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Master thesis

"The Power of Language"

An empirical study of discursive practices on
three global knowledge intensive firms on
environmental sustainability discourse.



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Key words	Discourse analysis, language, rhetoric, metaphor, environmental discourse, power, sustainability
Purpose	Our purpose in this research was to reveal if there is a link between the debate on climate change and discursive practices of three global corporations: Siemens, Samsung, and Cisco. What are the drivers pushing corporations to engage in environmental actions? How do companies through the use of language represent themselves in particular ways to be perceived as being environmentally responsible? Do companies have any impact on discursive formations regarding the current debate on climate change? We took a critical stand when analyzing empirical data by questioning what is taken for granted.
Methodology	We used discourse analysis as a tool for understanding processes occurring in organizational discourse about environmental sustainability. Discourse analysis represents an approach through which negotiation of social values, authority and knowledge can be explored. Within discourse analysis we mainly focused on rhetoric analysis and on root metaphors underlying a certain discourse.
Theoretical perspectives	We used rhetoric as a holistic conception of context which involves taking into consideration various perspectives, the audience, the rhetor and further into the textual features such as metaphors. The high latitude of interpretation afforded by metaphorical statement can help to accommodate the interpretations of groups perceiving their interest to be incompatible and unstructured situations can be made more concrete through the its use. Using the Foucauldian lens (1971, 1977, 1984) we can map the terrain of socio-political discursive struggle over the environment which has been shaped by the texts produced on the websites that we examined. Onkila (2009) explains rhetoric of dominance, joint action and subordination as a form of rhetoric in relation to belief that companies are the main promoters of environmental responsibility in society, thereby corporations take environmental actions, because of the knowledge they hold as a main argument for the leading role they possess.
Empirical foundation	The analysis is based on secondary material such as annual reports, sustainability reports, visual (commercials and pictures) and verbal (company videos) representations available on the companies’ official websites.

Conclusions

In this Master Paper we argued that texts in a form of annual reports, corporate speeches, and corporate public discourse available on websites of our chosen companies, from rhetorical point of view are situated examples of a corporate rhetor's intentional effort to influence the understandings of audience on environmental issues and to motivate particular actions. The emerging eco discourse and green discourse in Cisco, Siemens and Samsung shown in our analysis illustrates discourse broadly conceived and represents a form of companies' control. Our research can be read as a corporations' attempt to re-establish control among challenges posed by environmentalism and the broad sustainability discourse. Looking at it through the lenses of Foucauldian theory, these texts represent ongoing discursive struggle between business and environmentalist. They draw on already existing mega-discourse of sustainable development which implicates a variety of institutional actors and social practices in relation to the ecological crisis.

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"My intention was not to deal with the problem of truth, but with the problem of the truth-teller, or of truth-telling as an activity ... the question of the importance of telling the truth, knowing why we should tell the truth, we have the roots of what we could call the 'critical' tradition in the West."

Michel Foucault

I. INTRODUCTION

1.1 Background

The arrival of multinational businesses, social organizations and environmentalist has identified reasons to regulate and restrict issues of economic growth. The new institutional pressures and rising expectations place great demands on companies to take a more proactive stance to questions related to sustainable development. Climate change has recently become a top issue among policy makers, corporations and customers. Concerns arise around the impact large organizations have on environment and well-being of societies (Joutsenvirta, 2009). The social reality of the organization is created for internal and external stakeholders through language use and different kind of rhetoric. In this way rhetoric ensures institutional legitimacy (Brunsson, 1989).

There is a growing body of literature out there regarding climate change and business actions towards environmental sustainability. Our first reflection was that we might be adding knowledge to an already overcrowded field. However, it came to our attention that while there is much literature on environmental sustainability or global warming in general as a very current topic and of particular interest from scholars, little empirical research has been done on how this environmental mega discourse influences or is influenced by discursive practices of corporations.

Our purpose in this research is to reveal the links between these two levels of discourse by analyzing language use and rhetoric employed by three global knowledge intensive corporations in the social context.

Our inspiration was the work of Foucault who supports the idea of questioning conventional thinking not because is wrong but because is dangerous (Knight, 2002). Weick (1979:165), explains in enactment theory that through communication, a corporation symbolically enacts particular "realities" thus confirming its own identity and its relationship to the outside world. Following these ideas, our research will provide a critical interpretation of the ways corporations respond to the mega-Discourse on the current debate on climate change by analyzing language used on chosen companies' web pages and other documents available there such as annual report and so forth. Text produced in corporate rhetoric helps to pay attention to the ways in which corporations communicate about ecological problems. Going through the literature we came across the dominating journey metaphor which underlines the sustainability discourse. We will go through the empirical material and find out if there are any links between the journey metaphor in the literature and metaphors used by companies when communicating to stakeholders.

What is important to our research is the fact that the high latitude of interpretation afforded by metaphorical statement can help to accommodate the interpretations of groups perceiving their interest to be incompatible and unstructured situations can be made more concrete through the use of metaphor (Crider and Crillo, 1991). Thus, we are using discourse analysis which can focus on the root metaphors underlying a certain discourse, on the nature of the target and its implication complexes, on the presence of interrelations between metaphors underlying a discourse or on the shifts in root metaphors and the aspects of their implication complexes highlighted by actors in a social system (Grant et.al 2004).

We will reveal the nature of social constructed reality and show how texts and discourses interplay in the macro sociological context.

In the following sections of this chapter we will explain the purpose and relevance of the research.

- In Chapter 2, we will present different discursive theories which exist within discourse analysis. We will show the opportunities the discourse approach offers in organizations study and the relevance to our research.
- In Chapter 3 we will reveal the chosen method and methodology we used when analyzing our empirical material. The chapter will illustrate the chosen approach of our research and its limitation.
- Chapter 4 about environmental sustainability will serve as the context on which the analysis of following chapters will be drawn upon.
- In Chapter 5 we will introduce our case study analysis and perform a first level of analysis in each corporation individually. The chapter will reveal different motives why companies engage in actions towards environmental sustainability. We will do so by analyzing rhetorical techniques and metaphors companies use.
- Chapter 6 will take the analyses to a comparative level when we will try to find out similarities and differences between the analyzed companies as well as to revealing aspects of the power-knowledge dynamics at play in this discursive field.
- In Chapter 7 we will present our discussion and conclusion as well as limitations of our analysis and implications for future research.

1.2 Research Question

The research question that will guide our research is:

- Do global corporations influence public discourse on environmental sustainability by employing different techniques of language use and rhetoric? What are the power dynamics played out in the discursive struggle on environmental sustainability?

A comparative study of three leading global corporations: Cisco, Siemens and Samsung. How they communicate to stakeholders through reports and other material available on their official websites.

The sub-question will help us to answer the above research topic:

- Is there is a link between the environmental sustainability discourse and discursive practices of three global corporations: Siemens, Samsung, and Cisco?

1.3 Purpose

The purpose of this research is to analyze the language and rhetoric companies use on their web sites to legitimize their actions and position themselves in the environmental mega-Discourse. We will analyze annual reports and other data available on the companies' web pages of three global knowledge intensive firms which provide

a good example of how adaptation of language techniques is used in order to communicate to wide audience of customers and shareholders. It could be argued that discourse analysis can successfully explain the content of media that in our case is going to be companies' web sites. Therefore, our analysis will highlight the strategic use of rhetorical and linguistic devices to influence public discourses environmental sustainability. Particular notions of environmental sustainability are persistent in their engagement with product innovation and aspects of human agency.

1.4 Relevance

It is widely known that the social sciences have experienced so called 'linguistic turn' which has made language one of the most relevant target of scientific inquiry. A good example is organizational literature and attention to discursive practices that have increased significantly (Alvesson and Kärreman, 2000; Mauws and Phillips, 1995). This and other linguistically oriented environmental literature such as Darier (1999), or Hajer (1995), have focused attention on 'talk' about the environment which very often is used as 'eco-talk' or 'green-talk' (Joutsenvirta, 2009).

The idea of analyzing language use to study the relationship between organization and environment and humans is not new. Organization and business communication literatures have studied language practices in relation to companies' defensive responses to environmental crisis (Tyler, 1992) as well as to proactive corporate environmental communication, such as corporate social reporting (Livesey and Kearins, 2002). Despite this progress in academic research, there is considerable lack of research that analyses practices of language through which firms come to describe or account for environmental and social problems. And the most importantly, discussion of the contribution that a language perspective can make in adding to our knowledge of sustainable business is an ignored issue. Indeed metaphors and human constructions- the way people use language to address issues, have been considered by many environmentally oriented management scholars but as an area that requires more attention (Starik and Marcus, 2000; Roome 2001). Dobers et al. have started the need for research in this area in the terms: "a discipline that lacks a hermeneutic knowledge interests in its main theoretical underpinnings is bound to become unbalanced and single-tracked" (2001: 342). Therefore our research will partly fill this gap and will contribute to knowledge on organizational discourse on sustainability. The findings of the research will contribute to a better understanding of how the use of language impacts the relationship between company, customers and stakeholders.

There are some publications about the role language plays in organizational discourse; however, it is important to look at the real effects rather than the theory. While scholars have explored how industrial, technical and financial institutions mobilize resources to shape public opinion through the media, not enough critical analysis has focused on how technology companies shape individual and collective decision-making, yet media discourses on information technology have received little attention from researchers (Myers et al., 1998). Researchers have investigated micro-level representations of nature in environmental conflict which are used to legitimize and question policies (Harrison and Burgess, 1994). The comparison of green-talk language systems between three global knowledge intensive firms will show that they promote a more harmonic coexistence between people, technology and nature. We are going to apply a research approach that focuses on analyzing the language use through which firms came to describe, explain or otherwise account for environmental problems. Findings from comparison of Cisco, Samsung, Siemens and discourse analysis of the attempt to persuade and establish legitimacy of these companies in terms of environmental discourse, demonstrate the utility of our research approach that focuses on the

language use. The paper shows how the application of a language perspective opens up new space for understanding how certain ways of talking about environmental responsibility may hamper or facilitate efforts to guide corporate actions into a more balanced relationship with nature and society.

II. DISCURSIVE APPROACH TO ORGANIZATIONAL ANALYSIS

In the next paragraph, we will present the discursive approach of the thesis including a description of the theories within discourse analysis. Specifically, we will show usefulness of discourse analysis as a tool for understanding processes occurring in organizational discourse about environmental sustainability. Recent developments in communications theory have demonstrated the ubiquity and importance of language in social science. To the extent social research is an empirical enterprise, most of it is connected to how people use language. Interviews are very rich in linguistic interactions and most observations concern people engaged in conversation, but there are other aspects that can be looked at. The question here is what kind of discourse analysis we should pay attention to? This paragraph aims to clarify the key options available in discourse analysis and their consequences for our research.

2.1 Introduction to Discourse Analysis

The study of discourse analysis is comprised of diverse perspectives and approaches. Mumby and Clair (1997:181), suggest “when we speak of organizational discourse, we do not simply mean discourse that occurs in organizations. Rather, we suggest that organizations exist only in so far as their members create them through discourse. This is not to claim that organizations are nothing but discourse, but rather that discourse is the principal means by which organization members create a coherent social reality that frames their sense of who they are.”

The growth of interest in organizational discourse has given rise to many discourse analytic approaches to language. They have been able to analyze organization-related issues in ways that would not have been otherwise achievable. At the same time how people talk about and analyze organizational discourse varies noticeably. The variations can be attributed to its theoretical and disciplinary predecessors as discourse analysis is informed by variety of sociological, socio-psychological, anthropological, linguistic, philosophical, communication and literary-based studies (Alvesson & Kärreman, 2000; Grant et al., 1998; Potter & Wetherall, 1987). Despite some of the integration of work, discourse analysis in social science remains fragmented and characterized by a number of debates. Van Dijk (1997:3) pointed out “given the different philosophies, approaches and methods in their various <mother disciplines>, the various developments of discourse analysis have hardly produced a unified enterprise” (cited in Grant et al. 1998).

2.2 What is Discourse Analysis?

Discourse analysis is growing in popularity as one of the tools through which negotiation of social values, authority and knowledge can be explored. Fiske said (1987:14) “language or system of representation that has developed socially in order to make and circulate a coherent set of meanings, which serve the interests of a section of society”. As follows, the term ‘organizational discourse’ refers to “the structured collections of texts embodied in the practices of talking and writing (as well as a wide variety of visual representations and cultural artefacts) that bring organizationally related objects into being as these texts are produced, disseminated and consumed” (Phillips & Hardy, 2002). Texts signify collections of interactions in media and communication of oral and written form (Putnam & Cooren, 2004). As there are many theoretic-

cal stands of discourse analysis: it is used abstractly to mean statement in general, to refer to particular group or type of statements and to refer to language use in spoken and written text where "discourse analytical approaches, systematically describe the various structures and strategies of text or talk, and relate these to the social or political context" (Van Dijk, 2000:35). Thus, it is crucial at this point to analyze varieties and choose the most appropriate one for the stated topic.

Even though the word discourse has no agreed-upon definition, it is possible to identify some distinctive approaches among analysts. For example, Keenoy et al. (1997), distinguishes between discourses as a device for making linguistic sense of organizational phenomena, narrow focus on the text, in contrast to positioning discourse is social context including the social and political dimensions. Moreover, Potter Wetherell (1987), identifies five versions of discourse analysis. Three relate to linguistic and cognitive psychology so we will not include them here and the next two relates to Foucauldian position and Potter and Wetherell's own version. At this stand, analysis of discourse becomes analysis of what people do with language in specific social settings (Potter, 1997:146). Below we present four main interpretative discourses proposed by Grant et al. (2004) and very often occupied take on discourse that is attributed to Foucault.

2.3 Approaches to Discourse Analysis

2.3.1 Hermeneutics

Firstly, Ricoeur's work on hermeneutics is mostly concern with textual interpretation. Ricoeur (1997: 66), defined hermeneutics as the "art of interpreting texts", posing as a fundamental concern the fact that once interpreted by new audience may not necessarily coincide with the author's original intentions. Hermeneutics what is interpreted is not facts or data but text, where the text can be consisting of written or spoken words or it can be figurative where social acts are regarded as meaningful symbols, taking the text as model (Ricoeur, 1991). Thus, according to Ricoeur, the hermeneutical task becomes the interpretation of the text in context different from that of the author with the intent of discovering new avenues to understanding. Therefore, they might be several interpretations of one text depending on reader's pre-understanding and their own position (1991:1-20). Obviously, it does not mean that we cannot arrive with one more valid explanation. In contrast to poststructuralist approach where text has a plurality of meanings, hermeneutics assumes that some meanings are more valid than others, given a text's particular social-historical context. For Ricoeur (1991:144), a text displays limited number of possibilities of valid interpretation. As Giddens (1987) suggested, validity of text can be improved through ethnographic inquiry. Giddens (1987) further emphasizes the necessity to explore author's and speaker's intentions. Researchers who are implementing this approach in their studies usually search for themes in text and relate them in terms of ethnographic data over time. This is not possible to conduct the research using this approach as our primary source of data is secondary materials available on the web sites which does not provide measurable date about the social practices.

2.3.2 Rhetoric

Grant et al (2004:183), acknowledges "rhetoric can be used to manage the social representation to initiate changes to sustain existing socio-political arrangements in a way that advantage certain social grouping at the expense of other or to achieve appropriate self-presentation of actors to a community of peers". Cheney et al. (2004) defines rhetoric to be the study of persuasion which involves the analyzing how symbols are used to convince people to change their beliefs, values and actions. Heracleous

(2004) describes rhetoric as a holistic conception of context which involves taking into consideration various perspectives, the audience, the rhetor and further into the textual features such as metaphors, structures. Gill & Whedbee (1997) believe that by using rhetorical discourse, it can influence the actor's standpoint and understanding by affecting certain views of the world. Heracleous (2004:1289) acknowledges that rhetoric analyzes the "dynamic interaction of a rhetorical text with its context". This means that rhetorical discourse is constructed in a way that approaches "particular situational exigencies, as well as imbued with significance by those exigencies" (Heracleous, 2004: 1289). Cheney et al. (2004) claims that rhetoric and semiotics are in a way interrelated as they share the same way in using symbols, but, rhetoric is not as structural as semiotics when it comes to analysis. This goes further in, how narrative theory has influenced rhetoric through storytelling. Cheney et al. (2004) explains how organizational rhetoric is linked to formal public messages such as mission statement, CEO- speeches and campaigns. Organizational rhetoric functions on two levels, the first is that organizational have developed finished messages to the audience (public) such as the advertisements to persuade the customers. Secondly organizations are creating programs of messages that frame discussion of public policy issues (Cheney et al., 2004:83).

Organizational rhetoric is used in a way which focuses on persuading the external audience to improve damaged companies' image and in addition influencing the stakeholders on new policy initiatives (Cheney et al., 2004). Rhetoric can furthermore be used as instrument and an aspect of human communication as well as social relations, which aims to emphasize and take advantage of opportunities for influence. Cheney et al. (2004) goes further in explaining the link between the organizational and rhetorical studies which occurs natural due to that persuasion in modern society is organized and is organizational. This is followed by the fact that a lot of the public persuasion nowadays is embedded in institutional arrangement and processes. By analyzing the impact that corporate advocacy has not only on the announced persuasive plans of organizations such as for example the Exxon-Valdez oil spill in 1989 and the actions that Exxon took in their PR campaign in the aftermath. This is followed by complicated messages that is sought to illustrate the organizations identity, culture and image, this includes unintended consequences such as Exxon's oil spill (Cheney, 2004).

Organizational rhetoric seeks to go beyond the products and services, and aims on the identity, image and what the organization does and what it is itself. This leads to that organizations seeks to create legitimacy and credibility. In addition organizations should anticipate and be ready to adapt to changes that is occurring, such as the environmental changes, which is required by governments and society. By being proactive and adaptive it can bring advantages to the corporations, such as identifying shifting societal ethical standards and to support the organization policy and image. This can therefore give the companies an upper hand by telling their story before the opposition does it for them (Cheney, 2004). By using rhetorical strategies, it can be both reactive and responsive, this can be, to deny the knowledge about a problem, recognize or not acknowledge the legitimacy of groups which are pushing for policy changes i.e. climate change. Organizations are under pressure to find new ways to reach their audiences, and the most important rhetorical method that is used by corporations is recycling pre-existing message and issues that can arise is over-communication.

2.3.3 Metaphor

Next, metaphor is more than just a figure of speech. Literal views of metaphor see it as a statement of analogy that is potentially expendable which means what was stated metaphorically could be stated literary (Black, 1979). Schön (1979) also talks about the link between metaphor and action rests on metaphor's evaluative loading that points

towards what ought to be done under situations framed metaphorically. A metaphor can be defined as a mapping of entities, structures and relations from one domain (called the 'source') onto a different domain (referred to as the 'target') (Lakoff, 1993; Morgan, 2006). Metaphors can be viewed more than just a figure of speech, it makes us view the world in a certain way by emphasizing particular characteristics of signs and conceal others features (Tietze et al., 2003). The literal views of metaphors are more of a statement of similarity and is thus not important, given that what is stated metaphorically can be stated literally (Black, 1979). Tsoukas (1993) claims 'the objectivist approach views using metaphors are pointless and additionally twist the facts or truth that ought to be communicated in literal language (Grant et al., 2004) 2.3.4 Discourse as Symbolic Interaction. On the contrary, constructivist analysis metaphors as interaction, meaning that metaphors are involved in a "fundamental thought processes through the projection of "associated implications of a secondary subject on primary subject by applying to it statements isomorphic with the secondary subjects implicative complex", (Grant et al., 2004:183). Schön (1979) distinguish generative metaphors from non-generative, as generative has the ability to create new explanations, perceptions and inventions while Black (1979) makes a clear distinguish between strong and weak metaphors; creating strong metaphors involves a high degree of implicative elaboration. Tietze et al. (2003), gives an example of generative metaphor, illustrating an organization as an iceberg, where only 10 percent of an iceberg is visible and 90 percent is under water, this metaphor can focus on a particular view and drawing the attention on one aspect on the expense of others aspects of organization and rest is hidden. Criticism of generative metaphors is that it's a tool that is used for ideological control and manipulation, as it hides certain aspects and highlights others (Tietze, 2003).

