provide insights to academics as well as management practitioners who wish to have a comprehensive view of strategic management.
### University of Applied Sciences in Business Administration (HWZ)

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### University of Zurich

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Cenci, Dominic: „Medizinische Folgen der Adipositas und deren Thematisierung in Schweizer Unternehmen“, Diploma Thesis HWZ.
Supervisor: Veronika Mittnacht

Müller, Sabrina: „Obesity / Fettleibigkeit: Ist Obesity ein Thema in Schweizer Unternehmen“, Diploma Thesis HWZ.
Supervisor: Veronika Mittnacht

Wenger, Raphael: „Obesity: Kosten-/Nutzenanalyse zum Gesundheitsprogramm der CS“, Diploma Thesis HWZ.
Supervisor: Isabelle Kern

Supervisor: Irène Perrin

Supervisor: Isabelle Kern

Supervisor: Isabelle Kern

Supervisor: Veronika Mittnacht
Dissertations

Completed Dissertations 2006

Maurer, Marc: “Corporate Social Responsiveness - an Evolutionary Approach”, University of Zurich.
Committee: Prof. Dr. Andreas G. Scherer, Prof. Dr. Sybille Sachs

Committee: Prof. Dr. Margit Osterloh, Prof. Dr. Edwin Rühli

Nicolodi, René: “Pension Fund Engagement as a Sustainability Driver”, University of Zurich
Committee: Prof. Dr. Sybille Sachs, PD Dr. Fritz Gutbrodt

Current Dissertation Projects 2006

Kern, Isabelle: “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

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

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

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

Current DBA Projects 2006

Ulrich, Georges: “Repositioning of a Stakeholder Issue”, University of Southern Queensland, Australia (USQ) in cooperation with the University of Applied Sciences in Business Administration (HWZ).
Committee: Prof. Dr. Bruce Millett, USQ, Prof. Dr. Sybille Sachs
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.
Forum Activities 2006

PhD Workshops

PhD Workshop at the Darden Business School in Virginia held by Professors R. E. Freeman, P. H. Werhane, S. Sachs and E. Rühli (April 2006)

PhD Workshop at the University of Applied Sciences in Business Administration (HWZ) held by Prof. P. H. Werhane of the Darden Business School in Virginia and Professors S. Sachs and E. Rühli from HWZ (September 2006)

PhD Workshop at the European Academy for Business in Society (EABIS) Annual Colloquium, Milan held by Prof. S. Sachs from HWZ and Prof. M. Zollo from INSEAD (September 2006)

PhD Workshop at the Cranfield University School of Management in Bedfordshire, UK, held by Prof. L. Moir from Cranfield and Professors S. Sachs and E. Rühli from HWZ (December 2006)

Further Workshops and Events

„Gipfelkonferenz“ (quarterly discussion with top management representatives interested in various topics of strategic stakeholder management)

General Assembly of the Forum Stakeholder View (FSV Generalversammlung) 2006

Various workshops with companies
Academic Commitment & Memberships

Academic Commitment of Prof. S. Sachs

Member of the ZKB (Zürcher Kantonalbank) Sustainability Board.

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.

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)
"Good Practices of Stakeholder View" Conferences

We are pleased to announce the “Good Practices of Stakeholder View Conference” of the Center for Strategic Management: Stakeholder View (HWZ).

Date: Friday, 22 June 2007
Location: Swiss Re Centre for Global Dialogue, Rüschlikon, near Zurich

With this meeting we aim to share our knowledge, ideas and experiences with corporate members and academics interested in case studies and practical aspects of strategic stakeholder management. Prominent representatives of business, politics and academia will speak on the relevance of the topic and position it on the political, practical and academic agenda. Examples of good practices in strategic stakeholder management will enable participants to learn from the experiences of numerous conference participants that have already begun to consistently include stakeholders in their strategic thinking.

Credibility – Key Element for Successful Stakeholder Management

We would further like to call your attention to the first „Dialogue Platform Stakeholder View“, which the Center for Strategic Management: Stakeholder View is organizing together with the Zurich based consulting firm BHP - Brugger and Partner AG.

Date: Thursday, 29 March - Friday, 30 March 2007
Location: Domaine de Guilé, CH-2926 Boncourt (www.domainedeguile.net)

The 2-day seminar provides an opportunity to discuss questions and concerns regarding corporate credibility. We are proud to announce that André Schneider, Managing Director und COO of the World Economic Forum, and Reto Hoffmann, Head of Corporate Social Responsibility, Orange Communications SA, Zurich, have confirmed their participation and will serve as coaches and sparring partners. In a small group of middle and top management representatives from SME, and together with the expertise in stakeholder management of Prof. S. Sachs and Dr. T. Streiff, André Schneider and Reto Hoffmann will debate issues on credibility and stakeholder management with the aim of providing specific insights and solutions for all participants.
Imprint

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