Metaphors have a more powerful impact than the use of literal language, as they appeal concurrently to the emotions, intellect and to values (Heracleous, 2003). Thus "metaphors are used to capture experience and emotions", (Tietze et al., 2003:40). It is crucial to pinpoint that metaphor does not represent the reality, but merely an understanding of social and organizational worlds, but they make sense and develops new visions (Tietze, 2003). Lakoff & Johnson (1980) acknowledges metaphors are common in the everyday life, in our thought and actions. The authors stress the importance of how it governs our daily functions in the way that it structures our perceptions, the way people relates to others. Metaphors shape peoples conceptual system which plays a fundamental part in defining the everyday realities. Lakoff & Johnson (1980), gives an example of a powerful metaphor that plays an important role in the Western world "Time is money", this illustrates that time is limited resource and is highly valued.

Metaphorical discourse analysis focuses on root metaphors underlying discourse (Grant et al., 2004). Alvesson & Sköldberg (2000) suggests root metaphors are a form of pre-understanding. The interest of using metaphors has been due to understanding the organization analysis and motivation to new theoretical ideas. "We create our concept of organization by seeing it as something, that is, by using a metaphor, and that the metaphor used is of decisive importance to our understanding of the subject matter as well as to thinking and theorizing in general" (Alvesson & Sköldberg, 2000:91). Milne et al. (2006) argues the use of metaphor in organizational theory mainly focuses on enabling a rational and reductivist understanding. The authors Milne et al. describes the word journeying as learning and changing process for organizations, the term journey within metaphors is above all very powerful as it embraces changes and can be seen as a positive thing (Milne et al., 2006).

2.3.4 Discourse as Symbolic Interaction

Another approach of discourse analysis is symbolic interactionism. Symbolic interaction as a term was firstly used by Blumer (1969) referring to the idea that meanings

do not reside in object themselves separate from social interaction (Heracleous, 2004). It should be rather understood that individual's actions arises out of the meaning that situations have for them and the individuals modify meaning in the process of thinking through interacting with others (Blumer, 1969). Symbolic interactionism encourages generalization derived from qualitative data, consistent with other fields discussed. Mead (1912: 405) was concerned with the nature of the self which becomes a social object when it "assumes... the attitudes of generalized others". Thus, through discursive symbolic interaction, meaning becomes objectified.

From a methodological point of view symbolic interactionism concentrates on social interactions and meanings involved in these interactions (Heracleous, 2004). According to Heracleous & Marshak (2004) social constructionism is a perspective that emphasizes the symbolic nature of discourse. Heracleous & Marshak (2004) view symbolic action as a form of discourse which integrates text, context and symbolic meaning. Discourse from this perspective goes beyond meaning of words in a context; it aims finding the symbolic meanings and discursive construction (Heracleous & Marshak, 2004 : 1305).

According to Burke, in order to understand the nature of social systems, poetic categories should be used (Weiser, 2009). Burke advocates the poetic naming of language. He saw the poetic language not as irrational but as inevitable on everyday communication and human interaction. "Viewing our subject in terms of 'symbolic action', we treat poetics as concerned with 'symbolic action' in and for itself, rhetoric as concerned with the role of 'symbolic action' in persuasion and identification . . . and philosophy as the use of 'symbolic action' for the discussion of first principles." (1978:16) (Burke cited in Brummett 1995: 1306)

According to Burke, symbolic action which includes the use of language has a crucial role in social relations (Livesey, 2002). Burke focuses on the persuasive effect of language. "In his theory, identification between rhetor and audience becomes the pre-condition and primary means of persuasion." (Livesey, 2002:120). Burke refers to rhetoric as a "moralizing process" which exists in all aspects of socialization, and is used by the members of a group in order to promote social cohesion (Livesey, 2002). Burke advocates that members of society aim for identification and individuals dislike the division from one another (ibid). The process of identification according to Burke is ambiguous and complex sometimes contradictory which derives from the nature of language and symbolic action (Ibid).

A key concept developed by Burke is that of terministic screens. It recognizes the rhetorical nature of language and the power of language (Livesey, 2002). Terministic screens are a way of presenting reality away from another (Fox, 2002). Burke's concept of terministic screen is important in understanding how a certain group/institution through symbols presents their discourse. Burke considers symbols as the only instrument we possess to interpret the world. We use symbols not to mirror the world but to give meaning to it, and by giving meaning we achieve persuasion (Livesey, 2002). Hence language is never neutral; it constructs reality.

Readings of Burke's text has two main problems for scholars of rhetoric; first, those who focus on isolated concepts from the Rhetoric struggle to make holistic sense of Burke's text. (Crangle, 2010) According to Burke: the Rhetoric "is built on the principle of identification" (Crangle, 2010). Burkean theory of rhetoric and identification is instrumental. Crable (2010), advocates that besides the role of rhetoric in identification process Burke's main contribution in rhetoric studies would be that of rhetoric as pure persuasion. "Rhetoric, dialectically redefined in terms of pure persuasion, produces the divisions" (Crangle, 2010).

2.3.5 Grand Discourse and Mega-Discourse

The other key dimension concerns assumptions on the scope and scale of discourse. One option is to use situational context where language use is understood in relationship to the social context in which discourse is produced. On the other hand we can see discourse as universal set of vocabularies which refers to long-range or macro-systemic discourse, in that sense discourse is used as Discourse (Alvesson and Kärreman, 2000). Potter and Wetherell (1987) pointed out four versions of discourse analysis.

1. Micro-discourse approach- the detailed study of language use in social text in a specific micro-context.
2. Meso-discourse approach- being interested in finding broader pattern of the text and generalizing to similar local context.
3. Grand Discourse approach- refers to organizational reality, dominating language use about corporate culture or ideology.
4. Mega-Discourse approach- the idea of universal connection of discourse material; typically addresses more or less standardized ways of constituting a certain type of phenomenon; e.g. globalization.

A Discourse, methodologically is treated as being of standardized nature (Alvesson and Karreman, 2000: 1134). Miller (1997:34) describes Foucault's work: "Whatever the form of the data, Foucauldian discourse studies involve treating the data as expressions of culturally standardized discourses that are associated with particular social settings". In our research we will refer to Grand-discourse as the discourse on environmental sustainability available on the researched companies and to Mega- discourse as the global discourse on climate change.

2.4 Critical Discourse Analysis

The last approach to consider is critical discourse analysis. Although approaches to the study of organizational discourse encompass a range of ontological and epistemological positions, significant portions of the field embrace a critical perspective. Specifically, it addresses the significance of language in transforming social reality and emphasizes postmodern thinking, asserting that there are multiple realities that might offer alternative understandings of organizational phenomena.

Fairclough's *Language and Power* (1989) is considered to be the main contributor to CDA. In this book, Fairclough offered the synthesis of linguistic method which has become the trademark of CDA. In general, there is a perception of a "core CDA" typically associated with the work of Norman Fairclough, Ruth Wodak, and Teun van Dijk, Kenneth Burke, and Michel Foucault (Blommaert et al., 2000). CDA states that discourse is socially conditioned and constitutes for characteristic of the economic, social and cultural changes of late modernity and that the processes that are taking place outside discourse are substantively shaped by these discourses (Chouliaraki & Fairclough, 1999:4). "Critical approach is distinctive in its view of the relationship between language and society, and the relationship between analysis and the practices analysed" (Wodak, 1997:173).

The purpose of CDA is to analyze "opaque as well as transparent structural relationships of dominance, discrimination, power and control as manifested in language" (Wodak, 1995:204). CDA explicitly intends to incorporate social-theoretical insights into discourse analysis and advocates social commitment in research. The main features and domains of enquiry of CDA will be now discussed, with emphasis on attempts toward theory formation by one of CDA's most prominent scholars, Norman Fairclough. Within a new topics such as ideology, power and social theory figure prominently, and this is why many scholars attempt to incorporate social-theoretical insights into the study of language.

1. Ideology - One prominent feature is the development of ideology into a crucial

topic of investigation and theoretical elaboration. Linguistic ideology as embedded in linguistic structure can be used to analyze patterns of language use that can lead to important insights into authority and hierarchies of ways of speaking (Gal & Woolard, 1995) and into the dynamics of contextualization and the nature of text (Hanks, 1989; Bauman & Briggs, 1990).

2. Power - A second feature of the critical paradigm is the renewed attention to power in relation to language in society. CDA sees Power that depends not only on access to resources but also on access to contexts in which resources can be used. We see the similarities between this research program and the inter-textual analysis proposed in Fairclough (1992) as striking. Discourse is determining the power relations so at any given time it is determining who are allowed to speak or write, when and what. Thus, in our research we will look from this perspective as how and why certain discourse has gained support and focus on what kind of identities and power relations are texts producing (Hardy & Phillips, 2004:303). Fairclough also argued for the discourse theory to be seen as a language is not only a mean of communication but instrument of power. He explains that institutions are sites of codified power in society and play integral role in construction of meaning expressed through language.

3. Social Theory - A third feature of the critical paradigm is the common desire to find social-theoretical support for analytical treatments of language. A fundamental aspect of CDA is to improve the social-theoretical foundations for practicing discourse analysis in society. Hardy & Phillips (2002 in Heracleous, 2004:177) say "the things that make up social world- including our very identities appear out of discourse...without discourse, there is no social reality, and without understanding discourse, we cannot understand social reality, our experiences, or ourselves". In other words, what we say is a result of our history, knowledge and context (Ibid).

Fairclough refers to the discourse as the process of interaction where text is just a part; the process includes production of text and interpretation (Fairclough, 1989). The process of interpretation depends on what one sees in a certain text, what one considers as worth analyzing (Fairclough, 1989). By text we refer not only to the spoken and written text but to any symbolic expression including visual images, representations etc. (Grant et. al, 2004). According to Hardy & Phillips in (Grant et al., 2004) discourse is constituted by production, transmission and consumption of text as well as power relations. In Fairclough (1992) these theories and concepts are given a linguistic translation and projected onto discourse objects and communicative patterns in an attempt to account for the relationship between linguistic practice and social structure. Furthermore, critical discourse analysis besides exploring social construction of reality as well as the other interpretative discourse analyses, it also argues that the process of social constructionism is not neutral (Grant et. al., 2004). Moreover, critical discourse analysis draws mainly on the work of Western Marxism and Foucault (Grant et. al., 2004). Most common in this respect are the use of Foucault's (1971, 1977 in Blommaert, 2000) formulations of 'power-knowledge'.

2.5 The relation between discourse and power- Foucault

Discourse is tied to relations of power and control (Grant et al., 1998). Organizations as forms of power and control can be analyzed through discourse only (Grant et al., 1998). "Discourse is not simply that which translates struggles or systems of domination, but is the thing for which and by which there is struggle: discourse is the power which is to be seized" (Foucault, 1984:110 cited in Grant et al., 1998:196). We will examine the complex relationship between power and discourse (Hardy & Phillips, 2004). "Discourse shapes relations of power while relations of power shape who influences discourse over time and in what way" (ibid, 2004:299).

Foucault's interest on power increased over time. According to Foucault power is everywhere, it is exercised rather than possessed; it can never be fixed or localized (Alvesson and Skoldberg, 2009). "Furthermore this power is not exercised simply as an obligation or a prohibition on those 'who do not have it'; it invests them, is transmitted by them and through them; it exerts pressure upon them, just as they themselves, in their struggle against it, resist the grip it has on them (Foucault, 1979:26-27, cited in Alvesson and Skoldberg, 2009: 253). Foucault did not provide a definition of power. According to him institutions do not create power; they organize existing relationship of dominance. Foucault has studied the process in which the discourse is historically produced, then reproduced and embedded in political process. Discourses create categories of power and actors are powerful in the discourse context they operate; hence it is the discursive context that influences political strategy (Hardy & Phillips, 2004). Power is used to settle a new view of the world by privileging a certain group over the others (Marshak & Grant, 2008). What a particular group considers as true is enforced even more in discourse through narratives, text etc. how things are talked about constructs reality (Marshak and Grant, 2008). The critical perspective analyses how actors in particular discourse context use their power to favor certain interests or groups (Marshak and Grant, 2008).

Foucault argues that power and knowledge are parallel concepts. "Knowledge is at the base of the exercise of power, while the exercise of power also produces knowledge" (Alvesson and Skoldberg, 2009:254). According to Foucault knowledge and exercise of institutional power are related, is in the discourse where both elements come together (Hardy & Phillips, 2004). He argues that knowledge constitutes the basis of broad discourse. When using discourse we will rely on the work of Foucault who defines discourses as bodies of knowledge that form the object of which they speak (Hardy & Phillips, 2004). Foucault introduced archaeology method where he studied the different forms of discourses. He started from phenomenology and his main interest was to track the forms of knowledge which are common to discourses at a different epoch (Alvesson & Skoldberg, 2009). In archeology he tried to isolate the level of discursive practices and understand the rules which produce these practices (Alvesson & Karreman, 2000). Foucault later on conceptualized 'genealogy' where he studied discontinuity and power. According to Foucault discourses do not merge in a planned way, they merge temporarily and they disjoint over time; discourse origin is materialistic and is an expression of the wills of power (Alvesson & Skoldberg, 2009). Genealogy develops archaeology further in focusing on relations of power embedded in discourse (Alvesson & Karreman, 2000). Hardy & Phillips (2004) advocate that discourse influence the way people think and act by having a direct impact on an individual's subjectivity. Discourses are shaped by rules and principles and they influence who says what and when (Hardy & Phillips, 2004). According to Foucault discourse forms the object of which they speak (Hardy & Phillips, 2004), hence the discourse does not mirror the social world but constructs it. Discourse seen from a Foucauldian perspective represents the socio-organizational reality, it constitutes reality; he further argues that we are made by discourse.

Perhaps one of the most informative ways of understanding the dynamics of this relationship was proposed by Hardy and Phillips (2004, p. 299): "... power and discourse are mutually constitutive:... the power dynamics that characterize a particular context determine, at least partially, how and why certain actors are able to influence the processes of textual production and consumption that result in new texts that transform, modify or reinforce discourses. In other words, discourse shapes relations of power while relations of power shape who influences discourse over time and in what way. Hardy & Phillips (2004) take departure in "the observation that power and discourses are mutually constitutive..." (ibid: 299).

Power in this respect is not power based on authority or specific actions, but “represents a complex web of relations determined by systems of knowledge constituted in discourse.” (ibid: 303).

Discourse is constituting the power relations that in turn constrain what can be said, by whom and when. At any given moment discourse is determining the power relations. While the discourse is determining who are allowed to speak (write, act etc), when and what in every instance; the ones who are allowed to speak thus are determining the discourse in the long run (i.e. mutually constitutive). This way of viewing discourses and power leaves some space to human agency to influence both the present and the future. One can thus research power and discourses from different angles. For example one can look back on how and why a certain discourse has gained support.

Foucault was not interested in developing a discourse theory per se (Grant et.al, 1998), rather he claimed that his main interest is in the forms of power and the type of discourse it allows (Livesey: 2002). Foucault uses the term discourse “as a framework and logic of reasoning that, through its penetration of social practice, systematically forms its objects, than as any use of language in a social context” (Alvesson & Skoldberg, 2009: 250). Discourse defines the nature of the human subject by pre-constituting the linguistic and cultural categories. Discursive formation constitutes the critical resources and practices that must be secured and controlled in a struggle for power. There are some issues which are central to evaluation of Foucauldian discourse analysis: the basic conception of power, the implications of this conceptualization for the way in which organizational control is analyzed.

2.6 Summary

In organizational studies the term organizational discourse encompasses variety of perspectives based on a range of disciplines where language plays the central role (Alvesson and Karreman, 2000).

There are two major approaches to discourse: one highlights the textual nature of everyday interaction in organization and the other is the study of social reality as discursively constructed and maintained. In the latter approach, discourses are shaped by the power-knowledge relations.

This section explained what discourse is and what theory could be helpful in doing discursive analysis. The next section will argue why it is relevant to our research. Methodologically, there is a common problem on how to move beyond the empirical material such as interviews, observations and written documents and address Discourses as the matters beyond the textual functioning as a powerful ordering force. We will discuss a value of discourse as methodological tool and will try to answer the question whether DA can successfully explain content of website.

3. METHODOLOGY

The chapter will illustrate relevance of chosen methodology and approach process of company selection and method for data analysis and its limitations.

3.1 Method

Websites and web-pages are regarded as potential feed for qualitative and quantitative content analysis. Cheney and Frenette (1993), emphasize that, annual reports, corporate speeches, and corporate public discourse are important means by which companies influence public discourse and thus deserve scholarly attention. This type of research invites us to consider the nature of the Internet as a domain of enquiry, but also invites us to consider the relevance of our research methods.

We examined and compared the content of the websites of the following global brand companies Cisco, Samsung, Siemens. We have chosen the following criteria for inclusion: well-established global companies that refer to environmental dynamics with variety of information including photographs, visual media and advertisements. Due to the fact that our study is comparative, it was necessary to choose the companies which are all knowledge intensive firms similar in size and scale as well as in product lines. We spent approximately eight weeks investigating and comparing the content of chosen websites. We have explored the data and interpretations and understandings by moving between data available on websites and theory.

Through the analysis of such documents we saw a number of themes that grabbed our attention. We believe that employing both printed and websites materials have potential to provide us with cross-validating sources. We collected the relevant theory from online articles, journals and books; and the data from annual reports, visual (commercials and pictures) and verbal (company videos) representations available on the companies' official websites. As it is the text and media, we are interested in the secondary source becomes a primary source. Next, we have made a detailed analysis guided by two research questions: Do global corporations influence public discourse on environmental sustainability by employing different techniques of language use and rhetoric? And what are the power dynamics played out in the discursive struggle on environmental sustainability? We pay a particular attention to critical approach as a way to seek for alternative explanations and to dispute common social realities.

We are intending to examine the trustworthiness of our qualitative research considering the following themes: reliability, validity and credibility. The reliability is divided into two parts internal reliability and external one. Bryman and Bell (2003) state the internal reliability is where there is more than one observer examining the source. In our case study, firstly, each of us analyzed one company; next we shared the information between us and went through each other's data. Then, we looked for common discourses or language used between three companies that we could use for comparison. We identified similar themes dominating organizational discourse which we further analyzed applying the relevant theory and methodology.

Furthermore, external reliability involves to which degree original research can be reproduced, to be able to replicate the same study and it is important for the qualitative researcher to adopt the same social setting which was adopted by the original researcher. Internal validity means seeing the link between the researchers' observations and theory researchers develop. External validity determines to which degree findings can be generalized. Validity and reliability are used by researchers to create tools to benchmark for assessing the research (Bryman and Bell, 2003). Credibility focuses on how acceptable the work of researchers is by others. In a sense, credibility is assuring the research has been conducted in a good practice and furthermore the findings are compelling to the members who studied in the field to confirm the investigator has grasped the essence of the research.

Triangulation requires the use of more than one method or source of data in studying social phenomena (Bryman and Bell, 2008). We have used discourse analysis in our research and within discourse analysis focused on the rhetoric and metaphors Siemens, Samsung and Cisco use in their annual reports and websites. Denzin (1970:310) has broadly explored the term triangulation, and refers to a particular approach that uses "multiple observers, theoretical perspectives, sources of data and methodologies" hence, the main focus lies on the sources of data and methods investigated. In our qualitative research, triangulation was adopted to cross-checking our findings. Bryman and Bell (2007) claims the limitations with triangulation is if not exercised properly it can fail to confirm the findings. We were three observers working on analyzing different companies and cross checked with each other to make sure our interpretation is consistent.

Alvesson and Sköldbörg (2000) explain the reflexive approach pays attention to the interpretative and rhetorical being of empirical research (ibid). They continue to stress the point that reflection or reflexivity is to question the relations of the researchers' text to the reality studied. Furthermore, reflection is "interpreting one's own interpretations, looking at one's own perspectives from other perspectives, and turning a self-critical eye onto one's own authority as interpreter and author" (Alvesson and Sköldbörg, 2000: vii).

Our aim is to be reflective which means that we as researchers must evaluate the implication of our methods, values and biases to go beyond the straightforward interpretation to discover how our biases and characteristics influence the research process. In addition this necessitates acknowledging the implications and significance of our choices as both observers and writers (Bryman and Bell, 2003). Sachs's (1999:77-78) "Different actors produce different types of knowledge: they highlight certain issues and underplay others [...and what is] privileged depends on the way the debate on sustainability is framed".

In our research we are examining Cisco's, Samsung and Siemens websites, annual and sustainability reports, but even though our case studies has limits with concerns over generalisability of our findings. Milne et al. (2009) further explains this as it allows detailed interpretative analyses and considering of particular practices at certain times also within a specific context. This is crucial to have insights to such timing and contextual understanding, Milne et al. (2009:1221) argues this is important to have interpretative case approaches consistent with constructivist ontology in which social reality is taken as produced and reproduced through social actions and interactions and the hermeneutic tradition of interpretation.

The central issue is to be sensitive to the limitations of the use of websites as material that can be analyzed. However, there are some difficulties in using the web sites as sources of data. Looking through the website is as good as spotting the keywords that are employed in research process. There is another thing to take under consideration that websites are continuously changing and being updated. Recent thinking on the Internet and technology prefers to view technologies as texts that has 'interpretative flexibility' (Grint and Woolgar, 1997). It means that researcher needs to approach how technology is interpreted by users. This suggests that audiences of texts need to be the focus of attention as well as the texts themselves. Hine (2000:9) develops this idea and locates the Internet as "a technology that was produced by particular people with contextually situated goals and priorities. It is also a technology which is shaped by the ways in which it is marketed, taught and used". Having this in mind we interpreted the web sites through the eyes of potential stakeholders.

3.2 Chosen approach

A discourse analysis relates texts to social practice, defined to include institutions, norms, knowledge systems and language. It starts by identifying features of text (e.g. metaphors, patterns of language and arguments) and discursive practice to demonstrate how language reflects and reproduces realities that govern practice in the social arena.

Mainly we will focus on Foucault (du Gay et al., 1996) perspective on "discourse" that has a number of crucial implications for organizational analysis. Firstly, it is highly materialistic conception which refuses to prioritize- for analytical purposes- the linguistic, rhetorical, symbolic and communicative components of discursive formations from technical, political organizational elements. Secondly, it treats discourse as constitutive of social reality that is the process of discursive formation and the social relations which it represents are regarded as determinants of whatever meaning concepts and entities

such as 'society', 'power' or 'organization' manage to sustain. Thirdly, it ties construction of discourse to the exercise of power and control through which individual minds are normalized and disciplined (Cousins and Hussain, 1984). It is a political conception of discourse in that it ties the formation of system of knowledge into the matrices of power relations and practices relations. The system of rules that make certain discursive formation visible while marginalizing others is the outcome of complex interaction between material and ideological practices. Furthermore, there is no doubt that Foucault sees discourse as constitutive of organizational reality because it generates and reproduces the very stuff of our lives as sentient, in other words, discourse does not just represent organizational reality –it defines the structure and content of that reality.

The symbolic-construction perspective which relies on Burke's theories of symbolic action and role of language in producing cooperation and the ideological-critical perspective drawing on the work of Foucault, which extends the symbolic-constructionist perspective by addressing issues of social power (Livesey, 2002). Both theorists draw from rhetorical turn in 20th century theory in social science and express a concern with language's powerful social effects. However, despite commonalities, their approaches have different emphases, distinct theoretical groundings of discourse analytic approaches and translated through different theoretical stances. We will focus on Foucault's work because of the influence discourse analysis proposed by him has had on research in the fields of management and environmental communication.

Using the Foucauldian lens, we can map the terrain of socio-political discursive struggle over the environment which has been shaped by the texts produced on the web sites that we examine (Foucault, 1984). Also, in Foucault's perspective, the inherent rhetoricism of all bodies of knowledge produces political nature and explains the link between knowledge and power. For example, corporation legitimates power of particular knowledge but differentiates among them of practical effects in context. Market-driven environmentalism is the preferred means for protecting the public interest. The massive influence of corporations in constructing marketplace "realities" is obscured. Through their control of what gets produced and how it is advertised, corporations produce the choice that they claim resides in the market itself (Heath, 1994). Foucault advocates the role of discourse in achieving control, but he further argues that total control is unattainable because meaning is never fixed (Livesey, 2002). In our research we will draw on the work of Foucault who advocates that the social world and power relations that exist in it are determined by the discourse which exists at a moment in time (Phillips et al., 2004).

We have chosen to focus on rhetoric as we believe it will have a significant contribution to our understanding of organizational discourse. The study of rhetorical devices has offered insights into aspects of discourse. Following this approach we will look at metaphors used by organizations to examine the way they shape messages. Approaches that focus on rhetoric draw on definitions and theories of argumentation in order to demonstrate how particular forms of discourse are used in relation to a variety of organizational practices. For example, several studies examine the way symbolic and rhetorical devices are used to communicate corporate image and strategy (Keenoy & Anthony, 1992). Most significantly, studies of organizations, points out natural link between rhetorical and organizational studies in a sense that rhetoric is embedded in organization.

Major proportion of our analysis consists of various kinds of talk and text. Most analysis of linguistic data is made by treating language as a 'reality' where talk and text are given direct access to respondent's experiences, motives and attitudes. Looking at our research from reflexive approach based on a division that separates the reality and the

statements about the reality that are included in the data set, our role as researchers is to draw conclusions about the 'real' behavior, opinions and motives of respondents.

The literature that we used gave us important insights into the corporate challenges raised by ecological problems, however, it ignores the crucial question of how certain 'ways to talk' about these problems define things and social relation. From the constructivist approach, our data focuses on the language itself and by producing definitions and attaching meanings to things under study in social situation. This approach emphasizes that language practices do not simply mirror reality that exist, but also constitute this reality. The research traditions that share that approach are ethnography, discourse analysis and semiotics, therefore our analysis will follow constructivist approach. When analyzing 'eco-talk' of business and other actors whose environmental performances have been openly criticized, we as researchers have to be critical about the relationship between what is stated by the informants and their 'real' action. Focusing on how Samsung, Cisco and Siemens talk and write about issues concerned with environmental sustainability, we faced the problems with: which part of what is said is true and which part of this is influenced by the speakers' attempts to make things look good. If we used the reflective approach to language we would have to deal with the distorting effect that is caused by the temptation of the responders to draw more colorful than the real picture of company. By using the constructivist approach to the researched data we discarded the attempt to treat respondents' accounts as potentially 'true' picture of reality. The imbalance between what is said and what is done in practice does not affect reliability of our results, especially because in our research we resigned from investigating those practices from practical reasons. Therefore the chosen approach kept our analysis to the level of 'what is said' without the need to assess the correspondence of the given statements to real life practices.

The constructivist approach proposes that meaning is shaped through language, words and images (Milne et al., 2009), it is constructed through practices "a practice that produces meaning, that makes things mean" (Hall, 1997:24). It is important to show the readers our research doesn't lead to biased interpretation in the sense of twisting the meaning and writing of our interpreted text. It should be regarded the texts which is interpreted into our research has positioned us in terms of what's been read and heard, in addition when researching we can't disregard what we know or believe and moreover avoid bringing that to bear on our interpretation (Alvesson and Skölberg, 2000). We recognize in our interpretive analysis the unavoidable participation in constructing meaning as readers and researchers of the text as well as their re-interpretations and our expression of those interpretations in the research (Milne et al, 2009).

3.3 Forms of Rhetoric

In chapter 6 will use the following theory of rhetorical analysis in order to compare the rhetorical forms used by corporations. Onkila, (2008) stresses that relationship between firms and stakeholders in different forms of rhetoric.

3.3.1 Rhetoric of dominance

Onkila, (2009) explains rhetoric of dominance as a form of rhetoric which believes companies are the main promoters of environmental responsibility in society, thereby corporations take environmental actions, because of the knowledge and skills they hold as a main argument for the leading role they possess. Corporations are using their power to legitimize the environmental actions they take to satisfy the stakeholder, the stakeholders are seen as followers in the actions the corporations are taking. Potter (1996) claims that rhetoric of dominance is dependent on creating a speaker category of corporations, which involves speakers as having power over knowledge and skills

about the environment in this case. The speakers (corporations) are using a language that is change-oriented and promotes pro-environmental actions, for example the speaker category is using words like advancing, developing and changing the market. Onkila (2009) moreover rhetoric of dominance creates a correlation between the environment and economical problems to legitimize the limits of responsibility, hence where environmental performance is presented as a requirement in economic performance and the contrary. Corporations gain more acceptability for environmental actions as they support the stakeholders with financial and environmental reports to meet environmental targets. By showing responsibility through environmental actions, corporations are more profitable and gain competitiveness.

Rhetoric of dominance can be compared to teacher-student scenario, where the corporation is educating, advices, guides and motivates the stakeholder (followers) to take responsible actions toward the environment. The corporations are using words like improving, expertise, leading and forerunning, to legitimize the change process that is undertaken by them. (Onkila , 2009)

3.3.2 Rhetoric of joint actions and equality

Onkila (2009), rhetoric of joint action and equality means that pro-environmental actions is a shared goal in society, where both parties stakeholders and corporation are equal and share common interests. Main feature of joint action and equality is the constructing a reality through creating a common vision (Perelman, 1982). In joint action and equality corporations is establishing a sense of "we" and "us" group identity, whereas the main interest is the shared goal, vision and will with corporations and stakeholders. Albeit, the corporation is acting with no conflict of interest regarding environmental issues, hence the corporations are acting as unselfish by illustrating that the environmental issues is a part of the corporation's purpose. Onkila (2009) is claiming that corporation's views the climate change as not the responsibility of the corporations solely but more as a societal environmental responsibility. This is a way to conceal the conflict of interest of the companies' and directs it to portray the equal responsibility between corporations-stakeholders to cooperate to sustain the well-being of the environment. In conclusion this rhetorical form is using a language to talk about values such as ethical, equality and communality as a basis for acting environmental responsible (Onkila, 2009).

3.3.3 Rhetoric of subordination

Rhetoric of subordination is based on corporations are serving the needs of stakeholders, as well as corporations have no influence on stakeholders in their environmental actions (Onkila, 2009). By serving the stakeholders' need, the corporations can legitimize their environmental actions. Thus, it should be highlighted by serving the needs and interests of the stakeholders' and improving the well-being of stakeholders'. Furthermore this form of rhetoric is creating a difference between the interests of the stakeholders' and the ones of the corporation's (Onkila, 2009). Corporations are serving stakeholders due to authority power such as legislations imposed by government as well as other industry regulation.

Rhetoric of subordination is more interactive with stakeholders than rhetoric of domination, even though rhetoric of subordination is acting in response to the best interest of the stakeholders by working in an environmental responsible way. Corporations do not view the environment as stakeholders, but mainly see it as an instrumental value, where stakeholders can exercise power on the corporations to take environmental actions.

3.4 Summary

The various approaches to organizational discourse indicate that discourse is not simply about text, stories or conversations, is not to be equated with the analysis of socially constructed account of reality, but more about constructing, situating, facilitating and communicating the diverse cultural, institutional, political and socio-economic parameters of organizational being. Organizations can only be analyzed by focusing on the discursive practices through which they are constituted as structures of power and control: "Discourse is not simply that which translates struggles or systems of domination, but is the thing for which and by which there is struggle: discourse is the power which is to be seized" (Foucault, 1984). However, as demonstrated in previous paragraphs, the articulation, delivery and interpretation of discourse remains open-ended. Any focus on discourse exposes the probability of multiple readings. Discourse analysis prioritizes subjectivity, explores rhetoric and celebrates uncertainty. Whatever the approach, lexical, semiotic, inter-textual, dialogical, critical or postmodern, the field of organizational discourse mirrors perpetual uncertainties which it seeks to uncover.

This is very important standing point towards our research topic that is why, in the following chapters we will clarify the relationship between discourse and power that have been implied in response to mega-Discourse on global warming, more or less explicit, but still deserves some further explaining.

4. ENVIRONMENTAL DISCOURSE

Human life is dependent upon the natural environment, business enterprises are a dominant form of social organization and many would agree that they contribute to the worsening and enhancement of the natural environment. 'Sustainability' is a widely promoted idea, which has many meanings and provokes different responses but in short the concept of environmental sustainability is an attempt to combine concerns about a range of environmental issues with socio-economic issues. There are different trends of thoughts of sustainability, however the purpose of this chapter is to clarify the meaning and address fundamental issues relevant to our research.

4.1 Overview

Business interest in the concept of sustainability seems to be increasing worldwide as evidenced through the emergence of various business associations, award schemes, reports and discussion documents on the implications of sustainability for business, numerous environmental and management consultancies positioning to offer businesses services connected with sustainability. There is also considerable evidence in academic and business literature that sustainability is an elusive concept with which to engage (Milne, 2006). Business researchers have studied the topic of environmental sustainability for many years. Operations researchers have examined the adaptation of environmental quality standards (Corbett and Kirsch, 2001) and sustainable supply chains (Klassen, 2003). Marketing researchers looked at consumer adoption of green products and the marketing of sustainable business initiatives (Belk et al., 1981). Management researchers have examined the antecedents of environmentally destructive and beneficial activities (Bansal and Roth, 2000). At a very basic level sustainability is about system maintenance and ensuring that actions do not impact the system (eco-system) in such a way that its long term viability is threatened. Sustainability also considers equality between one generation and another. Despite widespread use, sustainability has been interpreted in different ways but the most common usage "refers to the long term maintenance of systems according to environmental, economic and social considerations" (Brundtland Report).

The widespread rise of interest in support for the concept of sustainable development is an important shift in understanding relationship of humanity with nature which in contrast to the long lasting view of the environment being external to humanity, mostly to be exploited.

In general, the relationship between humanity and environment was pictured as humanity's triumph over nature. This view was that human knowledge and technology could overcome all obstacles including environmental. Economic growth becomes the dominating issue, defined by increasing production as the main priority to overcome poverty and ensure well-being (Douthwaite, 1992 in Hopwood, 2005). The concept of sustainable development is the result of growing awareness of the global links between growing environmental problems, socio-economic issues and concerns about a healthy future of humanity. The process of linking environment and socio-economic issues was famously expressed in the Brundtland Report's definition on sustainability as 'meeting the needs of the present without compromising the ability of future generations to meet their needs' (WCED, 1978: 43) The ideas expressed in the report recognize the dependency of humans on the environment. The report stresses that humanity depends for basic existence on the environment, the economy now and in the future needs the environment. The environmental problems are not local but global so that the actions and impacts have to be considered internationally.

As evidence of worldwide environmental degradation grows, the pressure on organizations intensifies. Environmental regulations impose additional constraints on business organizations. For example, KYOTO protocol signed in December 1997, provides the legal and political foundation for global action. The protocol initiated the scientific networks of research and observation upon which theories of global warming have been refined. The Protocol consists of specific limitations on the emissions of greenhouse gases and provides mandated specific actions such as a list of specific policies and measures. The Kyoto Protocol is an extraordinary and unprecedented achievement in international affairs (Grubb et al., 1999:xxxv). Therefore, deterioration of the environment poses risks and opportunities for businesses. In contrast, few studies of environmental sustainability include the information sources perspective. Therefore, in our research, the principle is that information sources and in particular web sites serves as the medium of communicating organizational adaptation of sustainability strategies. We develop an argument about how knowledge intensive companies can shape beliefs and attitudes about the environment, in enabling and transforming sustainable practices in organizations and in improving economic and environmental performance.

The role of information sources such as websites may be interpreted differently depending on how the problem is framed. Due to the fact that problem is viewed in ecological terms; we will look at 'belief formation' about the environment sustainability by the use of information systems available on the web sites. In recent years, computer-human interaction researchers have investigated the connection between how information is obtainable and how beliefs about the environment are formed. Organizational factors influence the belief and attitudes held by individuals about the environment. Apart from cultural and social influences, political discourse and family-shaped beliefs, corporate vision statements and environmental management systems influence individuals' beliefs about the environment. The role of information in shaping attitudes in core:' At the heart of the environmental crisis are the critical issues of information acquisition and attitude formation, for it becomes clear that in the absence of information, one cannot formulate attitudes toward an issue, whether positive or negative in content (Dumont and Franjeska-Nicole, 2008:5).

Following the Rio Earth Summit 1992, one concept is widely promoted as essential for assessing business activities and industrial and social developments and that is concept

of sustainability. The triple bottom line (TBL) is a term introduced by John Elkington - an author of number of influential books on corporate environmentalism (Elkington, 1998). From this perspective sustainability is important new goal for business ethics. It would probably be true to say that there is still widespread concern within business that sustainability has solely to do with environmental perception. Sustainability is largely synonymous with environmental sustainability and more recently the concept has been broadened to include environmental, economic and social considerations (Elkington, 1998). It is because it is impractical to address the issues of natural environment without considering social and economic aspects (Crane and Matten, 2007)

The concept of economic sustainability focuses on the responsibility of management to develop, produce and market those products that secure the long-term economic performance of the corporation. This includes: choosing strategies which lead to long-term viability of success; company's attitude towards impact upon economic framework in which they are embedded (Crane and Matten, 2007:26). The social perspective on sustainability has tended to follow behind that of the economic and environmental perspectives (Scott et al., 2000). The integration of social concerns into business ethics derived from concerns regarding the impact of business activities on the indigenous communities in less developed parts of the world. Therefore, the key issue here is social justice.

Issues of an ethical nature (for example, industrial pollution) demand that we consider complex range of concerns. In order to achieve genuine sustainability in three of the areas mentioned above is perhaps not possible at the present moment. There are few businesses or industries that can claim to be fully sustainable. Elkington (1998) suggests that TBL is more about revolutionizing the way corporations think and act. It is these challenges that are framed according to each corporation's stakeholders (Crane and Matten, 2007:28). We have found that the challenge posed by sustainability for business ethics is a huge one, because the appropriate balance of the triple bottom line is very difficult to engineers even in the situations when corporations have the will to attempt it. Sustainability implies the goals that lie beyond the time horizons of business, progress towards sustainable solutions therefore appears to be possible but slow and at the present mostly exploratory.

4.2 Major debates on sustainability development

In this paragraph the broad conceptual framework, debates and major trends within sustainable development are outlined. Sustainability can be considered as a new goal for business ethics. We will discuss in following chapters the nature of goals, its challenges and steps that corporations take in order to enhance sustainability in the context of stakeholder relations.

1. Status Quo- Development is associated with growth and here economic growth is a part of solution to overcome problems and commitment to environmental sustainability because it is argued that technology can replace nature. Also, it is believed that use of management techniques such as environmental impact assessment, eco-management, best-practice environmental options, can push towards ecologic improvements. The World Business council for sustainable Development (1998) sees no conflict between growth and environmental sustainability: 'we can have an open vigorous and healthy trading system and achieve sustainable development.' In that light, Lomborg(2001in Hopwood, 2005) says that "only when we are sufficiently rich can we start to...deal with environmental problems.' Supporters of status quo are hesitant to use laws and regulations, but instead, consumer power, informed about sustainability and based on lifestyle choices will combine with 'green' capitalists who

practice 'corporate citizenship' and ethical business to achieve sustainable development. (Hopwood, 2005)

2. Reform- A reform approach takes the stand that problems are out there because of lack of knowledge and information. Those who follow this approach accept a large shift in policy and lifestyle and the key is to persuade government and international organizations by reasoned argument to introduce the need for major reform. The mainstream environmental groups such as Greenpeace, Friends of the Earth, WWF are in the reform group and have moved from mass protest to political lobbying and working with business and government. Reformers recognize that government has a key role in moving towards sustainable development. For example, there is call for a dramatic increase in energy efficiency and change in energy use to renewable sources. (Flavin and Lensses, 1994 in Hopwood, 2005). 'The limits to growth' report (Meadows et al. 1972) challenged the idea that growth was the way to improve environmental quality, in fact, rather it was damaging the environment. When authors of 'The limits to growth' revised the issue in 1992, they opened a bridge towards the idea of Brundtland, although they talked about a 'sustainable society'(Bullard, 1994 in Hopwood, 2005). The Brundtland Report is generally reformist but leads towards the status quo in proposed details.

3. Transformation - Transformationists make a point that human relations with the environment are necessary in order to avoid a crisis and a possible future collapse. Reform is not enough as many of the problems are viewed as being located within power structures of society because they are not primarily concerned with human well being and environment. (Hopwood, 2005) However, as sustainable development should be seen as human-centered view of inter-relations between environmental and socio-economic issues, some transformationists are not concerned with it. Deep ecologists' primary concern is the environment and need of nature, while human needs come second. However, a common thing for both approaches is the view that the growing crisis in the environment and society are interconnected and if nothing is done, these systems risk breakdown (George, 1999 in Hopwood, 2005). Organizations of popular action and control such as community groups, environmental campaigners have the main control on unsustainable actions but not large global corporations.

4.3 The word 'sustainability'

From being anything from meaningless to of extreme importance to humanity, the discourse on sustainability recognizes the deep debates and ambiguities about the meaning of sustainable development (Hopwood, 2005). Environmental sustainability is distinctive in its complexity. The sustainability context extends the social, organizational and individual domains to include the natural environment such land and water. Also, sustainability phenomena is multilayered- one implication is the existence of alternative frames of problem, including the rational (economic considerations such as productivity and profitability), natural (environmental sustainability, including preservation of natural resources) and humanist (social needs such as fair trade practices and human rights) (Elkington, 1994). The following paragraphs will explore the topic in question further.

There are long standing debates about goals and means regarding both environmental and socio-economic questions, which have flowed into questions on sustainability. Wackernagel and Rees (1996) argued that the Brundtland Report attempted to bridge some of those debates, however the looseness of the concept and its theoretical underpinnings has enabled to use the word 'sustainability' to become de rigueur for business leaders. It is used to justify and legitimate a myriad of policies and practices

ranging from communal agrarian utopianism to large-scale capital-intensive market-development.' Furthermore, Brundtland's ambiguity allows business to be in favor of sustainability without any fundamental challenge, using Brundtland's support for rapid growth to justify the phrase 'sustainable growth' (Hopwood et al., 2005:40). However, Daly (1993) criticized this notion describing it as 'thought-stopping' and oxymoronic because economic growth with more use of resources and production is unsustainable.

4.4 'Weak' and 'strong' sustainability

Another area of debate is between views of weak and strong sustainability proposed by Haughton and Hunter (1994). We are going to stick to these views because it is highly relevant to the issues that we look at. We will provide a further review of the literature on sustainability and contrast two approaches to understanding sustainability present in organizational studies- the discourse of ecological modernization that is related to weak sustainability, contrasted with more radical sustainability discourse which points to the limitations of former.

Weak sustainability sees natural and manufactured capital as interchangeable with technology (Daly and Cobb, 1989). Solow (1974: 11) stated that 'the word can in effect, get along without natural resources, so exhaustion is just an event, not a catastrophe'. Strong sustainability criticize this view, pointing out that technology is not able to fill human produced gaps in the natural worlds such as a lack of resources or damage to the environment and human capital cannot replace processes vital to its existence such as the ozone layer or the water cycle. (Rees, 1998) Critical theorists in organizational studies are generally united in their calls for strong sustainability, more eco-centric rather than techno-centric approach. Definitions of strong sustainability emphasize a fair distribution of resources and opportunities between the current and future generations and the scale of economic activity relative to ecological life support systems (Daly, 1993). Within organizational and management writings on sustainability, there has been a tendency to draw from different discursive frames. Advocates of weak sustainability tend to be more perspective and focus on ecology.

Advocates of strong sustainability base their work on a reading of deep ecology, environmental justice and politics. Most contended is that organizations could be doing more to advance the environmental and sustainability cause. Dryzek (1997: 123-52) writes about discourse on sustainable development and ecological modernization (weak sustainability) and according to him discourses tend to rely on metaphors which link economic growth with environmental protection, suggest progress and reassure society that it is possible to have everything we want without invoking a false sense of the future perfect. In developing guidelines for sustainable reporting by organizations Lloyd Taylor (shell NZ Chairman) states that business is keen to "...earn the trust of our many stakeholders, and to win them over to our argument that you can have robust, sustainable, profitable businesses, alongside a sustainable future where people are valued equally with profits." (Extracts from the Boards, Brands and Business Models: Beyond the Triple Bottom Line, 2003, conference flyer). This type of argument is in contrast to discourse of ecological survivalism that emphasize limits, carrying catastrophe and which suggest more biological and interconnected ties between humans and environment.

4.5 Business action towards sustainability

Sustainability is considered to imply the need for the radical organizational change and restructuring of society along ecological principles or in other instances it is considered in terms of incremental reforms to the status quo. In this chapter about environmental discourse we will consider sustainability in its widest and contested sense.

4.5.1 Two stands of thought

Taking literature on business and sustainability, it is possible to distinguish two relatively distinct strands of thought which link to broader discourse on environment and sustainability. The more dominant of these stands takes a functionalist line, privileging managerial capture of the concept of sustainability through incremental improvements (Hajer, 1995). The second stand of thought is more critical, suggesting that fundamental changes to current modes of organizing are required for sustainability to be achievable. This stand sees existing crisis from over-exploitation of resources due to over development, over consumption and over population. Within the incrementalist perspective, technology is seen as both necessary to scientific and economic progress and as the solution to managing environmental risks (Egri and Pinfold, 1996). Writers in this area ascribe business a primary role in bringing about sustainability. Organizations come to be seen as central and sustainability as something that can be added in.

4.5.2 Corporate as a powerful actor in the global arena

It has been emphasized that corporations have the moral obligation to undertake ethical environmental behavior and take real steps towards acceptable environmental actions (Onkila, 2009). Companies are expected to become more socially responsible even in areas which are not related to their business (Scherer & Palazzo, 2007). If governments are weak, in regulating environmental sustainability, the corporations tend to preserve the status quo (Crane & Matten 2007). Crane & Matten (2007), advocate that in the global context there is a shift of roles between business and government in terms of regulation on environment issues. Corporations are more and more involved in formulating regulations of which they are subject to. Corporations are powerful economic actors on their own, that derives from their size, influence, contributions on tax payment, employment of a large number of employees etc. On the global level there have many initiatives towards self-regulation driven primarily by key actors of a certain industry; however it is somewhat ambivalent about the benefits (Crane & Matten, 2007). A typical example of self regulation of corporations codes of conduct. Actors can use text as 'weapons' in influencing discourse (Hardy & Phillips, 2004).

4.5.3 Win-win solution

A number of writers (Hart 1995, Porter and van der Linde, 1995) argued that business action towards sustainability and the environment is win-win solution: good for business and the environment. Elkington's (2001) extended it wider into possibility of such responsible business action being good for business, environment as well as society. Eco-efficiency becomes a strategy for many organizations and their promoters seeking to 'create more value with less impact' (Hukkinen 2003 in Milne 2006). Everett and Neu (2000) explain this conceptualization as a part of the discourse that promotes proactivity as regards environmental management and control at the expense of radical change by business. Wackernagel and Rees (1996:32) proposed a simple concept of sustainability that means 'living in material comfort and peacefully within the means of nature'. A number of writers (Gray and Milne, 2002) has doubted business-centered approach and are critical of current practice based on eco-efficiency as a solution. As McDonough and Braungart (1998:4) pointed out "Eco-efficiency works within the same system that caused the problem in the first place. It presents little more than an illusion of change. Relying on eco-efficiency to save the environment will in fact do the opposite- it will let industry finish off everything quietly, persistently, and completely". Eco-efficiency and the organizational conceptions of sustainability are seen to fail to connect with more urgent environmental problems.

4.5.4 Postmodern perspective

It is necessary to mention here the focus of corporate politics of survivalism that is evident in a postmodern perspective. Businesses as the major polluters are actively engaged in defining sustainability- related concepts for themselves in a way as Welford (1998: 5) put it "which at best gives a weak definition of sustainable development". Interestingly, Banerjee (2003:163) examines a discursive shift from sustainable development to the positive-sounding sustainability or in other words a shift from 'global planetary sustainability to sustaining the corporation through growth opportunities'. Taylor (1992) pointed out that sustainable development are dangerous words which are being used to mask the same old economic thinking that advocates unlimited consumption. Levy (1997) links environmental management as offering political stability. Gray and Mile (2004) point to practice of establishing the rules of the game and their later modification in the case of sustainability to a challenge- a competition in which organizations have a vested interest in influencing. Some elements of that challenge are manifested in the metaphorical representations frequently employed in sustainability reporting. Livesey and Kearins (2002) says that organizations can mix and match discourse with apparent success but closer examination points to innate tension within the concept of sustainability that organizations are trying to resolve.

4.6 Sustainability as 'journey' metaphor

Sustainability is further delivered familiar by journey through its effect of binding businesses' pursuit of sustainability to the notion of progress. It could be suggested that journey or forward movement conveys a sense of inevitability and hopefulness (Gowdy, 1994). Furthermore, journey also has the effect of differing sustainability, in the sense of preventing radical change that many believes is necessary for its achievement. As sustainability becomes do-able, the doing is embedded within the notion of journeying, with strong emphasis on embarkation on the journey. It could be noticed that organizations use "we are about to embark" or "we will embark" rather than business have embarked and that having embarked they are on the journey, that is that they are doing sustainability- without having defined the term (Eisenberg, 1984).

Furthermore, by portraying themselves as 'on the path to' or 'moving toward' sustainable development, organizations can avoid the shame of being seen to be doing nothing and associated with paradigm of economic exploitation, while at the same time deflecting attention away from debating about what kind of performance is needed to provide a sustainable future. The metaphor does not emphasizes outcome but the process. Sustainability as a journey offers a rhetoric of presentation that uses language in a non-referential way (Mayhew 1997). Similarly, the journey is often portrayed as shared or common; it is a metaphor that downplays sustainable development as a struggle (Cotgrove 1982).

A further effect of implying a journey metaphor is that of redefining sustainability in ways that do not threaten business. Expected to engage in the debate of sustainability and seen as both cause and solution to global environment and social problems, organizations have supplied a meaning largely in their own interest. When metaphor of journey is coupled with notion of continuous progress, it is the version businesses currently correspond with. As Myers and Macnaghten (1998) note, rhetoric of environmental sustainability may emphasize on futurity, quality of life of environment. It could be argued that futurity of business is a particular selective sense of progress.

For many companies pursuing the triple bottom line is what the sustainability is about. It is increasingly observed that reporting on that triple line shows commitment to sustainable business rather than contributing to a sustainable society. Such reports communicate an organizational progress therefore can be associated with journey

4.7 Problems with environmental discourse

metaphor. In this paragraph we will argue that the journey metaphor translates sustainability into a never-ending process privileging the search for technical compromise. Industry is on a three-stage journey from environmental compliance, through environmental risk management, to long-term sustainable development strategies (Crane et al. 2007) Business strategies for sustainable development mark the final phase in the journey. The aim is to seek win-win situations which can achieve environmental quality, increase wealth, and enhance competitive advantage (Milne, 2006).

Zovanyi (1998:151) suggested that there are limits to human enterprise and there appears to be little evidence of sustainable behavior at global or regional scale : 'Among those seeking to formulate measures of sustainability during the closing years of this [20th] century, there appears to be a growing awareness of the need to end growth in both human and economic terms if there is to be any hope for a sustainable future. In terms of operational measures of sustainability, further human and economic growth would therefore be considered to present evidence of unsustainable behavior under current demographic, economic, and ecological realities.'

Shrivastava (1994) considers organizational environment based on economic concept, far from the concerns of the natural environment. Newton (2002), looks at normative rationale and suggests a focus on networks as a new research perspective. Gladwin et al. (1995:874), also see management theory which 'separates humanity from nature and truth from morality'. They suggest that the tools of greening implied in an incrementalist approach while moving organizations in the right direction, "fail to inform them about the distance from or variance with the ultimate destination of sustainability" (Gladwin et al., 1995: 900).

What is seen as insufficiency of the incrementalist approach is the achievement of sustainability underlines calls for more radical change to current modes of organizing (Hajer, 1995). Davidson (2000) also see the need to place ethics and morality in the frame. Gowdy (1994: 55) argues that the trouble with both those seeking to preserve economic growth and those seeking environmental explanation, is that they both stick to false notions of progress-notions that need abandoning so we can "concentrate on making do with what we have rather placing our hopes on some future material or ethical utopia".

Some interesting insight can be made to examine paradox of this journey. Firstly, journeys are not always pleasant and successful events portrayed by businesses. As follows, if sustainability can be bound up with notion of progress, then it may lead to greater levels of the domination of nature by man (Marx 1998 in Milne, 2006). As ideology or worldview Marx (1998: 205) argues for notion of progress in history- an inevitable human progress associated with the 'perfect ability of Man', which he sees as referring to ' that distinctively modern kind of social change made possible by acquiring from the realm of nature the unprecedented power to establish a steadily increasing domination of nature (1998:203). Secondly, if, as Sutton (2000) suggest- within the discourse of ecological modernization- that in business case 'sustainability is fundamentally about maintaining valued things or dynamic that already exist', then a journey is entirely paradoxical- unless that journey represents a kind of progress towards some state where resources are increased beyond what currently exists. 'Sustainability is the flip-side of loss or extinction so it makes no sense to be concerned about sustainability unless the aim is to try to actually achieve it. Sustainability should always be approached with a sense of immediacy and practicality even if the task to achieve the sustainability of something that is valued is enormous (Sutton, 2000).

Defining the destination of the journey is avoided but yet it remains possible to aim progress towards sustainability. The journey metaphor might be implied to commitment and actions that might be considered to lead towards sustainability and to the process of reporting on the triple bottom line. The journey is also about business can contribute towards a sustainable future for stakeholders and society or how journey can help sustain business for the interest of shareholders. Organizations that attempt this 'sustainable journey' see themselves as pioneering, honest and open about their business activities. These companies appear keen to earn the trust of stakeholders and assume that reporting will lead to them being seen as trustworthy compared to those who do not report. Thus, reporting and other forms of business communications provide a stage on which "enlightened organizations choose to display aspects of themselves and their engagement with sustainability" (Milne et al., 2006).

These businesses' texts produce a form of weak sustainability in which continued profits and growth remain unquestioned and in which society and environment remain balanced and traded-off. Purveyors of this rhetoric by desirable quality of their self-professed leadership, win for themselves considerable acclaim that serves to reinforce a particular version of sustainability and turn attention away from more critical alternatives. These texts and the use of metaphor within the, have without any doubt a significant power effects (Houghton and Hunter, 1994).

4.8 Summary

In the line with the above chapter on environmental discourse, we have taken the position that strong sustainability is about radical change in business practice, but the journey metaphor employed in corporate reports is a potent ideology embracing a fundamental lack of transformation. Our intention here was to establish sustainability as a journey in the dominant business discourse. We are aware that other themes also exist but we would argue that based on our readings of texts the journey is a dominant theme. Since we believe that there may be many biases and interpretations, we would not expect universal agreement on organization's representation. It has been argued that businesses are constructing 'sustainability' as a journey to avoid future desirable states of affairs. It was suggested that by portraying sustainability in such a way, businesses have invoked a subtle and powerful use of language that seriously engage with environmental sustainability discourse. Moral and political debate sacrificed to an ideology of progress.

We can agree that there is no such thing as single philosophy of sustainable development, neither there is sustainable development 'ism' (Hopwood, 2005). Further confusion about sustainability is that people use the same words to talk about different views on the goals, routes and methods of moving towards sustainable development. The case is even more complicated as for example in many political issues, some people may say one thing and mean another. On some occasions reformers and transformationist may use more radical rhetoric than they actually believe or practice to deflect criticism. Thus, we believe that websites play an important role in shaping beliefs about environment or mediating them. On one hand they sell and promote eco-products and manifest their ideologies in being leaders in environmental sustainability.

Complicated matters are ethical questions that arise when we start investigating messages that are being communicated, such as the potential of green washing that can be deliberately misleading. In the following chapters we will imply the above theory into the analysis of our chosen companies.

5. CASE STUDY ANALYSIS

We are going to do a rhetorical and metaphorical analysis from a Foucauldian perspective on three global knowledge intensive companies: SIEMENS, CISCO and SAMSUNG. The data includes companies' annual reports, sustainability reports, CEO communication to stakeholders and other documents made available on the companies' official websites.

It is at this level that we focus our analysis, using the method of Foucauldian discourse analysis that explains the link between language and social processes. Following the Foucauldian tradition, our analysis will reveal how these companies use reports and data available on the websites to make themselves "known" as contributing to sustainable development. Our detailed study of text that represents corporate attempts at sustainable development will reveal according to Foucault theory (1977) that discourse constitutes subjects (identities such as responsible or caring companies) and objects of understanding (knowledge of sustainable development). The term discourse in our case refers to corporations and natural environment and in view of Foucault (1977) these domains are not stable fields, hence taken-for-granted knowledge on which they are found must be problematized. Foucault (1984) was concerned about the power relations which he saw implicated in all discursive domains. Despite these concerns, Foucault (1984) also recognized ambiguities arising out of the mix of discourses in any field of practice.

5.1 Introduction to case study analysis

Even though there were obvious differences between the companies that we have analyzed (in term of size, history, image, the impacts on nature and society) we found some similarities as exemplified by metaphors of transparency and caring organizations. SIEMENS, CISCO, SAMSUNG expressed common purposes and related themselves to sustainable development in similar ways, both sought to demonstrate that principles and profits guided their operations. We considered the meaning of the transparency that they employ and we did that in context of sustainable development. The analysis of metaphor were very useful as they drew to reconstruct the interface between business and society and helped companies to make them "known" as trustworthy in their commitment to pursue sustainable development. We believe that voluntary reporting is not only rhetorically produces particular "knowledge" about the companies themselves but also influences and is influenced by contradicting meanings. Therefore, we argue that conflicts over meaning-making around the natural environment should be understood in terms of discursive struggle.

We are going to use Onkila (2009), which argues that there are three power related rhetorical forms that companies can use in order to produce legitimacy. These rhetorical forms which are rhetoric of dominance, rhetoric of subordination and rhetoric of joint action were discussed in Chapter 3.

5.2 Company overview – SIEMENS

Germany-based Siemens AG is a global powerhouse in electronics and electrical engineering, operating in the industry, energy and healthcare sectors. Siemens has a long history dating back to 1847 and grown over 160 years to become a versatile electronics and electrical engineering enterprise. Siemens was founded by Werner Siemens from a back building in Berlin to now one of the biggest multinational corporation, located in over 190 countries. It is a global operating company mainly focusing in information and communication, industrial automation and control, power generation, lightning and medical solution. Siemens has been established to be known for technical excellence, innovative, high quality and reliability. The key industries are Healthcare, Industry and Energy. Since the 1990s, Siemens has optimized their business portfolio through divestments, acquisitions, the formation of new companies, and the founding of joint ventures. Siemens 160-year history reveals how visions can become reality. Since its

founder years under Werner von Siemens, a visionary inventor and entrepreneur who made an enormous contribution to technological progress in the 19th century, the company has grown into a global network of innovation. Siemens reported consolidated revenue of 76.651 billion in fiscal 2009. Siemens comprises Siemens AG as the parent company and a total of approximately 1,300 legal entities, including minority investments. Siemens was once viewed by analysts as a corporate dinosaur and urged to disband its conglomerate structure in favor of a more nimble and tightly focused enterprise. In the 1990s, however, under the leadership of Heinrich von Pierer, the company underwent major restructuring to minimize costs and maximize efficiencies while retaining the synergistic benefits of its broad-based structure. Siemens has entered the 21st century with a new listing on the New York Stock Exchange, and a competitive foothold in the burgeoning information technologies and communications sector. For 160 years, the Siemens name has been synonymous with cutting-edge technologies and continuous growth in profitability. The current CEO of Siemens is Peter Löscher. (Source: www.siemens.com)

5.2.1 Rhetorical positioning

Onkila (2009) rhetoric of joint action and equality is build on a vision of pro-environmental actions which is shared in the society, and the image of joint action with stakeholders are equal thus the actions of environmental are common interest of all actors such as the role in cooperation. This theory doesn't view firms being exclusively responsible of the environmental issues, it looks upon that there should be a shared vision of all actors to structure a reality (Onkila, 2009). The author (ibid) further argues how corporations use we-rhetoric when speaking of environmental issues, by creating an 'us'-rhetoric it projects a sense of community which shares a common interests, goal and vision. In addition to construct cooperation between internal and external actors by emphasizing the responsibility does not only lie on the corporation but it's a societal environmental responsibility. In conclusion the Onkila (2009) stresses that the welfare of the environment is a shared goal of various actors. Siemens is acting in accordance with the rhetoric of joint action and equality, involving all stakeholders to encourage a dialogue, this to further prove the existing technology that Siemens has available to improve the environmental balance. Even to that extend that Siemens is claiming if there is no reduction in CO2 emissions, the battle against climate change will be lost. This can maybe be a genuine standpoint Siemens is taking by being ethically concerned and by doing the right thing, it benefits them as well, and in addition it is a win-win situation. Bryman and Bell (2007: 546) stresses the point of how the speaker uses persuasion, repetition in order to engender identification and foster cooperation within a group.

"as a globally operating enterprise, the acceptance of everything we do today and tomorrow depends on the trust of many different stakeholder groups" (Sustainability Report, 2008). [a1]

"A shared understanding of integrity can only emerge in an intensive dialogue with our stakeholders. This dialogue is both the prerequisite and basis for transparent reporting" (Sustainability Report, 2008). [a2]

5.2.2 Motives towards environmental response

5.2.2.1 Legitimacy

Siemens are striving to create credibility and legitimacy by claiming legitimacy in showing they practice what they preach (Cheney, 2009). To prove the credibility and legitimacy, Siemens has external experts auditing to check that their reporting is done

correctly. Livesey & Kearins (2002) argues the demand on firms in Europe to standardize annual report including the corporate social and environment started in the mid 1990s. Furthermore this is due to increase the measurement of how firms are performing at a financial, environmental and socially and in addition to reveal the power interest that firms serves. Why corporations disclose their environmental sustainability is due to making themselves appear that they are contributing to sustainable development (Livesey & Kearins , 2002).

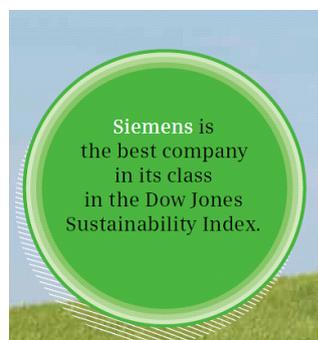
Marshall et al. (2009) stresses that corporations tend to disclose their environmental performance to increase awareness and gain reputation. Siemens shows a good example of this in their 2009 annual report, pointing out that:

“Siemens is the best company in its class in the Dow Jones Sustainability Index” (Siemens, 2009). [a3]

The Dow Jones Sustainability Index (DJSI) initiated in 1999 to measure the financial performance of the top sustainability-driven companies. It takes the top 10% companies based on long-term economic, environmental and social criteria out of the biggest 2500 companies worldwide (DJSI, 2009). Crane and Matten (2007) criticize the Dow Jones Sustainability Index, as the data which allows the companies to be included in the index is determined by the information provided by the companies itself. This questions the “real” or “true” criteria used to be assessed by the index. Moreover the index mainly focuses on the management practices rather than the sustainability of its products or the company (Crane and Matten, 2007).

Siemens views this award as recognition of what they have done to support the climate change and as an obligation to the future. This is the tenth time Siemens has been awarded with the DJSI, hence 2009 award for Dow Jones Sustainability Index was the highest result which scored the highest possible and can be argued that this is something that Siemens is taking seriously (Siemens, 2009). This is a result of heavily investing in R&D and the outcome is Siemens success in their environment portfolio as an example. Through their environmental portfolio Siemens has implemented the following ...

“To minimize carbon footprint, cutting greenhouse gas emissions with portfolio offerings and we’re intensifying our dialogue with our stakeholders to further enhance transparency, we’re refining our reporting processes (Siemens Annual Report, 2009) [a4]



Another award which Siemens is taking great pride is the first-time publication that took second place in the IÖW/future 2009 Sustainability Report Ranking, a survey on sustainability reporting at major German companies that was supported by Germany’s Ministry of Labor and Social Affairs and the German Council for Sustainable Development (Annual Report, 2009). Additionally another award Siemens has been given is for

Carbon Disclosure Leadership Index (CDLI) of the Carbon Disclosure Project where they ranked number two in the manufacturing section in 2008.

Siemens success depends a lot on their environmental portfolio in the triple-win situation where three main actors are the pillars of the success: the customers, the environment and the company. Siemens claims that customers by using eco-friendly products can save money and it helps mitigating the environmental impact. Society benefits from green technology that will protect the environment, such as reducing CO2 emission. The company benefits from the profits made in these eco-products in addition tapping into new markets.

"We will remain true to our strategy of long-term decision-making and our focus on energy-efficient innovations and solutions. We are confident that, in this way, we will be able to profit from impending stimulus programs in important markets – as a world-leader for green products and solutions and a company that acts responsibly and in accordance with the principle of sustainability" (Sustainability Report, 2008). [a5]

But even though Siemens seems to do the right thing, meeting the world demand on eco-friendly products, and taking their responsibility about what is right for the future of the company and the society. But Siemens still heavily emphasizes how profitable it is for them and that they are benefiting from the climate change in terms of tapping into new markets and investing in R&D which generates profit through new products and solutions. Hence, it can be argued that Siemens is looking at the climate change as a business opportunity to expand.

5.2.2.2 Competitive-ness

Moreover analyzing Siemens report, it is clearly stated that the current economical crisis has brought opportunities into the firm "The crisis as an opportunity"(Annual Report, 2009). Siemens is frequently repeating or using persuasive rhetoric in stating the following:

"Energy-efficient, eco-friendly products and solutions that help mitigate climate change are the growth drivers in our markets. Today, we're already the world's leading provider of green technologies. In fiscal 2009, we sold eco-friendly products and solutions worth 23 billion more than any other company in the world. For 2011, our target is to generate 25 billion in this segment with our Environmental Portfolio, nearly one quarter of our revenue is generated by products and solutions that make a direct, quantifiable contribution to environment and climate protection (Annual Report, 2009) [a6]

Even though there is an economic downturn, Siemens portrays itself as there is still a bright side, arguing that it generates profit in terms of selling eco-friendly products and investing in green technology.

"In the future, we intend to focus even more intensely on the opportunities provided by sustainable business. The company is already a world leader with its offerings. This portfolio showcases how Siemens, with its expertise in green solutions, is fulfilling its commitment to sustainable development" (Siemens, 2009)." [a7]

5.2.2.3 Image

By observing the language Siemens uses in stating repeatedly that they are world leaders in sustainable development with the help of their environmental portfolio. Siemens is contributing to the world with their expertise and created a sustainability

board with representatives from the company who are encouraging the importance of sustainability and its practical application (Siemens sustainability report, 2008).

"Profitable and long-term growth is our goal, and responsible action the means to it. Our responsibility in this regard has many sides. For example, it includes environmental protection and product stewardship as well as our corporate citizenship activities" (Sustainability report 2008). [a8]

A company's reputation influences customer purchasing decisions just as much as it does the company's attractiveness as an employer. How good a company's reputation is depends increasingly on whether it is perceived as being responsible. Energy efficiency and environmental protection play an important role for investors who have specialized in sustainable investments.

"Since we as a company place a high value on open dialogue and clear communication with all investors, we provide comprehensive information on environment-related and other non-financial topics on our websites. In addition, we inform the investors regularly at our Annual Shareholders Meeting, and through our financial reporting, road-shows and several hundred individual presentations about the way Siemens is also meeting long-term challenges" (Sustainability report, 2008). [a9]

This illustrates how serious this matter is for Siemens. Creating a good reputation can benefit them as a responsible corporation and can further increase sales. Thus, regardless if this is genuine doesn't matter as again, it's a win-win situation. This puts in question the sincere intentions in engaging in action toward the greater good of the society.

Siemens is emphasizing openness, transparency and trust. This is backed up through the initiatives such as sustainability report and following the guidelines and principles of the UN Global Compact.

This indicates the genuineness that Siemens wants to communicate with the stakeholders, stating objectives and goals for the future and present time. In addition showing open communication with the stakeholder is a must for Siemens to express integrity and establishing trust in the company, especially in time where climate change and current economical downturn is affecting not only business but all actors. To be critical on this aspect, Siemens is by giving this ideal perception of being responsible, how sincere this may be or not, in the end it all comes down to making profit, regardless of the doing the right thing. Siemens is aware of the impact reputation has to be socially responsible and the result of increased profit may be due to using the environmental situation to their advantage. It can be argued Siemens is focusing to establish a good reputation and be environmental responsible in order to get customers to purchase their products and appear attractive. Thus by acting responsible leads to better reputation and generates more profit to the firm furthermore maintaining an open dialogue with the external actors. In conclusion using environmental discourse is a brilliant tool to appear good in the eyes of the stakeholders and make money at the same time.

"As we embark on fiscal 2010, we're well-equipped to master the challenges that lie ahead. First of all, we'll have to continue proving our mettle in an environment that remains difficult." (Annual Report, 2009) [a10]

5.2.2.4 Ecological response

Siemens highlights the dangers of climate change that could result if actions are not taken seriously, and abide by taking action of developing eco-friendly products and reducing Co2 gas emissions. By adhering to the eco-centric beliefs, and acknowledging the fact that the humans' can't replace natural resources with technology.

Livesey & Kearins (2002) explain the theory of caring corporation's which involves the relationship between corporations and the environment or society. This is done by the use of rhetoric with expressing their passion and caring for the society, in Siemens case it is the environment. Another way that caring corporation can also be interpreted is when the corporate social's engagement goes beyond what expected and more into a political realm (Livesey & Kearins, 2002). This is done through integrating the corporate initiatives, recognitions and achievements in company reports, by being open and transparent with the information, corporations can show that companies had values of head and heart to illustrate complexity of the challenges facing commercial firms wishing to become more sustainable (Livesey & Kearins, 2002:245).

Siemens emphasizes the opportunities that can be reaped through innovative eco-friendly products that are beneficial for the world and environment but also generates profit to Siemens and achieves first-movers advantages. Cheney (2004), states that organizations engage in persuading the external audience to be perceived in a particular way. By claiming to be more than just a product or service provider, but more of what the organization does, we can draw parallel to what Siemens is aiming to prove as a global company, taking a stand as being environmentally conscience.

"Energy-efficient, eco-friendly products and solutions that help mitigate climate change are the growth drivers in our markets. Today, we are already the world's leading provider of green technologies. In fiscal 2009, we sold eco-friendly products and solutions worth 23 billion – more than any other company in the world. For 2011, our target is to generate 25 billion in this segment with our Environmental Portfolio". (Siemens, 2009) [a11]

The rhetoric used here serves to emphasize how eco-friendly products are profitable, minimizing climate change and most importantly highlighting the profit the company makes and shows that they are world leaders in producing eco-friendly products.

Bansal & Roth (2000), argue that the drive for corporate ecological responsiveness are economic opportunities, an example is through green marketing or through improving corporate reputation. Firms that are ethically concerned with going green can see this phenomenon because it is the right thing to do (Bansal & Roth, 2000). On the other hand, firms can use this as an instrument to increase market share, or more to meet the demands from outside pressure i.e government, consumers and competitors. Lawrence & Morell (1995) claims the motives for companies going green can be to gain a competitive advantage, this is due to firms have had price and quality wars before, and now competing on environmental responsibility is as important issue to consider. Another motive is complying with institutional pressures, to abide by legislations and avoid fines for not complying. Furthermore, firms are motivated by acting environmentally responsible to align with their own organizational values (Bansal & Roth, 2000). An example from 2008 sustainability report:

"Sustainability as we understand it is closely linked to our values. Our values highest performance with highest ethics, responsible committed to ethical and responsible actions, Excellent-high performance and excellent results and innovative- being innovative to create sustainable value" (Siemens, 2009). [a12]

5.2.3 Green talk and eco-talk

After analyzing Siemens 2009 annual report, our own speculation about Siemens standpoint on the issues regarding climate change and environmental sustainability is to target further investments in developing more eco-friendly products to drive a sustainable business.

A sustainable business has to take into account "the interests of future generations, biodiversity, animal protection, human rights, life cycle impacts, and principles like equity, accountability, transparency, openness, education and learning, and local action and scale" (van Kleef and Roome, 2007: 41).

Environmental action is gaining more importance in today's business world and moreover the contributions corporations are taking towards sustainability (Malovics et al., 2008). Through green technology and the green productions Siemens is attempting to create an image as a responsible actor in the business world.

*"World-leading green products and solutions"
(Sustainability Report, 2008) [a13]*

"Protecting the environment is not just sound business practice and part of our duty as a good corporate citizen, but is also a key success factor for our company. By employing innovative manufacturing methods and maintaining high environmental management standards, we work to overcome environmental challenges all over the world". (Sustainability Report, 2008) [a14]

Lawrence and Morell (1995) argue that the reason corporations such as Siemens are taking "greening" concept can have a numerous motives: it can be due to regulatory compliance, stakeholders' pressures or ethical concerns. Bansal and Roth, (2000) stresses corporations evaluate the long-term relationship with environment to promote social interest and not only for organizational interests.

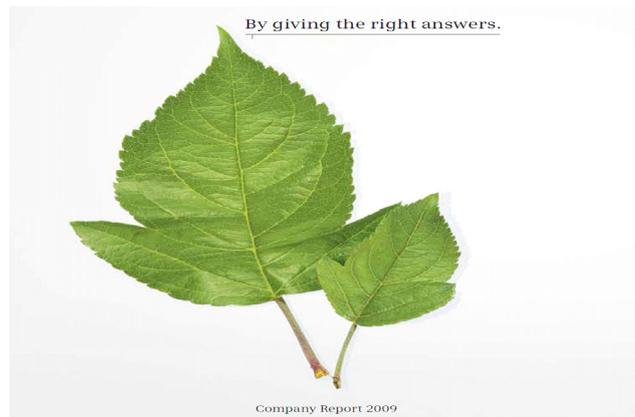
Siemens are aware that being socially responsible to the environment has its benefits, first and foremost the profit that being "green" generates and not being criticized by stakeholders for not taking its responsibility.

"Profitable and long-term growth is our goal, and responsible value creation is the path to that goal. That is why we view the integration of economic, ecological and social aspects of our overall business activity as a constant obligation and challenge. Our Environmental Portfolio makes an excellent contribution to this strategy." (Sustainability Report, 2008) [a15]

Siemens has not only one but several motives towards going "green" which are expresses in the core values of the business. Siemens motives are to be an innovative technological company, to be a leader in green technology, set new technology trends, being ethically responsible to both the environment and society. Siemens are proud to be a sustainable business and has proved it through their environmental portfolio

"One prime example of our success is our Environmental Portfolio, which has already made us the world's leading provider of ecofriendly technologies. Built on our unrivaled expertise in green solutions, the Portfolio showcases how we're fulfilling our commitment to sustainable development." (Siemens Annual Report, 2009) [a16]

5.2.4 Metaphor analysis “By giving the right answers”



Livesey & Kearins (2002) claims metaphors can be used to describe a company, this through their corporate values which defines or mirrors in metaphors. The metaphors underlying discourse is “*By giving the right answers*”, (Siemens, 2009) [a17], this is a metaphor used on the first page of Siemens 2009 annual report. After careful examining the annual report, it seems that the right answers Siemens is giving are: energy efficiency, industrial productivity and intelligent infrastructure solutions. Cornelissen & Kafouros (2008) explain that metaphors project significant features of organizations and their roles of institutional actors. Moreover, Cornelissen and Kafouros (2008:65) state this idea “is built on the fact that stakeholders and employees ascribes identities to organizations, just as people generally do with humans”. Thus using metaphors is creating images and representations of the organization and its behavior (Cornelissen & Kafouros, 2008).

Siemens wants to give these answers because they are so integrated in their corporate values.

“Responsible as in being ethical and taking responsible actions, excellent due to high performance, achieved excellent result and innovative as in creating sustainable products and green technology” (Siemens, 2009). [a18]

The metaphor can moreover be interpreted that Siemens is promoting sustainable growth which in turn will make the world a better place. This analysis is based on Siemens’ claim that the right answers in the triple win solution is in their environmental portfolio. One can assume that the metaphor used is the answer to climate change.

“Our innovations make a major contribution to environmental protection” (Sustainability Report, 2009). [a19]

According to studies, authors argued that metaphors should be avoided in organizational theory, while other authors claim that metaphors should be seen as valuable tool in term of creating new insights and theories (Tinker, 1986; Weick, 1989). Black (1962) stresses the importance of metaphors as generators of new meaning. Grant and Oswick (1996) emphasize the significant role that metaphors have in representing organizations. Although, “in the case of social capital, capital is a used metaphorically and this metaphor offers a wide range of entailments that can be useful in theorizing about relationships in organizations”(Andriessen & Gubbins,m2009:849). The authors argues that systematic metaphor is helpful to learn the underlying metaphors which gives rise to controversies and puts them in perspective (Ibid).

5.3 Company Overview – SAMSUNG

Samsung started in 1938 as a small business in South Korea and is today ranked amongst top companies in the world in electronics business. In 1994 Samsung entered into retail business. In 1997 Korea experienced a financial crisis which affected Samsung as well. To overcome the crisis Samsung looked for partners in order to diversify its business. In May 1999 Samsung merged with Tesco and Samsung-Tesco became the largest investor in the country and strengthened the companies' position in the market. Under the brand of Samsung are many affiliated companies such as Samsung Electronics, Samsung S&T, Samsung heavy industries etc. Samsung is comprised from many innovative companies which derive from electronics to life insurance.

Samsung Electronics was established in 1969 and is specialized in digital products and media, memory, system integration and other electronics. The company is today world leader in 13 digital products with the highest market share. 2009 was a turbulent and a challenging year for many companies all over the world and Samsung increased its' competitiveness even more and diversified in several investment areas. The financial year was a big success despite the difficult market conditions; the company scored 136 trillion in revenue and 10.92 trillion in operating profits. By the end of 2009 Samsung was in top 10 list companies amongst 100 global brands. The company is governed by an independent board of directors. The current president and CEO is Gee-Song Choi very experienced in technology who led the company to be amongst the best in electronics global market. Being a technological innovator Samsung relies heavily on R&D. By the end of 2008 the company invested 6.9 trillion in new technology which resulted in real breakthroughs and enhanced companies' competitiveness. Samsung electronics has more than 110 subsidiaries all over the world. At least 44000 employees work on R&D. 6 research centers are located in Korea and 18 others in other countries. Samsung has more than 276 000 employees all over the world out of which 155 00 work in Samsung Electronics only. The company is devoted to responsible innovation, taking in consideration effects its activity has on the environment supported by the company's philosophy to offer the best products and contribute to a better global society. (Source: www.samsung.com)

5.3.1 Rhetorical positioning

Samsung adopts a combined rhetoric of dominance and joint action towards sustainability. The rhetoric of dominance represents the company as leading in environmental sustainability (Onkila, 2009). Therefore the company sets its own standards, and the stakeholders are considered as followers. The company by using this dominant position exercises power to legitimize their actions.

"Aiming beyond simple compliance, we set up Eco Design Evaluation System in 2004." (Samsung 2010) [b 1]

"In addition to rigorous compliance in the mandatory regions, we are expanding voluntary recycling in non-mandatory areas as well." (Samsung 2010) [b 2]

Here the company assumes a leading role and volunteering in putting higher standards on environment protection. Samsung claims that their top priority is sustainability. The company is involved in many initiatives in response to climate change, such as voluntarily reducing green gas emissions cutting energy consumption in Korea etc. The joint rhetoric according to Onkila (2009), means that the company takes environmental actions as part of common goals with other stakeholders in protecting the environment. This kind of rhetoric is characterized by the "we" rhetoric where the company represents itself as acting towards a common interests with the society. Through using such rhetoric Samsung provides acceptability amongst stakeholders.

"Samsung Electronics takes coexistence and mutual prosperity with society is essence of survival of corporation in society, and strives to be a contributive company for human society." (Samsung 2010) [b 3]

"Any way we can get it into our components is advantageous to the environment as well as the company," (Samsungs Profile, 2009) [b4]

Here Samsung assumes the role of a responsible actor and represents a win-win situation, the one that is good for environment as well as for the company.

"...we emphasize improving resource efficiency, increasing energy efficiency, and minimizing environmental hazards." (Sustainability report 2008) [b5]

In both the above rhetors stakeholders shouldn't be concerned for anything else, as soon as the environment is protected and the corporate is benefiting.

5.3.2 Motives towards environmental response

5.3.2.1 Legitimacy

According to (Onkila, 2009), legitimation is referred to action improvements of the company within the regulation framework.

"In 2007, we acquired almost 1000 kinds of Korean and overseas environmental certifications for 8 product groups including printers, PCs, monitors and TVs, which are the best record in the industry. We also launched Samsung Electronics' own Eco Mark in 2004 to actively communicate our environment-friendliness to our stakeholders such as consumers, NGOs, and buyers." (Sustainability report, 2008) [b 6]

The rhetoric of certificates winning not only makes the company complying with the standards but builds the reputation as leaders on the field. By assuming the role of leader the company gains the power to produce texts which reinforce even more its position and give legitimacy to their actions. Firms motivated by legitimating are focused in communicating to stakeholders their compliance (Onkila, 2009). The data suggests that Samsung after their Eco Mark initiative, are engaged to make this transparent to their main stakeholders.

5.3.2.2 Competitiveness

By competitiveness we mean companies' involvement in ecological responsiveness in order to ensure long term profitability (Onkila, 2009). Samsung views the increase of demand in eco-friendly products as a business opportunity. Being highly innovative Samsung has invested a lot in eco-friendly product innovation in order to be more competitive in the market and to respond to the rapid demand increase in this kind of products. A great deal of attention is given to the developments of energy efficiency innovations.

*"**Opportunities:** Eco-friendly products market is expected to grow due to increasing demand for high energy efficiency and output products in memory and LCD panel segments.." (Sustainability report, 2008) [b 7]*

"Recognizing the importance of environment-friendly products for corporate competitiveness, we adopted two principles for systematic development of eco-friendly products." (Sustainability report, 2008) [b8]

5.3.2.3 Image

Image plays an increasing role in organizations, especially how customers and other actors view the company (Alvesson, 2004). Alvesson (2004) further argues that image exists somewhere between the communicator and the audience, it is partially a production in order to create certain beliefs and public impressions about the company. Being big and highly reputable can lead to companies' success and reliability. This is why image is an important issue in strategic decisions agenda. Data suggests that Samsung uses their response to climate change as a tool to build a good image and reputation.

"We also consider the impact of our climate change response for our reputation." (Sustainability report, 2008) [b9]

Here Samsung explicitly states that their actions towards climate change are a tool to build a good image and a good reputation among stakeholders. The company is driven by its own interests in their response to climate change. "In this way, rhetoric serves the ends of strategic management and ensures institutional legitimacy" (Livesey, 2001:61). Hence, these texts are an attempt from the company in meaning making as part of constructing social reality. Alvesson (2004) refers to rhetoric as elements of arguing without reducing it to persuasive talk only, despite the fact that it can be supported by facts or not.

5.3.2.4 Ecological response

The influence of stakeholders is the precondition of corporate environmental response and is the biggest motivator for corporate towards greening (Onkila, 2009). There have been identified four drivers of corporate ecological actions: legislation, stakeholders influence, economic opportunities and ethical motives (Bansal & Roth, 2000). The data analyzed from companies' reports suggests four main motivators why Samsung has taken ecological steps. Ecological responsibility derives from the belief that the company has its obligations (Onkila, 2009).

"And as we continue to fulfill our responsibilities as a global corporate citizen, we'll be bringing the dream of a sustainable future a step closer to reality." (Annual report, 2008) [b 10]

The data here suggests that the company is driven towards sustainability because of the feeling of responsibility as an actor in the global arena. The language used here assumes that the company takes for granted its responsibilities in protecting environment. Samsungs does not deny that their activity has negative impact on the environment, on the contrary they talk about "minimizing environmental hazard". However language used such as in the quote below suggests that the company is making it's best to make the world a better place, but despite its effort the world is getting just a "little" bit brighter and a "little" bit greener. Such repetition of the word "little" can maybe be characterized as a type of resistance in the green discourse. What is clear here is that the company does not question its negative impact on the environment and their responsibility about it, but they seem to be questioning the benefits of the world from their efforts on protecting the environment. It can be argued that they are assuming a defensive role suggesting that them alone cannot do much but together with all other actors can bring about "big" changes. The language used here

is ambiguous and leaves room for a variety of interpretation which depends totally on the reader as a consumer.

"At Samsung Electronics, we're making life a little brighter as we share the hopes of local communities around the world. We're building a better tomorrow as we grow and prosper together with our partners. We're making the world a little greener as we practice the principles of sustainability" (Annual report, 2008) [b 11]

What is noticeable is that in the annual report the company limits itself to practicing principles of sustainability only, whereas in their sustainability report through rhetoric they represent themselves as doing more than accepted standards and undertaking various voluntary steps.

5.3.3 Green talk and eco-talk

The overall symbolic functions of partners in green business is significant, because the company is perceived as being environmentally responsible having partners working in the same direction. By using these partnerships their status as environmentally responsible is confirmed. This can serve as a strategic symbolic issue (Alvesson, 2004).

"In 2004, we introduced Eco Partner Certification System to encourage business partners to adopt environmental management." (Sustainability report, 2008) [b 12]

Again the company here assumes the leading role through the dominant rhetoric towards environmental sustainability. When talking about their products Samsungs uses the words such as "eco-friendly", "eco-design" etc.

"We're making life richer and more enjoyable with digital products that offer innovative features, distinctive design, and eco-friendly engineering." (Annual report 2008) [b13]

"We're working hard to bring more beauty and convenience home with appliances that lead the way in esthetics, ecology, energy savings, and health." (Annual report 2008) [b14]

In line with the sustainability mega-Discourse Samsung considers itself as part of the journey, this is evident in the below phrase.

"Environment-friendly products are a first step in the green revolution" (Sustainability report, 2008) [b15]

The usage of the word "step" illustrates that the company considers the greening process as a journey. It is a journey made by numerous steps maybe millions, and the company has just made the first move. The word "revolution" from our interpretation shows that companies should make transformative changes in order to respond to the new green business. It is not clear however if the company is considering here the green revolution as a business opportunity or as an attempt to a greener world. The company is drawing on the previous discourse of sustainability as a journey by reproducing text. This phenomenon is named by Hardy & Phillips (2004) as 'interdiscursivity' and represents a conscious strategy from the company. Hardy & Phillips (2004), suggest that the influence of text on discourse depends on the links it has with other discourses. Hence there is a tendency that this type of texts produced by Samsung can stick and leave traces.

5.3.4 Metaphor analysis “Better World”

Metaphors such as “...the world is sick” (Annual report 2008), can offer a reframed view of the world, a new way to look at the climate change situation and can move different actors towards certain directions on responding to the phenomena. Fairclough (1989:120) argues that the metaphorical representation of social problems as diseases is common. The “sick world” metaphor tends to take dominant interests of the society as a whole for a “healthy” world. “The ideological significance of disease metaphors is that they construe expressions of non-dominant interest” (Fairclough 1989:120), as putting at risk the health of the planet, and society. The link between metaphor and action depends on the metaphors evaluative loading (Heracleous, 2004). This evaluative loading direct to what should be done on these circumstances which are framed metaphorically. Different metaphors offer different ways in dealing with things. In this case rhetoric of the company suggests that the world must be healed, and there is no compromise about it. Hence the company here assumes an active role in helping the world to heal. According to Heracleous (2004), once the roles are defined, proper actions or outcomes can be deduced. The world should be saved and proper actions towards protecting environment should be taken. Of particular interest here is the root metaphor underlying the discourse: Samsung contribution to a “better world” which is stated in company’s philosophy and is escalated in all other parts of company’s discourse. Another area of interest is the relationships between alternative metaphors such as: Samsung is there “To making the world better” (Samsung, 2009), to “... contributing to a better global society” (Sustainability report, 2009, p.6), to “enrich life”(Annual report 2008, p.35), “Pursuing a Happier Society” (Sustainability report, 2009, p.5) The dominant philosophy of the company is to contribute to a better world, to a better society, to enrich people’s life.

5.4 Company Overview – CISCO

Cisco Systems, Inc. was founded and incorporated in 1984 at Stanford University, California. Corporate headquarters are located in San Jose, California but Cisco has its offices in many countries around the globe. Ending January 2010, Cisco had 65,874 employees worldwide with John T. Chambers being Chairman and Chief Executive Officer.

Today, Cisco is the worldwide leader in networking for the Internet. Cisco Ranks No. 1 on Fortune’s 2009 Most Admired Networking Communications Companies, number one of World’s Most Ethical Companies 2008, of Network World’s 10 Most Powerful Network Companies and Cisco’s corporate and news websites rank number one for top service to customers and the media. Fortune Magazine ranks Cisco as one of the World’s Most Admired Companies, The Black Collegian names Cisco as one of Top 100 Diversity Employers.

The Cisco name has become synonymous with the Internet as well as with the productivity improvements that Internet business solutions provide. However, the Internet is not simply a network of computers. The Network, and Cisco, is the platform of the human network-it is a network of people that brings them together because when people connect and collaborate, ideas and opportunities thrive. Over time Cisco evolved from Service Provider solutions to addressing customer needs in many segments. As a result Cisco technologies affect the way we work, live, play and learn.

Cisco Culture strives to be “Best in the World” and “Best for the World”. Another component of Cisco’s culture is commitment to innovation and research. Cisco invests heavily in R&D placing itself as one of the top R&D spenders in the world. (over \$5 billion per year). Moreover CSR is a key component to Cisco culture and products that promote communication of information that is used to power businesses, modernize government, support education and foster economic development. Cisco’s

5.4.1 Rhetoric positioning

2009 Corporate Citizenship Report addresses stakeholders concerns for governance practices and commitment to employees, the environment and society. It reflects the issues that affects the sustainability of the business and society and describes benefits of corporate social responsibility activities. (Source: www.cisco.com)

In Cisco case, stakeholders are positioned as followers of the corporation in environmental action. They started from themselves and make people follow. As discussed in Chapter 3 about rhetoric of dominance, (Onkila, 2009) in order to indicate this rhetorical position we looked for the words such as advancing, promoting, developing:

"At Cisco, we are developing solutions for both mitigating and adapting to climate change" [Cisco 2010: c1]

and changing:

*"The business process **change was unbelievably difficult** and required us to make a decision which (...)" (Nick Earle, VP Services, Cisco Europe) [Cisco 2010: c2]*

In Cisco, the speaker who is presenting Cisco as a Climate-minded business is CEO. The language he uses is strongly change-oriented which builds the category of market-leading corporation that is advancing and at the same time promoting pro-environmental behavior. The words mostly used are pursuing, willingness to develop, leading the change:

"We're innovating to address environmental challenges, reduce our own impact, and help customers reduce theirs". [Cisco 2010: c3]

In the rhetoric of dominance the relationship between the corporate and stakeholders is presented in such a way that stakeholders are assigned as target of responsibility to whose pro-environmental behavior of the corporation contributes.

"As part of a larger ecosystem of customers and suppliers, we are proud of our ability to influence an even broader carbon footprint reduction on a global basis." [Cisco 2010: c4]

The corporation advances the pro-environmental actions of stakeholders because Cisco encourages

*"(...) So go ahead and start **registering your acts of green** right now!" [Cisco 2010: c5]*

and motivates;

"We think you can start simple, with acts of green". [Cisco 2010: c6]

supports;

"Our calculator, designed by GreenNexus, shows your positive impact"; [Cisco 2010: c7]

advices;

"Have no fear! If you're ready to take on a big green challenge and really make a dent in your carbon footprint, we've got some ideas ". [Cisco 2010: c8]

guides the stakeholders to environmentally responsible actions:

"Take a minute, and register your act now ". [Cisco 2010: c9]

It that sense, the stakeholders are partners.

"It is not just about cutting down the travel, it is about changing the way we are faced to each other, to our customer and our partners." [Cisco 2010: c10]

However, corporate power is also reasserted through direct expressions of power, by requiring, demanding and supervising:

"Cisco expects our suppliers to honor our business values outlined in our Supplier Code of Conduct". [Cisco 2010: c11]

Cisco recognizes the lack of re-presenting the kind of data sought for sustainability and instead of taking for granted that the stakeholders have the same understanding of the climate issues Cisco is trying to clarify what should be understood by the environmental sustainability. In order to get rid of any confusion, they prepared 'Top 5 Myths and Misconceptions about Climate Change'. It is very important for them to clarify what exactly users should believe in. Cisco identifies themselves with people who want to contribute to fighting with global warming and thanks to this they create trust. They are also using informal language to create the feeling that everyone is equal and is given the same chance in contributing to environmental protection.

"There's a lot of misinformation out there about global warming and climate change, so we thought we'd lend a hand and help you set the record straight." [Cisco 2010: c12]

The value that supports the rhetoric of dominance lies on legitimizing the value of self enhancement by stressing the corporation's role in the societal change processes. The values of change is expressed by words like advance, develop, improve, expand:

"Cisco is researching, developing, piloting, and delivering network technologies that can help reduce GHG emissions". [Cisco 2010: c13]

The value of self-enhancement is expressed by succeed, expertise, leading, and fore-running:

"Cisco is ready to take a leadership role in reducing our environmental footprint every day, both as a major employer and through our employees' individual actions" [Cisco 2010: c14]

Cisco politicized and democratized (Rodrigue, 1998) the debate about sustainability because it separated the core corporate values to the environmental values. Cisco demonstrated that people, employee and everyone can be involved in issues and they

can make a choice if they want to use the discourse in that way. The website offers to record actions of green of each individual, gives possibility to those people who are involved to write own blog:

"Today, we're asking everyone in the United States for an act of green" a15 and "Once you've added one act, come back again and do another, tell your friends, post it to Facebook. Together we can get to One Million Acts of Green, one act at a time." [Cisco 2010: c16]

5.4.2 Motives towards environmental response

5.4.2.1 Legitimacy

Defending industry in terms of ecological issues has been rhetorically challenging, because to justify and legitimize activities two tasks must be fulfilled: to counter-argue against the direct accusations about the ecological and social damage caused by the industry and to assure the public that the industry is doing its fair share to solve growing ecological problems (Onkila, 2009). We can take it for granted that it has been easier for Cisco to appeal to the public in a situation in which the given statements do not contradict with the surrounding moral order. Cisco stated that they are aware of the damages caused to the environment and is straight away excusing itself that it has done enough to contribute for that by turning the problem into a solution. Cisco admits that technology is a problem but at the same time can be a solution as well:

*"We **assess our impacts** in these areas and focus on reducing the environmental footprint of our company operations, designing environmental efficiencies and innovations into our products, and **delivering solutions** that enable our customers to significantly improve the management of their environmental impacts." [Cisco 2010: c17]*

The new institutional pressures have placed demands on companies to take a more proactive stance to questions related to sustainable development. Therefore, increasing environmental concerns forces corporation into challenging processes of active justification vis-a-vis society rather than simply responding to the critiques of powerful groups (Palazzo and Scherer, 2006). Cisco got engaged in many environmental initiatives to show that they are taking an active role and working together toward sustainable future.

*"**Some** of the organizations that Cisco is engaged with: Global e-Sustainability Initiative (GeSI), Environmental Protection Agency (EPA) Climate Leaders (...)" [Cisco 2010: c18]*

It seems that Cisco got involved in climate initiative as not having any choice.

"You must comply with government regulations. " [Cisco2010: c19]

Cisco presents set of documents as its contribution to the debate about the climate. It should be considered whether the corporation induces the action or just wants to maintain the status quo. The information on the website includes:

*"Cisco has adopted a holistic approach to managing our environmental impacts and helping our customers manage theirs. We are pursuing **greater sustainability in all that we do with a global executive commitment to a "green" vision and strategy**". [Cisco 2010: c20]*

We can see that one of the main challenges of this corporation around legitimacy is insuring that the claims made to justify corporate activities in various parts of the world are credible in the eyes of various stakeholders and the public in general. We have noticed that even though Cisco talks in global context and acts as if their actions are implemented in the whole world, but in practice the activities are limited to America exclusively. The official website containing information about the environmental sustainability is not translated into other languages. For example, on Cisco Poland, there is a link to environmental sustainability that redirects the user to official website in English. Thus, the users who do not speak English are unable to access the information. Moreover, it could be argued that green products are sold only in the places where it is beneficial, as on Cisco Poland, Green IT product, Energy-wise and others do not appear in a list of available products. Cisco is shaping the public issues such as environmental sustainability in a manner that is favorable and profitable to the firm:

"Summing up the benefits, Earle says: I'm convinced we're not just saving money and are more environmentally friendly, but we are also more productive as a team." [Cisco 2010: c21]

Cisco has two separate vision statements. We can distinguish between the corporate vision and the environmental vision:

"Cisco's environmental vision is to use network technologies to promote environmental sustainability." [Cisco 2010: c22]

5.4.2.2 Competitive-ness

Cisco 'eco-talk' can be divided into three accounts: 'defensive talk'-includes accounts in which organization defend itself from the public criticism targeted against certain activities (Livesey, 2001):

"Although Cisco is not a heavy emitter of greenhouse gases, and therefore is less sensitive to changes in regulations than companies in carbon-intensive industries, regulatory risks and market access risks are increasing" [Cisco 2010: c23]

'Change talk' (Livesey, 2001) includes accounts that call for improvements and the current behavior of the industry

"Cisco recognizes that the application of technology alone will not result in a drop in emissions. It has to be coupled with changes in culture, management practices, and business processes in order to achieve the full potential of the technology" [Cisco 2010: c24]

and 'competitiveness talk' (Livesey, 2001) included accounts in which environmental protection was considered as an opportunity

"Cisco customers are looking for ways to reduce their energy-related costs and their carbon footprint. This creates market opportunities for Cisco. [Cisco 2010: c25]

and to improve the industry's eco-competitiveness:

"Cisco will transition products to be lead-free over time as reliable lead-free technologies are developed and validated." [Cisco 2010: c26]

It is noticeable that more rhetorically consistent is Cisco' talk about change and competitiveness. This is a language game over the environment that is played out publicly. We can apply here enactment theory proposed by Cheney and Christensen (2000) which means that language constitutes reality in a way that has shaping effect on practices.

5.4.2.3 Image

The language of sustainable development serves the identity need. With the emphasis on socially contested nature of discourse respecting the natural environment and innovation, Cisco points towards its effects upon emerging eco-identity

"Cisco Greener IT ". [Cisco 2010: c27]

The corporate culture- "Best for the World"- can be also understood as a bridge of different domains that exists. Cisco is trying to proof that their technological and green solutions are the best in the world so they should not be even compared with others.

"We serve as a best example." [Cisco 2010: c28]

5.4.2.4 Ecological Response

The rhetorical task is to turn environmental protection into business and technology into saviors. It is very common tool for the corporate rhetoric to perform this task by wrapping this environmental issue into paradox. In terms of Cisco, technological leadership on a market led the company to talk about themselves as having a leading role in promoting environmental sustainability. It is evident that company shifted already taken-for granted discourse about economic development and shifted that toward environmental sustainability. The aim was to balance the interest of product development and innovate in a way that would balance the demands from the market and from the environmentalists:

*"Faced with escalating department-wide travel costs, and increasing frustration with **the experience of post-9/11 air travel and its harmful effects on the environment** Nick Earle, Vice President Services, Cisco Europe, came to the conclusion that radical change was needed." [Cisco 2010: c29]*

Moreover, the market discourse established new status for company's product as eco- technology transformed into 'profit-making eco-products". But Cisco does not introduce the eco product that could be the response to the demand of the market and ecologically responsible consumers that is not necessarily triggered by the ethical judgment of the company. One can also argue that the company could create a demand and commodify the greenness, (Livesey, 2001) but instead Cisco is going a step forward and while other companies concentrate on eco products, Cisco introduces a very interesting concept of managing a product through its life cycle and introduces the concept of Energy-wise rather than eco- friendliness:

"Through work with regulatory and standards bodies on product energy efficiency and through modular design and upgrade design criteria, Cisco is working to extend product life and minimize the emissions associated with products and their disposal". [Cisco 2010: c30]

5.4.3 Green-talk and eco-talk

Green business rhetoric can be seen as an instrument of corporate sense-making. It can be argued that Cisco shaped particular socially agreed upon and uncritically accepted meanings. The value type of common goods are based on values that are typical of universalism (the value type of self-direction which stresses the power of the corporation to influence its own operations, stakeholder actions, and future change) (Schwartz (1992). Moreover, reporting on the basis of broadly recognized and accepted standards would steer debate about responsibility of company in the context of its contribution to sustainable development and would help to focus on areas for improvements:

"Technology can help us work, live, play, and learn in new and more sustainable ways." [Cisco 2010: c31]

Schwartz (1992) locates environmental values in the field of universalism, in which the motivational content of organization is characterized as appreciation, understanding, tolerance, and protection regarding the welfare of all the people and nature. Cisco discourse refers to the language that should be used in order to reflect a relationship between corporation and nature in a way what a proper relationship should be. However, it also stresses the willingness to develop openness to change and self-enhancement, especially those of self-direction (independence of thought and action – choosing one's own goals). Cisco report expressed a corporate goal to become "open" to stakeholders on environmental and social and financial dimensions of performance. Cisco stated:

"We are pursuing greater sustainability in all that we do with a global executive commitment to a "green" vision and strategy" [Cisco 2010: c32]

Cisco believes that transparency and openness with stakeholders would promote corporate learning and business objectives. The CEO stated:

"Taking learning from the precedent set at the global level within Cisco Services, Earle created five councils within his own department." [Cisco 2010: c33]

Additionally, Cisco uses the word 'eco' that refers to the global ecosystem, rather than to the products.

"Cisco sees the Internet and networking technology at the heart of a global technological ecosystem where people and businesses can begin to work, live, play, and learn in new and more sustainable ways". [Cisco 2010: c34]

It is clear from the data available that going green is a win-win situation for Cisco:

"Going green has to be good for business, as well, and that is going to be the most sustainable pathway for us to move forward with technology." [Cisco 2010: c35]

However, the market discourse marginalizes the need for ethical assessment inside the corporation because it manifests the power residing in the market. Then, company becomes portrayed as less powerful of proponent of environmental issue (Livesey, 2002). Compared with the discourse of social responsibility it provides a deterministic picture of how environmental improvements take place inside corporation- it is perceived as valuable corporate behavior that responds to market demands which emphasize the power and the role of end-consumers:

"Cisco envisions the network as the basis to connect ideas generated by people and organizations to help overcome social problems." [Cisco 2010: c36]

The main 'spirit' of the discourse of environmental sustainability is very humanistic. Of special interest here is the fact that human network supports a social order and it can be argued that this turn in focus from the market discourse to discourse of social responsibility is a shift from a commercial agent that responds to the demands from the market to corporate identity as ecologically and socially concerned moral agent (Joutsenvirta, 2009). Cisco shows that they are not investing only in innovation and product but also in people and environment:

"We're sponsoring One Million Acts of Green to tap the potential of the human network." [Cisco 2010: c37]

It is believed that eco-discourse has 'performative' effects which means that by representing the natural environment in particular ways it opens up the possibility of constructing new forms of relationship between the organization and nature that in result change the organizational behavior and relationship with stakeholders (Onkila, 2009).

5.4.4 Metaphor analysis "Greener Human Network"

The network metaphor masks the issue of why is it that business actually is growing into network. The metaphor is furthermore explained: Change can start with just one person. One action. One Million Acts of Green. This metaphor invokes a powerful usage of language that appears to seriously engage with elements of the discourse around sustainability but at the same time may serve to reinforce business (Milne et al., 2006) This paragraph will aim to provide some arguments in seeking to understand how Cisco business renders its engagement with sustainability through presenting it as networked sustainability. Why network and what does it mean? It is important to explore the concept of 'network' as the discourse analysis contributes to the understanding of the Cisco strategy, mission and technological innovation.

Network concepts are used as descriptors of our systems of physical infrastructure and social relations (Castells, 2000). Network theories have offered new approaches, grounded new tools for the analysis of organizations (Cross, 2004). However, it is not clear whether the use of network theory across the area of social science has served to build connection between them or the spread has diffused the concept's meaning (ibid). It can be that network came to mean different things in different context. There are two examples that illustrate the inconsistencies in literature.

For Kettl (2000:494), the existence of networks is self-evident and in this view networks are a basic, inescapable fact of modern life and the pressing concern is how to develop effective management techniques for networked relations within networked organizations. On the other hand, however, networks lack sufficient theoretical and empirical development to explain reality (Dowding, 1995) and exist only as metaphors as an aid to thinking about things that actually exists. Another debate on the view of networks is either as structures or processes. On the one hand network may be viewed as stable social structures governed by commonly understood rules and guidelines. On the other hand, networks can be dynamic processes where the focus is on the relationship between the components.

The 'network' metaphor used on the Cisco website captures a sort of dynamic properties on networks as it calls for a definition that is discursive (based on ways that people talk about networks). Thanks to using the discursive approach of talking about environmental sustainability through the networks they emphasize flexibility. Cisco stresses the relationship between customers and organization as the whole. It is not only evident in using metaphor of network. In practice, Cisco encourages users to subscribe to most popular means of network communicators such as Facebook and

Twitter where Cisco's website dedicates to promote environmental sustainability; Cisco introduces GreenNexus, which provides the logic and social networking function for the One Million Acts of Green site. It provides members of the community to share and promote 'green living' by facilitating the networking and collaboration of like-minded people and organizations.

The metaphorical shifts and rhetorical positions of the environmental movements demonstrated by the title calls up for participation in proposed action and is central to the language game as word 'together'

(Milne et al. 2006) is emphasized in many other parts, for example:

*"One Million Acts of Green is about joining **together** to make our lives, communities, and environment greener. That's the human network effect "or" We are more powerful **together** than we could ever be apart ". [Cisco 2010: c38]*

The words 'one' and 'together' signals the following :

*"Change can start with just one person. One action. One Million Acts of Green." and "One Million Acts of Green asks you to form a community, record your acts of green, and share your ideas to encourage others, to shows the power of people coming **together** and working toward meaningful goals—the power of the human network" [Cisco 2010: c39]*

Cisco does not want the action to be taken immediately, but rather step by step. Cisco does not promote global campaign but rather the idea is to starts acting local. It is believed that small acts of green committed by individuals when added together will make the real change. Most probably, this is the reason that instead of saying "we are asking everyone" they narrow their appeal to citizens of America.

On the part of the website dedicated to the One Million of Acts, there is a link to the video "A Climate Conscious Business Model" where Cisco CEO talks about how the network can be used to achieve business processes that reduce a company's environmental impact. He uses word such as "we "and "you" . He explains that:

"It is a ways of optimizing power, results can be pretty dramatic in terms of what we can achieve together." [Cisco 2010: c40]

5.5 Summary

In this chapter we contended a common metaphor, rhetorical devices such as texts, visual objects in businesses' representations of their engagement with sustainability and understanding of sustainability as a powerful process rather than a kind of end-state. At the same time we showed how the literal meaning of the message is strengthened by presenting it in specific forms by using a range of rhetorical tools. It is important to clarify our positions as researchers, therefore for the purposes of this analysis we place ourselves as text-consumers of the web sites. We have discussed various dimensions of rhetoric presented in our case-study to show how these businesses although representing themselves as seriously engaging with sustainability are contributing to process of normalization or attempting to make notion of corporate sustainability more akin to weak rather than strong sustainability. Our analysis has examined the presence of metaphors, questioning its usage in context and its potential power effects necessary for achievement of sustainability. Also, we studied the implications of the use of metaphors for organizational change towards sustainability and provide a sense of what we think is possible destination which organizations appear to define.

From data analysis, different rhetoric used suggests a variety of reasons why the companies engage in green business. We have identified four main reasons: competitiveness, legitimacy, image and ecological responsibility. The first and most important reason that results from analyzing data is the business opportunity green business represents for the company. The language use leaves space for speculation whether the motives that drive the company towards "greening" are genuine or profit oriented only. We believe that through rhetoric, companies are shaping consumer's beliefs about their environment efforts. There is a tendency for the companies to go towards strong sustainability by assuming a dominant rhetoric and a leading role towards ecological actions. Through building a network of green partnerships the company legitimizes their action and establishes a reputation as reliable and successful.

6. COMPARATIVE ANALYSIS

Our purpose in this chapter is to bring our analysis at a second level by comparing different forms of rhetoric and metaphors used by these three global corporations when communicating to stakeholders their actions towards environmental sustainability. The other purpose is to reveal the links between mega-Discourse about environmental sustainability and discursive practices at the corporate level and at the same time uncovering aspects of the power-knowledge dynamics at play in this discursive field. Sustainable development provides an example of interdiscursivity (Fairclough, 1992) because it fuses distinct discursive orders of economics, environmentalism, and social ethics, each with its own particular language, cognitive commitments, rules, practices, and institutional structures (Livesey, 2002). In terms of second level analysis, the sustainable development discourse (Chapter 4) constitutes the context in our analysis. We are also going to refer to Onkila's rhetorical forms of dominance, (as mentioned in Chapter 3) joint action and equality and subordination. The following will be addressed, the similarities and differences between the "weak and strong" sustainability and the rhetorical forms of rhetoric between the companies. The aim is to discuss how the rhetorical forms in corporate setting want to produce acceptability with stakeholders and the standpoint on environmental values (Onkila, 2009)

6.1 Context

6.1.1 Siemens

In the Siemens report, the foreword begins with a pioneer of our time and claiming that the world is facing major challenges such as climate change and energy supply and which the answers to comply with the current issues that Siemens is taking part of by saying the answers to the problems are based on experience, expertise, innovative strength and a sense of responsibility" (Siemens 2009, p.6) which they states on the report that they are dealing with it and has done it since the mid 19th century and is equipped to provide. The CEO of Siemens, Peter Löscher is stating that Siemens environmental portfolio has put them in a position that makes them world leader in green technologies, which is the primary example of what Siemens are achieving, and also expanding the portfolios to further take advantage of business opportunities offered by means of sustainable economic development.

Hence why Siemens is heavily investing in R&D, even in times like now where the economy is not stable.

"As a global company we are facing special responsibility for worldwide long-term challenges such as demographic change, climate change and diminishing resources. Sustainability is the key to securing our company's future. Our commit-

ment to being a socially responsible company requires that we meet the demands of commerce in an ecologically and socially sound manner. Hence, achieving excellence for Environmental Protection, Health Management and Safety is a high priority within Siemens. A demonstrated commitment will increase the competitive advantage of businesses and our customers, and lay the foundation for a successful future". (Sustainability report, 2009) [a20]

Siemens stresses to illustrate how important the environmental issues are for the company and the rest of world, this can be seen when analyzing the words used frequently such as we and our, this point out a sense of "we" that symbolizes, we are all in it together in helping the environment as a group hence the future of the world is in "our hands" and not just for business purposes.

6.1.2 Samsung

Samsung published their first sustainability report on 2008. The company to communicate sustainability issues has previously used social reports. Public relations are always seen as shaping public issues in the best companies' interest by using rhetoric, especially in crisis management or as a response (Livesey, 2001). Global climate change was at the center of the agenda of the Rio Summit in 1992. In the same year Samsung Electronics introduced the concept of preserving the globe and contribution to a prosperous life. Few years later on 1996 launched the Green Management which includes: the greening of Management, the greening of Product, the greening of Process, the greening of Workplace, and the greening of Communities. In 2008 the company was certified for having implemented a global ESH system. The company is certified for implementing an integrated management system (Annual Report 2008, p 46). As of September 1998 South Korea signed and ratified the Kyoto Protocol, which foresees reduction of greenhouse gas emissions.

6.1.3 Cisco

What Cisco puts about itself is tied to historically evolved discourses of development and environmentalism. Investigating the concept of environmental awareness it is clear that the company does not have a long history of promoting the eco friendly business. One can access the PDF Presentation available on the Cisco Web Site (www.cisco.com) where the history of green technology is presented in visual ways on Climate-Conscious Business. However, the production of green technology goes back only to 2007. On the podcast on Cisco's Green Vision:

*"What's different today than it was probably 10 years ago is that we're all talking about green in a new way. **It's really becoming** part of our DNA to achieve our customers' green goals." [Cisco 2010: c41]*

The construction that produced at Cisco as the holder of supreme knowledge about the issues with environment, according to our interpretation, is not always able to provide socially acceptable explanations. The general attitude to the green pressure was till one of avoiding it. Thus, it can be argued that Cisco Annual Reports tried to avoid the discourse on environment. The latest Annual Report available on the website goes back to 1999 in which Cisco does not mention environment at all. It is necessary to point it here that even in Annual report 2009 there is only one sentence that indicate Cisco's attitude to environmental sustainability. Even though environmental issues are usually included in Cisco CSR Reports, even those reports date back only to 2005. Over the years Cisco drew from a discourse on social responsibility in which

desirable behavior is assessed by whether a subject takes responsibility for his action. This quote demonstrates how environmental agency was constructed by the discourse of social responsibility:

*“We organize our value chain social responsibility activities around four pillars: Labor: Protecting worker rights, Ethics and Intellectual Property Protection: Reflecting the highest standards of business integrity, Human Health and Safety: Maintaining high standards of health and safety in the workplace, **Environment: Helping to ensure the efficient use and preservation of natural resources.**” [Cisco 2010: c42]*

6.2 Comparison of rhetorical positioning [table 1]

Forms of rhetoric	Samsung	Siemens	Cisco
Rhetoric of dominance	<ul style="list-style-type: none"> - leading in environmental sustainability. - aiming beyond simple compliance, by setting up Eco Design System in 2004. - “opportunities” in eco-products to gain bigger market share. 	<ul style="list-style-type: none"> - World leading in green technology. - Expertise in producing eco-friendly products. - using eco-products as an excuse to reap profit. 	<ul style="list-style-type: none"> -Educates, motivates, supports and guides stakeholders to environment actions. - Advancing, promoting, developing and changing pro-environmental behaviour.
Rhetoric of subordination	<ul style="list-style-type: none"> - legitimizing Samsung’s action by improvements with regulations. 	<ul style="list-style-type: none"> - complying with government legalization to avoid fines. - Siemens is intensifying dialogue with stakeholders to enhance transparency. 	<ul style="list-style-type: none"> -Complying with government regulations on environmental GHG emission. -creating legitimacy to justify Cisco activities in the eyes of the stakeholders.
Rhetoric of joint action and equality	<ul style="list-style-type: none"> - Samsung and stakeholders are fighting climate change together. - “we-rhetoric” and win-win mentality concerning making profit for Samsung and helping the environment. - Samsung is fulfilling responsibility 	<ul style="list-style-type: none"> - Socially responsible in climate changes issues. -helping the environment as a “group” a sense of “We”. - Triple-win solution (company, investors and environment). 	<ul style="list-style-type: none"> -Stakeholder and Cisco are equal in taking responsibility of the environment. -Engaging the community in taking action, through blogs on Cisco’s website. -Promotes openness and transparency with stakeholders to corporate learning and business objectives.

6.3 Comparison of rhetorical positioning, weak and strong sustainability; status quo, transformation and reform

The word sustainability has been sort of exploited by global corporation in order to justify and legitimize the practices of such companies to market develop themselves in green technology and eco-products. Therefore this discussion will conclude how Samsung, Siemens and Cisco have certain elements of the following forms of sustainability approaches such as status quo, reform and transformation.

The following corporation Siemens, Cisco and Samsung have all elements of the status quo, transformation and reform. In status quo where these global firms have a heavy influence on the world market specifically in their industries, but as all three companies has acknowledged technology can't replace nature, which is what the status quo believes in. Hence, there are patterns in the status quo which these studied companies are practicing, such as using their consumer power, informed about sustainability and based on lifestyle choices will combine with 'green' capitalists who practice 'corporate citizenship' and ethical business to achieve sustainable development. Supporters of status quo are claiming that businesses are the drivers towards sustainability with green technology and eco-friendly products operating through the markets are a way to achieve sustainability.

In the reform approach Cisco, Siemens and Samsung, are aware of the shifting in policies and government regulations and moreover the change is lifestyles of consumers for a demand in eco-products. As there is a need for a reform in the environment discourse, these companies are heavily investing in R&D, green technology to modify to the markets need. Flavin and Lenses (1994), stresses the importance of how technology can protect the environment which these firms believes in such as increase in energy efficiency, reducing CO2 gas emissions. Cisco, Samsung and Siemens are aware of the outcomes with the green technology which is first of all a benefit to the society, environment and at the same time generating profit to these firms. All companies are working with government and other bodies of organizations on fighting the climate change, through legislation from institutional bodies and voluntarily to achieve environmental sustainability.

Transformation believes in mutual responsibility on caring for the environment, so does the companies that have been studied. Looking at it from the perspective of if the environment is not nurtured; the climate change crisis will affect the society, not only the businesses but all the stakeholders. Samsung, Cisco and Siemens are drawing on previous discourse on sustainability considering it as a journey where technological innovation is required by using 'green' talk to various stakeholders to be involved in this shared problem and further these corporations sees this a joint problem that involves the society as much as it does the business if nothing is done then there is a risk of the system to break down. There are expectations from investors, government, businesses and consumers to take responsibility.

6.3.1 The weak and strong sustainability of Siemens, Samsung and Cisco

Referring back to chapter 4 on sustainability, we will draw upon the differences between strong and weak sustainability and compare it with the forms of rhetoric to give a general view of how these companies which has been studied fit in the following approaches. Hediger (1999) states the concept of sustainability as a management rule is not a new phenomenon, nonetheless the management objectives and how sustainability has been interpreted has changed over time through adjusting to the context of society, economy and the environment. Even though there is no clear cut definition or meaning on what sustainability or sustainable development is (Barbier, 1987; Tisdell, 1988, 1990; Hediger, 1997) the literature available is emphasizing either on issues on environmental preservation or economic development, hence neglecting these trades-offs. Moreover, the issue regards if these companies are following a 'weak' or 'strong' sustainability theory.

World Commission on Environment and Development (WCED) (1987, p.8), defines sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". How do Siemens, Cisco and Samsung practice their sustainability? Do they fall into the "weak" or "strong" sustainability? The following will be discussed, in what way the firms are practicing the sustainability and how they are imaging themselves to be dealing with the sustainability development.

Cisco is acknowledging the fact that they don't have a long history of practicing or promoting the environmental discourse, as well as the company's sustainability reports is only dating back to 2005. This can be fact that the trend of being a responsible and sustainable company has influenced Cisco to be aware of the environmental issues that the world is facing. Furthermore, the demand with which Cisco is dealing with is to be more efficient in production to preserve natural resources. The pressures that Cisco is facing are from stakeholders, government regulations, and competitors. To stay competitive in the market and to develop solutions that are both adapting and mitigating to climate changes Cisco is recognizing the problems and is addressing the environmental challenges to reduce both their and their customers GHG. This is how Cisco is falling into the category of "weak" sustainability, which is prolonging the use of technology in a sustainable way, till the resources are finished. Moreover, Cisco is justifying and legitimizing their business activities by claiming that they are doing their share of contributing to help the climate change. For example, as well as being a part of the environmental problems Cisco is contributing to improving of the environment. In Cisco's defense, they are a part of the problem, they are taking part of the solution in reducing GHG, producing efficient eco-products by delivering solutions that are of benefit for the society as well as the environment. This is an opportunity to be competitive and profitable at the same time. Cisco is integrating the environmental impact with economical development. This is not saying that Cisco only has "weak" sustainability but furthermore also elements of "strong" as well. In a way of pushing for stronger sustainable development in their business culture to help the society and environment to mitigate gas emission and eco-friendly products for a better socio-economic development. Hence, Cisco is showing "strong" sustainability in different ways such as participating in protecting the eco-systems for future generations, and moving to a more sustainable future.

Siemens is portraying its image of being "strong" in their sustainability development, by illustrating themselves to be protective of the environment and using "we" rhetoric to communicate that the society is together solving the environmental problems as the future is in 'our' hands and not only of those of the businesses. Siemens should get credit for "going the extra mile" more than required by law, but they contradict themselves by claiming that not only is it their mission to be environmentally conscious and develop and create eco-friendly products but also to be profitable. The reason seems to be to generate profit as any business is striving to do so. What makes Siemens to the category of "weak" sustainability is that their agenda is perceived as the most environmentally friendly amongst others to gain a competitive advantage, profit, institutional pressures and demand from society. On the other hand, Siemens is stating that sustainability is a part of their corporate values. Siemens won the Dow Jones Sustainability Index in 2009. This might prove that Siemens are being "strong" in issues on climate change shows or reflects upon the importance of this matter and improves to be better for the future of the world and the coming generations. Siemens is "strong" in being the world leader in green technology, investing heavily in R&D to fulfill their role and commitment to sustainable development with the help of the environmental portfolio. They have claimed the dangers that lies in actions are not taken to protect the envi-

ronment and take part to produce eco-products and solutions that are not harming as much as non-eco products. Siemens sustainability report dates back to 2000, which is longer than Samsung who started in 2008 and Cisco in 2005.

Samsung are "strong" in the sense of it has launched several environmental initiatives since the Rio Summit in 1992, to preserve and contribute to a better world. Samsung feel they have an obligations as a business to protect the environment as a global corporate citizen. Furthermore to encourage Samsung business partners to adopt environmental management. Samsung claims to be a part of the journey of climate change. The "weak" sustainability at Samsung is much of their actions to climate change are due to gaining a good image and reputation, they have a hidden agenda on fighting environmental issues and may not be of unselfish reasons. Samsung admits they are responsible to be a part of a global sustainability because of their business activities are a part of harming it.

Porter & van der Linde, (1995) stresses the real reason businesses are taking actions towards environmental sustainability is because of the win-win situation, good for the society, environment and good for the business. Welford (1998) argues though businesses are the main polluters, they are active in sustainability development, defines them as "in a way which at best gives a weak definition of sustainable development" (p. 5). Cisco, Samsung and Siemens all have business strategies that are aligned with the corporation, stakeholders in present time and at the same time protecting, sustaining and enhancing the natural resources that is needed for the future.

All of these global corporations have a future goal to have a sustainable environment, and are taking actions regardless if they are of self-interest or not since they are a part of the problem to climate change they are being responsible in taking part in solving the problems as well.

Businesses are "weak" in according to the definitions but have elements to "strong", it is up to corporations to go the extra length in being environmental responsible but as long they comply to government regulations. Malovics et al. (2008) acknowledges business should play a bigger part in making a move toward sustainability, they should be more responsible as they are the ones producing good not government. In end "the social responsibility of business is to increase its profits" (Milton Friedman, 1997).

6.4 Comparative analysis of rhetoric and metaphor

The table below highlights the similarities and differences of rhetoric used in the three global corporations

(Table 2)

Company	Motives towards environmental sustainability				Green talk Eco talk	Metaphor
	Legitimacy	Competitiveness	Image	Ecological Responsibility		
Cisco	<p>"We assess our impacts"</p> <p>"Delivering solutions"</p>	<p>"Climate change... market opportunities"</p>	<p>"Green IT"</p> <p>"Cisco Energy wise"</p> <p>"Best for the world"</p> <p>"Technology is going to be key"</p>	<p>"..create a sustainable model... addressing environmental challenges"</p>	<p>Defensive talk sense making</p> <p>"green" vision and strategy,</p> <p>"Green products",</p> <p>"Eco-systems"</p>	<p>"Greener Human Network"</p>
Siemens	<p>"Energy efficient innovations & solutions",</p> <p>"Second place in IOW"</p> <p>"Award for Dow Jones, Sustainability Index"</p>	<p>"The crisis as an opportunity",</p> <p>"...our eco friendly products ...growth drivers.."</p>	<p>"Open"</p> <p>"Transparent"</p> <p>"trust",</p> <p>"corporate citizenship activities"</p>	<p>"humans cannot replace natural resources with technology",</p> <p>"Caring Corporation"</p>	<p>"Eco product",</p> <p>"Environmental sustainability",</p> <p>"Green technology"</p>	<p>"By giving the right answers"</p>
Samsung	<p>"we acquired 1000 environmental certifications..",</p> <p>"Launch Eco Mark...communicate to stakeholders"</p>	<p>"Opportunities: eco friendly products... increasing demand"</p>	<p>"..climate change response for our reputation"</p>	<p>"Minimizing environmental hazard",</p> <p>"we..fulfill our responsibilities as global corporate citizen.."</p>	<p>"Green revolution",</p> <p>"Eco partner",</p> <p>"Green Management",</p> <p>"Eco products"</p>	<p>"the world is sick"</p> <p>"Enrich lives",</p> <p>"better global society",</p> <p>"Greening of management",</p> <p>"Green emotion"</p>

Alvesson & Karreman (2000) advocate that there are many ways empirical material can be interpreted. Fairclough (1993:138) argues that researchers want to address both levels of discourse, micro and macro level. Alvesson & Karreman (2000), suggest that there is usually a tension between these two levels. The tension lies between focusing on persuasive effects of distinct messages or on a broader set of discourses in society (Cheney et. al., 2004: 83). Careful attention to power relations and broader discursive context will be paid (Prichard et. al., 2004). Discourse analysis examines also patterns of metaphors used to reflect social and institutional practices which according to Foucault (1984) constitute the "regimes of truth" (cited in Livesey, 2002).

In our rhetoric analyses in the previous chapter we have identified four main reasons why companies engage in actions towards sustainability. It is impressive, how similar to the other corporations their rhetoric is. The first reason towards environmental sustainability actions is legitimacy. Cisco and Siemens communicate that they have the "solution" towards protecting the environment. This solution appears to be the energy efficient products they deliver. Samsung on the other hand tries to gain legitimacy by declaring the company achievements and awards for innovations in eco-friendly products. The similarity in rhetoric is even bigger in competitiveness motive. The climate change represents a competitive opportunity for the companies and they are focusing their innovation efforts on eco-friendly products. The demand for eco-friendly products is increasing, so the sooner the companies invest in this industry the more in advantage they are compared to their competitors. Samsung and Siemens admit their negative effect on the environment and are committed to reduce or minimize their impact by assuming the role of caring corporations; whereas Cisco claims that they are not polluters since they are not a massive production company.

We have found inconsistencies in the messages Siemens communicates to stakeholders. They claim that they have the solution to the climate change (energy efficient products) but on the other hand they admit that they cannot replace natural resources with technology and assume the role of a caring corporation. Bounded "texts" are illusions and rhetoric is constituted by discursive "fragments" that loosely cohere and never come together as an end product (Cheney et.al., 2004:83). The rhetoric used serves to different motives; in the first place they want to market their products and represent a win-win solution that is good for the environment and for the customers, who are allured to buy their eco-friendly products which are energy efficient at the same time. The second motive is that appearing as ecological responsible helps maintain a good image and establish trust among stakeholders. The concern of building a good image is present in the three corporations, Samsung is even more direct than the other two companies, claiming that they take certain steps for their reputation.

6.4.1 Responding to existing rhetorical situations

Public relations are born as a response to crises where companies need to persuade the public that they can handle the situation (Cheney et. al., 2004). The economic downturn of the year 2008 has affected global economy and companies' activity all over the world. We noted that our three companies claim that they consider the crisis as an opportunity. It is not clear however what type of opportunity it represents for them since the rhetoric stops there. Bitzer (1968/1980) argues that a speaker (the companies) responds to a particular exigency and through discourse they seek to persuade the public within constraints (Cheney et. al.2004:87).

6.5 Shaping rhetorical situation

According to Cheney et al. (2004) organizations can act rhetorically by attempting to shape rhetorical situations they might face. Instead of taking measures and adopt of what is out there companies need to set changes that they hope it will become true tomorrow (e.g. Berg, 1989). For instance Samsung voluntarism in some countries on being a step ahead on the eco-efficiency products is a form for them to prepare for what tomorrow will be mandated by law. So they explicitly claim that they do invest in such technology so tomorrow they can be ahead of their competitors.

Our three companies portray themselves as champions in green technology and they have a broad forum of spreading of their issues. These companies are powerful because they have the expertise needed and the access to engage in public issues management (Cheney et al., 2004). Depending on the dynamics of transmission and consumption the texts produced may shape the discursive context (Hardy and Phillips, 2004).

6.5.1 Intertextuality and Interdiscursivity

Intertextuality is a term used by Kristeva in the late 1960s, where she proposes that a text does not exist alone on its own but is interconnected dialogically with other texts (Broadfoot, 2004:201). The text itself manifests the connection to other texts as it borrows words etc. from other situations (Broadfoot, 2004: 201). The green talk employed by companies' rhetoric is a manifestation of borrowing the term from the grand discourse of sustainability and interconnection with other texts. "Intertextuality is basically the property texts have of being full of snatches of other texts which may be explicitly demarcated or merged in and which the text may assimilate, contradict, ironically echo and so forth" (Fairclough 1993:84).

According to Fairclough (1993, p.103) the issue of intertextuality needs to be combined with power relations theory and how these power relations are shaped and shape social practices. Intertextuality of a text incorporates complex relations of discourses, genres etc. which together make the order of discourse (Ibid: 103).

Our corporations claim that they are delivering technological solutions and energy efficient products which are going to be the answer to the climate change problems. Corporate volunteerism is assumed to be the path forward to protect public interest here. From a critical perspective when the market becomes the locus of power, companies take over control on how and what to produce. "Through their control on what gets produced and advertised the corporations produce the choice which they claim resides in the market itself" (Heath,1994). The rhetoric of "minimizing hazard" present in Samsung discourse demonstrates the "tension" or discursive struggle between business and environmentalists. The metaphor of the "world is sick" in Samsung creates an alliance with the environmentalists; however the dominant rhetoric of providing a win-win solution with a tendency towards competitive advantage represents other political interests. The metaphor helps to represent the world as a whole and that requires protection, healing. So the taken for granted fact that the world is sick and that this is something evident represents that there is a subtle disciplinary force (Livesey, 2002).

The alternative discourse of environmentalist is also invoked by the "minimizing hazard" metaphor". All other metaphors used by our three companies such as "Green human network" (Cisco), "Greening of management" (Samsung), "by giving the right answers" (Siemens) are invoked by sustainability discourse. By using such terms the companies are joining the discourse of Brundtland which introduced the concept of sustainability to protect the well being of the next generations. Viewed from a Foucauldian perspective this joining of other discourse and playing of discourses represent what he called "interdiscursivity". Interdiscursivity which means drawing on other discourses from the companies represents a conscious strategy (Hardy & Phillips, 2004). Discourses used by all our three companies on "eco-products", or "Eco-efficiency" help to legitimize the market and "de-legitimize" radical environmentalism.

Within the above discourse of "health" a balance of economic development and envi-

ronmental protection of the world is required and preserving of the natural resources. According to Foucault this inherent rhetoricism of all bodies of knowledge is a demonstration of the power knowledge link and reveals actors' political nature. The power aspects on sustainable development, is shown in the corporation rhetoric where all the three companies promote elements of triple bottom line. This rhetoric promotes particular texts and manifest intertextuality with other texts on sustainability discourse.

6.5.2 Corporate power on the rise

There is some controversy in the literature about the increasing power of Multinational Corporations (MNCs). A growing body of work advocates that corporate sector is gaining power, some mainstream business writers advocate that corporations are dependent on national governments and are politically weak (Crane & Matten 2007). The main point is that people's lives are shaped not only by government but by the business as well. The central issue on this trend is that of democratic accountability. The idea of democracy is to give individuals possibility of choice and control on their lives, but since such decisions are increasingly taken by corporations then the right to choose is restricted (Crane & Matten, 2007). Business has become an increasingly powerful political actor (Marsden 2000); companies have gained influence, because of their economic power and their ability to threaten governments to relocate if undesirable regulations are enforced (Crane & Matten, 2007).

6.5.3 Environmentalist scientists' political power

In contrast to the corporate actors scientist involved in the environmental movement recognize the political aspects of scientific and economic knowledge (Livesey, 2002). In the 1980s, a group of experts submitted to the United Nations Environment Programme (UNEP) the results of a 2-year study and based on it was agreed that greenhouse emissions would rise atmosphere temperatures and accelerate global warming and immediate measures should be taken (Mohnen et. al. 1991). The scientists report were guilty and changed depending on which critics were to be believed (Ibid). Authors of the IPPC program called for a reduction of 20% on CO2 emission by 2005. The political aspect of the environmental scientists rests on the fact that they do not question their expertise in climate change, and they advocate that there is clear evidence about it.

The power aspect of the debate between environmentalists and businesses is reflected on corporations' rhetoric where they engage in producing texts which is in line with the sustainability discourse. This production and repetition of text as a discursive form a Foucauldian perspective constitutes social practices and reflects the power-knowledge link.

The corporations in their annual reports, sustainability reports, their web-pages etc. rather than representing their own views they portray themselves as caring organization and responsible citizens. The placement of these rhetoric's makes them opinion-shapers and reveals the power of corporations as taking over public discursive space. Samsung, Siemens and Cisco under the sustainability grand discourse produce and circulate text in line with it and adopt other forms of discourse such as eco-friendly product, eco efficiency etc. (green-talk, eco-talk). The three corporations take over the role of making "a better global society", "enriching lives", "giving solutions" and so forth by assuming the omnipotent role of one corporate alone making dramatic changes in life improvement.

7. CONCLUDING REMARKS

7.1 Conclusion and discussion

We agree with Cheney and Frenette (1993) that annual reports, corporate speeches, and corporate public discourse represent an important way by which companies can influence public discourse and thus deserve scholarly attention.

We analyzed how three global knowledge intensive firms discuss and represent the matter of environmental sustainability to stakeholders. We adopted a discursive approach when analyzing our data. Discourse analysis is a tool through which negotiation of social values, authority and knowledge can be explored. Organizations as forms of power and control can be analyzed through discourse only (Grant et al., 1998). In our research we have used rhetoric and metaphor as main themes. Our analysis has examined the presence of metaphors, questioning its usage in context and its potential power effects necessary for achievement of sustainability. Also, we studied the implications of the use of metaphors for organizational change towards sustainability and provide a sense of what we think is possible destination which organizations appear to define. Mayhew (1997), metaphors does not emphasize outcome but the process, moreover this is a process of sustainability as a journey metaphor which offers a rhetoric of presentation that uses language in a non-referential way.

We concluded that journey metaphors are used by businesses as an issue concerned with environmental sustainability, this is more of a speculation as the outcome of actions cannot be measured therefore it can be seen as a journey to a uncertain future. The future is in progress, so it the businesses attitude to environmental sustainability. We relied on the work of Foucault who defines discourses as bodies of knowledge that form the object of which they speak (Grant et. al. 2004). We examined common discursive strategies used by the companies.

We found that the themes on the reports and other material analyzed were very similar in all the three corporations. There are many examples of language sharing and using the same terms. On the first level of analysis we identified main features and strategies on corporate rhetoric and on the second level of analysis we compared the findings with the other companies. We looked on how environmental sustainability is talked about. We searched for similarities and differences across three companies. We argued that texts available on web site on our chosen companies, from rhetorical point of view are situated examples of a corporate rhetor's intentional effort to influence the understandings of audience on environmental issues and to motivate particular actions.

Our study shows that an important aim of companies' rhetoric usage in reporting and web site communication is establishing discursive regularity. The emerging eco discourse and green discourse in Cisco, Siemens and Samsung shown in our analysis illustrates discourse broadly conceived and represents a form of companies' control (Livesey, 2002). The companies' articulate hybrid discourses such as eco-efficiency to legitimate the market and de legitimate radical environmental or governmental action and climate scientists (Hardy and Phillips, 2004). Our research can be read as a corporations' attempt to re-establish control among challenges posed by environmentalism and the broad sustainability discourse. Looking at it through the lenses of Foucauldian theory, these texts represent ongoing discursive struggle between business and environmentalist. They draw on already existing mega-discourse of sustainable development which implicates a variety of institutional actors and social practices in relation to the ecological crisis. According to (Hoffman 2000), sustainability represents the emergence of unstable discursive order. Our Foucauldian analysis shows the political effects of language use in a social context. One of our aims was to reveal the links between mega-Discourse of sustainability and discursive practices on corporate level while uncovering aspects of power dynamics in this discursive field. The analysis recognized the link between power and knowledge as advocated by Foucault (1984). Foucault's

(1969/1972) analytic approach was to reveal the productive nature of discourse which constitutes object of knowledge. By using Foucault's approach we have interpreted the research companies in the context of the larger social discursive struggle over environmental sustainability.

According to Marsden (2000) business has become an increasingly powerful political actor. Companies have gained influence, because of their economic power and their ability to threaten governments to relocate if undesirable regulations are enforced (Crane & Matten, 2007).

We argue that corporations do not only respond to handle existing rhetorical situations such as the economical crisis of 2008, but they also act rhetorically to shape future coming situations. We noted that companies' voluntarism on being a step ahead on the eco-efficiency products is a way for them to prepare for what tomorrow will be regulated by law.

The knowledge produced by actors which are Cisco, Siemens, Samsung helped to reproduce each of them in a particular way. The power these actors exercise legitimizes their position and their knowledge production. Companies construct themselves as "caring" and "responsible" corporation which is a strategic move aligning with the environmental discourse. Foucauldian perspective enabled us as researcher to discover companies' struggles in a social and institutional context.

Using Foucauldian view we must be aware that meaning is not fixed, contradiction and ambiguity which emerge as discourses allow space for new ways of interpreting reality. As follows, Foucault assumed the relationship between text and context; hence the power embedded within them had to be revealed by referring to larger discursive order such as institutional settings. However, Foucault did not provide methodologies for reading these texts. Fairclough (1992) drew on Foucault's work on linking textual analyses with institutional practices. Therefore we loosely followed the work of Fairclough who addresses properties of text, consumption and interpretation. The aim of his theory is privileging contradictory aspects of texts to reveal the dynamic nature of discourse (Fairclough, 1992). We used Fairclough concept of intertextuality and interdiscursivity. We have found that companies draw on the current environmental sustainability discourses and this according to Fairclough (1992) is called interdiscursivity. The companies on their struggle to establish legitimacy exercise their political power when producing and communicating text by representing themselves as responsible and by adopting hybrid terms such as eco efficiency and green products/processes and so forth. Such discourses used by all our three companies help to legitimize the market and "de-legitimize" radical environmentalism.

As a conclusion can be said that companies are acting as "truth tellers" when "saving the planet", speaking as knowledgeable about energy efficiency and its positive impacts on contributing to a better world, a better environment and representing themselves as caring and responsible. Foucault (1984:74) advocates that "Truth" is linked in relation with systems of power. Hence one should be aware of the hegemonic character of the discourse who is speaking and on whose interest. Taking in consideration that corporations have a lot of power of their own in terms of expertise, size, economic power and so on one should question if they are genuine in their actions or if they are exercising their power to dominate sustainability discourse by adapting different terms which represent win-win situations, consequences of which are not proved yet.

7.2 Limitations to method of analysis

Even though discourse analysis is the growing interest in organizational research it has rarely been a primary focus of management research. One of the reasons for this is the fact that discourse reflects the continued dominance in the literature of managerial concerns with effectiveness. Seen in this light, organizational discourse appears as intellectual luxury with no measurable pay-off. Also, it reflects what are mistakenly

perceived to be preferred methodologies within discourse analysis- interpretative and qualitative techniques, but in practice organizational discourse is characterized by a wide range of qualitative and quantitative methodologies (van Dijk, 1997). Moreover, it reflects the simplistic association which appears to have been drawn between discourse analysis and forms of postmodernism. The postmodern turn has stimulated the increased interests in organizational discourse and sensitized researchers to complexity and raise fundamental question about organization per se. (Burrell, 1988). Furthermore, in discourse analysis, language discourse is limited only to the text and is unable to show the origins of the discourse and how it is related to social interests, the diversity of social accounts compared to what is present and absent in a specific text, the impact of external factors on the manner in which discourses are represented and what the text actually means to audience. Other problem with text analysis is relation to how rhetoric is used by different social interests. To overcome these problems it would be necessary to use methods and theory which analysis processes of production, content, reception and circulation of social meaning. Therefore, it could be argued that textual analysis of media accounts such as web sites also requires the study of social structures. According to Thompson (1984) and Lasswell (1949) "a text cannot be analyzed in isolation from the socio historical conditions related to the production and reception of discourses reflecting struggles over values, norms and authority in society." That is why we considered that Critical discourse Analysis would be more appropriate in wider research but due to the limitations to our research we were not able to apply it fully.

In contrast to the opportunities the metaphor analyses provides, there are many ambiguities in its use in research, for example whether a single or several metaphors should be used to understand situation, to what extent power and politics are involved in metaphor use, to what extent literal language is needed in analyzing organizations or to what extent different metaphors are complementary (Palmer and Dunford 1996). These ambiguities raise the desirability of researcher reflexivity, the need to clarify one's assumptions and ideological biases and to consider how these shape aspects of the research process (Heracleous, 2001). Further issues when using metaphors is that it can be misleading, as the language is not clear and ambiguous. Alvesson (1994) claims that metaphors in organizational theory present a broad and vague image of phenomena as organizations attempts to create a refined approach to understand and use metaphors.

7.3 Implications for future research

An important area for future research would be the consumption of discourse text production by actors involved in environmental sustainability discourse. So far little work has been done on finding out how texts are read and how social context and consumption affect the result (Hardy and Phillips, 2004). We propose that the path forward to examine the consumption would be drawing on the work of Fairclough.

Another important area for future research would be corporations' practices on their actions towards environmental sustainability. There remains a problem in how the rhetoric translates into sustainable business practices. Clancy (1999), observed that although particular business action refers to a journey towards sustainability, the corporate action and environmental reporting give impression that it is mostly about journey from 'unsustainability'. Gray and Milne (2004) argue that majority discussion of the triple bottom line is 'aspirational' that means, it does not describe what actually happens in practice. In reality, what we see in business discussions about sustainability is excitement around experimentation- description of what a sustainable business would look like. Sutton (2000) made the following comment about the journey metaphor:

“When we deal with sustainability we cannot afford to have an open-ended attitude. In the case of sustainability, the ‘destination’ is definitely more important than the ‘journey’. But a sustainable state is not a place; it is a condition . . . just like health is a condition and not a place. There are a huge range of ways to be sustainable but it’s imperative that we actually achieve one of those configurations, otherwise we will not achieve sustainability and something that we value highly will be lost . . . Working forever ‘towards’ is not enough!”. (Sutton, 2000)

Foucault argues that language constructs rather than mirrors reality, hence one should not take for granted how the companies represent themselves through different forms of rhetoric or public communications they use. It would be of particular interest if we could explore how the companies actually practice the environmental sustainability they claim and find out how genuine they are in their intentions.

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